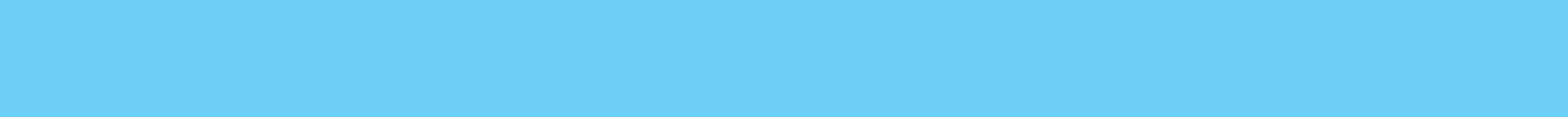


South Central

Neighborhood Action Plan 2012

Ball State University Neighborhood Studio



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Christian Development Corporation (CDC) Board:

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Jacob Jones

Neighborhood Association

Kerry LaPrees

Lezlie McCrory

Matt Bloom

Emilie Carpenter

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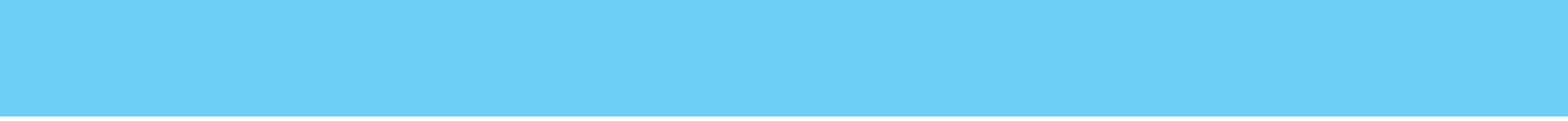
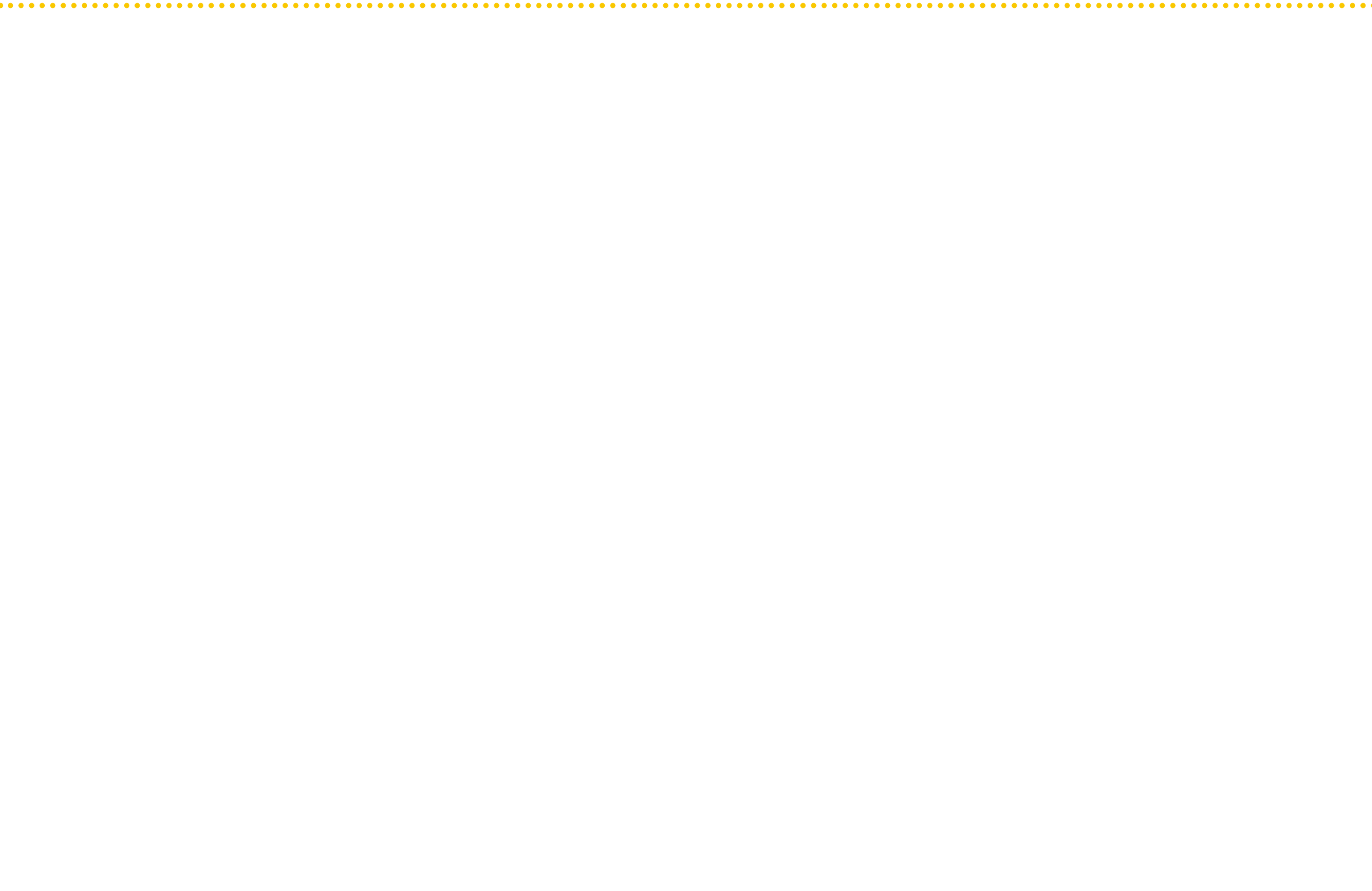


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How can this plan help the neighborhood?

Purpose

The purpose of the South-Central Action Plan (SCNAP) is to improve the quality of life for residents of South-Central and change outside perceptions of the neighborhood to be more positive. In order to meet these goals, this document:

1. Finds and points out the needs and wants of the area.
2. Guides current and future growth.
3. Provides information for creating and developing initiatives.
4. Becomes a tool for improving conditions in the area.

Process

In order for the SCNAP to be successful, the residents and neighborhood leaders need to take into consideration the opportunities and improvements this document provides for the area. Involvement from all residents, volunteers, and outside sources are vital to reaching this plan's potential and creating a greater place. If this can be achieved, SCNAP will:

1. Build the identity of the neighborhood.
2. Create a safer and healthier environment for all individuals.
3. Provide education and training for a variety of areas.
4. Enhance the local economy.
5. Improve the public infrastructure within the neighborhood.
6. Revitalize the housing and land stock.

Community Partners

The South-Central Neighborhood Action Plan has been coordinated alongside several community partners.

Christian Development Corporation (CDC)

Vice President - Lindsey Arthur

Urban Light Church

Pastor – Andrew Draper

South-Central Neighborhood Association

President - Kerry LaPrees

Connection to MAP

The Muncie Action Plan (MAP) was a primary driver for the South-Central Neighborhood Action Plan. The MAP was created in July of 2010 and contains guidelines for prosperous and sustainable community development. Initiatives include: Linking Learning, Health and Prosperity, Fostering Collaboration, Strengthening Pride and Image, Creating Attractive and Desirable Places, and Managing Community Resources. Each sub-initiatives of the SCNAP attempts to integrate ideas from the MAP guidelines. The harmony between these two plans is essential for both the neighborhood and Muncie to make positive progress. The plans share several similarities and sustainable ideas that will hopefully generate support for the action plan and motivate residents to act as leaders in implementing the SCNAP.

Christian Development Corporation and Neighborhood Association Profile

Christian Development Corporation

As defined by Pastor Andrew Draper, the Christian Development Corporation (CDC) facilitates holistic community development in the name of Jesus Christ with a focus on under-resourced neighborhoods. To achieve this, the CDC fosters activities such as addiction recovery, employment opportunities, educational initiatives, and housing redevelopment. The CDC is a 501c3 not-for-profit organization and was founded through the Urban Light Community Church. The board is made up of community leaders and residents. The CDC recognizes and is addressing South-Central's most pressing concerns. Pastor Draper states that the organization is currently working on providing safe and affordable housing, creating and maintaining community gardens, managing addiction recovery, and starting a Ball State Charter school, Inspire Academy. Through initiatives such as these, the CDC hopes to mentor and educate the neighborhood's youth, renovate dozens of homes for low income families, advocate for justice issues, assist people in living free and sober, and to launch a transitional sober living house. Currently, the CDC has been successful in starting community gardens, renovating and leasing a duplex, connecting people to employment opportunities, launching Inspire Academy, facilitating a transitional home for women, and purchasing more homes for renovation. The CDC is very involved in South-Central and organizes several events such as, home dedications, open houses, youth mentoring, and co-hosts the annual Block Party.

Neighborhood Association

The current president, Kerry LaPrees, has defined the Neighborhood Association (NA) as a loose network of neighbors interested in community involvement. In 2007, the NA assembled residents to publish and distribute a newsletter about current events in the neighborhood. The mayor at that time, Mayor McShurley, and Connie Gregory, head of Community Development, were then involved in a question and answer session with the public. Newsletters were initially distributed but ceased after 18 months. The NA is still involved in clean-up events and regular updates are sent via e-mail. Currently, the NA is having problems recruiting people who are not a member of the Urban Light Christian Church (ULCC). The NA hopes to become a part of the larger CDC entity and create a diverse and healthy community for residents to enjoy.

Planning Process

Summer 2012

During the spring and summer of 2012, Professor Lisa Dunaway met with Lindsey Arthur, a representative from the CDC, to begin the process of creating an action plan for the South-Central neighborhood. Professor Dunaway also met with Kerry LaPrees, the president of the Neighborhood Association, to discuss the involvement of his group. Professor Dunaway also met with the CDC's Board of Directors on two occasions to present what an action plan could be and how the Urban Planning students from Ball State would create one. All those present at the final meeting in July agreed to move forward with the action plan in August when fall classes resumed.

Early Fall 2012

In late August, the Neighborhood Planning studio was introduced to Lindsey Arthur and Kerry LaPrees. The students continued to learn about the neighborhood by visiting the area and taking notes and photographs. The students then researched the area to increase their knowledge about the community. Students also created a site analysis to look at various conditions such as streets, sidewalks, land use, and building footprints. After the research process was completed, students came up with questions to include in a neighborhood survey. The survey was then distributed to the entire neighborhood in order to get feedback from the residents.

On the 10th of September, the CDC/BSU partnership held their first neighborhood meeting at Price Hall. The purpose of the first meeting was to introduce the neighborhood to the Urban Planning students. It was important to meet the residents and to let them know what the CDC & BSU partnership hoped to accomplish. After the first meeting the students developed initiatives based off of the feedback they received at the first meeting. Those initiatives were divided into seven categories: Health and Safety, Education and Training, Identity, Social

Support, Local Economy, Housing and Land, and Public Infrastructure.

On October 8th, another neighborhood meeting was held at Price Hall. At this meeting, students presented their progress to residents of the neighborhood. The students had posters with a list of all the proposed sub-initiatives, and members of the neighborhood voted on which ones they felt were most important. After this meeting, the sub-initiatives were organized from highest to lowest priority. The students then created suitability maps that showed the best locations for each sub-initiative based on research of the proposed ideas combined with the neighborhood characteristics.

Late Fall 2012

On the 12th of November, the third meeting of the CDC/BSU partnership was again held at Price Hall. From the information collected at the previous meeting, the final priority assigned to each sub-initiative was presented along with the suitability maps. The meeting continued with break out groups to allow residents to give their input on any changes that needed to be made to the maps, for inclusion in the SCNAP.

In order to help citizens use this action plan, the South-Central Neighborhood Action Plan (SCNAP) Citizen Handbook was created. The workbook can be used by leaders to organize events, garner community involvement, and help citizens become a part of the new SCNAP. The final steps of developing the Handbook involved finalizing the action plan and reviewing all previous work.

On the 3rd of December, the SCNAP and the Handbook were presented to the CDC and residents at Price Hall.

The efficient and prolonged use of these documents will greatly increase the chance that the CDC and NA will accomplish their goals.

Components of this Plan

History of South-Central

This section overviews the historical importance of South-Central and how it was founded in response to the industrial boom in the 1870s. This section also describes the goals and struggles it overcame as a residential neighborhood.

Demographics

The Demographics section shows the population of South-Central by age, race, income, educational attainment, and housing. These statistics are then compared with those of Muncie and Indiana. These comparisons are represented through graphs, tables and charts.

Existing Conditions

The Existing Conditions of the South-Central Neighborhood Plan consists of a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for each area. Strengths consist of preexisting positive qualities that are already making the neighborhood a good place to live. Weaknesses are the preexisting negative qualities that lower the quality of life for residents and/or degrade outside perceptions of the neighborhood. Opportunities are both tangible and intangible circumstances, mostly outside the neighborhood, that can be used to make positive change. Threats are tangible and intangible circumstances mostly beyond the control of the residents that have the potential to damage or hurt the residents, the economy of South-Central, and the physical neighborhood itself.

Initiatives

Initiatives are the action items of the plan based on the MAP and feedback from neighborhood residents. Each is unique and contains a set of sub-initiatives, or more detailed action items, that work together to accomplish the overall initiative. The initiatives that make up the plan are Identity, Public Infrastructure, Local Economy, Social Support, Housing and Land, Educational Training, and Safety and Health.

Identity

The complex idea of how people interact, not only with one another but also with the neighborhood itself, as well as turning personal goals into reality.

Public Infrastructure

Public Infrastructure is a broad definition of physical services that are offered to the residents in a specific area. Examples are sidewalks, streets, lighting, transportation, and storm water management.

Local Economy

The Local Economy initiative attempts to strengthen the preexisting businesses that are located in the neighborhood as well as add new ones to grow the current economy in South-Central.

Social Support

The Social Support initiative outlines ways to strengthen currently existing social programs, as well as create new programs to help rehabilitate criminals and the disabled.

Education and Training

This initiative provides residents of all ages with opportunities to attend programs that increase their learning potential for setting personal goals, education, career training, and neighborhood improvements. Sub-initiatives were designed for specific age groups: senior citizens can attend social outings, educational activities are designated for children, and personal finance and home ownership programs are available to middle age individuals.

Health and Safety

The residents of South-Central wanted to enrich their lives through health and safety programs. This encourages neighbors to get to know each other, work together to prevent crime, and promote a sense of security.

Housing and Land

The Housing and Land initiative outlines ways to help with the safety, beautification, and self-sufficiency of both the public and private properties in the neighborhood. Increasing home ownership, generating tax revenues, securing vacant homes, and reusing vacant lots are some of the sub-initiatives created to obtain the goals listed within that section of the SCNAP.

Appendix

This section contains supplemental maps, graphs and materials for this neighborhood action plan.

Boundaries and Demographics

The South-Central neighborhood is 220 acres and is made up of US census tracts three and four. It is located just south of the city's downtown and is bounded by E. Willard St. on the north, Memorial Drive on the south, S. Hoyt Ave. on the west, and S. Madison St. on the east.

The typical lot size is 45' by 150'. Currently 25% of the land area is made up of buildings, leaving 75% of the land open to potential development. The neighborhood is mainly residential with the majority being lower-middle class families and there is more than a 27% vacancy rate of residential units. Within the neighborhood, there are no parks but there are some within a walkable range such as Heekin Park. Other amenities within walkable range include schools, libraries and the central business district.

History and Annexation

The history of South-Central neighborhood closely follows that of Muncie. The arrival of the railroads and the discovery of natural gas in the area resulted in the annexation of what is now the north portion of the neighborhood in 1875. The remaining portion of the neighborhood was annexed in 1905. Then in the 1920s, Muncie developed into the manufacturing center of Indiana. At this point, the city's extensive rail network made Muncie an ideal place to locate for several national corporations with the auto industry being the most ideal. The prevalence of manufacturing provided Muncie with a sense of identity as a place "where people made

History of South-Central

things” and contributed to a better quality of life for many Muncie residents. Also in the 1920s, Muncie, IN became known as an “American Hometown.” The city was the manufacturing center for central Indiana and was considered the typical middle-American community also called “Middletown.”

Muncie’s industrial development continued throughout the twentieth century until its decline in the recession of the 1970s and 1980s. In the mid-1990s, the deindustrialization of Muncie began gaining speed. Industrial corporations that had been located in Muncie for decades began to close, resulting in a large population leaving South-Central. The housing south of the railroad such as South-Central started as a community for the manufacturing industry workers, so with the further depletion of gas, the neighborhood was greatly affected. Other parts of Muncie developed while South-Central depleted. Many neighbors moved away and few new residents came. The remaining population aged, making it more difficult to maintain the quality of housing once existing. Therefore, there was a decline in home value and the neighborhood was seen as less desirable.

Land Use and Zoning

The South-Central neighborhood can be categorized into three general types of zoning: residential, business, and industrial use. The majority of the businesses are located on Walnut and Madison Streets and at one point included but is not limited to Carrier Air Conditioning and Heating, Planned Parenthood, Ken Masiongale Sheet Metal, and Bus Carroll’s Auto Repair. The northernmost

portion of the community is where the railroad tracks and yards are located, and this is the main industrial zone which includes Delaware Machinery & Tool Company while the southeastern section is also a residential area. All remaining areas of the neighborhood are designated residential housing though they are not limited to just homes but also religious, medical, and educational institutions. The residential homes include 889 dwelling units, most of which are two-story single family houses but also include mobile homes and apartment complexes.

Transportation

The main access roadways through the neighborhood include Walnut Street and Madison Street. The MITS bus system provides transportation options on these roadways as well as others in the neighborhood making access to downtown and other areas of Muncie relatively simple. Additionally, the majority of the residential roads have on-street parking and sidewalks.

Infrastructure and Housing Characteristics

Sidewalks and curbs run along most streets through the neighborhood though some are damaged and in need of repair (58% of the streets in good condition and 41.5% in fair condition). Lighting is also on 85% of the streets but a large amount is non-working or not ample and storm drains in the neighborhood, while in good condition, are in need of maintenance and draining. The outbuildings in the area are also not in the

best condition, which can be negative with 48% of the homes having an outbuilding. As for other physical aspects of the homes, the majority of the units are covered in aluminum siding (which have been surveyed as the most valuable homes) while other materials include brick, asphalt and wood siding. Additionally the amount of one-person units has increased between 1970 and 1990, most likely due to construction of more rental units in the area.

The housing units here have decreased in occupancy by almost two-hundred homes from 1970 to 1990 with the probability being lost to demolition of units or abandonment. Though most of the houses were constructed before 1939 (61%), the average value for owner occupied housing in the community was only about \$26,400 in 1990. Unfortunately, Muncie has continued to grow to the northwest making South-Central in less demand. In the 2010 census, South-Central was discovered to have 271 of their 1,000 (27%) homes vacant.

Population Characteristics

There are currently about 3,673 residents within South-Central with the majority being African American and Caucasian. The neighborhood is evenly distributed but segregated with the majority of the Caucasian residents living on the west side and the African American residents living in the areas between Walnut and Madison Street. A positive aspect is that college enrollment increased by nearly one hundred percent between 1970 and 1990. This is an achievement after the 70s where unemployment rates reached their peak until the 80s where they began to fall along with poverty rates.



Demographics

Demographics describe the characteristics of a population such as include gender, age, race, or educational attainment. The following is a demographic analysis of South-Central residents. Statistics can be difficult to understand, so the data for South-Central was compared with Muncie and Indiana data to make the information more meaningful.

Also, the demographic data was found at <http://www.census.gov>. The Census data for South-Central includes a small part of the surrounding neighborhoods but is accurate enough to help understand the current conditions in the neighborhood.

Gender

South-Central has almost the same number of males and females in the neighborhood, as shown in Figures 1 and 2. There are 997 males and 970 females in the neighborhood there, whereas there are more females in the city of Muncie as a whole, and the state of Indiana.

Age

South-Central Neighborhood is composed of various age groups with most age groups containing a similar number of members (see Figure 3). However, there are fewer residents ages 65 and over. The neighborhood has slightly more people in the 25 to 54 age groups, making that the largest population concentration. The age distribution is similar to Muncie and Indiana.

Race

South-Central is home to multiple race groups: mostly white residents, followed by Black, Hispanic, and Asian residents, which is similar to both Muncie and Indiana (see Figure 4).

Educational Attainment

As shown in Figure 5, South-Central has a higher percentage of high school graduates than the rest of Muncie and Indiana, but the number of those with a bachelor's degree or higher is much lower than either

	South-Central	Muncie	Indiana
Male	50.69%	47.52%	49.20%
Female	49.31%	52.48%	50.80%

Figure 1- Table of gender of residents in South-Central as compared to Muncie and Indiana. Source: census.gov.

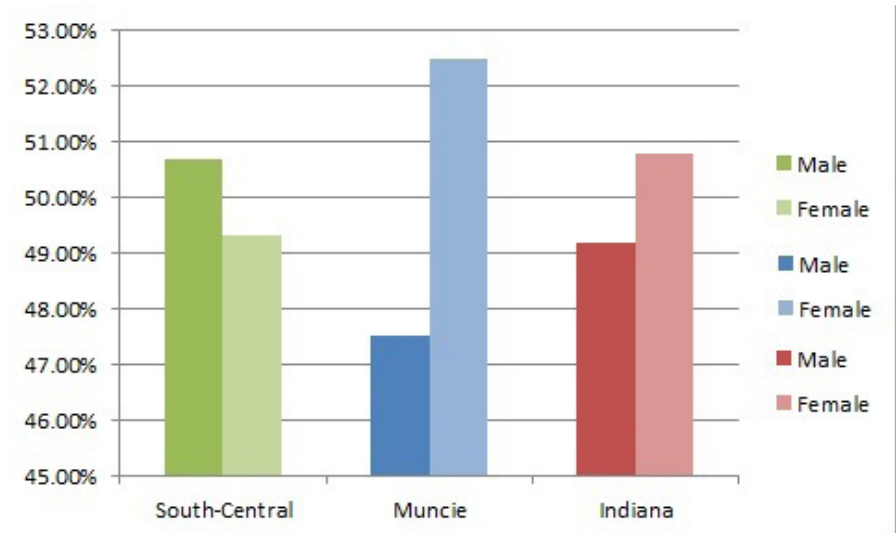


Figure 2 - Chart of gender of residents in South-Central as compared to Muncie and Indiana. Source: census.gov.

Age	South Central		Muncie		Indiana	
Under 5 years	105	8.85%	3,889	5.55%	434,075	6.69%
5 to 9 years	86	7.25%	3,239	4.62%	444,821	6.86%
10 to 14 years	93	7.83%	3,175	4.53%	452,171	6.97%
15 to 19 years	99	8.34%	7,773	11.09%	475,515	7.33%
20 to 24 years	93	7.83%	13,726	19.58%	452,026	6.97%
25 to 34 years	193	16.26%	8,366	11.94%	827,345	12.76%
35 to 44 years	157	13.23%	6,626	9.45%	840,830	12.97%
45 to 54 years	173	14.57%	7,490	10.69%	946,768	14.60%
55 to 64 years	91	7.67%	6,722	9.59%	769,143	11.86%
65 to 74 years	61	5.14%	4,558	6.50%	452,335	6.98%
75 to 84	25	2.11%	3,063	4.37%	273,501	4.22%
85 years and over	11	0.93%	1,458	2.08%	115,272	1.78%
Total	1,967		70,085		6,483,802	

Figure 3 - Table of age of residents in South-Central as compared to Muncie and Indiana. Source: census.gov.

Race	South Central		Muncie		Indiana	
White	912	76.83%	58,853	83.97%	5,467,906	84.33%
Black	187	15.75%	7,655	10.92%	591,397	9.12%
Hispanic	39	3.29%	1,579	2.25%	389,707	6.01%
Asian	6	0.51%	849	1.21%	102,474	1.58%
Native	7	0.59%	245	0.35%	20,810	0.32%
Other	22	1.85%	532	0.76%	173,314	2.67%
Two or More	53	4.47%	1,951	0.78%	127,901	1.97%
Total	1,226		71,664		6,873,509	

Figure 4 - Table of race of residents in South-Central as compared to Muncie and Indiana. Source: census.gov.

Education Attainment	South Central		Muncie		Indiana	
	Total	%	Total	%	Total	%
Less than 9th grade	91	7.6%	2,120	5.5%	180,416	4.3%
9th to 12th grade, no diploma	295	24.5%	5,712	14.8%	394,031	9.5%
High school graduate	571	47.4%	13,029	33.7%	1,506,526	36.2%
Some college, no degree	147	12.2%	7,445	19.3%	846,057	20.3%
Associate's degree	8	0.7%	2,174	5.6%	305,295	7.3%
Bachelor's degree	42	3.5%	4,523	11.7%	597,152	14.3%
Graduate or professional degree	51	4.2%	3,837	9.4%	337,140	8.1%
Total (Population 25 years and over)	1,205		38,840		4,185,817	
Percent high school graduate or higher		68.0%		79.7%		65.2%
Percent bachelor's degree or higher		7.7%		21.1%		22.4%

Figure 5- Table of educational attainment in South-Central, Muncie and Indiana. Source: census.gov.

Muncie or Indiana. There are fewer high school graduates in South-Central than the rest of Muncie and Indiana. Those residents with less than a high school degree outnumber the rest of Muncie and Indiana, and the percentage of those with an Associate's degree or higher are all lower (see Figure 6).

Employment

The 2010 U.S. Census shows the employment statistics of the South-Central Neighborhood, Muncie as a whole, and the state of Indiana.

Unemployment

The number of unemployed residents in South-Central is almost twice as high as the rest of Muncie and more than three times as high as the

state of Indiana. As seen in Figure 7, the South-Central Neighborhood reaches unemployment levels of 32%, compared to Muncie as a whole, which is only 16%. The average for the state of Indiana is 10%.

Unemployment by Age

As seen in Figure 8, South-Central has a large group of individuals between the ages of 45 and 54 who are unemployed, which is almost triple that of the rest of Muncie and Indiana. Over 35% of people between these ages are unemployed.

Median Household Income

As shown in Figures 9 and 10, the median household income of the South-Central Neighborhood is below that of both Muncie and Indiana. Male individual workers in the neighborhood make an average of \$7,500, while women in the neighborhood make an average of \$12,787. In Muncie, males earn \$11,651 and women earn \$11,382.

Commute to Work

According to the 2006-2010 American Neighborhood Survey Five-Year Estimates, the average commute to work was compared to the rest of Muncie and Indiana. Two categories included in this area of analysis were 1) means of transportation to work and 2) travel time to work.

Means of Transportation to Work

More people in South-Central choose to use public transportation as compared to Muncie and Indiana (see Figure 11), with driving alone as the preferred method of commuting to work. The percentage of people who choose to carpool to work is similar among the three regions: 11.4%, 11.4%, and 9.5% for South-Central, Muncie, and Indiana, respectively.

Travel Time to Work

As shown in Figure 12, the majority of people in South-Central travel to work in less than 30 minutes: approximately 73% in total. The largest number of people travel between 15 to 29 minutes, which accounts for 34% of South-Central residents. The smallest number of residents travel less than five minutes.

Below, Figure 13 compares the travel times in South-Central to Muncie and Indiana. When compared to Muncie as a whole, the single largest category is 5 to 14 minutes, accounting for nearly 45% of the population. 84% of the Muncie population has a travel time of less than 30 minutes. In all three areas, the two largest categories were 5 to 14 minutes and 15 to 29 minutes, and the smallest category was less than five minutes.

Poverty Level

The percentage of people living below poverty level is much greater in South-Central as compared to both Muncie and the state of Indiana (see Figure 14). At nearly 45%, the population below poverty level for South-Central is more than three times that of the state average of 13.5%.

Population Below Poverty Level by Race

Figure 15 below shows the percentage, within each racial category, of people living below poverty level for South-Central, Muncie, and Indiana. Compared to Muncie and Indiana, South-Central has a higher percentage of people living below poverty level. The last category on the chart, two or more races, is an exception. Another notable statistic is that over 71% of the Black or African American population in South-Central is living below poverty level. This is nearly double Muncie's percentage of 38.3% and much more than Indiana's percentage of 28.4%. A similar pattern exists for the "Other" category.

Population Below Poverty Level by Educational Attainment

For each group, a higher educational attainment means a resident is less likely to live below poverty level (see Figure 16). For both Muncie and Indiana, those people with a Bachelor's degree or higher are the lowest percentage of residents below poverty level. Those residents with less than a high school diploma are the most likely to live below poverty level. For South-Central, however, the category with the highest percentage living below poverty level is actually those people with an associate's degree.

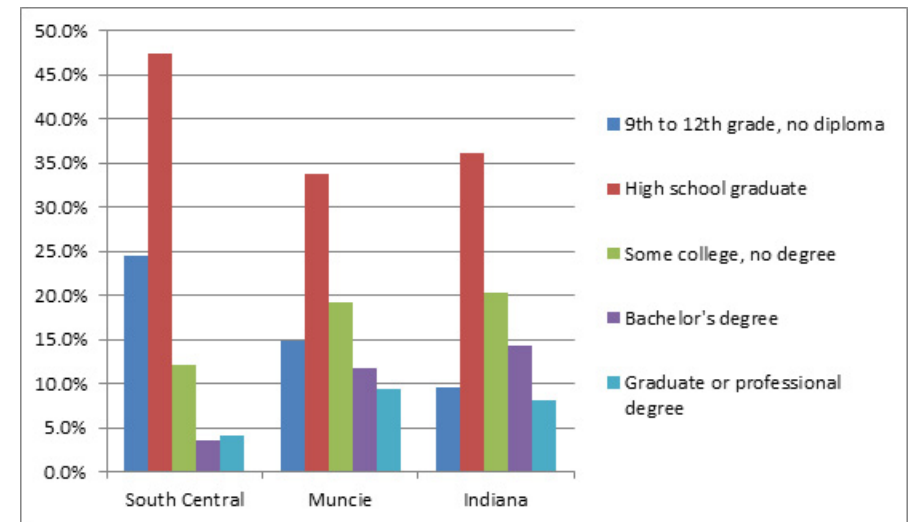


Figure 6a - Educational attainment for South-Central, Muncie, and Indiana. Source: census.gov.

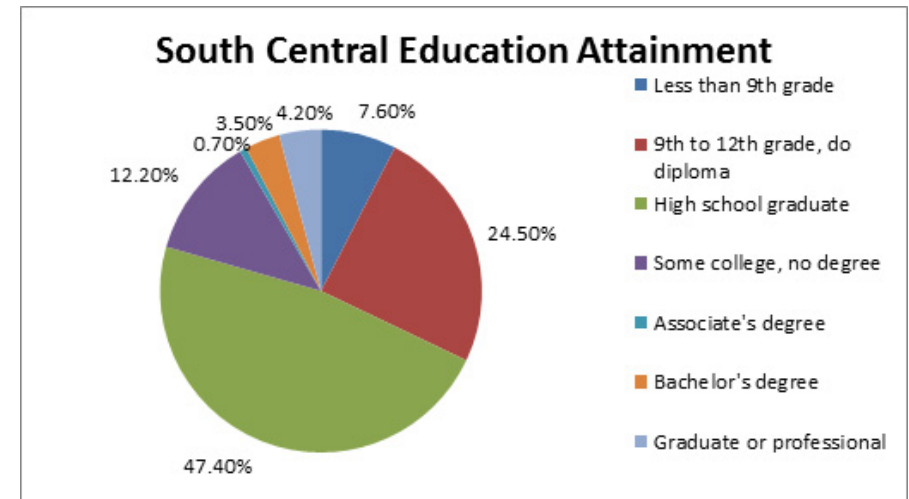


Figure 6b - Educational attainment for South-Central, Muncie, and Indiana. Source: census.gov.

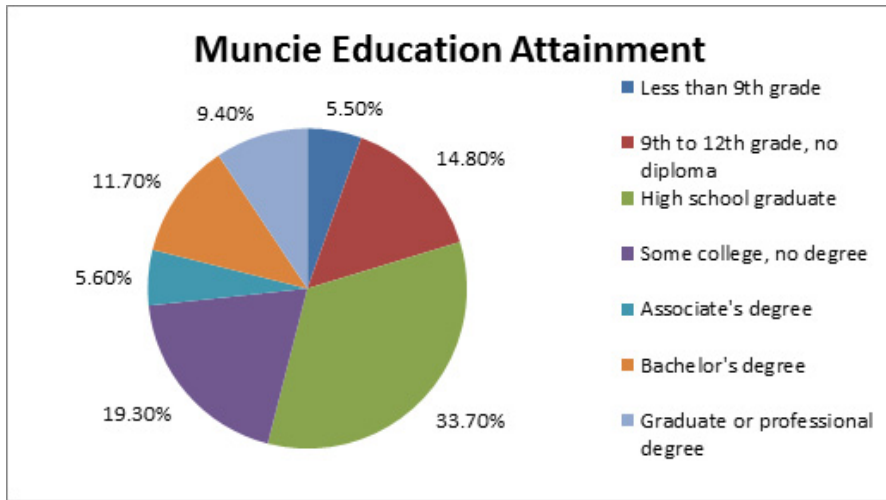


Figure 6c - Educational attainment for South-Central, Muncie, and Indiana. Source: census.gov.

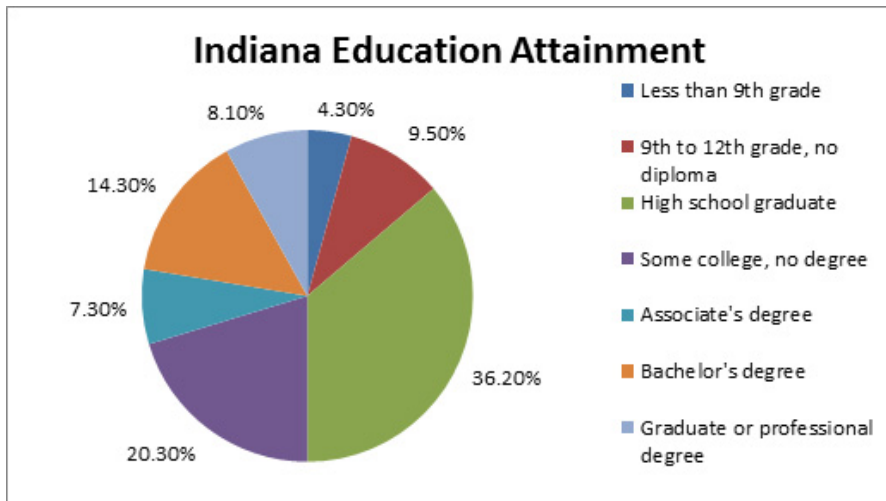


Figure 6d - Educational attainment for South-Central, Muncie, and Indiana. Source: census.gov.

Disabilities

This section shows the number of disabled people living in the South-Central Neighborhood, Muncie, and Indiana. As shown in Figure 17, there are almost twice as many disabled people in South-Central than

the rest of Muncie, but as for Indiana as a whole the numbers are quite similar.

Types of Disabilities

The U.S. Census breaks disabilities down to six different types of disabilities: sensory, physical, mental, self-care, going outside the home, and employment disabilities. As shown in Figure 18, the majority of disabilities arise from employment, or are a physical or mental disability.

Working with Disabilities

As shown in Figure 19, nearly 35% of the disabled people in South-Central are currently employed.

Housing Type

The majority of houses in South-Central Neighborhood, Muncie, and Indiana are single-family, detached homes (1-unit). In South-Central, they are 57.1% of the total housing units, and the number is still lower in Muncie with 61.7% and Indiana with 72.7%. Next most popular is the 2-unit, making up 13.4% of the housing in South-Central, which is just a little higher than the third most popular housing type of 3 or 4 units, at 11.1%. There are more 2-units and 3 or 4 units than the rest of Muncie and Indiana. 10 to 19 units type also takes up a large part of South-Central (see Figure 20).

Tenure

As shown in Figures 21 and 22, the number of renters in South-Central is the complete opposite of those same numbers at the state level. While the majority of the state is owner-occupied, South-Central is predominantly renter-occupied.

Occupancy & Vacancy

South-Central has a lower number of occupied structures as compared to the city of Muncie and the State. Vacancy in Indiana and the South-Central neighborhood are even, while the City has fewer numbers of vacant buildings (see Figures 23 and 24).

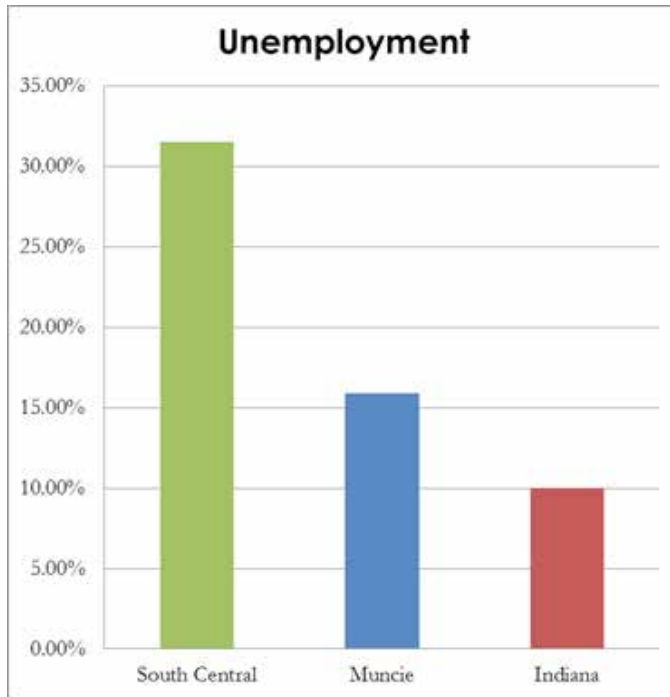


Figure 7 - Unemployment rates in South-Central, Muncie and Indiana. Source: census.gov.

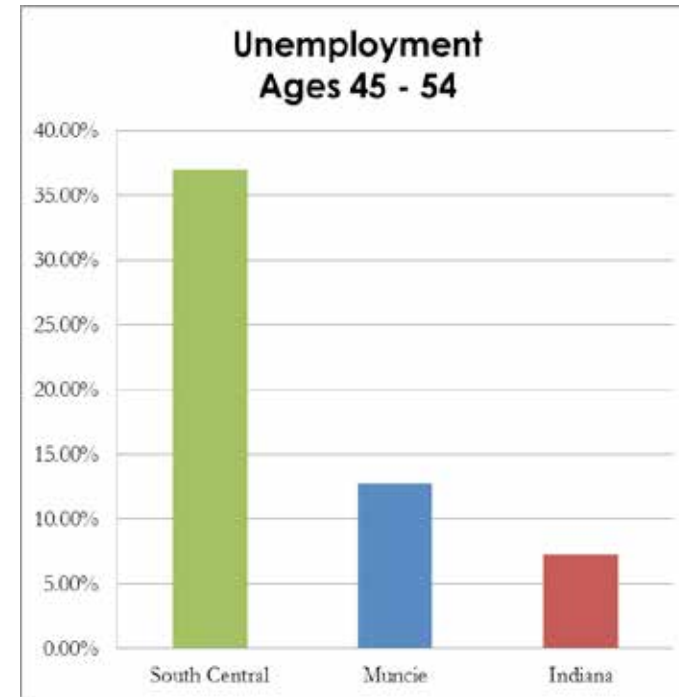


Figure 8 - Unemployment from ages 45 to 54. Source: census.gov.

	South-Central	Muncie	Indiana
Income	\$17,500	\$29,237	\$47,697

Figure 9 - Table of average household income of residents in the South-Central, Muncie, and Indiana. Source: census.gov.

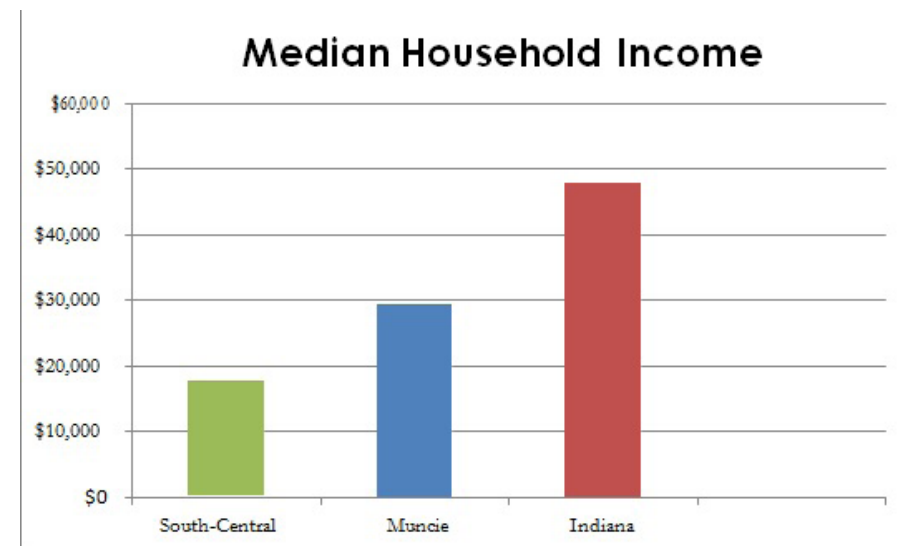


Figure 10 - Average household income of residents in South-Central, Muncie, and Indiana. Source: census.gov.

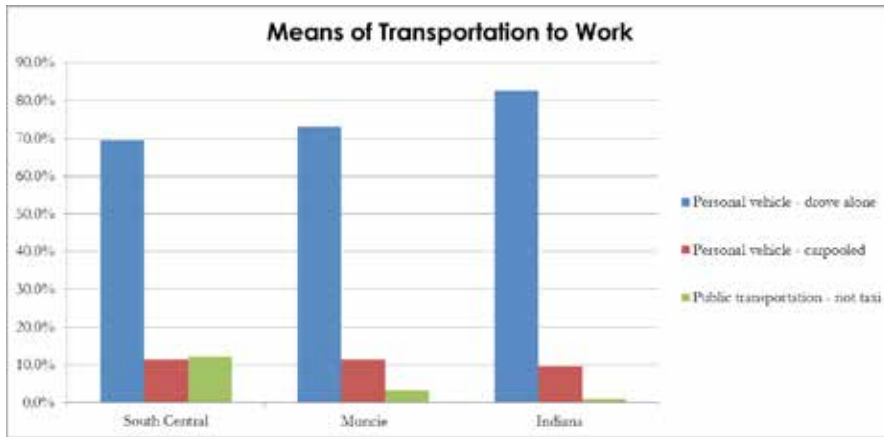


Figure 11 - Means of transportation to work in South-Central, Muncie, and Indiana. Source: census.gov.

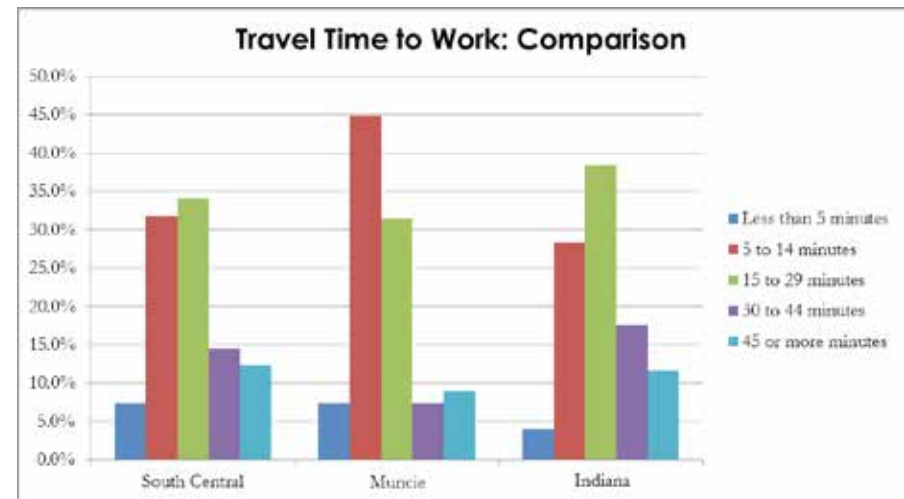


Figure 13 -Travel times to work in South-Central, Muncie, and Indiana. Source: census.gov.

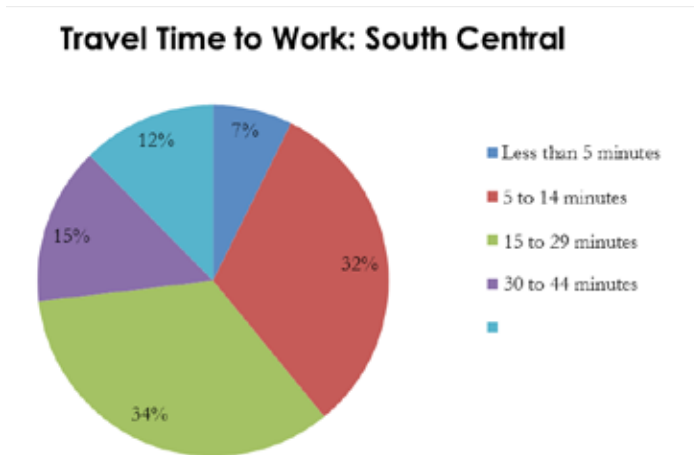


Figure 12 - Travel time to work in South-Central. Source: census.gov.

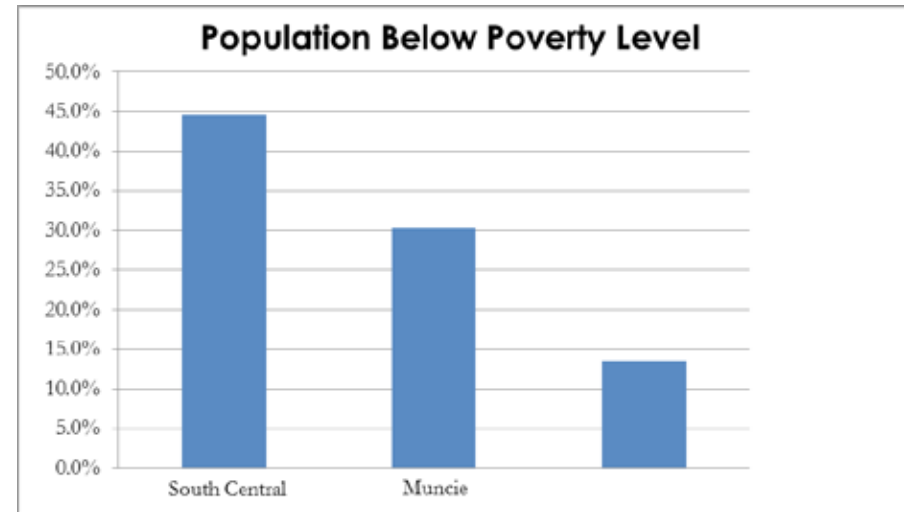


Figure 14 - Poverty level in South-Central, Muncie, and Indiana. Source: census.gov.

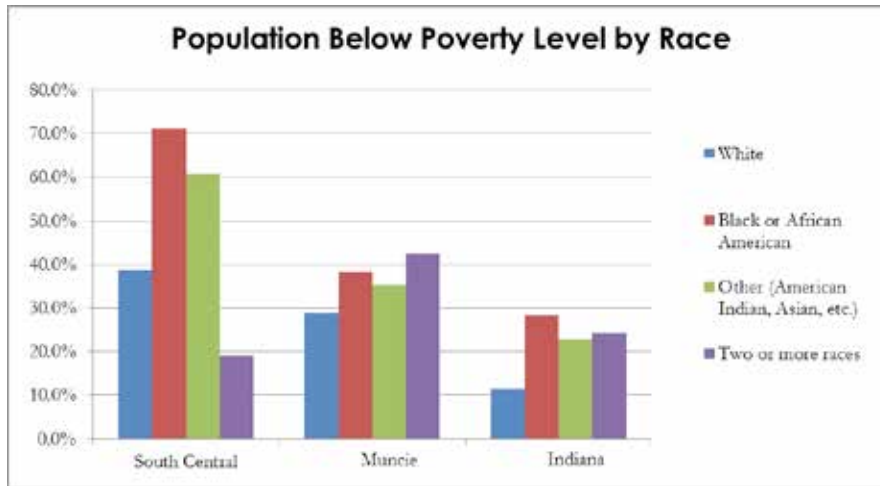


Figure 15 - Poverty level by race in South-Central, Muncie, and Indiana. Source: census.gov.

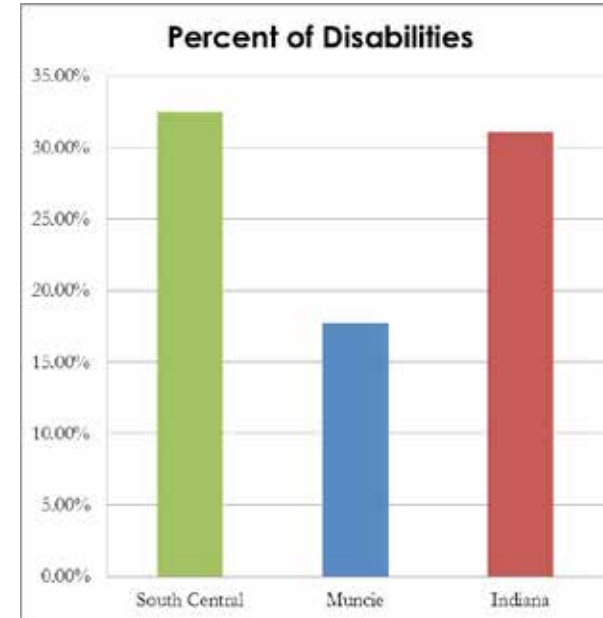


Figure 17 - The percentage of disabled persons in South-Central, Muncie, and Indiana. Source: census.gov.

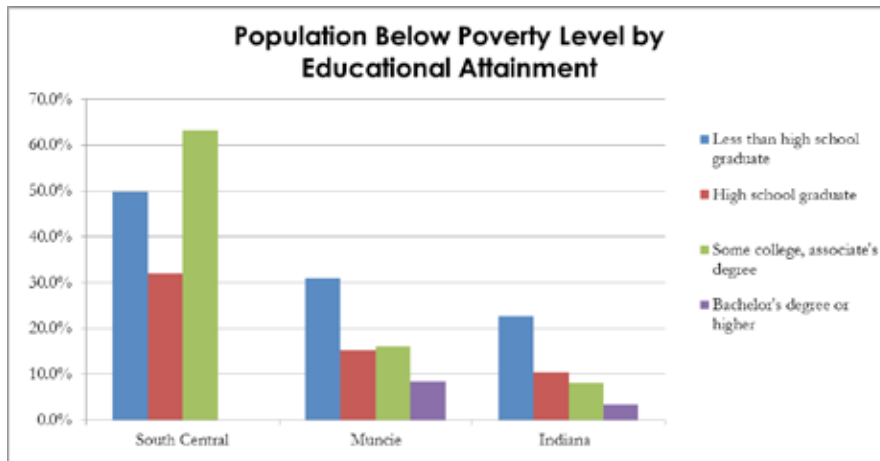


Figure 16 - Poverty level by educational attainment. Source: census.gov.

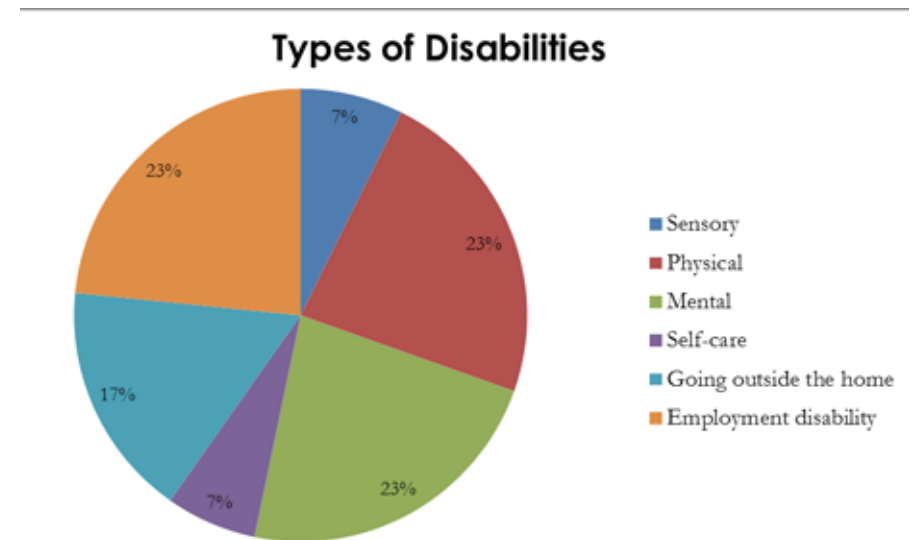


Figure 18 - Different types of disabilities. Source: census.gov.

Working With Disabilities Ages 21 - 64

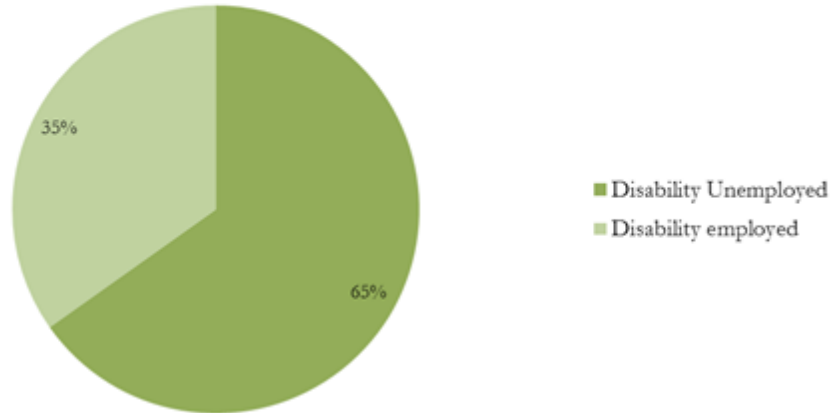


Figure 19 - The number of disabled but employed people in the South-Central. Source: census.gov.

	South Central	Muncie	Indiana
Owner Occupied	29.80%	51.10%	69.70%
Renter Occupied	70.20%	48.90%	30.30%

Figure 21 - Table of tenure in South-Central, Muncie and Indiana. Source: census.gov.

	South Central	Muncie	Indiana
Occupied	72.30%	84.50%	88.20%
Vacant	27.70%	15.50%	26.80%

Figure 23 - Table of occupancy and vacancy in South-Central, Muncie and Indiana. Source: census.gov.

House Types	South Central		Muncie		Indiana	
	Total	%	Total	%	Total	%
1-unit, detached	680	57.1%	19,538	61.7%	2,035,677	72.7%
1-unit, attached	97	8.2%	698	2.2%	98,307	3.5%
2 units	160	13.4%	2,392	7.6%	79,539	2.8%
3 or 4 units	132	11.1%	2,300	7.3%	102,992	3.7%
5 to 9 units	12	1.0%	2,060	6.5%	122,141	4.4%
10 to 19 units	109	9.2%	1,523	4.8%	107,913	3.9%
20 or more units	0	0.0%	1,849	5.8%	110,598	3.9%
Mobile home	0	0.0%	1,295	4.1%	143,082	5.1%
Boat, RV, van, ect	0	0.0%	0	0.0%	550	0.0%
Total housing units	1,190		31,656		2,800,799	

Figure 20 - Table of Housing type in South-Central, Muncie and Indiana. Source: census.gov

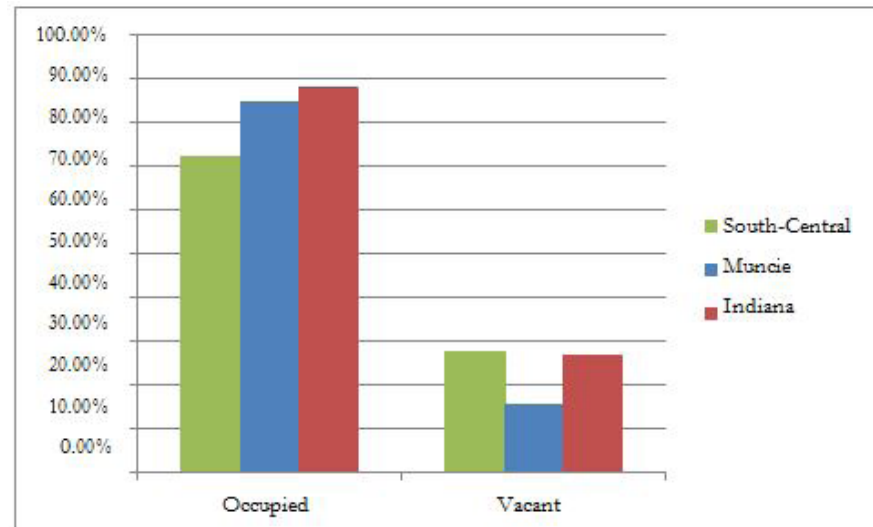


Figure 24 - Number of vacant buildings to occupied buildings. Source: census.gov.

Existing Conditions

The Muncie South-Central Neighborhood is located south of the city's downtown, consists of around 220 acres, and is made up of US census tracts three and four. The site is bordered by E. Willard Street on the north, Memorial Drive on the south, S. Hoyt Avenue on the west, and S. Madison Street on the east.

History

In the 1920s, Muncie, Indiana was considered "America's Hometown." The city was the manufacturing center for central Indiana and was considered the typical middle-American community. With its prime location near the railroad tracks, many national corporations located their businesses in Muncie. The South-Central Neighborhood is located just south of these railroad tracks and therefore several businesses such as the Coca Cola Bottling Company, Greely Lumber Company, and Campbell Ice Cream Company established near the neighborhood. The industrial boom continued throughout the twentieth century until the recession of the 1970s caused a significant decline in the amount of industries in the area.

Physical Assets

South-Central is divided into seven sub-groups, each around the size of nine street blocks. The neighborhood is primarily residential, but the majority of the northern pan handle is light industry. Cutting through the center of the neighborhood is Walnut Street, where banks and commercial businesses are located. Madison Street makes the west boundary of the neighborhood and

is home to commercial businesses as well.

Land Use

When concerning how the majority of the land is used in the South-Central Neighborhood, residential units are the most common land use in the area. There are a variety of types of residential units, however, ranging from single family to apartment complexes. The neighborhood also has a bit of light industry in the northern pan-handle and a significant amount of commercial units mainly focused along Madison, Walnut, and Memorial Streets.

Housing & Structures

The South-Central Neighborhood is primarily residential and fairly longstanding. More than 800 of the residential units in the neighborhood were built prior to 1940. Due to lack of care, the properties have lost their luster and have depreciated in value. A large majority of housing in the area is rented rather than owned. There is more than a 27% vacancy rate of residential units. 25% of the land area is made up of buildings leaving and 75% of the land is open to potential development.

Streets/Alleyways/Sidewalks

The condition of the streets, alleyways, and sidewalks vary throughout the neighborhood. While some are in perfect condition, others could use a bit of enhancement. The majority of street corners are also lacking when concerning curb ramps. The South-Central Neighborhood as a whole has sparse street lighting and signage. While there are a few

lights here and there and one or two speed limit signs, increasing the amount of street lights and signs would improve the safety of the area.

Points of Interest

There are several spaces within the South-Central Neighborhood that express the area's identity. Businesses that fall under this description include Jenny's Café, Zipp's Convenience Store, and Kirby. The community garden and orchard organized by Urban Light Community Church are also places within the neighborhood.

Social Assets

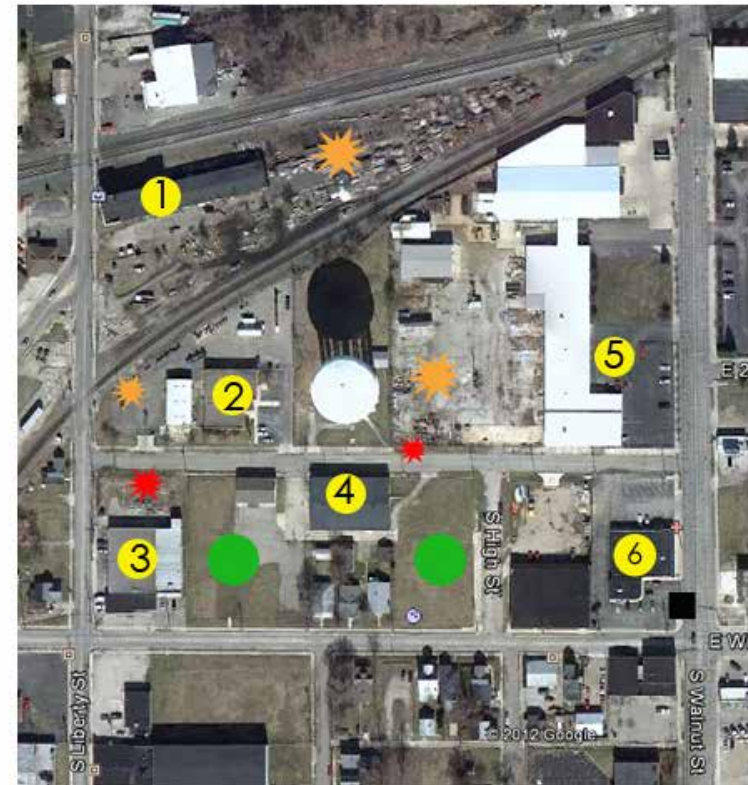
There are roughly 3,673 residents in the neighborhood and majority are African-American and Caucasian. The neighborhood is unfortunately segregated because the majority of the Caucasian residents live on the west side and the African-American residents live between Walnut and Madison Streets. The South-Central neighborhood is currently trying to collaborate and work together as a neighborhood to form a great community. They have therefore created a Community Garden in 2003 and the Urban Light Community Church encourages community involvement and interaction in regards to the garden. In addition to the garden, a party is held to celebrate the harvests twice a year. With the neighborhood's location on the south side of Muncie, there is a preconceived notion of a poor quality of living. However, with strong leadership and community involvement, South-Central is looking towards building a more livable community.

What is a SWOT Analysis?

SWOT Analysis is a tool used to analyze the existing conditions of a place. The “SWOT” acronym stands for strengths, weaknesses, opportunities, and threats. Strengths include positive attributes in the South-Central neighborhood and weaknesses are attributes that could use some improvement. Opportunities are aspects largely outside of the neighborhood that, if capitalized on, could be very beneficial and become strengths. Threats are harmful forces outside of the neighborhood. Identifying the strengths, weaknesses, opportunities, and threats in South-Central will help guide and generate ideas for the SCNAP.

Area One

Figure 1 shows the SWOT analysis of Area One.



-  Sidewalk obstruction
-  Solid State LLC
-  Industrial Gases and Welding Supplies
-  All Phase Electrical
-  Warehouse
-  Delaware Dynamics
-  Open Door Family Planning
-  Hazardous Location
-  Opportunities
-  MITS Bus Shelter

Figure 1 – SWOT Analysis of Area One. Map: Laura Dodd. Figure 1 – SWOT Analysis of Area One. Map: Laura Dodd.

Strengths

Area One adds many positive attributes to South-Central and surrounding neighborhoods such as prosperous commercial and industrial developments that provide services and jobs for the residents of the area. Open Door Family Planning (see Figure 2) provides health care and well-paying jobs and Delaware Dynamics provides well-paying industrial jobs. Solid State LLC has a strong connection to residential redevelopment because it tears down homes to recycle the old material; it also provides jobs for people, such as ex-convicts, who cannot find work elsewhere.



Figure 2 – Strength: Open Door Family Planning Clinic. Photo: Chido Moyo.

Weaknesses

Within Area One, there are some weaknesses that need improvement to allow for the betterment of the neighborhood. One example is the sidewalks, some of which are in poor condition, especially the sidewalks along Second Street (see Figure 3). Those conditions can make this area of the neighborhood dangerous for pedestrians. Another weakness is the poor condition of some of the streets, especially those that get a moderate amount of traffic, such as Liberty and Willard Streets.



Figure 3 – Weakness: Blocked sidewalk along Second Street. Photo: Chido Moyo.

Opportunities

There are several places within the neighborhood that have potential to improve after some development. These places could be altered to create points of interest, or destinations, for the residents of the neighborhood. Examples with such potential include two large vacant lots and a large warehouse building, all of which are located along Willard Street (see Figure 4). The parcels could be developed into a small parks or market spaces; the large buildings could also be used for storage, commercial, or office space. Right outside of the neighborhood along Walnut Street are some vacant lots that could be improved for the benefit of Open Door Family Planning.



Figure 4 – Opportunity: An empty parcel with potential for development. Photo: Chido Moyo.

Threats

In Area One there are three main hazardous threats to the health of the residents of the neighborhood. The first threat is a steel scrap yard behind Delaware Dynamics. Although this scrap yard is fenced off it still poses as a threat to South-Central because it is not visually attractive. A second threat is the large pile of recyclable material in Solid State LLC's yard. Those materials pose as a threat because there is no fencing to separate them from the sidewalk (see Figure 5). The third threat is the chemical storage located in at the corner of Liberty and Second Streets. That location contains a large amount of hazardous materials such as batteries and a dumpster that shows signs of misuse.



Figure 5 – Threat: Yard next to Solid State LLC. Photo: Chido Moyo.

Area Two

Strengths

With only minor sidewalk obstructions, Area Two has accessible sidewalks for residents and handicapped users throughout. This area also has a variety of businesses such as a bowling alley, Reber Machine & Tool factory, a printing shop, Jenny's Café, and an automotive repair shop. The mature street trees add aesthetic beauty to the area. Traffic is light in this area, making it a safe place for children to play. Heekin Park along South Madison Street is in close proximity for use by residents.

Weaknesses

Without designated spaces for them to play, the children tend to play within the streets, which becomes a problem on streets with heavy traffic. Some housing units are in disrepair with detached siding and eroding foundations. There are also a number of lots that are used as dumping areas for unused trash and materials, which could pose as a safety issue for the residents. Some sidewalk obstructions make it difficult for handicapped individuals to travel on the sidewalks (see Figure 1). Specific roads that could use minor improvements are Franklin, Liberty, Fifth and Sixth streets.

Opportunities

Area Two offers many opportunities in the vacant lots and under-used parking lots, which are potential spaces for public use. These underutilized spaces offer chances for park space, business, or new homes. Residents can gather to redevelop these spaces, and thereby strengthen their social relationships with each other. Lot sizes are in close proximity to each other, encouraging neighborhood interactions. There are a variety of places outside the neighborhood that benefit South-Central residents such as the downtown YMCA and the Maring-Hunt Library. These places are relatively close to the neighborhood boundaries and can also be accessed via the MITS bus. Children within the neighborhood can attend after school programs at the Boys and Girls Club nearby.

Threats

The residents within South-Central mentioned their concern for the amount of violence and vandalism in the neighborhood. Vacant buildings and structures have been vandalized, and there is litter on the streets, abandoned lots, and alleys. Litter and trash are unappealing and can attract animals. Due to the lack of survey responses within Area 2, the residents seem to be apathetic to their environment and each other. There seem to be few social relationships amongst residents and little desire to be involved in the neighborhood.



Figure 1 – Sidewalk obstructions. Photo: Allison Johnson.

Area Three

Strengths

Madison Street connects South-Central to downtown Muncie, so residents of Area Three can easily access downtown. Also, Madison Street also brings a relatively high traffic flow to Area Three. Along Willard and Madison Streets, there are several successful businesses such as Norm's Paint Supply, Stuby Tire Co. and Zipp's convenience store (see Figures 1-3). These businesses serve the residents throughout South-Central and adjacent neighborhoods. The low housing prices here can attract families to move in, which will increase the population density.

The MITS bus runs along Madison Street and turns east side along Willard Street. Even though the MITS bus does not run through Area Three, there is a bus stop near the intersection of Willard and Madison Streets.

Weaknesses

There are some vacant lots and abandoned

houses within this area, which makes the population density low. Some of the sidewalks are broken, uneven, or missing. Road surface conditions lack upkeep and maintenance, which may influence the negative perception of the area. There are also houses in need of exterior repairs and landscaping improvements.

The population of this area is decreasing, which may lead more and more vacant lots, abandoned houses, and a general lack of safe conditions. Even though the housing prices are low, some of the houses are in poor condition, which makes it hard to attract people to this area.

Opportunities

The vacant lots along Willard Street and Madison Street can be business opportunities. The vacant lots within Area Three have the potential to be developed as new houses, apartments, and pocket parks. All of this potential would attract more people into Area Three, which could revitalize the neighborhood. The appearance of this area would be greatly enhanced after improving the

sidewalks, pavements, and housing conditions.

Downtown Muncie and the YMCA are within a ten-minute walk of this area. The close proximity of entertainment venues and social organizations are valuable opportunities to build relationships among friends and community leaders.

Threats

The struggling economy is the single greatest threat to the neighborhood. Local governments are losing tax revenues as homeownership decreases. Housing prices are dropping while employment opportunities remain low. These circumstances place a large stress on residents to keep the area safe and attractive.

Individual homeownership is very low in this area. Rental properties are the most prominent and are associated with a transient community; this translates into a disconnected resident population unwilling to engage in neighborhood programs and development.



Figure 1 - Norm's Paint Supply on Madison Street. Photo: Junjie Wu.



Figure 2 - Stuby Tire Co. on Willard Street. Photo: Junjie Wu.



Figure 3 - Zipp's convenience store on Madison Street. Photo: Junjie Wu.

Area Four

Strengths

Area Four has many existing strengths such as the Bridges Community Services (see Figure 1). This nonprofit organization is dedicated to helping low-income individuals and families and improving the quality of life in Muncie. Other assets include the presence of the Full Gospel Temple and many local businesses such as Tom Cherry Mufflers, Thai Kitchen, and Jimmy's Rec. Many of these businesses are located along Walnut Street. This street is another strength for Area Four because it provides a connection between downtown Muncie and South-Central.

In terms of physical strengths, the streets are all drivable with no major potholes or obstructions. Many beautiful mature trees enhance aesthetic quality of South-Central. These trees also provide shade to residents and their homes, lowering cooling costs in warm weather. In addition, many of the well-maintained homes are attractive and have character (see Figure 2).

In terms of less tangible strengths, the people in the area seem lively and enjoy being outside. Many residents like spending time on their porches, showing promise for a socially-active neighborhood. Many people enjoy traveling by bike, suggesting that South-Central is a very bike-friendly neighborhood.

Weaknesses

While Area Four has a good sidewalk network, many individual sections are in need of repairs or widening for pedestrian comfort. In addition, some of the secondary roads could benefit from patching potholes



Figure 1 – Bridges Community Services, Inc. Photo: Mandy Dyer.

and the addition of crosswalks, such as on Walnut Street. Missing signage is noticeable throughout the area and some of the utility lines are damaged, like on Sixth Street. Repairing sidewalks, roads, and utilities within Area Four will greatly add to the general appearance of the neighborhood and add to the pedestrian culture found in South-Central (see Figure 3).

There are many well-maintained homes with historical value, but some other homes could benefit from simple structural repairs, painting, and landscaping (see Figure 4). Commercially, the retail buildings could be improved in similar ways. This can be seen on Walnut where there are many commercial buildings present but most are vacant (see Figure 5). Simply cleaning the debris found on front lawns throughout Area Four and maintaining vacant lots would greatly improve the appearance of the area. Apathy about community betterment can hinder improvement projects. Increasing community pride and excitement by getting more residents engaged with projects will



Figure 2 – An attractive and well-maintained home in Area Four. Photo: Mandy Dyer.

increase the success of Area Four and South-Central as a whole.

Opportunities

Within Area Four, there are several opportunities for improvement. There are many vacant lots and structures scattered over the area, which create great opportunity for new homes, businesses, or green spaces. Some of these structures were constructed using sturdy and reliable materials as such as brick, which increase the opportunities for revitalization and redevelopment. One structure that can be adaptively reused, which is the process of reusing an old site or building for a new, is the Harrison School that is now used for storage (see Figure 6). This massive building is in great condition and could be converted into a mixed-used building that would include light industrial, housing commercial, and office space. Walnut Street is a main road corridor with several commercial use structures.



Figure 3 - A poorly maintained sidewalk and road in Area Four. Photo: Kaitlyn Forbes.



Figure 4 - A home in Area Four in need of maintenance. Photo: Kaitlyn Forbes.



Figure 5 - A vacant structure along Walnut Street. Photo: Mandy Dyer.



Figure 6 - The Harrison School at the intersection of 6th and Liberty. Photo: Mandy Dyer.

The neighborhood is close to the railroad, so loud noises can become a major issue for local residents. Noise problems can be eased by creating buffers with trees and other landscaping to create a soft edge. Area Four has potential to connect with other parts of Muncie. The area has opportunity to increase public transportation by adding MITS bus routes and shelters.

Threats

Area Four is surrounded by several external

entities that could be seen as potential threats to community development. The downtown area of Muncie is in very close proximity to the neighborhood of South-Central. Recently, the downtown area has been attracting development and creating a strong place where people want to live, work, and play. This is beneficial for Muncie; however, the strong investment in downtown may result in disinvestment in the adjacent neighborhoods (see Figure 7).

The railroad presents another issue for the

neighborhood. The railroad is very close to the South-Central Neighborhood, and thus the effects of the railroad are felt throughout the neighborhood. Effects include noise and a disconnected feeling from the downtown area. The railroad creates a buffer between South-Central and downtown by pushing residential and commercial uses toward downtown. This separation presents a major obstacle in connecting the downtown with South-Central (see Figure 8).

There are also social issues that can hurt neighborhood improvements. Social threats include the apathy of Muncie citizens and organized illegal activities. Apathetic attitudes are formed from past failures which challenge people's ability to see opportunity for progress. This is a pattern of thinking that can harm efforts before they even start. Finally, organized illegal activities such as meth labs and gang activities can hinder efforts for progress. These activities ultimately spread fear and disinvestment, which negatively impacts the neighborhood as a whole.



Figure 7 – New development in the Muncie downtown area. Photo: Kyle Herrera.



Figure 8 – The railroad across Walnut Street. Photo: Kyle Herrera.

Area Five

Strengths

Area Five is primarily residential with about 86 housing units. Unlike other areas of the neighborhood, this area has no missing sidewalks. In addition to the residential units, the area has six non-residential buildings consisting of the Philadelphia SDA church, the Urban Light Education Center, two shops, and two car sales and repair businesses. There is one garden in the area sponsored by the ULCC that gives the community a place to come together (see Figure 1).

There are 111 parcels in the neighborhood. Of those parcels, there are 78 residential, 9 multi-family residential, 1 recreational, 2 institutional, and 4 commercial uses. The mix of residential, commercial, institutional, and community spaces gives the area more opportunities for growth.

Weaknesses

There are some buildings in the area with unfavorable structural conditions such as broken and boarded up windows. Of the structures, there are around 43 buildings in good condition, 29 in fair condition, and 20 in poor condition. It is important to improve the buildings in poor condition. The house in Figure 2 was in poor condition and was recently demolished. Although this area has no missing sidewalks, some of the 36 sidewalks have not been well kept. Of that number, 11 in good condition, 20 are in fair condition, and 5 are in poor condition. There are 36 street corners in the area. Of that number, 15 have curb ramps (some need repair and touch-up) and 21 do not. The area is also lacking signage, but does have one speed limit sign (30 m.p.h)

and places labeled as “no parking zone.” With the lack of signage it can be hard to determine the speed limit in the area. Area 5 also lacks sufficient lighting for a residential area.

Opportunities

There are 17 parcels that are currently vacant that have potential for a variety of different uses. There are also 12 potential spots with open lots. Figure 3 is an example of an open lot. Empty land lots can be used for additional community gardens or even pocket parks in the area. Area Five is at the edge of the neighborhood with Madison Street, a major road, to the east. With such a major street located at the edge of this area, the opportunity for businesses increases. There are also an abundance of services outside of the neighborhood that residents could utilize including the YMCA, the Boys and Girls Club, and Cornerstone Center for the Arts. Each of these organizations provides a number of programs.

Threats

There are threats within the neighborhood that residents cannot control. The economy in South-Central is struggling and not many businesses that can currently flourish in the area. The housing ownership is also decreasing, which consequently lowers the tax revenue. Housing ownership is partially decreasing because the number of renters is growing in the neighborhood, making the residents less likely to take part in community activities. Lastly, the vacant lots and underutilized land have lowered property values significantly.



Figure 1 – The Urban Light Community Garden. Photo: Giang Tran.



Figure 2 – A house that was recently torn down. Photo: Giang Tran.

Area Six

Strengths

Lee's Chicken is an established fast-food restaurant chain in the neighborhood (see Figure 1). Lee's Chicken is not only a place of employment but is a landmark in the area.

New housing and well-maintained existing housing, especially along High Street (see Figure 2), are important for neighborhood aesthetics and property values. Keeping these structures in good condition, as well as improving other structures, will be crucial for continued strength in this neighborhood.

Nearby assets such as South View Elementary School, Maring-Hunt Library, and the Muncie Mission are influences on the area. At the intersection across Memorial on Walnut is a bus shelter that many neighborhood residents use. The bus routes themselves are important for the residents to get to work, the grocery store, or a friend's home.

Weaknesses

The area has a few roads with missing sidewalks or sidewalks in poor condition (see Figure 3). Some streets, such as Eleventh Street, need repairs and there are numerous places that flood when it rains. It is also possible that the lack of fire hydrants contributed to homes being destroyed, which led to the current number of vacant lots.

Although there are many homes that are well

maintained, there are a few homes that detract from the look of the area. Many homes appear to have been damaged, and repaired hastily without proper materials. There are a few vacant homes, such as the two vacant buildings on the west side of Franklin between Tenth and Eleventh streets with broken windows, and unpainted and crumbling exteriors.

The garage of an abandoned home along High Street (see Figure 4) is known as a place where individuals gather and have no regard for the property. In the garage, there are broken tables and couches with ripped cushions and the roof and walls are warping, making the structure possibly unstable.

Opportunities

Vacant lands may be repurposed and become gardens, parks, or new sites for homes and businesses (see Figures 5-6). Vacant buildings may be torn down to provide space for gardens and parks. These buildings may also be renovated and/or repurposed as homes, businesses, or neighborhood centers.

Proximity to community institutions like South View Elementary School, Maring-Hunt Library, and the Muncie Mission creates an opportunity for resident involvement. All three institutions are within walking distance from any Area Six resident. Public institutions can potentially partner with Area Six residents to create social programs and provide voluntary services and activities.

Threats

Due to the poor condition of some structures in Area Six and perhaps the reputation of South-Central, the property values in the area are very low. Those figures persist despite improvements made by homeowners and the city.

Vandalism of vacant structures is a problem, specifically in the southern half of Area 6 along Franklin and Eleventh Streets. The neighbors have filed reports to the police in the past but vandals keep breaking in, destroying property, and causing disturbances.

As property values continue to decrease, interest in maintaining the existing homes decreased as well. Many of the properties within South-Central have not been well maintained, which negatively impacted property values (see Figure 7). In addition, aging properties have degraded the neighborhood aesthetics and character.



Figure 2 – High Street. Photo: Harry Davis.



Figure 5 – Vacant lot along Liberty St. Photo: Davis.



Figure 3 – Poor sidewalk conditions. Photo: Martin.



Figure 6 – Vacant lot on Walnut St. Photo: Martin.



Figure 1 – Lee's Chicken. Photo: Harry Davis.



Figure 4 – The far left house is vacant and repeatedly vandalized. Photo: Davis.



Figure 7 – Poor maintenance, Memorial Dr. Photo: Martin.

Area Seven

Strengths

Area Seven has a good street network with the MITS bus route #11 running along Memorial and Walnut Streets. There is a bus shelter near the Walgreens on Memorial Drive. Residents within the area are friendly and supportive of future neighborhood improvements. Because of its close proximity to the Boys and Girls Club, residents have easy access to fitness, health, and educational programs. The Muncie Christian Center on the corner of Walnut Street and Memorial Drive serves residents (see Figure 1). An orchard owned by a resident is a developed green space in the area.

Weaknesses

Due to declining private investment, Area Seven has many dilapidated structures and vacant lots (see Figure 2). These structures and lots have reduced the overall appearance of the neighborhood. Most vacant lots are not well maintained, have accumulated trash, and have become overgrown. Vacant houses are also dangerous since they may not be structurally sound.

There is infrastructure missing that threatens the safety of residents. To improve the safety for pedestrians, Area Seven needs buffers between the road and sidewalks such as trees, additional street lighting along roads and alleys, and curb cuts with ADA accessible ramps. Sidewalk obstructions including utility poles, fire hydrants, and overgrown vegetation need to be removed or relocated. In some places the speed limit is currently 30 m.p.h., which can endanger individuals walking down the street.

The only social activity in the area is the annual party at the community garden just north of Area Seven. Beyond that there are currently no parties, gatherings, or other social events.

Opportunities

Despite being listed as a weakness, the vacant lots in the neighborhood can also be considered as an opportunity if converted to green space. An existing green space just east of South-Central is Heekin Park. It could be used for community activities, sports events, gatherings and relaxation. The Muncie Christian Center could be used for community activities, and the currently unutilized Garfield Elementary School (see Figure 3) could be converted to a beneficial land use.

To help with unemployment and housing concerns, residents have access to resources within the City and County. The Muncie Career Center provides opportunities for residents to learn new skills, find employment, and support themselves. Another organization that offers support to Muncie residents with housing and employment needs is Bridges Community Services. The Muncie Housing Authority is another service located in the city that offers homeownership opportunities for low-income individuals.

Threats

One threat to Area Seven is the unemployment due to the recession. Companies leaving Muncie have created a greater demand for employment. As a residential section of the neighborhood, Area Seven was hit hard by the recession. This has created a greater need for assistance in finding jobs that pay enough for people to support their families.



Figure 1 – Strength: Muncie Christian Center. Photo: Drew Weinzapfel.



Figure 2 – Weakness: Home on Walnut Street. Photo: Drew Weinzapfel.

A second threat to Area Seven is the large number of rental properties, caused by a decline in homeownership and housing quality (see Figure 4). That led to a transient residential population and weakened the stability of the neighborhood. Additionally, because many individuals do not own their own homes, some of the rental properties are not well-maintained.



Figure 3 – Opportunity: Garfield Elementary School on Madison Street. Photo: Drew Weinzapfel.



Figure 4 – Threat: Rental properties. Photo: Drew Weinzapfel.



Education and Training

Goals of this Initiative

The educational and training initiative will provide residents of all ages with opportunities to learn new skills. Residents will be empowered through various programs to pursue their own educational, career, and personal goals and improve the neighborhood around them. This initiative seeks to meet the needs observed within the neighborhood related to education and training.

History of this initiative

At the first neighborhood meeting, residents indicated three areas within education and training they wanted to improve. The first was the need for youth activities to give children things to do. Second, they noted the challenging path to home ownership and the need for assistance in the process of obtaining a home. Finally, many properties within the neighborhood are in disrepair and need maintenance. By resident request, appropriate educational and training initiatives about home repair and maintenance were developed.

Description of this Initiative

The final result for the training and education initiatives were seven sub-initiatives focused on three different age groups, 0-18, 19-65, and 65 and older. For individuals aged 0-18, educational programs would offer activities for babies, toddlers, and preschoolers and tutoring for K-12 youth. The sub-initiatives for adults include classes on home ownership, home maintenance, personal finance, and also provide fitness opportunities. For seniors, health classes and social outings would be available in addition to a home and yard safety program.

Priorities for this initiative

High priorities

Based on feedback from residents and a poll of the students who wrote this plan, it was determined that home ownership and maintenance classes are high priorities for the neighborhood.

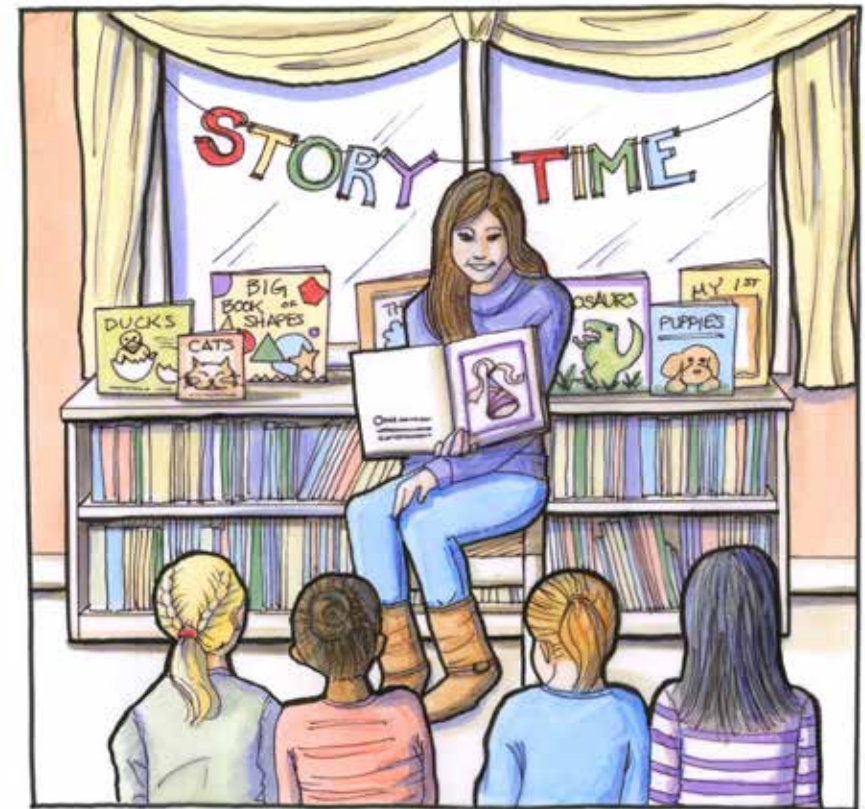


Figure 1 – A volunteer reads to a group of children. Artist: Mandy Dyer.

Medium priorities

From the resident and student responses, only financial literacy classes were considered to be a medium priority.

Low priorities

As indicated by the residents and students, low priority sub-initiatives include early learning activities, tutoring programs, adult fitness activities, and senior health and safety programs.

Early Learning Program

This sub-initiative relates to the MAP Initiative 1: Linking Learning, Health and Prosperity. Specifically, it relates to Action 7: Develop an initiative to promote community-based learning for early childhood development. Action 7 states, “Design a set of age-sensitive evaluations to be implemented at various stages of a child’s development, ensuring that every child is ready to learn before they reach kindergarten” (p. 21). The Early Learning Program coincides with MAP goals by providing learning activities for preschool age children and younger.

Why this is important

Child supervision can be combined with a productive learning environment for children. For younger children who do not attend school, the need for a safe and fun learning environment is even greater. At the first public meeting, residents expressed concerns about the lack of child supervision and safe places for children to play. According to the survey results (see Appendix A), 18 residents with children responded that their children did not participate in childcare or after-school programs. These responses suggest a need for more childcare programs in the neighborhood. Residents at the second neighborhood meeting ranked it as a low-priority item for South-Central.

What this will involve

The Early Learning Program would include various learning activities for children age five and under. These activities would be designed to prepare these children for kindergarten, teaching various skills such as listening, interaction with others, and even early literacy activities. The CDC could take charge of this program. Potential places that could host the Early Learning Program are Maring-Hunt Library or various South-Central churches. South-Central could even have multiple sites for the program, assuming that multiple places are interested in hosting the program. The program would be primarily volunteer-based. If the library or a local church hosts the program, librarians or leaders within the congregation can recommend people or approve volunteers for the program. Volunteers would be expected to have experience taking care of small children. As shown in Figure 1, their primary duties would include supervising the children, telling stories, and assisting with reading or other learning activities.

The only resources needed would be children’s books and educational toys. Some of these books and toys could be acquired through donations from libraries, churches, or individuals. Another way to acquire these books and toys would be to apply for BBF General Grants from the Ball Brothers Foundation. In order to apply for BBF General Grants, the organization must have tax exempt status. Thus, the CDC must be the party that applies for the grants for the Early Learning Program, then they can distribute the funds. The first step in applying is to submit a preliminary letter of inquiry. The next cycle deadline is February 15, and there are two cycles per year. For more information about the BBF General Grant and the application process, see below.

Contact information for funding sources

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
(765) 741-5500 (phone)
<http://www.ballfdn.org>
info@ballfdn.org

Suitability analysis

The Maring-Hunt Library is a potential location site for the Early Learning Program. However, many buildings and institutions within South-Central also have the potential to host this program. The Education and Training Programs map indicates buildings in the neighborhood that are highly suitable (shown in green) and buildings that are moderately suitable (shown in yellow) for hosting this type of program. These include South-Central churches, such as the Full Gospel Temple or Urban Light Community Church’s Education Center, two vacant school buildings, the former Harrison School and Garfield Elementary School, and other easily accessible vacant buildings that are in fair or better condition. Residential buildings, very dilapidated structures, and existing businesses (shown in red) are not suitable locations for the Early Learning Program.

Case Study One

The Allen County Public Library in Fort Wayne, Indiana hosts similar early learning activities for children of all ages (see Figure 2). All



Figure 2 – The Early Learning Center at the Allen County Public Library. Source: flickr.com.

activities are free and open to the public. It operates on a volunteer basis: the library recruits volunteers to help supervise and read to the children. The library has a variety of activities, such as its “Smart Start: Preschool Storytime” program for children ages three to six. In addition, it hosts “Babies and Books” and “Toddler Time” which introduce babies through the age of three to reading and learning. Another interesting project includes “Paws to Read” which allows kids to practice their reading skills to therapy dogs. All of these activities could be implemented into South-Central’s Early Learning Program.

<http://www.acpl.lib.in.us/children/mainprograms.html>

Additional websites

<http://www.urbanlightmuncie.com>
<http://www.munciepubliclibrary.org>

K-12 Tutoring Program

This sub-initiative relates to the MAP Initiative 1: Linking Learning, Health and Prosperity. Specifically, it relates to Action 4: Develop a

community-based mentoring program. Action 4 states, “Form a collaborative effort between educational institutions and the business community to create opportunities for students, young professionals, and emerging entrepreneurs to connect with mentors” (p. 20). This K-12 tutoring program proposes partnerships between local Muncie schools and churches and potentially other institutions to provide tutoring and mentoring services for children in need.

Why this is important

At the first public meeting, residents were concerned about the lack of safe activities for the youth and the need for more child supervision in the neighborhood. A K-12 tutoring program will help address the need for child supervision, plus provide a safe and productive after-school or weekend activity for students in the area. According to the survey results (see Appendix A), 18 residents with children responded that their children did not participate in childcare or after-school programs. Nine residents also responded that they would like to see more after-school programs in South-Central. These responses suggest that, if implemented, an after-school tutoring program would be well-received in the neighborhood. This sub-initiative was voted to be a low-priority at the second neighborhood meeting.

What this will involve

The K-12 tutoring program would invite students from the area to come together after school or on weekends to attend homework help sessions. The goal is to encourage good study habits and make homework and learning fun. In addition, the hope is to create a

positive social environment in which students who have been struggling with learning can feel comfortable seeking help from other knowledgeable students or adults, as illustrated in Figure 3.

In terms of program administration, it would make the most sense for the CDC to run the program. According to their website, Urban Light Community Church already has a tutoring program for sixth grade students and older (urbanlightmuncie.com). This proposed K-12 tutoring program could expand on the program Urban Light already has in place. A goal of the program is to form a partnership with Muncie Community Schools by having school faculty spread awareness of tutoring opportunities and recommend students would make good volunteer tutors. Partnering with local universities to find tutors is another possibility. If there is enough participation in the program, it could be beneficial to have multiple tutoring locations besides Urban Light, such as Muncie Public Libraries or other South-Central churches. Ultimately, the program should be inclusive to all students in need of academic help, regardless of their religious affiliation.

In terms of funding and resources, the most important resource needed is volunteer tutors. Ideally, school faculty and church leaders could make recommendations for both student and adult tutors. Aside from tutors, the program does not require any supplies to be successful, although educational equipment such as computers and basic school supplies would be helpful. Some of these supplies could be acquired through donations from churches or individuals. Another way to acquire these supplies would be to apply for BBF General Grants from the Ball Brothers Foundation.



Figure 3 – Character sketch of children tutoring one another. Artist: Mandy Dyer.

In order to apply for BBF General Grants, the organization must have tax-exempt status, therefore, the CDC is eligible to apply. The first step in applying is to submit a preliminary letter of inquiry. The next cycle deadline is February 15, and there are two cycles per year. For more information about the BFF General Grant and the application process, please see the contact information below, particularly the website.

Contact information for funding sources

Ball Brothers Foundation
 222 S. Mulberry Street
 Muncie, IN 47305
 (765) 741-5500 (phone)
<http://www.ballfdn.org/index/grantprograms.asp>
info@ballfdn.org

Suitability analysis

A potentially suitable location for the K-12 tutoring program is Urban Light Community Church’s Education Center. However, many other buildings and institutions within South-Central also have the potential to host this program. The Education and Training Programs map indicates buildings in the neighborhood that are highly suitable (shown in green) and buildings that are moderately suitable (shown in yellow) for hosting this type of program. These include South-Central churches, such as the Full Gospel Temple or the Muncie Christian Center, two vacant school buildings, the former Harrison School and Garfield Elementary School, and other easily accessible vacant buildings that are in fair or better condition. Residential buildings, very dilapidated structures, and existing businesses (shown in red) are not suitable locations for the K-12 tutoring program.

Case Study One

The Saturday Tutoring Program is a very successful and free volunteer-based tutoring program in Cleveland, Ohio. Began in 1990, the program developed as a partnership between the Church of the Covenant and John Hay High School, under the direction of the English department chair. Since then, it has grown to include 21 school districts throughout the Greater Cleveland area. At these Saturday tutoring sessions, they cover a variety of subjects and even prepare students for state tests and college entrance exams. They accept volunteer tutors from universities, church organizations, service organizations, and the community at-large, benefiting hundreds of students in the Cleveland area. While the area in this case study is much larger than South-Central, a K-12 tutoring program

could also be successful in this neighborhood. All that is truly needed to get started is a physical location for the tutoring and volunteers willing to help students in need.

<http://www.saturdaytutoring.org>

Additional websites

<http://www.urbanlightmuncie.com>
<http://www.muncie.k12.in.us>
<http://www.bsu.edu>
<http://www.munciepubliclibrary.org>

Home Ownership and Maintenance Classes

Why this is important

Residents at the first public meeting expressed a need for help in navigating the path to homeownership and also a need to improve the condition of structures within the neighborhood (see Figure 4). Classes in home ownership and maintenance will address these needs. According to the survey results (see Appendix A), a total of 27 residents indicated interest in gardening or home repair classes. These classes were determined to be a high priority for South-Central.

What this will involve

Although the classes for home ownership and home maintenance would teach different content, organizing them will be a similar process. The CDC could be in charge of organizing the classes and the Urban Light Education Center could serve as a physical location for classes, since it is a very accessible location within the neighborhood.

The CDC would also need to identify volunteer instructors, knowledgeable in the area they would teach, to teach the requested topics. To help pay for the cost of teaching materials, the CDC could partner with local businesses to provide sponsorships. Banks, home improvement stores, and hardware stores may be willing to sponsor a class or even provide personnel to teach classes because they are businesses related to home ownership and maintenance. Once the classes are organized, postcards could be distributed throughout the neighborhood and fliers made available in public buildings to inform residents of the classes.

Suitability analysis

Within South-Central many buildings and institutions have the potential to host this program. The Education and Training Programs map indicates buildings in the neighborhood that are highly suitable (shown in green) and buildings that are moderately suitable (shown in yellow) for hosting this type of program. These include South-Central churches, such as the Full Gospel Temple or Urban Light Community Church's Education Center, two vacant school buildings, the former Harrison School and Garfield Elementary School, and other easily accessible vacant buildings that are in fair or better condition. Residential buildings, very dilapidated structures, and existing businesses (shown in red) are not suitable locations for home ownership and maintenance classes.

Case Study One

To promote homeownership within New Haven, Connecticut, the Neighborhood Housing Services (NHS) offered home ownership and maintenance programs to residents. NHS developed the program for multicultural women but the educational opportunities it offered are relevant to South-Central. For example, classes were taught in window repair and maintenance (see Figure 5), credit and debt, "Tools Schools," and a pre-purchase home buyer class. Before initiating the classes, NHS organized focus groups to determine what residents wanted to learn. Then they scheduled classes and recruited instructors. The NHS had help from the community, such as a local hardware store owner who taught the "Tools Schools" class. Wachovia Bank agreed to sponsor the pre-purchase home buyer class. NHS also advertised the classes through postcards, radio, the newspaper, and online calendars for newspapers, libraries, and other community websites. In total, 10-18 individuals



Figure 4 – Home maintenance. Artist: Kyle Herrera.

attended each class.

<http://www.leadersforcommunities.org/group/strategiesthatwork/forum/topics/targeting-women-for-home-1>

Financial Literacy Classes

Why this is important

Residents at the first neighborhood meeting expressed a need for help in navigating the process to homeownership, including understanding the finances behind the process. Classes in home financial literacy will equip residents with the necessary knowledge to purchase their own homes. According to the survey results (see Appendix A), a total of six residents indicated interest in money management classes. These classes were determined to be a medium priority for South-Central.



Figure 5 – A homeowner replacing a window. Artist: Drew Weinzapfel.

What this will involve

Organizing financial literacy classes follows a similar process to the home ownership and maintenance classes. The South-Central CDC could be in charge of organizing the classes and the Urban Light Education Center could serve as a physical location for classes, since it is a very accessible location within the neighborhood. To make the classes relevant to residents they would need to determine what residents want to learn. Potential topics include budgeting, banking, credit and debt management, savings and investment, insurance, college preparation, taxes and homeownership.

The CDC would also need to identify knowledgeable volunteer instructors to teach the topics of interest. To help pay for the cost of teaching materials, the CDC could partner with local businesses to provide sponsorships. Banks and insurance companies are businesses related to home ownership and maintenance that may be willing to sponsor a class or even provide personnel to teach classes. Once the classes are organized, postcards could be distributed throughout the

neighborhood and fliers made available at libraries, churches, and other public buildings to inform residents of the classes.

Suitability analysis

Within South-Central many buildings and institutions have the potential to host this program. The Education and Training Programs map indicates buildings in the neighborhood that are highly suitable (shown in green) and buildings that are moderately suitable (shown in yellow) for hosting this type of program. These include South-Central churches, such as the Full Gospel Temple or Urban Light Community Church's Education Center, two vacant school buildings, the former Harrison School and Garfield Elementary School, and other easily accessible vacant buildings that are in fair or better condition. Residential buildings, very dilapidated structures, and existing businesses (shown in red) are not suitable locations for financial literacy classes.

Case Study One

In Houston, TX, the Alamo Area Mutual Housing Association (AAMHA) offers financial literacy classes to residents. In 2010 AAMHA worked with NeighborWorks and AmeriCorps VISTA to revitalize communities in the wake of the foreclosure crisis and recession. Improving financial literacy was one focus area for this project and AAMHA used a financial program it developed to help residents. The program offers 10 classes on banking, credit and debt management, savings and investment, insurance, college preparation, taxes, and homeownership. So far the program has been successful with over 200 residents participating and 15% of all participants opening a savings or asset building account six months after taking the class. Residents have attested to benefiting from the classes.

http://www.alamomba.com/resident_services/Economic-Literacy/

Adult Fitness

This sub-initiative relates to the MAP Initiative 1: Linking Learning, Health and Prosperity. Specifically, it relates to Action 10: Develop an initiative to promote community-based learning for early childhood development. Action 10 states "Create a healthy community initiative to share information about health services and the specific health problems faced by the Muncie community. Promote healthy

lifestyles and celebrate the organizations and individuals who are working to create a healthier community” (p. 21). The Adult Fitness Program coincides with MAP goals by providing opportunities for adults to live health lifestyles.

Why this is important

An Adult Fitness group could give residents an outlet for physical activity, which can aid mental health of residents and give them more confidence when it comes to personal safety. At the first neighborhood meeting, the residents requested help with recreation opportunities, the health of the mentally-impaired and personal safety. According to the survey results (see Appendix A), fifteen residents would like to see a senior center or more senior services in South-Central. This sub-initiative is important to residents but is not an immediate goal, therefore, it is a low priority.

What this will involve

A community leader will need to organize residents and encourage them to go to the YMCA (see Figure 6). Residents can do this on their own time or go in groups for support. The leader would have to find a meeting place so the group who wanted to work out together could meet and talk about progress. They also could come up with a car pool system or walk or bike in groups to the YMCA. Creating a group would also allow residents to find ways to fundraise for YMCA classes they would like to take together (see Appendix B).

Contact Information

Downtown Muncie YMCA

500 S. Mulberry Street
Muncie, IN 47305
(765) 288-4448 (phone)
www.muncieymca.org

Contact information for funding sources

Office of Disease Prevention and Health Promotion
1101 Wootton Parkway, Suite LL100
Rockville, MD 20852
(240) 453-8280 (phone)
www.odphp.osophs.dhhs.gov

President’s Council on Physical Fitness and Sports
1101 Wootton Parkway, Tower Building, Suite 560
Rockville, MD 20852
(240) 276-9567 (phone)

Weight-Control Information Network
1 WIN Way
Bethesda, MD 20892-3665
(877) 946-4627 (phone)
www.win.niddk.nih.govwww.fitness.gov

YMCA
101 North Wacker Drive
Chicago, IL 60606
(800) 872-9622 (phone)
www.ymca.net

YWCA USA
2025 M Street NW, Suite 550
Washington, DC 20036
(202) 467-0801 (phone)
www.ywca.org

Case Study One

The YMCA downtown has many activities for

residents, including Adult Swim Lessons and Water Fitness Classes, CPR Training, Guitar Lessons, Massage, Personal Training, Cardio, Yoga, Group Fitness, Wellness Coaching, and Zumba. The YMCA offers child care during the day and volunteer opportunities as well. The cost for an individual to join is \$35.50 or \$53.00 for a whole family.

www.muncieymca.org

Senior Health Seminars & Entertainment Outings

This sub-initiative relates to the MAP Initiative 1: Linking Learning, Health and Prosperity. Specifically, it relates to Action 10: Develop an initiative to promote community-based learning for early childhood development. Action 10 states “Create a healthy community initiative to share information about health services and the specific health problems faced by the Muncie community. Promote healthy lifestyles and celebrate the organizations and individuals who are working to create a healthier community” (p. 21). This program coincides with MAP goals by providing seniors with opportunities to learn about their health and help them lead healthier lives.

Why this is important

At the first neighborhood meeting, the improvements list created by the residents included the need for help for the elderly. According to the survey results (see Appendix A), 15 residents would like to see a senior center or more senior services in South-Central. In addition, four residents expressed interest in health and wellness classes. Residents voted and determined this to be a



Figure 6 – Water exercise class at the YMCA. Artist: Mae Hope.

low priority sub-initiative for South-Central. It is important to residents but is not an immediate goal.

What this will involve

A partnership between the CDC and IU-Ball Memorial Hospital would be a great way to start this sub-initiative. The hospital has the facilities necessary to hold health seminars. Another good candidate would be the downtown YMCA since it has both space for health seminars and exercise programs targeted to seniors. Not only does this goal focus on senior physical health but also social well-being and mental health. It would give senior citizens the opportunity to gather and go on social outings at least once a month. These outings could be organized by the CDC in cooperation with the YMCA. The map of South-Central, as depicted below in Figure 1, shows the blocks in South-Central which have people aged 65 and older living there. There are many national funding opportunities for this goal listed below.

Contact information for funding sources

National Institute on Aging Information Center
P.O. Box 8057
Gaithersburg, MD 20898-8057
(800) 222-2225 (phone)
www.nia.nih.gov

National Council on Aging
1901 L Street NW, 4th Floor
Washington, DC 20036
(202) 479-1200 (phone)
www.ncoa.org

International Council on Active Aging
3307 Trutch Street
Vancouver, BC V6L-2T3, Canada
(866) 335-9777 (phone)
www.icaa.cc

National Institute of Arthritis and Musculoskeletal and Skin Diseases
1 AMS Circle
Bethesda, MD 20892-3675
(877) 226-4267 (phone)
www.niams.nih.gov

American Council on Exercise
4851 Paramount Drive
San Diego, CA 92123
(888) 825-3636 (phone)
www.acefitness.org

Administration on Aging
Washington, DC 20201
(202) 619-0724 (phone)
www.aoa.gov

National Heart, Lung, and Blood Institute Health Information Center
P.O. Box 30105
Bethesda, MD 20824-0105
(301) 5928-573 (phone)
www.nhlbi.nih.gov

Case Study One

DeKalb medical in Atlanta, Georgia has a goal to, “promote healthy lifestyles for seniors, provide entertaining social outings for members, promote health education for seniors, and improve the mind, body, and spirit of each senior member” (www.dekalbmedical.org). Membership is \$10.00 and there are multiple ways seniors can apply for free membership if they cannot afford the fee. Members enjoy half-price parking anytime they visit any DeKalb Medical campus, free educational seminars presented by board-certified physicians, safe, organized social events and travel, and free membership to MembersFirst Credit Union. The outings that hospital offers include Cirque du Soleil, Terracotta Exhibit at the High Museum of Art, The King Tut Exhibit at the Atlanta Civic Center, The Atlanta Symphony Orchestra, Rock City, The Tellus Museum, Fox Theatre, and Balzer Theatrical Outfit.

www.dekalbmedical.org/ProgramsandServices/SeniorServices/SeniorServicesMain.aspx

Senior Safety

This sub-initiative relates to the MAP Initiative 1: Linking Learning, Health and Prosperity. Specifically, it relates to Action 10: Develop an initiative to promote community-based learning for early childhood development. Action 10 states “Create a healthy community initiative to share information about health services and the specific health problems faced by the Muncie community. Promote healthy lifestyles and celebrate the organizations and individuals who are working to create a healthier community.” (p. 21). This program

coincides with MAP goals by providing seniors with opportunities to learn about their health and help them lead healthier lives.

Why this is important

At the first neighborhood meeting, the participants said the elderly in the neighborhood need help caring for themselves. According to the survey results (see Appendix A), fifteen residents would like to see a senior center or more senior services in South-Central. In addition, four residents expressed interest in health and wellness classes. At the second neighborhood meeting, residents ranked this sub-initiative as a low priority.

What this will involve

In order to complete Senior Safety in Yard and Home, the senior citizens of South-Central could take advantage of the services provided by IU-Ball Memorial Hospital. The hospital has a Senior Safety in Yard and Home program already established. If the senior citizens of South-Central wanted these services provided to them, they could ask the hospital to send trained volunteers to seniors' homes. These volunteers would share information about how to prevent falls at home by making yards and homes safe from potential hazards. Other residents in the neighborhood could even be trained for free by the hospital staff. This could be a good option if some senior citizens wanted their friends to come over to their homes instead of strangers. This is a good way to get more of the neighborhood involved in this program.

Contact information for volunteer

sources

IU Health Ball Memorial Hospital
2401 W. University Avenue
Muncie, Indiana 47303
(765) 747-8420 (phone)
www.iuhealth.org
Contact: Shelley Hudson, Life Stream's
volunteer coordinator
(765) 759-1121 (phone)

Contact information for funding sources

American Physical Therapy Association
1111 North Fairfax Street
Alexandria, VA 22314-1488
(800) 999-2782 (toll free)
www.apta.org

Centers for Medicare & Medicaid Services
7500 Security Boulevard
Baltimore, MD 21244-1850
(800) MED-ICARE (toll free)
www.medicare.gov

International Council on Active Aging
3307 Trutch Street
Vancouver, BC V6L-2T3
(866) 335-9777 (toll free)
www.icaa.cc

Administration on Aging
Washington, DC 20201
(202) 619-0724
www.aoa.gov

Case Study One

IU-Ball Memorial Hospital has a senior citizen health program available called "Safe at Home"

that attempts to prevent falls and promote safety at home. It is "a home improvement program that places guardrails, grab bars, smoke detectors and other items in seniors' homes to keep them safe at home" (iuhealth.org). It is run by volunteers who are trained to look for dangers in homes and how to correct them. It uses the following initiatives to keep senior citizens safe at home: staying limber through moderate exercise; wearing sturdy, well-fitting shoes for stability; removing clutter, such as boxes, cords, and plants, from the major pathways in a home; securing loose rugs and floorboards; storing items within reach; not using step-stools; placing non-slip mats in showers and baths; installing hand rails in bathrooms and on stairs, and having plenty of light to see.

<http://iuhealth.org/blog/detail/be-safe-at-home/>



Health & Safety Initiative

Goals of this Initiative

The goal of this initiative is to encourage neighbors to get to know one another, work together to prevent crime, and promote a greater sense of security among residents. The health and safety initiative will increase the number of public health care services and provide new opportunities for residents to access to healthy food.

History of this initiative

This initiative was developed after the feedback from the residents of South-Central at the first neighborhood meeting. This initiative is made up of several sub-initiatives, such as Neighborhood Crime Watch and Local Food Market, will help some of the safety and health problems expressed at the meeting.

Description of this Initiative

Safety is a basic need and the cornerstone of a comfortable neighborhood. Neighbors who know and trust each other can look out for each other and help to minimize crime. Children can play safely outside under the watch of nearby residents. If the Neighborhood Crime Watch group is revitalized and the streetlights improved, residents could feel safer when walking outside at night. Safety education could also increase neighborhood awareness of crime prevention and knowledge of how to be safe.

Health is another aspect about which the residents are concerned. The Local Food Market sub-initiative and the Health Clinic sub-initiative were developed to address those concerns. Residents could easily access a local food market that would provide fresh food, rather than having to drive to grocery stores elsewhere in Muncie. Also, a health clinic could provide convenient public health services for residents. These two sub-initiatives will also bring jobs to the neighborhood.

Priorities for this initiative

High priorities

There are no high priority sub-initiatives in this initiative.

Medium priorities

The Neighborhood Crime Watch sub-initiative is ranked as medium priority. This sub-initiative could help to enhance the relationship between neighbors to look out for each other. It could help eliminate crime from the area by observing and reporting suspicious activities.

The Local Food Market sub-initiative is also ranked as a medium priority for the neighborhood because there is not a grocery store near South-Central Neighborhood. This sub-initiative will bring jobs to this area and reuse vacant land.

Low priorities

The Safety Education sub-initiative has been listed as a low priority sub-initiative due to the effect of the Neighborhood Crime Watch sub-initiative. Neighborhood Crime Watch sub-initiative could potentially lower the crime in the neighborhood. Although the crime rate would decrease, some safety knowledge would be helpful to educate residents so that they know how to keep safe during their daily activities (see Figure 1).

Streetlight Improvement was voted as a low priority sub-initiative. The Streetlight Improvement initiative could increase the visibility on roadways and sidewalks (see Figure 2). Adding street lights could help to increase the effectiveness of the Neighborhood Crime Watch sub-initiative and also make residents feel safe when walking outside at night. Repairing the existing sidewalks and adding new sidewalks is important (see the Public Infrastructure Initiative) and adding street lighting could happen in conjunction with those improvements.

The Health Clinic sub-initiative is also a low priority because there is an existing health clinic called Open Door Health Service at the west boundary of South-Central Neighborhood. The South-Central Neighborhood is not far from downtown Muncie where several health clinics are located, such as Gateway Health Clinic. The Health Clinic sub-initiative could increase the number of nearby public health services and bring jobs to South-Central.



Figure 1 - Teaching children electric safety education. Source: ninestarconnect.com



Figure 2 - Streetlights increase the visibility on roads and sidewalks. Source: bruceharrell.org

Health Clinic

The sub-initiative Health Clinic relates to the Muncie Action Plan Initiative 1: Linking learning, health and prosperity. This sub-initiative specifically relates to Action 10, which is located on pages 19 to 22 in the MAP document. The focus of this action is to create a healthy community by providing health services and promoting healthy lifestyles. Celebrate the organizations and individuals who are working to create a healthier community. This applies in South-Central because there are no health offices or services beside the Planned Parenthood in the neighborhood.

Why this is important

This sub-initiative developed from the list of improvements requested by the participants at the first neighborhood meeting. The list included a facility to help people with substance abuse, mental disabilities, and the victims of domestic violence. Residents also mentioned that they were concerned about distance of hospitals, health, and doctor offices.

As shown in the survey results (see Appendix A), 11 of the respondents were interested in having a health clinic in South-Central. The Survey also concluded that 33 respondents believed that vacant structures and lots were a nuisance (see Appendix A). A health clinic could increase the number of jobs in the neighborhood, as well as reusing some of the vacant lots and/or structures. This sub-initiative is ranked as a low priority because there are some health offices located in other areas in Muncie.

What this will involve

The health clinic could be any building the size of an average doctor's office. The facility would offer public health services that could include annual mental health services, flu shots, teen and adult immunizations, school health services, child health care, men's wellness programs, STD testing, youth parenthood prevention programs, and outreach to homeless individuals. The CDC could partner with a local health service, such as IU-Ball Memorial Hospital, to start the clinic. Local residents that are qualified for medical positions, like nurses, could be

employed here. The Office of Community and Rural Affairs (OCRA) can provide resources and technical assistance to aid rural communities in shaping their visions for community economic development in Indiana. They offer a Community Focus Fund (CFF) and grants that assist Indiana's smaller cities and towns with their long-term development initiatives, totaling \$16,248,626 in 2012.

The maximum grant awarded for Community Development projects is up to \$400,000. Local match in the amount of ten percent (10%) of the total project cost must be provided by the applicant or a third-party. Two public hearings must be held at different stages of project development. One public hearing must be held prior to submission of the proposal and the second must be held prior to the submission of the full application.

The following entities are eligible for the Community Development Block Grant:

- Small cities which do not receive CDBG funds directly from U.S. Housing and Urban Development (HUD)
- Incorporated towns
- Counties (excluding Lake and Hamilton, which receive funds directly from HUD)

Eligible projects typically include infrastructure improvements (water, sewer and storm drainage), fire protection, community centers, day care centers, senior centers and historic preservation. The project must meet one of the national objectives and be an eligible activity under the CDBG program, and it must comply with applicable state and federal laws and regulations.

The eligible national objectives for this program are:

- Benefit to low and moderate income persons (at least 51% of beneficiaries)
- Prevention/Elimination of slum and blight

There is one competitive funding round per year. The application process consists of the submittal of a proposal to OCRA, a site visit, and submittal of a final application. Please contact the Grant Support Division for application deadlines. An interested applicant should also meet with a Community Liaison to discuss the project prior to submitting a proposal.

At the time of application, a city or town cannot have more than one open Planning Grant, and a county cannot have more than two open Planning Grants. Any open grants must be under construction, and a Notice of Construction received by OCRA before another application is submitted. Open Planning Grants must be under contract with the consulting engineer/architect.

All grant administrators involved in CFF projects must be fully Accredited CDBG Grant Administrators. This certification must be current at the time of application. A list of such grant administrators can be provided upon request by going to <http://www.in.gov/ocra/2617.htm>.

Contact information for funding sources

OCRA
One North Capitol, Suite 600
Indianapolis, Indiana 46204
(317) 232-8333 (phone)

(800) 824-2476 (fax)
<http://www.in.gov>
Contact: Tyler Stock
(317) 232-4793 (phone)
tstock@lg.in.gov

Suitability analysis

As shown on the Health Clinic map, utilized and vacant structures that are in good or fair condition and not zoned as residential were considered highly suitable for a Health Clinic (shown in green). Vacant lots were considered moderately suitable (shown in yellow). All the other structures (shown in red) are residential and buildings that are in poor condition are noted as low suitability areas for a Health Clinic.

Additional websites

<http://www.in.gov/ocra/2374.htm>
www.cambridgehealthcare.com/

Safety Education

Education is a top priority for neighborhoods as stated in the MAP Initiative 1: "Linking Learning, Health and Prosperity" this initiative, as it applies to safety education, attempts to increase awareness through educational opportunity in order to ensure progress for Muncie's residents.

Why this is important

Safety education is important because it is the starting point for other types of progress within the neighborhood. There are several types of safety education that could benefit people in South-Central. A major concern brought up during the first neighborhood

meeting was the issue of child supervision and security. As shown in the survey results, seven people expressed interest in taking classes based on topics such as health and wellness, and 35 out of 41 residents stated that they felt somewhat safe or not safe in South-Central (see Appendix A).

When problems surface it is often because people don't know what solutions are available to them. Neighbors benefit from being fully aware of their surroundings in order to identify and take advantage of helpful resources that Muncie and other localities have to offer. The goal of the safety education initiative is to provide security for residents by spreading knowledge and awareness of the neighborhood's threats as well as its assets.

What this will involve?

Safety education will involve strong leadership and experience in promoting awareness and organizing functions. The program will require the use of basic resources and connections with the police and schools to keep the youth safe and the public informed through connectivity and cooperation concerning safety in the neighborhood. One organization that would be well suited for this role is the CDC. With direction the CDC could appoint a single representative to communicate with officials and spread and allocate resources necessary for awareness, which may be in the form of flyers, internet notifications, or by public meetings (see Figure 1).

Funding sources for education are readily available because education is a high priority of the federal government at various levels. One area of funding comes from the U.S. Department of Housing and Urban Development that administers the Community

Development Block Grants (CDBG). Although the physical resources required for this initiative are relatively modest, the funds from a Community Development Block Grant are very flexible in application. A more specific federal program to education would be the 21st Century Community Learning Centers. This grant can be obtained by Community Based Organizations or the Indiana Department of Education if they present a need for additional educational activity in an area. For more information proceed to contact Pilla Parker of the U.S. Department of Education.

Contact information for funding sources

Community Development Block Grant
451 7th Street S.W.
Washington, DC 20410
(202) 708-1112 (phone)
<http://portal.hud.gov/>
Contact: John Hall
(317) 226-6317 (phone)
(317) 226-6303 (fax)
IN_Webmanager@hud.gov

Neighborhood Stabilization Program Grants
U.S. Department of housing and Urban Development
451 7th Street S.W.,
Washington D.C. 20410
202-708-1112 (phone)
<http://portal.hud.gov/>
Contact: John Hall
(317) 226-6317 (phone)
(317) 226-6303 (fax)
IN_Webmanager@hud.gov

U.S. Department of Education
400 Maryland Ave. S.W. Rm. 3E247

Washington D.C. 20202-6200
Contact: Pilla Parker
(202) 260-3710 (phone)
(202) 260-8969 (fax)
<http://www2.ed.gov/programs/21stcccl/index.html>

Indiana Department of Education
151 West Ohio Street
Indianapolis, Indiana 46204
317-232-6610 (phone)
317-232-8004 (fax)

Suitability analysis

For a social program, such a safety education the suitable areas are not confined to a single place. Spreading awareness is the job of neighbors, community officials, and even business owners. It is the goal of the entire neighborhood to become prosperous by adopting processes to keep the citizens informed and aware of the threats and assets of the community. However, there are specific areas in the neighborhood that may be suitable for neighborhood meetings and educational classes. Suitable areas include the Urban Light Church and the school which feature adequate facilities for educating and informing a group.

Folwell Neighborhood Case Study

The Folwell neighborhood in Minneapolis, Minnesota was able to adopt goals and objectives spreading awareness to favor safety and community-building. In their proposals there are goals, objectives, and strategies for the neighborhood to follow and implement. Goal 1 is for a clean, safe, law abiding neighborhood where residents live and work together in an atmosphere of respect and consideration. The objectives aim to expand

community outreach, encourage communication, increase awareness of social opportunities, and provide educational and problem-solving opportunities.

A key aspect of this neighborhood plan was the openness to several solutions. Folwell's proposal contains many strategies to choose from which provides a thoughtful and perpetual plan of action for the neighborhood. An example strategy was to hire a contract community outreach coordinator using resources from Minneapolis's Neighborhood Redevelopment Program. Overall this neighborhood presents a complete plan to changing the community for the sake of safety and community building.

<http://www.nrp.org/r2/Neighborhoods/Plans/FolwellPhaseIPlan.pdf>

<http://www.folwell.org/>

Additional websites

<http://portal.hud.gov/hudportal/HUD>



Figure 1 - Community Meeting, Source: www.magnoliavoices.com

Streetlights for Safety

This sub-initiative for streetlights improvements in South-Central Neighborhood has been developed in accordance with the MAP Initiative 4: to Create Attractive and Desirable Places for the Communities of Muncie. Streetlight improvements are a measurable action step that would make the neighborhood more secure and consequently more desirable in which to live.

Why are lighting improvements important?

Improving streetlights became a primary sub-initiative because of the concerns expressed by the residents at the first neighborhood meeting. Topics such as feeling unsafe from outsiders, frequent street commotion, and the concern for better youth supervision illustrated a specific need for security in the neighborhood. As shown in the survey results (see Appendix A) only two out of ten residents reported that they felt very safe in their neighborhood, and 19 residents were specifically concerned with improving streetlights.

A tangible way to improve security in the short term would be to improve the visibility of the neighborhood at night. Increasing visibility has had several different effects in dealing with crime, however in the case of South-Central who already has an established neighborhood watch, streetlight improvement could be valuable for marking offenders and keeping the streets free of violence (see Figure 1).

What will this involve?

This sub-initiative will involve the analysis and allocation of proper lighting infrastructure for South-Central. The authorities for this process would be a local source of leadership who preferably have experience dealing with municipalities and presenting a cause to officials. Organizations, such as the CDC will need to work with the Mayor in assessing the needs of lighting for the neighborhood. If approval is granted then the Department of Community Development will arrange installation with Indiana Michigan Power.

There are many grants that can help generate additional funding. Grant sources are very supportive of "green" light source, which means implementing environmentally friendly lighting infrastructure. Because of this support, green projects may be a crucial consideration moving forward with lighting projects. Grants that may be relevant



Figure 1 - Improved street lighting on Seventh and High Streets. Artist: Kyle Herrera.

to the neighborhood of South-Central are administered by the U.S. Department of Energy which supports green energy projects all over the United States.

Additional websites

<http://www.solutionsforamerica.org/thrivingneigh/crime-prevention.html>

<http://cops.usdoj.gov/Publications/e1208-StreetLighting.pdf>

Contact information for funding sources

Energy Efficiency Block Grant
1000 Independence Ave, SW Mail Stop EE-2K
Washington, DC 20585
(202) 586-5000 (phone)
<http://www.energy.gov>

Community Development Block Grant
451 7th Street S.W.
Washington, DC 20410

(202) 708-1112 (phone)
<http://portal.hud.gov>
Contact: John Hall
(317) 226-6317 (phone)
(317) 226-6303 (fax)
IN_Webmanager@hud.gov

Neighborhood Stabilization Program Grants
U.S. Department of housing and Urban Development
451 7th Street S.W.,
Washington D.C. 20410
(202)-708-1112 (phone)
<http://portal.hud.gov>
Contact: John Hall
(317) 226-6317 (phone)
(317) 226-6303 (fax)
IN_Webmanager@hud.gov

Department of Community Development
Muncie City Hall
Third Floor
300 North High Street
Muncie, Indiana 47305
(765) 747-4825 (phone)
Contact: Terry Bailer
tbailey@cityofmuncie.com

Indiana Michigan Power
4502 South Lincoln Boulevard
Marion, IN 46953
(800) 311-4634 (phone)
indianamichiganpower.com

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
(765) 747-7818
cityeng@cityofmuncie.com
Contact: Duke Campbell
dcampbell@cityofmuncie.com

Suitability analysis

Across the entire neighborhood, streetlights are adequate in some areas, while others could use more lighting for security. The highly suitability areas for streetlight improvements are shown in green on the Streetlights map. In the interest of safety, the residential areas were given top priority for lighting improvement. Residential areas are a primary concern because they usually contain more obstructions to lighting such as large trees as well as valued possessions such as a personal automobile.

The moderately suitable areas are shown in yellow. These areas mostly contain open spaces for commercial or manufacturing use. Commercial and manufacturing would also benefit from streetlights, however they do not take priority over residential areas. Finally, low suitability for streetlights occurs in areas where there is adequate lighting. These areas are usually open spaces with busy roads or commercial areas. Walnut and Memorial Streets closely fit this criterion and they were given a low suitability rating, shown in red (see Streetlights for Safety map).

Case Study One

The city of Sioux Falls, South Dakota provides opportunities for interest groups who request new lighting fixtures. The program works with the police department, planning office, and light division of public works in developing plans and implementation strategies. The process includes filing a request for a problem area, and a review of the request. Staff will survey the problem area and list alternatives for action, then an implementation plan will be drafted. This program has been very successful and offers alternative to approach the problem of lighting. Sioux Falls has helped neighborhoods by adding new light poles, trimming obstructions, repositioning existing light poles, and installation new lights.

<http://www.sioxfalls.org/public-works/electric-light/neighborhood-lighting.aspx>

Additional websites

<http://www.solutionsforamerica.org/thrivingneigh/crime-prevention.html>

<http://cops.usdoj.gov/Publications/e1208-StreetLighting.pdf>



Figure 1 – A Local food Market. Artist: Gerrod Franklin

Local Food Market

The sub-initiative Local Food Market relates to the Muncie Action Plan Initiative1: Linking learning, health and prosperity. This sub-initiative specifically relates to Action 10, which is located on pages 19 to 22 in the MAP document. The focus of this action is to create a healthy community by providing health services and promoting healthy lifestyles. Celebrate the organizations and individuals who are working to create a healthier community. This applies in South-Central because there are no fresh food markets in the neighborhood.

Why this is important

This sub-initiative developed from the list of improvements requested by the residents at the first neighborhood meeting. The list included addressing vacant lots, connecting the neighborhood to downtown, creating new businesses, and strengthening community pride and

identity. As shown in the survey results, 16 of the respondents were interested in having a grocery store or market in South-Central (see Appendix A). The survey also concluded that 33 respondents believed that vacant structures and lots were a nuisance (see Appendix A). This sub-initiative is ranked as a medium priority because there are other stores and markets in Muncie.

What this will involve

The local food market could be an enclosed facility that is open year-round. The market would include space outdoors for portable food carts and stands during warmer seasons (see Figure 1). This will give local residents the opportunity to sell and buy a variety of healthy foods. The market could be a locally-owned business that is operated by a resident or a new branch of an existing grocery store or super market. The market would also bring new job opportunities to the neighborhood and could include fresh food grown by local residents, providing healthy food choices for locals. The Office of Community and Rural Affairs (OCRA) provides resources and technical assistance to aid rural communities in shaping their visions for community economic development in Indiana. They offer a Community Focus Fund (CFF) grant that assists Indiana's smaller cities and towns with their long-term development initiatives, totaling \$16,248,626 in 2012. There is approximately \$20 million available each year through this program. Approximately fifty-five percent (55%) of available funds are dedicated to infrastructure projects (water, sewer, storm drainage, dams and levees) with the remaining 40% being divided among the other projects types. A local match of at least 10% of the total project cost is required. A

minimum of 5% must be in the form of cash or debt. Additional in-kind contributions can be counted as a local match up to 5% of the total project cost, with a maximum of \$25,000.

The maximum grant awarded for Community Development projects is up to \$400,000. Local match in the amount of ten percent (10%) of the total project cost must be provided by the applicant or a third-party. Two public hearings must be held at different stages of project development. One public hearing must be held prior to submission of the proposal and the second must be held prior to the submission of the full application.

The following entities are eligible for the Community Development Block Grant:

- Small cities which do not receive CDBG funds directly from U.S. Housing and Urban Development (HUD)
- Incorporated towns
- Counties (excluding Lake and Hamilton

which receive funds directly from HUD). Eligible projects typically include infrastructure improvements (water, sewer and storm drainage), fire protection, community centers, day care centers, senior centers and historic preservation. The project must meet one of the national objectives and be an eligible activity under the CDBG program, and it must comply with applicable state and federal laws and regulations.

The eligible national objectives for this program are:

- Benefit to low and moderate income persons (at least 51% of beneficiaries)

- Prevention/Elimination of slum and blight

There is one competitive funding round per year. The application process consists of the submittal of a proposal to OCRA, a site visit, and submittal of a final application. Please contact the Grant Support Division for application deadlines. An interested applicant should also meet with a Community Liaison to discuss the project prior to submitting a proposal.

At the time of application, a city or town cannot have more than one open Planning Grant, and a county cannot have more than two open Planning Grants. Any open grants must be under construction, and a Notice of Construction received by OCRA before another application is submitted. Open Planning Grants must be under contract with the consulting engineer/architect.

All grant administrators involved in CFF projects must be fully Accredited CDBG Grant Administrators. This certification must be current at the time of application. A list of such grant administrators can be provided upon request by going to <http://www.in.gov/ocra/2617.htm>.

Contact information for funding sources

Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, Indiana 46204
(317) 233-3762 (phone)
(800) 824-2476 (toll free)
(317) 233-3597 (fax)
<http://www.in.gov>
Contact: Gerry White, Northwest Community Liaison

(317) 694-8372 (phone)
gewhite@ocra.in.gov

Suitability analysis

As shown on the Local Market map, vacant lots were considered highly suitable for a Local Market (shown in green). These lots are spread throughout the neighborhood and are located on not only commercial land but also industrial land. A new market can be constructed on the site and the extra space can be used for mobile food carts and kiosks. Utilized and vacant structures that are in good or fair condition and not zoned as residential were considered moderately suitable (shown in yellow). All the other structures (shown in red), are residential and buildings that are in poor condition are noted as low suitability areas for a Local Market.

Case Study One

Each market is an anchor to its community providing not only fresh, locally-grown food, but a gathering place where neighbors can come together, share recipes, watch a cooking demonstration, take a tour with a chef and learn about local agriculture. Greenmarket's commitment to supporting regional family farms and providing all New Yorkers with fresh, local food extends beyond farmers markets and into local grocery stores, restaurants and institutions.

The start-up costs are about \$1,800 to \$3,000 and there is no brick and mortar required. New York has enlisted help from Acción USA, which provides low-interest loans to vendors, and the Laurie M. Tisch Illumination Fund, which offers grant support to provide vendors with business consulting services, delivered by a company called Karp Resources. Karp helps vendors learn how to construct profit and loss statements, understand the food cart regulations, fill out permits and tax forms, engage with customers, and build up support from peers.

Since 2008, the city has made provisions to authorize 1,000 new permits for street vendors who can sell only raw fruits and vegetables in areas of the city that have been designated as in need of them. The idea is to harness the enterprise of small-business people to mitigate a social problem in a sustainable way. Thousands of vendors have applied for permits, and the green cart model is being explored. Farmers pay a fee to sell at Greenmarket. Grants and contributions are gratefully received from individual, foundations and corporations. If a local farmer is

interested in selling the product they grow or raise, they have to fill out a Farmer Questionnaire to request an application.

If you are not a farmer you can sell very limited products, these are exclusively seafood, preserves (jams, jellies, pickles, chutneys) and baked goods.

<http://opinionator.blogs.nytimes.com>
<http://www.grownyc.org>

Additional websites

<http://www.in.gov>

Neighborhood Crime Watch

The sub-initiative Neighborhood Crime Watch relates to the MAP Goal 6: Health, Safety & Social Services. Goal 6 was set up to promote personal wellness, ensure public safety, and support the needs of all the community's citizens. This sub-initiative could help eliminate crime and ensure public safety in the neighborhood.

Why this is important

At the first neighborhood meeting, the residents present said that domestic violence and feeling unsafe from outsiders are the safety problems in South-Central. The lack of safe places for kids to play is also a concern. According to the survey results, 34 in 41 of the respondents were not feel very safe in the neighborhood (see Appendix A). The Neighborhood Crime Watch may be an effective way to keep crime out of the neighborhood. There are many successful cases of neighborhoods using this method to keep them safe. This program does not take participants much time and energy; it just needs the residents to be aware and report crimes.

What this will involve

Each Crime Watch Group is made up of neighbors in an area. These neighbors look out for each other and report suspicious activity to the police department. There is a volunteer captain in each group, whose purpose is to serve as a liaison between the Muncie Police Department and their neighbors, and to assist in the distribution of crime prevention information. The Neighborhood Crime Watch Coordinator is a

position in the Neighborhood Watch that organizes the meetings, coordinates with police, connects with group captains, and generally keeps the program running. The CDC could appoint a Neighborhood Crime Watch Coordinator or ask for a volunteer. If there are several people willing to do this job, the CDC could hold a vote. This program is not asking neighbors to be vigilantes or to assume the role of the police but to assist law enforcement by observing and reporting. This program does not need to rely on a grant. It can be started just by the actions of residents in the neighborhood in cooperation with the Muncie Police Department.

Suitability analysis

As shown on the Neighborhood Crime Watch maps, the areas shown in green are the places that have a high density of residential housings. High-density housing means have more eyes to watch the areas, so these areas have high suitability to implement this program. The areas that have moderate suitability to implement this program, shown in yellow, are the areas that have a relatively low density of residential housings. The least suitable areas for this program are the industrial districts, commercial districts, abandoned housings or vacant lots, as shown in red.

Case Study One

The Munster, Indiana Neighborhood Crime watch is sponsored by the Munster Police Department and the Community Council. There are more than 100 Crime Watch Groups throughout Munster. The program in Munster has served as a model for other nearby communities. Like other Neighborhood Crime Watch programs, the groups in this program are made up of neighbors called Block Watchers. Each group is supervised by a volunteer captain. Every week, a report called The Munster Crime Watch Weekly Report is sent by email to thousands of residents with the help of group captains. The report started with about 20 recipients, but now there are thousands of recipients. There are also Crime Watch Meetings quarterly or as needed for the residents. Any resident or business representatives are invited to attend these meetings. This program also has a website for residents to access the useful information and direct suggestions, questions, and feedback about the programs to a police officer. Neighborhood Crime Watch signs (see Figure 1) can be seen in the neighborhood and show criminals that the people living in the area have made a commitment to look out for each

other and keep the neighborhood safe.

<http://www.munster.org/departments/division.php?jDD=7-145>

Additional websites

<http://www.stpete.org/police/pdf/crime-prev/crime%20watch%20book-01-11.pdf>

<http://www.mfcna.org/Links/NeighborhoodCrimeWatchToolkit.pdf>

http://www.lapdonline.org/crime_prevention_tips/content_basic_view/23477



Figure 1 – Neighborhood Crime Watch Sign in the neighborhood. Artist: Junjie Wu

Housing and Land

Goals of this Initiative

The goals of the housing and land committee are to ensure safety, visual improvements, and self-sufficiency within the South-Central neighborhood. Creating a sense of visual quality by maintaining all properties as well as individual homes is of high importance. To achieve a unified, maintainable neighborhood, South-Central could focus on clearing poorly maintained properties and structures, maintaining occupied lots and homes, and creating awareness about homeownership. By increasing homeownership and occupation rates, South-Central will see an increase in tax revenues and a more aware neighborhood as a whole. Citizens of South-Central have voiced concerns including a fluctuating population base, negligence, and a high percentage of homes occupied by renters. The sub-initiatives in this category attempt to rectify these concerns and outline feasible improvements and funding options for several proposed projects.

History of this initiative

The Housing and Land initiative was created because of the concerns the public expressed at the first neighborhood meeting. There were requests for physical improvements to structures in the neighborhood as well as a desire to utilize the vacant land. Residents present at the meeting were very concerned with updating the housing stock including demolishing the old unsuitable houses, maintaining vacant homes, fixing old housing, and improving all structures throughout the neighborhood. Another large concern was changing the changing nature of the

neighborhood. The neighbors would like to see an increase in homeownership, instead of the current high number of rental properties, in order to create a more stable population. Finally, residents want to improve the condition of the vacant lots by building more homes, opening businesses or social spaces for the youth.

Description of this Initiative

Taking into consideration the public's concerns and hopes for South-Central as a neighborhood, the housing and land initiative proposes the following seven sub-initiatives: increase homeownership, secure vacant homes, increase code enforcement, remove blighted structures, reuse vacant lots, redevelop lots and structures, and acquire land through tax sales. These sub-initiatives will allow South-Central residents to achieve a universal community image and increase property values at the same time. Educating the public is a key component to the success of these initiatives because an educated public can better fight for the health of the neighborhood.

Priorities for this initiative

High priorities

The three high priority sub-initiatives for housing and land were increase homeownership, secure vacant homes, and redevelop lots and structures. These are the most important concerns to address because they create the most concerns within the neighbors. The temporary nature of the rental market, limits a sense of community and neighborhood pride. The permanent residents want to increase the level of care given to the current structures as a way to increase



Figure 1 – A vacant Lot in Area 4. Photo: Mandy Dyer.

homeownership. Vacant homes are also a concern because of their unattractiveness and the undesirable activities that they can bring to the neighborhood. The residents would like to ensure the vacant properties become safer areas in the neighborhood.

To tie these two major groups together, the redevelopment of lots and structures sub-initiative is important because conditions in the neighborhood could be physically and socially improved. The redevelopment is not just for homes but also for retail and institutional structures.

Medium priorities

One medium priority sub-initiative of housing and land was to reuse vacant lots. Vacant lots are a physical and social problem for the residents and affect the majority of them personally (see Figure 1). The neighbors who attended the meeting said that some vacant lots are not included in the tax pool, and therefore are no longer contributing to the neighborhood. The vacant lots are opportunities for new redevelopment,

preferably commercial along Walnut Street, and also for residential and small parks or gardens along secondary streets. The residents also voiced concerns that the vacant lots are not cared for, are unclean, and can be a safety concern if some groups gather there for illegal activities.



Figure 2 – A blighted structure in Area 7. Photo: Drew Weinzapfel.

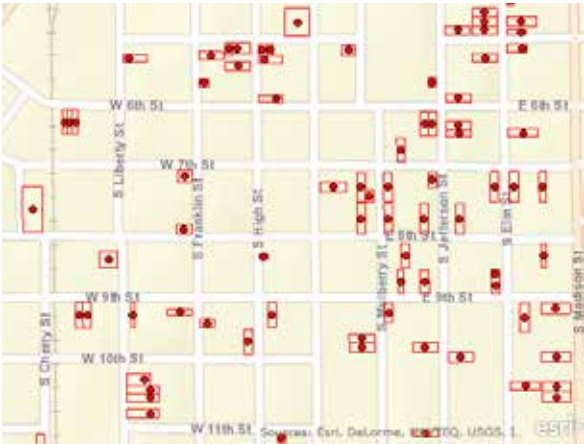


Figure 3 - Tax Sale Properties 2012. Source: sritaxsale.com.

Low priorities

The last sub-initiatives have a low priority, but are still important and include, removing blighted structures and focusing on tax sales. The meeting participants expressed concern that the housing stock is deteriorating. Removing blighted structures is a main concern because some homes have been abandoned or are falling into disrepair and have become safety issues (see Figure 2). Lastly, tax sales are important because there are many properties up for the sale in South-Central and acquiring them at low prices is a great way to begin new investment (see Figure 3).

Reuse Vacant Lots

The sub-initiative Reuse Vacant Lots relates to the MAP Initiative 4: Creating Attractive and Desirable Places, and more specifically relates to Action 3, which is to continue and expand the blight removal program. Action 3 relates to reusing vacant lots because it discusses reclaiming the land for small public places, and using neighborhood resources for maintenance. This applies in South-Central because there are many opportunities for re-purposing the vacant land in the neighborhood.

Why this is important

This sub-initiative is important in South-Central because in the first meeting the neighbors expressed a concern about the number of vacant lots in the neighborhood. According to the neighborhood survey located in Appendix A, there were a total of 33 respondents who were interested in seeing more parks, community gardens, and

event spaces in South-Central. There were 26 residents interested in improving the community spaces, parks, and natural assets in the neighborhood. 30 respondents were also interested in improving the conditions of the vacant lots and 33 respondents said the number of vacant homes and lots bothered them. They were worried specifically with vacant property maintenance, play space or recreation space, negligence, and safety. These concerns all reflect on the physical area surrounding the vacant lots because if the vacant lots are secured, then the concerns of safety, negligence, and maintenance will be replaced with new and usable spaces. Ensuring these lots are reused and cared for in the most efficient way solves the majority of the problems listed above. This sub-initiative was given a medium level of priority for the SCNAP because it is a large concern for the neighbors and should be taken into consideration once the high priority items are accomplished.

What this will involve

Reuse vacant lots includes long-term maintenance, an adopt-a-lot program, side lawns, green space requirements, and stormwater management programs. The neighbors can start long-term maintenance immediately by beginning simple tasks such as maintenance of the lots next to their homes. This maintenance could include mowing, trash pick-up, beautification, or more time-consuming processes including adding topsoil, grading the land to help eliminate the excess flooding the neighborhood experiences and finally to plant grass and trees. More options include an adopt-a-lot program, which is the same idea as the long term maintenance program, but this is organized by a club in the

neighborhood and specific lots are assigned to certain families to ensure they are kept up. Side lawns is a program that could be initiated through the tax sale program where home owners buy an adjacent vacant lots and it becomes part of their property for a lower price. Creating green space requirements for the neighborhood is a good way to make parks or recreation spaces a necessity in the neighborhood, and those requirements could be fulfilled by the vacant parcels. Four ways to fulfill these requirements would be community gardens (Figure 1), like the one that is currently located in South-Central, creating native landscaping in the vacant lots that once planted the vegetation will maintain itself because it is in its home environment and is used to the seasonal changes, creating pocket parks (Figure 2), and finally stormwater management programs. The vacant lots also offer a way to alleviate the flooding on the Muncie stormwater system and therefore keep the water in its natural cycle instead of sending it to a drainage area because the grass and plants will help absorb and keep the water in that lot.

This sub-initiative could be most effective if taken on by the CDC. They are organized and ready to take on a high priority initiative that is so important to South-Central. The CDC can put together a group of people because most of this initiative is volunteer work by the neighbors who are willing to put a little effort and money into South-Central. These people could perform the long-term maintenance, adopt-a-lot, side lawns program, or the native landscaping ideas. The parts that would need a higher level of organization would include the community gardens, green space requirements, and the stormwater management measures, adding a grade and natural vegetation, is allowed through the Muncie Sanitary District. The department encourages volunteer work

to lessen the quantity of water flowing to the storm drains.

Aid could come from Community Development Block Grant (CDBG) funds from the United States Housing and Urban Development department. The CDBG grant is a formula grant, which is a specified amount of money that can be awarded to communities that fit the criteria, that is given to state and local governments and is used to create affordable housing, services for vulnerable communities, and creating jobs for low-income households. This grant applies to South-Central because the funds specifically apply to building or rehabilitating affordable housing, eliminating slums or blight, and addressing community development for particular urgent issues in low- to moderate-income neighborhoods. The grants provide funds to communities that match the fiscal need requirements and poverty level. How much money a city can receive is calculated by HUD on an as-needed basis, and the amount is thus determined on a one, two, or three year basis. The grants are only offered to state or local governments, therefore the best course of action would be to have the CDC the city of Muncie to apply for the grant. The director of grants, listed below, can provide information about applying for the grants and the possibility of receiving the award. If the grant was given to the CDC, they could distribute the funds as needed, while working with the neighborhood association and the neighbors, to complete the work needed on the vacant properties.

Contact information for funding sources

Department of Community Development
300 N. High Street

Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/cdbg/>
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

The Reuse Vacant Lots map shows that there are many opportunities for reuse of the vacant lots in South-Central. The high priority lots, shown in green, are where the reuse of the lot is most important. One high priority example is on Sixth Street between Jefferson and Mulberry Streets, there are two vacant properties that have houses on either side. These homes could take advantage of the side lot, or adopt-a-lot programs, improving the area around their homes. Another high priority example includes the sequence of vacant lots between Walnut, Madison, Sixth, and Eighth Streets. There are two larger areas along Madison that could serve as an anchor park and then the smaller vacant lots between the homes to the west could become the proposed pocket parks. The medium priority category does not apply to this initiative because this initiative focuses on the vacant lots within South-Central. The low priority lots, shown in red are lots that are currently in use, therefore reuse is not a priority. A low priority example is in Area Seven between Madison, Ninth, Walnut, and Memorial. There are proportionately less vacant lots there as compared to the other areas of the neighborhood, and therefore is a low priority.

Case Study One

The ideas from the Reuse Vacant lots sub-initiative came from the Osborn Community



Figure 1 – Community Garden. Artist: Jennifer Clawson.

Vacant Lot Plan. This plan was for a neighborhood north of Detroit that had similar demographics to South-Central. The plan was only focused on the vacant housing and vacant lot issues of the neighborhood. It began with an overview of the neighborhood, set up the goals of the plan, and then went into the specific problems of the neighborhood and how to address them. This initiative pulls directly from Chapter 4, which discusses dealing with vacant homes and lots.

<http://sitemaker.umich.edu>

Case Study Two

A second case study was based off of the Newark, New Jersey adopt-a-lot program. Residents of the city, neighborhood associations, and non-for profit organizations took the initiative to care for their



Figure 2 – Pocket Park. Artist: Jennifer Clawson.

neighborhood and form a sense of community. In this program all residents were eligible to adopt land from the city and this property could be used for their own private uses. These ranged from low-key maintenance to family gardens.

<http://www.ci.newark.nj.us>

Case Study Three

The Temple-Villanova Sustainable Stormwater Management Initiative was a pilot program where the members picked a total of five lots and added top soil to create a slight slope to the lots, and added native plants. The lots are more able accept the excess water because of the added slope change and vegetation. It was a partnership program between the Pennsylvania Horticultural Society and The Philadelphia Water department to alleviate the

large amount of flooding in the area and serve as an education program for the residents to understand the importance of storm water management. It has been very successful in alleviating the flooding and the city plans to implement this onto more of their vacant parcels in the future.

http://www.csc.temple.edu/t-vssi/bmps/survey/vacant_lands.htm#Partners

Additional websites

http://portal.hud.gov/budportal/HUD?src=/program_offices/comm_planning/

<http://www.hud.gov/local/in/community/cdbg/>

Secure Vacant Homes

The sub-initiative Secure Vacant Homes relates to the MAP Initiative 4: Creating Attractive and Desirable Places, and specifically relates to Action 3: Continue and Expand the Blight Removal Program. Securing vacant homes relates to Action 3 because the MAP plans to provide incentives for re-purposing or re-using vacant buildings while reclaiming the land for small public places using neighborhood resources for maintenance. This applies in South-Central because there is vacant housing stock in the neighborhood that would be reused.

Why this is important

Securing vacant homes is important in South-Central because it was a concern of the neighbors at the first public meeting. The specific concerns of the neighbors were fixing of old homes, vacant property maintenance, safety, negligence, and garbage located in the vacant areas. According to the neighborhood survey located in Appendix A, 32 respondents wanted to see improved housing conditions in the neighborhood and according to the respondents 33 people were bothered by the vacant homes and lots. There were also 14 respondents interested in home repair or gardening classes to improve the neighborhood. These concerns all reflect on the physical area surrounding the vacant homes. If the properties are maintained the issues of negligence, garbage, undesired activities, and condition of the property could disappear. Securing vacant homes was given a high priority for the SCNAP because it was a large concern for the neighbors and the students who prepared this plan.

What this will involve

This sub-initiative has three recommendations to help the homes in South-Central be safe and maintained. They include getting the homes reoccupied (Figures 1 and 2), making them appear used, and creating surveillance around the vacant homes. The first action of reoccupation could be accomplished by having new neighbors move into South-Central. Incentive programs for future residents of South-Central, a neighborhood marketing program, coordination with local realtors to highlight the homes in South-Central, or advertising the low property values in the neighborhood are all strategies to attract residents. The second action of making the vacant houses look occupied includes actions such as mowing lawns, clearing snow, clearing garbage from the front lawns and porch, hanging curtains, or planting flowers. Doing these small things to improve the outside appearance of homes will deter people from engaging in illegal activities in the vacant homes. Third, reorganizing the crime watch group to monitor the vacant homes and report violations to the city.

The CDC could be in charge of these tasks because they have contacts throughout the neighborhood and could organize volunteers to participate in these programs. Once the CDC sets up a group they could use neighborhood volunteers to take charge of the vacant properties. This sub-initiative could be put in place would be through Community Development Block Grant (CDBG) funds from the Housing and Urban Development department. The CDBG grant is given to state and local governments to create affordable housing, services for vulnerable communities, and creating jobs for low-income households. This grant applies to South-Central because

the funds specifically apply to building or rehabilitating affordable housing, eliminating slums or blight, and addressing community development for particular urgent issues for low- to moderate-income neighborhoods. The program grants money based on financial need level. The department of Housing and Urban Development (HUD) grants funding on a one, two, or three year basis. The grants are only offered to state or local governments, therefore the best course of action would be to have the CDC petition the city of Muncie to apply for the grant for South-Central. The director of grants, listed below, can give the specifics for applying for the grants. The CDC could distribute the funds while working with the neighborhood association and the neighbors on the actual work to be done on the vacant properties.

Contact information for funding sources

Department of Community Development
300 N. High Street
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/cdbg/>
Ms. Connie Gregory, Director

Suitability analysis

The sub-initiative Secure Vacant Homes focuses on the homes that are good opportunities for current or new residents to improve the neighborhood. The high priority lots, shown in green, are the vacant properties that are in the farthest state of disrepair and need immediate attention. The medium priority lots, shown in yellow homes, are the



Figure 1 – Before: Vacant Home in Area 7. Photo: Drew Weinzapfel.



Figure 2 – Reoccupied Vacant Home in Area 7. Artist: Jennifer Clawson.

vacant properties that are in decent condition, but could use attention in the future. There is a row of vacant homes in Area 7 along Walnut Street where there are two high priority homes and two medium priority homes. This is a good example of an area that could improve with repairs increasing the beauty, safety, and welcoming air of the neighborhood to outside residents of Muncie. The low priority lots, shown in red, are those that are not vacant and therefore do not need attention.

Case Study One

The Osborn Community Vacant Lot Plan was for a neighborhood north of Detroit that had demographics similar to South-Central. The plan was focused on the vacant housing and vacant lot issues of the neighborhood. It set up goals for the plan and described how to address specific problems of the neighborhood. This sub-initiative pulls directly from Chapter 4, which discusses dealing with vacant homes and lots.

<http://sitemaker.umich.edu/urpoutreachreports>

Additional websites

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs
http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/apply
<http://www.hud.gov/local/in/community/cdbg/>

Removing and Restoring Blighted Structures

Removing blight from Muncie neighborhoods is a major part of the Muncie Action Plan and details on how to deal with deteriorating lots and structures are outlined specifically in the fourth initiative Creating Attractive and Desirable Place. The third initiative details plans to target certain structures and redevelopment strategies. Removing and restoring blighted homes relates to the fourth initiative because removing buildings with severe structural damage will beautify South-Central and allow for sustainable redevelopment or the transformation of empty lots to gardens and parks (see Figures 1 and 2).

Why this is important

Clearing blighted and abandoned structures was a concern voiced at the first neighborhood meeting. Citizens were worried about both the appearance of the structures and the illegal activities that may be occurring in some of the abandoned homes. In a survey conducted among the residents, 32 respondents stated that they would like to see housing conditions improved in South-Central. In addition, 14 respondents said they would take home repair classes if they were offered.

Clearing blighted structures from lots received a low priority ranking from the participants at the second neighborhood meeting. Removing such structures will help to increase surrounding property values and beautify South-Central as a whole. In addition, it will improve the reputation of the.

Finally, recycling the abandoned structures provides construction and other jobs, and adds a sense of safety to South-Central by removing places where unwarranted activities could occur. The strong support of housing repair within the community is a good indicator that residents truly want to beautify South-Central (see Appendix A).

What this will involve

As mentioned in the MAP, recycling the blighted structures is highly recommended. Not only does this bring jobs to the neighborhood but it also allows local businesses to buy and reuse existing materials (potentially in the construction of new low income housing). A master list of structures that are deemed blighted by a licensed structural engineer or contractor in cooperation with volunteers from the

neighborhood, could be written. Based off of the list, each building should receive a ranking of high, medium, and low importance to create a time schedule for demolition. The list would need to be brought before the City Building Commission for approval. The proper demolition permits will need to be granted before demolition can occur. Each permit costs \$50 and can be purchased at City Hall in person. While demolition can be costly (\$4-\$15/sq. foot) there is funding available to offset the cost of removing blighted structures. Information on how to apply for and receive funding and grants for improvement projects can be found at cityofmuncie.com. Here, documents outlining the application process can be found. Three main sources for funding come from the Community Development Block Grants (CDBG) Program, Home Investment Partnership Program funds (HOME), and the Neighborhood Stabilization Program. Money for approved projects is allocated by the City but is granted by federal funds. Money allocations are based on need. The CDC should be in charge of the application process and funding requests in order to maximize total grants.

Contact information for funding sources

Community Development
300 N. High Street
Muncie, Indiana 47305
(765)747-4825 (phone)
(765)747-4898 (fax)
<http://cityofmuncie.com>

Contact: Dr. Terry Whitt Bailey, Director
cgregory@cityofmuncie.com

HOME Investment Partnership Program
300 N. High Street

Muncie, IN 47305
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.cityofmuncie.com>
Contact: Dr. Terry Whitt Bailey, Director
communitydev@cityofmuncie.com

Neighborhood Stabilization Program (NSP)
300 N High Street
Muncie, Indiana 47305
(765) 747-4840 (phone)
<http://www.cityofmuncie.com>
Contact: Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

As seen in the Priority: Removing and Restoring Blighted Structures map, most of the neighborhoods structures are ranked as a medium priority (shown in yellow). This means moderate repairs to the structures and landscaping upgrades are needed. There are several low priority ranking buildings as well (shown in red). These structures need very little attention and repairs will be inexpensive. The remaining buildings are ranked as high priority (shown in green). These structures need the most repairs and will be the most costly, however, the repairs made will also have the most impact on the overall appearance of the neighborhood.

Case Study One

Dover, Ohio recently reinstated a city wide program that granted a maximum of \$5,000 toward the demolition of unsightly and dangerous structures at no cost to the homeowner. In 2010, a total of 16 structures were torn down with the allowance and the city plans to continue the program annually until it



Figure 1- Restored street corridor formally facing blight. Artist: Kaitlyn Forbes.



Figure 2- A restored home, formerly blighted. Artist: Kaitlyn Forbes.

is deemed unnecessary. The most commonly removed structures were garages and sheds. In order to apply for demolition, the applicants must own their property and be current on city taxes and utilities. Structures were then deemed blighted by the building and zoning codes administrator. All materials were to be removed from the structure before demolition. If a structure is to replace the demolished one, it must adhere to all current zoning and

setback regulations. No grandfathering was warranted. In essence, all the home owner had to do was complete an application, sign a waiver, and have it notarized.

<http://www.tuscbargainhunter.com/article/20120603/NEWS/706039984/-1/tbb42>

Case Study Two

Washington County in Ohio is under review for a \$150,000 for a housing demolition program for removing blighted and abandoned homes. The money would be provided by the Moving Ohio Forward Demolition Grant Program. Local government and health officials will be in charge of prioritizing homes for demolition. The county is expecting to be able to demolish between 15 and 20 homes with the allotted money which is coming from a \$75 million national mortgage settlement.

<http://www.newsandsentinel.com/page/content.detail/id/561466/Grant-to-help-remove-blighted-homes.html?nav=5061>

Case Study Three

The city of Binghamton, New York was recently awarded \$140,000 from the Community Development Block Grant (CDBG) program to demolish six county owned structures that were tax foreclosed properties. Demolition rights were awarded to the lowest bidder. Binghamton annually receives money from the CDBG funds to repair structures and roads in order to promote health and safety within the community.

<http://www.cityofbinghamton.com/viewarticle.asp?a=3712>

Increase Homeownership

This sub-initiative relates to the MAP's seventh community preference: Develop a Council of Neighborhoods to build and support the capacity of neighborhood organizations. This community preference is to create a broad range of housing types, price levels, and ownership options- throughout the community and within neighborhoods. It will strengthen community identity and improve housing choices for the South-Central neighborhood. The MAP lists Key Issues Facing the Community, which relates to this sub-initiative by discussing the transitional population of Muncie. The sprawl of population, shrinking household size, and aging population affect South-Central's long term residents.

Why this is important

Because renting homes is more affordable and less of a commitment than owning a home, there are a number of South-Central residents that rent their homes from landlords. According to the responses from neighborhood meetings, the public wishes to see a less transient population and see neighbors able to own their home move in. This sub-initiative was considered a high priority by the residents of South-Central. Based on the survey results found in see Appendix A, a total of 90 responses wished to see improvements of housing conditions and home repair programs.

What this will involve

There are a series of ways to increase home ownership that are relevant for the South-Central neighborhood. A foreclosure prevention assistance program is available

through the United Way for home owners who need help or have questions about foreclosure and lending issues. Counseling is also available that covers the whole spectrum of issues that lead to foreclosure and how to make good financial decisions.

PathStone's Home Ownership Services offers a series of educational programs that provides individuals and families education about the home buying process, wealth and asset building processes, and enabling them to move toward a successful purchase of a safe and affordable house (see Figure 1). Programs include Financial Education, Foreclosure Intervention Services, Home Buyer Post-Purchase Counseling and Home Buyer Pre-Purchase Education. Although classes have a \$60 fee, the application and eligibility is free to everyone. Contact information for application is listed below.

Contact information for funding sources

United Way of Delaware County, Indiana
500 North Walnut Street
Muncie, IN 47305
(765) 288-5586 (phone)
(765) 288-5588 (fax)
<http://www.invitedtoliveunited.org>

Contact information for funding sources

PathStone
2819 North Oakwood
Muncie, IN 47304
(765) 286-2162 (phone)
<http://www.pathstone.org>
Contact: Annette Phillips, Housing Director
aphillips@pathstone.org

Case Study One

Cuyahoga County in the Greater Cleveland area suffered an estimated 10,000 foreclosures in 2005, four times more than in 1998 and among the highest in the nation. The Cuyahoga County Foreclosure Prevention Program outreaches and educates individuals that may face the threat of foreclosure. The “Don’t Borrow Trouble” campaign makes counseling help available to the thousands of homeowners who need advice about their home loans, are in danger of defaulting on their payments or are facing foreclosure. The goal of the Don’t Borrow Trouble campaign is to decrease inappropriate mortgage lending and mortgage foreclosures through outreach, education, counseling, legal assistance, and advocacy. Cuyahoga County has assistance for those who are struggling to pay their mortgages by offering funds to nearly 26,000 families who are at high risk of mortgage default or foreclosure. The U.S. Department of Treasury’s Hardest Hit Fund awarded Ohio \$320 million to be administered to individuals of greatest need. The website for Cuyahoga County’s Foreclosure Prevention offers contacts and applications to begin the process of receiving aid.

<http://www.nhscleveland.org/programs/CuyahogaCountyForeclosureProgram.htm>

<http://www.nhscleveland.org/programs/foreclosure-prevention.htm>

Land Bank Acquisition and Tax Sales

The sub-initiative Land Bank Acquisition and Tax Sales relates to the MAP Initiative 4: Creating Attractive and Desirable Places. More

specifically this initiative relates to the MAPs Key Issues and Conditions: Inefficient use of land. This discusses Muncie’s land use patterns of underutilized areas. Increasing numbers of vacant and abandoned properties have led to lower property tax collection. The purpose of the Land Bank Acquisition and Tax Sale sub-initiative is to transfer abandoned and tax foreclosed properties to organizations and individuals that will maintain them and return them to the city tax rolls.

Why this is important

Based on comments from neighborhood meetings, the residents of South-Central want vacant lots and homes to be put back on the tax roll. This sub-initiative was created to explain the process by which vacant homes and lots are acquired. This sub-initiative was considered a low priority to the residents of South-Central. Based on the survey results in Appendix A, about 28 residents wished to see improvements of the conditions of vacant lots within the neighborhood.

What this will involve

The Muncie Redevelopment Commission has received funding from the Neighborhood Stabilization Program to start a land bank program. This program is not yet established but it will transfer abandoned and tax foreclosed properties to individuals and organizations that will develop and maintain these properties. This puts the foreclosed or abandoned land back on the tax rolls by allowing individuals to purchase the property and pay taxes to the Muncie government. The land bank office will be located on the 3rd floor of City Hall in Community Development Department.

Property owners pay property taxes that are used toward the local government. Unpaid tax payments may lead to foreclosure of one’s property. Foreclosed and abandoned homes and lots that are up for a tax sale within South-Central can be accessed through the Delaware County Tax Sales website. Tax sales of properties allow the property to be put back on the tax roll. Putting the vacant homes and lots within the South-Central neighborhood back on the tax roll will enhance the use of the property and therefore enhance the neighborhood.

Contact information for funding sources

City of Muncie Community Development Department
300 North High Street
Muncie, IN 47305
(765) 747-4825 (phone)
<http://communitydev@cityofmuncie.com>

Priority analysis

The sub-initiative Land Bank and Tax Sales focuses on the tax sales of the current lots and houses within the South-Central Neighborhood. Approximately 74 lots are listed on tax sale (see Priority: Tax Sale). These lots, shown in green, are late or have not paid their taxes towards the City of Muncie. These lots and houses could be acquired through tax sales and thus be reused or redeveloped for better neighborhood usage such as housing, public gardens, or pocket parks.

Redevelopment of Lots & Structures

The sub-initiative Redevelopment of Lots & Structures relates to the MAP Conceptual Development Framework starting on page 37, and more specifically relates to the first six principles that deal mainly with redevelopment. The six principles relate to the redevelopment and development of underutilized and/or deteriorating sites, areas, and districts into a mixture of uses, such as green spaces, residential areas, and commercial buildings. They also consider the cost effectiveness of redevelopment and community/neighborhood priorities. This applies to South-Central because there are many areas and structures that are suitable for redevelopment and development.

Why this is important

During the neighborhood meetings, it was clear the residents that attended wanted redevelopment of housing and lots. They also wanted new businesses to come into the neighborhood and have a solution to the number of vacant lots that are in the neighborhood. This sub-initiative was deemed a high priority for South-Central, because there is a major interest and need for redevelopment of lots and structures. According to the survey results (see Appendix A), many residents of the neighborhood said that they are concerned by the number of vacant lots and homes. 33 people out would like to have areas as parks, community gardens, and event areas (see Figure 1). 45 people would also like to see homes and businesses reconditioned.

What this will involve

This sub-initiative includes steps for changing the local zoning ordinances and infill around stable housing. The Delaware Muncie Metropolitan Board of Zoning Appeals will approve the application when a person or organization wants to restructure/redevelop an area of the neighborhood. If needed, there is a process to amend the zoning ordinance as well. If the CDC would like a variance, or an exception to the land use rules of an area, they must file it to the Board of Zoning Appeals. If the board grants the variance, the CDC must implement the variance within ninety (90) days from the granting of the variance and must be pursued diligently to completion. If the variance is not implemented in the allotted time it becomes automatically revoked. A good source of funding is the Community Development Block Grant Program (CDBG). This program is federally funded with the funds being allocated wherever needed. The CDC can apply for funding to maximize grant funding. To get this grants, the CDC apply for the grants through the city of Muncie's Department of Community Development and the activity must be considered eligible for funding. All the paperwork for application and full list of eligibility requirements to receive grants can be found on their website under 'Administration.'

www.cityofmuncie.com

Contact information for funding sources

Department of Community Development
300 N. High Street
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/>

[cdbg/](mailto:cdbg@cityofmuncie.com)
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

As shown on the Redevelopment of Lots & Structures map, there are many lots and structures around the neighborhood that are suitable for redevelopment. Two areas that have the highest priority for redevelopment are the buildings and lots from Walnut Street to Tenth Street and the area between the railroad, Sixth Street, Walnut, and Liberty Streets. For most of the area and street, the priorities are high and medium (shown in green and yellow, respectively), while the rest of the neighborhood is a low priority (shown in red).

Case Study One

Sacramento County, California has adopted a program to infill some areas titled "Infill Home Plan Program 2010." In this program, specifications were written about how big a house can be, what the floor designs are required, and gave examples of the type of buildings that could be built. It even is categorized on what kind of buildings can go into a certain lot size. These pre-approved ideas can save both the designers and the homeowner's time and money. Each house is to be environmentally friendly as well.

<http://www.saccountyinfill.net/Pages/default.aspx>
(click the pdf)

Case Study Two

In Dallas, Texas, the city created a sub-initiative under the "Forward Dallas!" program called the "Housing Element." The plan examines housing needs in the city and provides



Figure 1 – Redeveloping of a vacant lot into a park.
Artist: Michael Gasaway.

solutions for the future. The goals are to ensure a sustainable and efficient long-range housing supply, answer the need for housing options, and expand affordable housing alternatives. This also can satisfy the needs of homeownership as well.

http://www.austintexas.gov/sites/default/files/files/Housing/Action_Plan/Community_Conversations/City_of_Dallas_Forward_Dallas_Housing_Element.pdf



Identity

Goals of this Initiative

The identity initiative is attempting to change the current hopes, opinions, and appearance of the South-Central neighborhood. This could vary from changing how the people in the neighborhood worth together, to new additions such as “pocket” parks. All of which would cause the outward and inward appearance of the neighborhood to improve.

History of this initiative

The history of this initiative began with the idea to increase pride in the neighborhood. Some residents have not kept their buildings in good condition. There are empty lots in the neighborhood that have a great deal of potential. Many of the residents may not realize they are part of the neighborhood because the official boundary of South-Central is not widely known. Identity measures can help define the boundaries and make those who live there feel more connected to the neighborhood.

Description of this Initiative

This initiative could help brighten the neighborhood and draw more people to it. Neighborhoods benefit from having a sense of place, which is the feeling a visitor gets while in a certain place, or the features of a place that helps someone recognize where they are. Neighborhood identity is also the interactions between residents that create a sense of community. As shown in in Figure 2, individuals can work together to create an active park in place of a vacant lot. The sub-initiatives in this category are Pocket

Parks, Beautification, Wayfinding/Signage, Neighborhood Events, Gateways, Community Artwork, and News and Media. These sub-initiatives could create a more appealing and social neighborhood. They can also improve the appearance of South-Central, as well as defining the borders of the neighborhood.

Priorities for this initiative

High priorities

Pocket Parks were given a high priority by both the residents and the students who wrote this plan because they would reuse the vacant lots currently scattered throughout the neighborhood. Many residents wanted the vacant lots to be reused in some way and were enthusiastic about the proposed pocket parks.

Medium priorities

In the sub-initiatives of Signage/Wayfinding, Beautification, and Neighborhood Events were given a medium priority. Signage/Wayfinding is important because some signs in the neighborhood are difficult to see and new signage would assist in defining it's borders. Beautification is an important idea since many lots are in need of aesthetic improvements. Neighborhood events will help give people the opportunity to interact and meet each other.

Low priorities

The Gateways, News and Media, and Community Artwork sub-initiatives were set as a low priority because the residents felt that some of the other sub-initiatives were more important at the moment.



Figure 2 – Vacant lot being transformed by community volunteers. Source: kibi.org.

Beautification

The sub-initiative Beautification relates to the MAP Initiative 4: Creating Attractive and Desirable Places, and more specifically relates to Action 9, which is to promote and expand community-based neighborhood enhancement programs. Action 9 relates to beautification because it discusses creating volunteer-oriented programs and utilizing partnerships between public and private organizations as a creative funding source. This applies in South-Central because there are many opportunities for creating attractive and desirable places in the neighborhood.

Why this is important

Beautification programs, by making visual improvements to an area, can help the process of building neighborhood identity and pride. This sub-initiative was created because the residents at the first neighborhood meeting asked for help in beautifying South-Central. Beautification was also a concern based on the results of the neighborhood survey (see Appendix A). Many of the respondents were



Figure 1 – Local volunteers participating in Cincinnati beautification.
Source: keepcincinnatibeautiful.org.

interested in having the appearance of South-Central improved. The responses of community pride and identity were listed along with neighborhood pocket parks and wayfinding/signage as immediate identity concerns about the neighborhood. The strength of this sub-initiative is the reliance on volunteerism. At its core, volunteerism demonstrates and promotes personal pride and pride in the neighborhood. This sub-initiative was identified as a medium priority during the second neighborhood meeting.

What this will involve

Creating a “Garden of the Month” program would bring together homeowners in a friendly competition, promote social interaction, and generate neighborhood pride. Several volunteer groups and programs such as a “Clean Team,” patterned after Habitat for Humanity, could help the Muncie Sanitary District with neighborhood cleanups throughout the community. A “Curb Appeal” program could provide landscaping and design services and matching funds to property owners, particularly for historic structures and along major corridors. A “Paint the Town” program (perhaps a competition) could utilize volunteers and corporate sponsors to assist property owners in painting homes and other structures.

A committee to oversee these different programs would report to the CDC. CDBG and private funding are sources for this sub-initiative. The CDBG funding is administered through the Community Development Department of Muncie. Applications and related documents can be downloaded from their website, but must be submitted in person to the Community Development Department, with all required documents. These may be submitted at any time.

Private Funds would be funds from foundations, neighborhood associations and homeowner associations (see Appendix B for more information about fundraising).

Contact information for funding sources

Department of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/cdbg>
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

All areas of South-Central have potential for beautification improvements. Individuals have been successful in beautifying their own properties. Overall, a neighborhood-wide effort would help those who otherwise might not be able to address this need on their own.

Case Study One

Keep Cincinnati Beautiful is a beautification program with a mission to educate and encourage individuals to take greater responsibility for improving their community environments. Its goal is to promote litter prevention, recycling, community improvement and beautification through citizen action, education, and strategic partnerships. Volunteerism is at the heart of every project (see Figure 1).

<http://www.keepcincinnatibeautiful.org/>

Wayfinding and Signage

The sub-initiative Beautification relates to the MAP Initiative 3: Strengthening Pride and Image, and more specifically relates to Action 3, which is to complete the installation of wayfinding signs as detailed in the Wayfinding Signage Plan. Action 3 relates to wayfinding and signage because it is specifically outlined as an overall city initiative. This applies in South-Central because there are many opportunities for improving wayfinding and signage in the neighborhood.

Why this is important

Wayfinding means knowing where you are, knowing your destination, following the best route, recognizing your destination, and finding your way back. When people cannot do these things they can become disoriented. Since disorientation can create significant negative consequences for people, easy navigation benefits everyone (Carpman Grant Associates, 2012). This sub-initiative was given a medium level priority because residents at the first public meeting and in the neighborhood survey listed demonstrated signage/wayfinding as a concern (see Appendix A). Many of the respondents were interested in having the signage of South-Central improved.

What this will involve

Wayfinding includes but is not limited to any signs, banners, or features that help pedestrians and vehicular traffic easily find the way to a destination. For example, street signs that indicate the name of the neighborhood have an arrow pointing towards a neighborhood park, and/or designate the path following a trail between parks could be placed throughout

the neighborhood. This sub-initiative would be a collaborative process between the CDC and the Community Development Department. Consideration should be given to the Wayfinding Signage Plan, endorsed by the Muncie Action Plan, to ensure consistency with other city wayfinding improvements.

CDBG and private funding are sources for this sub-initiative. The CDBG funds are administered through the Community Development Department of Muncie. Applications and related documents can be downloaded from their website, but must be submitted in person to the Community Development Office with all required documents. These may be submitted at any time.

Private Funds would be funds from foundations, neighborhood associations and homeowner associations (see the Monthly Meeting appendix for more information about fundraising).

Contact information for funding sources

Department of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax) | <http://www.hud.gov/local/in/community/cdbg/>
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

The Wayfinding and Signage map demonstrates which streets need Wayfinding signage first,

such as Madison, Walnut and Memorial Streets, shown in green. The roads that need improvement next are Liberty and Willard Streets, shown in yellow. All other streets, shown in red, do not need improvements in the immediate future. The priority to lesser-travelled streets will become more important as development and destinations are created.

Case Study One

The Wayfinding System for the city of Decatur illustrates the variety of type and scale wayfinding signage that could be relevant to South-Central (see Figure 1). Providing these types of examples to South-Central might give the residents something to look forward to.

<http://www.dennismaplanningdept.wordpress.com>

Case Study Two

The U.S. 30 Corridor Plan for the city of Valparaiso, Indiana focused heavily on the physical needs of the area, such as signage. Figure 2 shows what the plan proposes in terms of new signage in South-Central. These types of illustrations provide South-Central resident's options to look forward to.

<http://www.envisionvalparaiso2030.com/>

Additional websites

<http://www.wayfinding.com/> (Carpman Grant Associates)

CITY OF DECATUR, ALABAMA WAYFINDING SYSTEM



© 2008 McWhorter Communications, Inc.

Figure 1 – Optional Wayfinding images from Decatur, Alabama.
Source: dennismapanningdept.wordpress.com.



Figure 2 – Two Gateway options from Valparaiso, Indiana.
Source: envisionvalparaiso2030.com.

Neighborhood Events

The sub-initiative Neighborhood Events relates to the MAP Initiative 3: Strengthening Pride and Image, and more specifically relates to Action 4, which hopes to create additional community events that build on existing events. Action 4 relates to neighborhood events because it encourages various attraction/destination organizations to join together to coordinate existing events and/or create new events that would occur during major well-established events (for example, the Endurathon) to maximize attendance and improve community pride. This applies in South-Central because there are many opportunities for creating a neighborhood event that would become well-known throughout the area.

Why this is important

This sub-initiative was created based on feedback from the attendants at the first neighborhood meeting. It was then identified as a medium priority during the second neighborhood meeting. This sub-initiative relies on volunteerism because neighborhood events cannot be planned and executed if members of South-Central do not want to take part. Increasing the number of or creating new neighborhood events will help the residents to express their identity and neighborhood pride.

What this will involve

Creating a festival for the South-Central Neighborhood would allow residents to express their pride in the neighborhood and possibly become part of the neighborhood's culture. The event should allow for residents

of all ages to take part, whether it be actually volunteering to help plan and execute the event or simply attending. Also, the festival should be held somewhere within South-Central to show the identity of the neighborhood.

Opening a local market within the South-Central Neighborhood in one of the currently unused lots or a portion of road that would be sectioned off at the time of the event would not only help increase the identity of the neighborhood but also improve the health of residents. The market could be held a certain number of days per month or year so the event is known throughout the Muncie area. Residents could sell produce from their own gardens, and the market would provide an opportunity for community interaction.

A committee to oversee these different events would report to the CDC. CDBG and private funding are sources for this sub-initiative. The CDBG funding is administered through the Community Development Department of Muncie. Applications and related documents can be downloaded from their website, but must be submitted in person to the Community Development Department, with all required documents. These may be submitted at any time.

Private Funds would be funds from foundations, neighborhood associations and homeowner associations (Appendix B for more information about fundraising).

Contact information for funding sources

Department of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/cdbg/>
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

The roads that were the most highly suitable for a neighborhood event or local market are in good condition and have light traffic, as shown on the Neighborhood Events map. The roads that fit both of these criteria are Franklin Street from Eighth Street south to Memorial, Mulberry



Figure 1 – The Popcorn Festival. Source: visitshoremagazine.com.

Street from Eighth to Memorial, and Elm Street from Ninth Street to Memorial (shown in green). Roads of moderate suitability, shown in yellow, are neither in fair or bad condition, nor see a high amount of traffic. The busiest roads, shown on the map in red, have a low suitability to hold neighborhood events.

Case Study One

The city of Valparaiso is known for holding its popcorn festival on the Saturday after Labor Day every year. This festival is rich in history due because Orville Redenbacher used to have his primary factory located in the area. Valparaiso celebrated its 34th year in 2012 and the event has been named the “Best Festival of the Region” by The Times readers for the past 15 years. The Valparaiso Popcorn Festival continues to offer family-fun activities for all ages. Over 200 arts & crafts booths, 30 food booths, kids’ games, the five-mile Popcorn Panic, and the nation’s First Popcorn Parade are only part of the excitement of this festival.

<http://www.valparaisoevents.com/popcorn%20festival/>

Gateways

The sub-initiative Gateways relates to the MAP Initiative 4: Creating Attractive and Desirable Places, and more specifically relates to Action 7, which is to approve the appearance of city gateways. Action 9 relates to gateways because it discusses how to improve and enhance gateways as described in the current Wayfinding Signage Plan being implemented by the City of Muncie. In addition, it encourages the implementation of the South Gateway transportation enhancement project, which includes intersection restructuring, landscaping and streetscape treatments, and monument enhancements that would improve the entrance to several of Muncie's south side neighborhoods. This applies in South-Central because there are many opportunities for creating attractive entrances into the neighborhood.

Why this is important

Gateways are intended to identify entrances into a specific location such as the South-Central Neighborhood. The incorporation of gateways at defined points of interest will clearly identify the area as an entrance into the neighborhood. Gateways should be composed of specific elements that serve to provide a sense of arrival, reaffirm direction, and reinforce the identity and character of South-Central. While gateways are currently a low level priority according to residents, gateways are commonly the next step taken to increase a specific location's identity after wayfinding signage has been installed.

What this will involve

Gateways include but are not limited to any signs or landscaping that help residents and vehicular traffic more easily find a specific location. They could be signs of varying sizes that indicate the name of the neighborhood, and possibly a slogan or phrase that would come to be associated with the area. These should be placed at intersections that are frequently used to enter the neighborhood. This sub-initiative could be a collaborative process between the CDC and the Community Development Department.

CDBG and private funding are sources for this sub-initiative. The CDBG funds are administered through the Community Development Department of Muncie. Applications and related documents can be downloaded from their website, but must be submitted in person to the



Figure 1 – Potential gateway on the corner of Walnut and Memorial. Image: Amy Yorko.

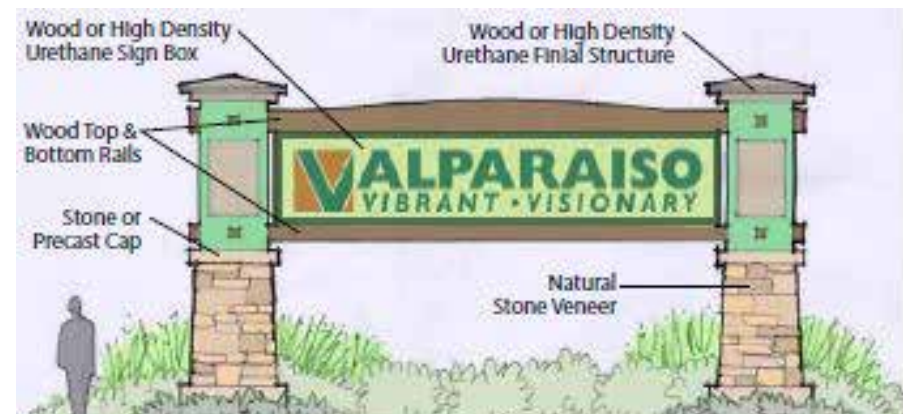


Figure 2 – Gateway option from Valparaiso. Source: envisionvalparaiso2030.com/.

Community Development Office with all required documents. These may be submitted at any time.

Private Funds would be funds from foundations, neighborhood associations and homeowner associations (see Appendix B for more information about fundraising).



Figure 3 – Gateway option from Valparaiso. Source: envisionvalparaiso2030.com/.

Contact information for funding sources

Department of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
(765) 747-4825 (phone)
(765) 747-4898 (fax)
<http://www.hud.gov/local/in/community/cdbg/>
Contact: Ms. Connie Gregory, Director
cgregory@cityofmuncie.com

Suitability analysis

The points of entry into the neighborhood that are the most heavily trafficked would be the best places to put some type of gateway. These entrances were found to have a high priority are shown in green on the Gateways map. They consist of the corners of Hoyt and Liberty, Willard and Liberty, Memorial and Liberty, Willard and Walnut, Memorial and Walnut, Willard and Madison, and Memorial and Madison Streets. Figure 1 shows a potential gateway for the northeast corner of Memorial and Walnut. Entrances into the neighborhood in which the roads continue past the boundary were found to have a moderate priority and are shown in yellow. Finally, all the intersections on the exterior of

the neighborhood that did not continue once outside of the neighborhood boundaries were found to have a low priority and are shown in red.

Case Study One

The U.S. 30 Corridor Plan for the city of Valparaiso, Indiana focused heavily on the physical needs of the area, such as gateways. Figures 2 and 3 show what the plan proposes in terms of new gateways into Valparaiso. Providing these types of illustrations to South-Central might give the residents something to look forward to.

<http://www.envisionvalparaiso2030.com/>

Community Artwork

The community artwork sub-initiative relates to the MAP initiatives 3 and 4. More specifically, it relates to actions 1 and 5 of initiative 3, which refers to the development of a city brand and marketing campaign, and to pursue a cultural district. Initiative 4 of the MAP also states directly to enhance and increase public art installations. Although it is not listed as a direct action within MAP, creators of MAP realized the benefits of community artwork and listed it under creating attractive and desirable places as an extra option.

Why this is important

Community artwork is a sub-initiative aiming at bringing aesthetic quality and cultural identity to the neighborhood. By increasing the amount of community artwork throughout the neighborhood, residents and visitors will gain a sense of appreciation and pride in the pieces.

In addition, the artwork might in-time become a way of identifying a certain area. The artwork could be either temporary or permanent to the neighborhood. This sub-initiative was created to increase the sense of identity in South-Central. At the first neighborhood meeting, attending residents mentioned their desire for a more visually appealing neighborhood. For example, the residents have voiced their desire for better street lighting, landmarks, and improved bus stops. All of these could be done through the use of community artwork. Lights, installations projects, and sculptures are just a few of the many options. Figure 1, illustrates a potential use of community artwork as a way of street lighting throughout the neighborhood. In addition, Figure 2, illustrates the potential use of community artwork as a way to provide seating as a new MITS bus stop. Residents seemed aware of the talents and skills of their fellow neighbors and want to see people express their skills. Many people have special artistic talents that are largely unknown or have no outlet to make their work visible. By creating this sub-initiative, residents will have the opportunity to organize and participate in many artistic. Although helpful for bettering a community, community artwork is a low priority due to the number of other higher priorities in South-Central.

What this will involve

A newly formed local committee dedicated to this community artwork could be in charge of serving the terms, location, and selection of new art pieces. The artist behind the pieces could be professionally hired, or community artists looking to display their talents. The funding of these projects could come from multiple areas. The city of Muncie could be



Figure 1 - Community Artwork Street Lights. Artist: Brandon Bart.

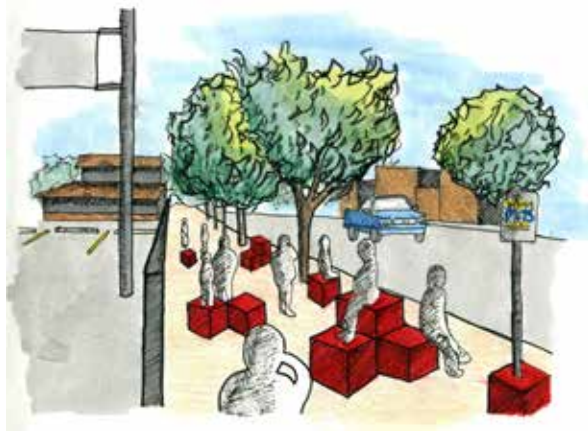


Figure 2 - Community Artwork as bus stop seating. Artist: Brandon Bart.

a resource for finding funding for large scale, permanent pieces. In addition, the committee could get funding through fundraisers or donations (see Appendix B). The artists behind the work can also have the responsibility for finding funding for their work. Grant programs are available to find additional funding for these projects such as the National Endowment of the Arts (NEA), a national organization to help fund many forms of art. One category includes the Artists Community Grants, designed to encourage and nurture the development of individual artists. A specific grant to serve for this community artwork sub-initiative within South-Central can be found through NEA entitled “Our Town.” This grant states, “Organizations may apply for creative place making projects that contribute to the livability of communities and place the arts at their core. An organization may request a grant amount from \$25,000 to \$200,000”. The most current upcoming deadline for this grant is January 14th, 2013. The scale of this sub-initiative is subject to the efforts and dedication of the active committee members and local artists interested in making this possible.

Contact information for organizations
National Endowment for the Arts
1100 Pennsylvania Avenue NW
Washington, DC 20506
1-866-606-8220 (phone)
<http://www.nea.gov>

Suitability analysis

As shown on the Community Artwork map, community artwork would be most suitable on highly trafficked streets, such as Walnut and Memorial Street, shown in green. In these areas, the artwork will have the best opportunity to be viewed, appreciated, and used by residents of South-Central, and

by people driving through. Other highly traffic streets that border the South-Central Neighborhood would also provide as a moderately suitable area for artwork. These streets include Liberty, Willard, and Madison Street, shown in yellow. Smaller residential streets, shown in red, provide the lowest suitability for locating community artwork.

Case Study One

Anderson, Indiana recognized their need for an identity in order to gain interest of residents and visitors. A local group created The Walking Man project to get local organizations to buy a large sculpture of a stick figure (See Figure 3). Companies then selected from a pool of local artists to paint the sculpture in various places in whatever way fit the location. The three main goals of this project were to provide an outlet to showcase the talents and efforts of local artists, promote businesses by sponsoring artists and draw attention to their business, increasing the visibility of the city, and creating a unifying characteristic for people to relate to.

<http://thewalkingmanproject.com>

<http://www.facebook.com/TheWalkingManProject/>



Figure 3 – A Walking Man sculptures in Anderson, Indiana. Source: heraldbulletin.com.



Figure 1 – South-Central logo. Artist: Brandon Bart.

News and Media

The first initiative of The Muncie Action Plan relates to the sub-initiative of news and media, especially the eighth and ninth actions mentioned within the initiative. These actions request community awareness and campaigns that can use the use of local news and media to help promote the events. By keeping residents informed, they will become aware of these campaigns better.

Why this is important

The importance of this sub-initiative depends on the amount of news and media the neighborhood wants to provide for its residents, and the amount of interest the residents take in reading that news. This sub-initiative could increase the interaction between residents and keep them more informed. By being more informed of news and events, residents may be more likely to participate in the newly forming activities, organizations, and identity South-Central is trying to establish. Although this sub-initiative is beneficial towards achieving the neighborhoods other goals, residents and students have ranked it as a low priority for now.

What this will involve

The amount of news, the choice of media

source, and the information given will all be determined by whichever individual or organization is put in charge. Some options of how to communicate this news to the neighborhood could be through Internet social media sites such as Facebook, a section dedicated to South-Central within the Muncie Star newspaper, regularly printed newsletter, booklet, or flier. All of these options will provide residents of important information about their own neighborhood and neighbors that they may not have known otherwise. The newly designed South-Central logo could be used in many of the news and media documents to help put a visual identity to the neighborhood news (see Figure 1). The costs of Internet sites, social media sites, and local newspaper articles are relatively cheap and could be funded through the creation of a news and media committee. The members of this committee then could find funding through fundraising (see Appendix B). No costs should need any large amount of grant money to enact this sub-initiative.

Pocket Parks

Pocket parks fall under the MAP Initiative 3: Strengthening Price and Image goal number 1: developing a city brand, identity, and marketing campaign. This sub-initiative is not necessarily a citywide brand like the MAP suggests, but could be identifying features for the neighborhood. Pocket parks would allow South-Central to stand out amongst the surrounding neighborhoods, which might bring new people into the neighborhood. Pocket parks could be beautiful places for the residents to interact, as well as increasing appearance of the neighborhood.

Why this is important

This sub-initiative was created to utilize vacant or blighted land within the neighborhood. This initiative was given a high priority because the residents expressed concerned with the number of vacant lots in South-Central in both the neighborhood meetings and the public survey with 33 out of 41 responses (see Appendix A). The surveys also showed a great deal of interest in parks and community gardens with 24 votes total. Pocket parks are a creative way to put vacant property to good use and get the community involved while constructing it. This can be seen in Figure 1, where a community in Indianapolis is working to create the Paige Lynn Booker Memorial Park. This creates a pleasant amenity for people to enjoy who live in and visit the neighborhood.

What this will involve

The first step in the process would be to acquire the land through the CDC. They would most likely purchase it through the auctioning of the property at the county tax sale. Community Development Block Grant (CDBG) and other private funds could be allocated as a source to fund this project. The CDBG is administered through the Community Development Department office of Muncie. Applications and related documents can be downloaded from their website, but must be submitted in person to the Community Development Department with all required documents. These may be submitted at any time. Each park could be unique in its own fashion depending on its size and what the neighbors of the park would like to see in the area.

Contact information for funding sources



Photo: Lauren Bailey.



Photo: Zach Lutz



Drawing: Zach Lutz



Drawing: Zach Lutz

Department of Community Development
 300 N. High St. City Hall
 Muncie, IN 47305-1639
 (765) 747-4825 (phone)
 (765) 747-4898 (fax)
 Contact: Ms. Connie Gregory, Director
 cgregory@cityofmuncie.com

Suitability analysis

The suitability analysis focused on locations

in the neighborhood that were vacant homes or empty lots. Those locations, shown in green on the Pocket Park map, are the most highly suitable for pocket parks because the locations already have been cleared. The yellow represents single-family housing units, which are of medium suitability because pocket parks would displace fewer individuals within the neighborhood. The red areas represent industry, commercial, institutional, and multifamily homes, which are of the lowest suitability for pocket parks. It would not be ideal to tear down buildings that are in use. The Pocket Parks map shows the area with the most vacant properties is located between Liberty, Sixth, Madison, and Willard Streets.

Case Study One

A non-profit organization in Indianapolis, Indiana called Keep Indianapolis Beautiful Inc. (KIBI) aims to beautify the Indianapolis region through recycling, planting trees,

cleaning trash, and planting gardens, and creating pocket parks. Since 1995, KIBI, in partnership with Indianapolis Power & Light Company and the City of Indianapolis, has helped neighborhoods, schools, churches, and other community-based organizations create beautiful places from vacant lots, old parking lots, medians, or little used areas. Often, these sites are neglected and overgrown, which invites littering, illegal dumping, or worse. These under-used and undervalued places are transformed into beautiful places that build community pride and add value to neighborhoods across Indianapolis.

http://www.kibi.org/pocket_parks

Additional websites

- www.in-sheriffsale.com
- www.gpo.gov/fdsys/pkg/CFR-2008-title24-vol11/content-detail.html
- www.ballfdn.org/index/grantprograms.asp

Public Infrastructure

Goals this Initiative

The goal of the public infrastructure initiative is to improve the quality of life within the South-Central neighborhood by improving public transportation, street conditions, utilities and water management, sidewalk conditions, and adding green infrastructure.

History of this Initiative

The concerns identified by residents at the South-Central neighborhood meetings related to infrastructure led to the creation of this initiative. Those concerns were further developed into a list of sub-initiatives that provide information about funding, grants, and programs to assist residents in addressing their concerns.

Description of this Initiative

Public infrastructure can be any number of physical amenities within a place such as roads, sidewalks, and public utilities. The sub-initiatives related to infrastructure are transportation, roadway and sidewalk improvements, utilities, and green infrastructure. Utilities are defined as the critical public infrastructure, without which people will not inhabit an area. Some core infrastructure systems included in utilities are energy generation and water supply. Green infrastructure can be a number of types of physical improvements that mimic natural processes in the built environment. Those improvements both help conserve and preserve nature as well as save money for the tax payers. It is a cost effective alternative to gray infrastructure because of the minimal repairs and replacements it needs over time. These enhancements include various landscaping (see Figure 1), lighting, and pavement improvements to make streets, sidewalks,

and parking lots more interesting and aesthetically pleasing.

Priorities for this Initiative

High priorities

The green infrastructure sub-initiative was given a high priority as a result of the feedback from the second public meeting. Residents also voiced their concerns about simple structural improvements to areas such as sidewalks, roads, and utilities in the survey results (see Appendix A). The Sidewalk Conditions sub-initiative was considered a high priority because the survey results revealed that many residents primary mode of transportation is either walking or biking (see Appendix A). Sidewalk networks are vital for residents who walk or bike (see Figure 2). 33 respondents listed sidewalks as something they would like to see improved within South-Central.

Medium priorities

Transportation accessibility is crucial for helping citizens get from their home to work, the grocery store, or other places (see Figure 3). South-Central is fortunate to have two bus lines that run through the neighborhood along Walnut and Madison, two important streets. The City of Muncie also plans to expand bike lanes along Walnut Street and Memorial Drive. Transportation access is considered a medium priority because of public input at neighborhood meetings and the results of the survey, which stated that five South-Central residents use the MITS system for personal use and some use bicycles (see Appendix A).

Low priorities

Since infrastructure is critical to a neighborhood's existence, it should be represented by interested people/groups. Generally, the infrastructure is

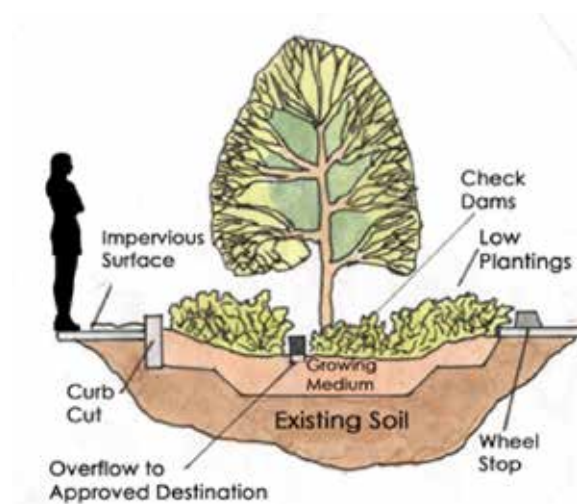


Figure 1 - A tree box. Image: Jeff Neulieb.



Figure 2 – Sidewalk conditions. Photo: Kevin Martin.

already in place, as seen in an existing neighborhood such as South-Central, and for this reason utilities are a low priority.

Roadway Improvements include repairing and fixing potholes as well as resurfacing entire sections of streets. As shown in the survey results (see Appendix A), many South-Central residents are interested in having the roads improved and/or repaired. Although this sub-initiative is considered low priority, it is important to know what to do when there road conditions are unsafe and need to be fixed.



Figure 3 – Potential bus shelter. Image: Harry Davis.

Sidewalk Conditions

The sub-initiative Sidewalk Conditions falls under the MAP Initiative 4: Creating Attractive and Desirable Places, and more specifically relates to Action 2, which is to Develop and Implement a Sidewalk and Recreational Paths Plan. Action 2 promotes the creation of a sidewalk network to increase residents' walkability, their access to public transportation, and recreational activities. This applies in South-Central because there are many obstructions and missing sidewalks in the neighborhood.

Why this is important

At the first neighborhood meeting, the residents showed concern for the current state of the sidewalks in South-Central. Sidewalk networks are vital for residents who walk or bike. According to the survey results,

17 residents primary mode of transportation is either walking or biking (see Appendix A). Also, 33 respondents listed sidewalks as something they would like to see improved within South-Central Neighborhood. This sub-initiative is considered a high priority level.

What this will involve

The primary goal of this sub-initiative is to create a usable sidewalk network for residents as illustrated in Figure 1. As shown in Figure 2, South-Central's poor sidewalk conditions restrict neighborhood walkability. In order to implement this sub-initiative, funding will be required. A public infrastructure committee should be formed of public volunteers to work directly with the city. The committee shall be responsible for submitting repair forms online. In addition, the committee would work towards acquiring grant funds, and promoting and educating residents about the importance of a walkable neighborhood.

In order to fund this sub-initiative, the CDC must consider as many opportunities as possible. One possible program is the Community Development Block Grant Program (CDBG). The CDBG is one of the longest running programs by the U.S. Department of Housing and Urban Development. CDBG spends 32.7% of its funds on public infrastructure programs. Public participation is a requirement for the CDC to obtain funding from a CDBG grant. The Community Development Block Grant program is available in all 50 states and Muncie is an Entitlement City which means it is an eligible recipient.

In addition to funding, public contribution is necessary to work with the committee. Muncie's Department of Public Works provides an online complaint form for residents to report issues and obstructions on roads and sidewalks. South-Central residents can file the form online on their website, listed below. The online form requires the residents to provide their contact information in addition to basic information about the issue/problem.

<http://www.egovlink.com/muncie/action.asp?actionid=13412>

Contact information

Indiana Department of Housing and Urban Development (HUD)
151 North Delaware Street, Suite 1200
Indianapolis, IN 46204-2526

(317) 226-6303 (phone)
 (317) 226-6317 (fax)
<http://portal.hud.gov/hudportal/HUD?src=/states/indiana>
 Contact: John Hall, Director

Department of Public Works
 5790 West Kilgore Avenue
 Muncie, IN 47304
 (765) 747-4847 (phone)
<http://cityofmuncie.com/index/City-Muncie-Departments/Street-Public-Works/>
 Contact: Mr. Duke Campbell, Superintendent
dcampbell@cityofmuncie.com

Suitability analysis

As shown on the Sidewalk Conditions Priority map, high priority sidewalks such as those along Liberty and Eleventh Streets need immediate repair or replacement (shown in red). Most of the sidewalks in the area are a medium priority level, meaning they require some improvements but continue to be useable for now (shown in yellow). Walnut Street, among others, is listed as low priority (shown in green). Low priority sidewalks are in great condition and provide easy access to neighborhood residents.

Case Study One

The city of Roberta, Georgia created the “Pedestrian Facility/Sidewalk Infrastructure Improvement Plan” in 2008. The infrastructure plan discusses the many benefits that a walkable city can enjoy. According to the City, the list of benefits a city gains by improving their walkability includes health, transportation improvements, economic, social equity, quality of life, environmental, and safety. In addition, the plan states: “Attractive sidewalks and inviting pedestrian facilities indicate that a community is safe, friendly, and livable.” These benefits could have an infinite impact on Muncie’s South-Central. Improving the sidewalk conditions within the neighborhood would create a safe and walkable community, while improving the quality of life and social equity.

http://www.middlegeorgiabikeped.org/docs/PDF/Roberta_Ped_Sidewalk_Plan_Final.pdf



Figure 1 – Improved sidewalk conditions. Artist: Kevin Martin.

Case Study Two

The city of Edmonton, California created “A Strategy for Sidewalk Infrastructure in Edmonton” in order to evaluate the current state of their sidewalks and create a plan for future improvements. Their primary goal was to consolidate the direction of sidewalk systems to improve walkability and active transportation. The strategy plan discussed their three step process as 1) Principles and Goals, 2) Network Plan, and 3) Implementation. They began by identifying the current issues with the community’s sidewalk network which allowed them to create a network plan. The Network plan, described as a big picture plan, then allowed the community to implement the new sidewalk system. This plan was interesting because of their inclusion of a step-by-step solution. This strategy could potentially work in developing South-Central’s future sidewalk network.

http://www.edmonton.ca/transportation/RoadsTraffic/COE_Sidewalk_Strategy_Summary_Rpt.pdf

Additional website



Figure 2 – Current sidewalk conditions. Photo: Kevin Martin.

<http://delcogis.maps.arcgis.com/home/webmap/viewer.html?webmap=b8a2384c865c48f5be79c8b1008c1636&extent=-85.4846,40.1484,-85.3072,40.2425>

Utility Improvement

The sub-initiative Utilities relates to the MAP plan Conceptual Development Framework,

and more specifically to Principle 2: Redevelop and Integrate Underutilized and/or Deteriorating Industrial and Manufacturing Districts. The Conceptual Development Framework relates to utilities because it was specifically intended to be used for future development of infrastructure. Principle 2 directly applies to South-Central because it focuses on financially feasible solutions to enhance existing deteriorating industrial/manufacturing neighborhoods that are most in need of revitalization.

Why this is important

Utilities are important in South-Central because they are systems which we need for everyday life. They include energy generation and water supply and are already in place. According to the neighborhood survey, the desire to improve utilities in the neighborhood ranked ninth most important of a total thirteen possible options (see Appendix A). However, many other aspects of the survey are affected by the utilities in a neighborhood. For example, the greatest majority of individuals polled were interested in Home Repair or Gardening classes. Both of these classes would include electricity or the use of water. Basic electrical and plumbing classes could provide residents with the ability to identify problems with these systems in their own homes. Another interesting connection is that 93% of individuals surveyed are bothered by the amount of vacant homes in their neighborhood. Based on statements from CDC members, many of these vacancies were caused by electrical fires. For this reason, utility knowledge is important to help in informing the public about dangerous situations.

What this will involve

The Utility Improvement sub-initiative includes neighborhood participation, identification of specific problem locations, and negotiations with local committees. People often only have concerns about their utilities when they are not servicing them. For example, it is unlikely that someone report problems with their electricity unless the power goes out. However, a system that simply just functions is not enough, which is where neighborhood participation becomes important. Neighbors may notice that overhead power lines block nice views in their neighborhood (see Figure 1). This could be solved by rerouting the power lines or burying the cables. The neighborhood residents, CDC members, and the Public Works department may work together to identify those specific locations in need of improvement. From this point the neighborhood and CDC should examine the costs and outline a cost-sharing program where landowners would collectively provide the funds for improvements over a long-term plan, as described in the case study below.

Another important aspect of Utilities is water usage, which is important in any neighborhood. For example, fire hydrants, storm water management, and water quality are all parts of public infrastructure. The Bureau of Water Quality, Muncie Streets/Public Works Department, Indiana Michigan Power, and the Muncie Sanitary District oversee these utilities. Anyone may contact these organizations to report a nuisance, get development forms, or gather information. Some information available from these organizations is shown in Incident Response, where the Bureau of Water Quality has mapped incidents related to water contamination, breaks, or industrial spills in Muncie (see Figure 2). Grants, organizations,

and loans are available at the local and federal level for water management. Locally, grant information may be found by contacting the Muncie Sanitary District (MSD, includes credits for storm water management on non-residential properties by the U.S. Department of Energy's Energy efficiency and renewable resources (EERE). Organizations such as the Bureau of Water Quality and the MSD provide services to the public to maintain healthy living conditions. Loans may also be used in redevelopment through the EERE for research and development of renewable energy projects or MSD's engineering department for sanitary sewers. Applications for grants or loans and information about qualifications are provided through the Muncie Sanitary District and EERE's website. The amount of money available varies between the differing programs based upon local or federal level financing. The time frame of availability also varies because utilities are always in use and in need of maintenance.

Department of Public Works
 5790 West Kilgore Avenue
 Muncie, IN 47304
 cityeng@cityofmuncie.com
 Contact: Duke Campbell, Superintendent
 dcampbell@cityofmuncie.com

Priority

An important feature in utilities is the water accessibility, or more specifically the availability of emergency provisions such like fire hydrants (see Utilities map). The Utility/Fire Hydrants map highlights fire hydrants and their placement throughout the neighborhood. Locations with a low priority (shown in red) identify immediately where a fire hydrant is located and would provide little difficulty in fire prevention. The spaces with a medium priority (shown in yellow) are characteristic of a standard 100 ft. fire hose with an additional 50 ft. attachment. These areas include those which would still be moderately easy to access with standard equipment carried onboard and

only one extension hose. Lastly, high priority spaces become more of a problem to access with existing hydrants because many of them require a great deal more time to connect additional hoses or would require water tank truck assistance to lessen response time (shown in green.)



Figure 1 – Overhead Power Lines Obstructing View. Photo: Laura Dodd.

Information for funding sources

Muncie Sanitary District
 300 N High Street
 Muncie, IN 47303
 (765) 213-6412 (phone)
 munciesanitary.org
 Contact: Rick Conrad, Director
 (765) 747-4896 Ext. 22 (phone)
 (765) 213-6444 (fax)
 rconrad@msdeng.com

Indiana Michigan Power
 4502 South Lincoln Boulevard
 Marion, IN 46953
 (800) 311-4634 (phone)
 indianamichiganpower.com

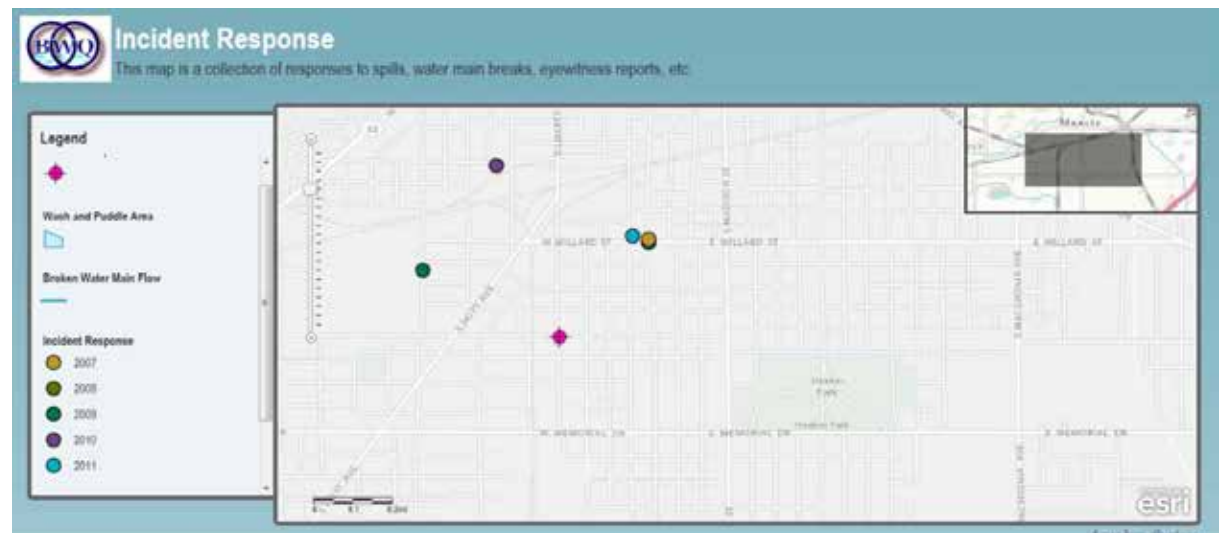


Figure 2 – Incident Response. Source: munciesanitary.org.



Figure 3 – Overhead Power Lines Case Study. Source: www.anaheim.net.

Case Study One

In Anaheim, California, overhead power lines were the standard for power transmission up until the 1960s. Between the 1960s and 1990s most of the overhead power lines were removed in effort to improve the appearance of the city (see Figure 3), which was paid for with a four-percent surcharge to residents and businesses that directly benefited from the removal. The public supported the removal and enjoyed the benefits of clear views, less cost in utility maintenance, and the creation of two new underground service programs. Those programs give funding to neighborhoods which opt to have underground electrical services. Currently,

a 2011- 2012 proposal to continue the underground electrical service has been designed at the Anaheim Public Utilities City Council Workshop. This plan has a life term for a five year continuation and includes budgeting, processes, and benefit proposals.

<http://www.anaheim.net/article.asp?id=1384>

Case Study Two

In Mount Olive, New Jersey, firefighters arrived at the site of a residential fire around 5:15 am. Shortly thereafter, firefighters discovered that there was no water available to fight the house fire. The fire chief called in additional units and water tankers to the scene in spite of the efforts by the local fire fighters the home could not be saved. This 2012 article highlights the danger upon the public's safety when utility infrastructure is not managed. Often, individuals neglect to recognize the critical infrastructure of a neighborhood and simply just accept that the appropriate measures have been made for well-being. With proper utility management and upkeep, this fire may have been extinguished and saved the home.

http://newjerseybills.com/mt_olive_chronicle/news/operating-hydrants-would-not-have-avoided-blaze-that-destroyed-budd/article

Street Lighting

The sub-initiative Street Lighting relates to MAP Initiative 5, Action 1: Create an infrastructure design manual, which aims to “Create a design manual to be used by public entities, private developers, and home owners for green streets and infrastructure, including maintenance procedures, materials,

and design requirements.” Another initiative states within Conceptual Development Framework, Action 2 states, “Underutilized and/or deteriorating industrial, institutional, and manufacturing districts and sites will be strategically redeveloped and integrated into the neighborhood fabric, with consideration of cost-effectiveness and community priorities. To the extent redevelopment takes place in the future, it will be carried out in a manner that respects and reflects the surrounding community. Strategies will focus on financially feasible solutions that enhance the existing neighborhoods that are most in need of revitalization.”

Why this is important

Street lighting is an attractive and efficient way to change the appearance and potentially mediate crime within a neighborhood. While this sub-initiative ranks low within the neighborhood priorities, it could be implemented in conjunction with other initiatives, such as a potential for green infrastructure or beautification. Based upon the MAP, new development of street lighting standards would assist in creating a more complete design manual for public infrastructure (pg. 33). As shown in Figure 1, street lighting would greatly enhance the South-Central Neighborhood by redeveloping the neighborhood corridors, enhancing views, creating a ‘safe-space’ identity, and promoting walkability (pg. 38). The residents of South-Central find lighting to be the sixth most important improvement out of thirteen total proposed improvements (see Appendix A). Furthermore, the neighborhood survey concluded that 98% of respondents felt that the appearance of South-Central could be improved, which could be done by the addition

of street lighting. Lastly, the survey showed that 70% of participants felt only 'somewhat' safe in their neighborhood. This suggests room for improvement as street lighting is proven method in crime prevention and enhances the feeling of safety.

What this will involve

The Street Lighting sub-initiative would involve participation, planning, and communication between residents of the neighborhood and the appropriate local organization. No two lighting designs are exactly the same. Therefore, street lighting may be desired in differing amounts based upon individual needs. For example, a resident may simply desire to have a single light placed on an existing utility pole in the alley behind his/her home (see Figure 2). Another resident may want an entire network of street lights to illuminate every corner so he may walk down well-lit paths between downtown Muncie or from work. Because the street lighting initiative is based upon the amount of lights desired, it also becomes a matter of greater participation reaps greater gains. A person who wants to have a light placed behind his/her home may consult with neighbors and, collectively, decide to have the light installed. Next, they contact the streets/public works department online or by telephone. Once this is approved through the Public Works, the utility is contracted to install the light. The neighbors are equally billed for the cost of the street light and they all enjoy the benefits of a well-lit alley.

Some individuals might desire a larger amount of lighting than just a single light on a utility pole behind their home. For example, the Muncie Redevelopment Commission has creating a program called Tax Increment

Financing (TIF) to help fund infrastructure improvements in downtown Muncie including water management, sidewalks, and street lighting. The TIF works by taxing Muncie residents for these improvements in services which everyone can enjoy. To incorporate a neighborhood-wide street lighting program, it would require a great deal of time, patience, and communication between the residents, CDC, and Muncie Redevelopment Commission. First, the residents of the community and the CDC should commit to a plan to include street lighting in their long-term goals. Next, these individuals should propose their idea to the Muncie Redevelopment Commission for an extension of downtown Muncie improvement districts. This idea is not that far-fetched because the downtown district already includes the northernmost section of South-Central. Once approved, the neighborhood would be able to work hand-in-hand with the Redevelopment Commission to improve their neighborhood infrastructure through the TIF financing. Incorporating a large change in infrastructure improvement takes a considerable amount of time. However, once it is implemented the neighborhood may grow in beautification and take pride in their transforming neighborhood.

Contact information for funding sources

Muncie-Delaware County, Indiana Economic Development Alliance
Horizon Convention Center
401 S. High St.
Muncie, IN 47308
(765) 288-6681 (phone)
info@muncie.com

Contact: Jay Julian, Chief Economic Development Officer

Indiana Michigan Power
4502 South Lincoln Boulevard
Marion, IN 46953
(800) 311-4634 (phone)
indianamichiganpower.com

Community Development
Muncie City Hall
Third Floor
300 North High Street
Muncie, Indiana 47305
(765) 747-4825 (phone)
Contact: Terry Whitt Bailer, Director
tbailer@cityofmuncie.com

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
cityeng@cityofmuncie.com
Contact: Duke Campbell, Superintendent
dcampbell@cityofmuncie.com

U.S. Department of Energy
Energy Efficiency and Renewable Energy
1000 Independence Ave, SW, Mail Stop EE-2K
Washington, DC 20585
eere.energy.gov

Priority

The importance of street lighting is shown on the Street Lighting map. Major roads through and around the neighborhood are of the highest priority, shown in green. These



Figure 1 – Neighborhood Street lighting. Source: Laura Dodd.

locations will not only enhance the safety of those travelling around the neighborhood but will also help to change outside perspectives about the safety of the neighborhood. Medium priority consideration was given to collector streets, shown in yellow. The hope is to provide a pedestrian street light at every corner to guide the people safely to their destination. Lastly, alleyways were given the lowest priority, shown in red, so as to not be a nuisance to the residents with an overabundance of lighting.



Figure 2 – South-Central Street Light. Photo: Laura Dodd.

Case Study One

Farrington and Welsh, authors of *Effects of Improved Street Lighting on Crime: a Systematic Review*, have studied the effect that street lighting may have on crime. Through their research they were able to confirm that there is a connection between improving the street lighting and reducing crime in several locations. Indianapolis was one city in which the experiment was performed. While Indianapolis did not show a lot of improvement, other cities were able to show a great deal of improvement. Overall, the results of this test showed that providing street lighting is a low-cost solution to preventing crime.

http://keysso.net/community_news/May_2003/improved_lighting_study.pdf

Green Infrastructure

The sub-initiative Green Infrastructure relates to the MAP Initiative 4: Creating Attractive and Desirable Places, and more specifically relates to Action 4, which is to enhance landscaping regulation to increase plantings and green space, allowing for green infrastructure options. Action 4 relates to green infrastructure because it discusses

redeveloping out dated existing infrastructure and redeveloping it with green technology. This applies in South-Central because there are many opportunities for implementing green infrastructure into the neighborhood.

Why this is important

Green Infrastructure is a set of enhancements that mimic natural ecosystems in the built environment to help conserve and preserve nature. Green infrastructure uses vegetation and soil to manage rainwater, as opposed to gray infrastructure that collects wastewater in sewers and moves it to a different location. By mimicking natural processes, green infrastructure provides stormwater management, flood control, and air quality management, among other benefits. These enhancements can include tree boxes, bioswales, permeable pavement, and LED lighting. Tree boxes are areas installed beneath trees that can be very effective at controlling water runoff (see Figure 1). Runoff is directed to the tree box, where it is cleaned by vegetation and soil before entering a catch basin. The clean water flows out of the system through an under drain connected to a storm drainpipe into the surrounding soil. Bioswales can be placed near a sidewalk or a parking lot (see Figure 2). Stormwater runs off hard surfaces through curb cuts where it drains into a sloped vegetated surface. The stormwater then seeps into the soil and crushed rock, which filters out hazardous particles. The clean water is then directed back to the sewer system free of pollutants. Permeable pavement is a multi-layered surface that allows the movement of water to pass through it (see Figure 3). Concrete Pavers are the first layer, which allows stormwater run-off to pass through the impervious surface. Next, bedding sand

begins the process of removing large harmful particulates from the water. Next, the water moves through compacted aggregate where the smaller particulates are removed from the water. Geotextile holds the compacted aggregate in place from mixing in with the regular soil. The water then is returned to the natural environment free of pollutants. LED lighting also provides opportunities for sustainable design. LED lights are lights that use less energy than normal light bulbs, last longer than conventional bulbs, and can be recycled.

These features make streets, sidewalks, and parking lots more interesting and aesthetically pleasing. Green infrastructure can often provide more benefits at lesser cost than single-purpose gray infrastructure. One of the disadvantages to gray infrastructure, currently used in South-Central, is that it commonly needs to be repaired and replaced. Green infrastructure is a more reliable method that helps save the neighborhood money in the long run.

Green Infrastructure is a high priority sub-initiative that was created because of the feedback from the participants at the first neighborhood meeting. Residents were concerned about making structural improvements to areas such as sidewalks, roads, and utilities. As shown in the survey results, 29 residents felt that streets needed improvement in the neighborhood (see Appendix A). 23 residents felt that alleys needed improvements and 20 residents felt that lighting needed to be improved in the neighborhood.

What this will involve

Green Infrastructure involves the creation of

a Green Infrastructure advisory committee to serve as a clearinghouse and resource for residents and businesses to implement green building practices and energy efficiency measures. It also would be charged with acquiring grant funds and promoting and educating about sustainability practices to the general public. People with general knowledge/background in green infrastructure or a desire to learn about it could form this committee. Residents could then volunteer to be a part of this committee, which would play a vital role in the evolution of the neighborhood. The committee would come up with a set of goals along with plans and present them to the City Planning Commission. The committee would also have to be in contact with Public Works Department about their intentions for this type of infrastructure.

On their website, the Environmental Protection Agency provides a handbook to local governments, which gives a step-by-step guide to bringing green infrastructure into the neighborhood. The handbook discusses funding opportunities, retrofit policies, rainwater harvesting policies, and incentive mechanisms. All green infrastructure planned for the neighborhood will have to adhere to chapter 96 from the Muncie Code of Ordinances, which discusses street and sidewalks regulations. The Stormwater Construction Ordinance requires that all stormwater management projects must present a Stormwater Pollution Prevention Plan (SWPPP) to the city. These plans include erosion and sediment control measures and material handling procedures. The plan is required to be submitted as a part of the overall construction plan. Contractors must also go through a weekly self-inspection

training program once the project is complete to assure that it is working correctly.

Once the Green Infrastructure committee is created, they can look into different types of green infrastructure that is needed for the neighborhood. The EPA has a helpful website that can get the process started. The website lists a wide variety of techniques that can help the natural environment and save money. The website also has a wide range of case studies from across the United States, which can serve as guides to starting new projects. The website has a “tools” tab on that lists a wide variety of funding opportunities to pay for green infrastructure. After selecting the funding opportunities headline, a list of grants and loan programs are listed that have funded past green infrastructure implementation projects. One of the most promising grants at the local level is the Community Action for a Renewed Environment (CARE) program. This program gives grants to small community organizations to reduce toxic pollution with the use of green

infrastructure. The CARE website provides PowerPoint presentations as well as online documents that show step by step how to get the grants. After acquiring the grants, the money can be put into creating green technology elements. With the help of the CARE program and the EPA, South-Central has a great possibility of becoming a “green neighborhood.”

<http://water.epa.gov/infrastructure/greeninfrastructure/>

Contact information for funding sources

Environmental Protection Agency
 US EPA, Region 05 / Water Division
 77 West Jackson Blvd (WN-16J)
 Chicago, IL 60604-3507
 (312) 886-1513 (phone)
<http://water.epa.gov/infrastructure/greeninfrastructure/index.cfm>
 Contact: Bob Newport
newport.bob@epa.gov

Suitability analysis

The Green Infrastructure map shows areas of high priority that are in dire need of immediate repairs (shown in green). If repairs are made, it is necessary to include green technology in these elements. Areas of medium priority are in fair condition (shown in yellow). If renovated, it would be wise to implement green technology into these elements. The areas that were analyzed were streets, sidewalks, and parking lots. Areas in the low Priority category are areas have been recently renovated and would not be wise to implement green technology into them until the future when they are repaired (shown in red).

Case Study One

The city of Bridgeport, Connecticut created a plan dedicated to improving the quality of streets as well as pedestrian and biking infrastructure. The plan was mainly comprised of using “complete streets” technology. Complete streets are streets that are made for everyone. Complete streets are designed to enable safe access for all users. These streets make it easy for users to cross the street, walk

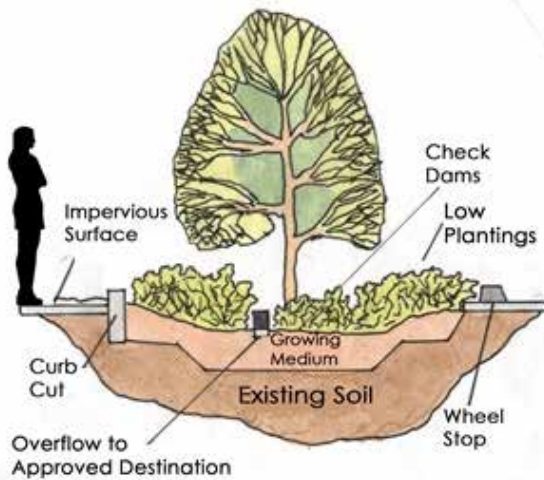


Figure 1-Tree boxes help clean rainwater. Artist: Jeff Neulieb.

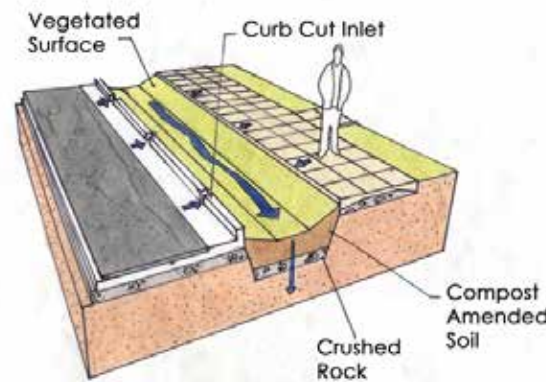


Figure 2 – A bio-swale can be placed near a sidewalk or a parking lot. Artist: Jeff Neulieb.

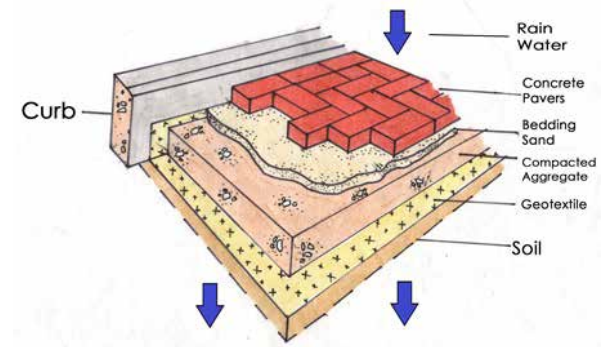


Figure 3 – The five layers that make up permeable pavement. Artist: Jeff Neulieb.

comfortably from point A to point B, and bike in designated spaces alongside the road. One of the major initiatives, initiative 6, used in the plan was the implementation of Green Infrastructure Elements (p.37). The plan listed several types of green technology that were installed around the city. These enhancements included stormwater planters, tree boxes, bio-swales, rain gardens, and permeable pavement. With the introduction of these elements into the built environment, the city of Bridgeport hopes to create a cost-effective solution to combat pollution of air and water.

<http://www.gbrc.org/projects/transportation/pedestrians-bikes/bridgeport-complete-streets/>

Additional websites

<http://www.epa.gov/care/>

http://water.epa.gov/infrastructure/greeninfrastructure/gi_funding.cfm

<http://greenvalues.cnt.org/>

http://www.epa.gov/ogd/training/resources_for_communities/epa_grants_101.htm

<http://www.munciesanitary.org/stormwater-managment/stormwater-construction-compliance/>

Roadway Improvements

Why this is important

Roads are responsible for helping people drive or ride from one place to another. When these roads are in bad condition they are uncomfortable or difficult to use (see Figure 1). As shown in the survey results, 28 South-Central residents are interested in having the roads in the neighborhood improved and/or repaired (see Appendix A). Although this sub-initiative is considered low priority, as determined by the meeting participants, it is important to know what to do when there are unsafe road conditions that need to be fixed.

What this will involve

Roadway improvements include repairing and fixing potholes as well as



Figure 1 – An opportunity for roadway improvement. Source: Mandy Dyer.

resurfacing entire sections of streets (see Figure 2). The Muncie Public Works Department has an online form that allows citizens to make requests to fix asphalt, patch potholes, and perform road resurfacing. On the CityofMuncie.com website, click on Streets/Public Works at the bottom of the page. Then scroll down to Additional Resources and click on the Submit Issues link. On that webpage, there are forms to report various problems. The two forms dealing with roadways are Pot Hole Patching/Asphalt Repair and Road Resurface Request. After clicking on either form, enter in the contact information in the spaces. In the next section, give the building number, e.g. 1000, and then choose the street from the dropdown box. If the address isn't known or isn't exact, give some information on the location in the space under "Or Other Not Listed" and leave the address field and drop-down blank. In the Asphalt Repair & Pot Hole Report form, the next question between the description and address is a drop-down box that will help define the problem between street repair and pot hole repair. At the end of both forms is a box to help describe where exactly the problem is, such as describing the nearest object or intersection to the problem. Once completed, just click "Send Request."



Figure 2 – A resurfaced and fixed roadway. Source: Harry Davis.

Contact information for funding sources

Department of Public Works
 5790 W Kilgore Ave
 Muncie, IN 47304
 (765) 747-4847 (phone)
<http://cityofmuncie.com/index/City-Muncie-Departments/Street-Public-Works/>
 Contact: Duke Campbell, Superintendent
dcampbell@cityofmuncie.com

Priority analysis

The Roadway Improvements map shows streets with the highest need for improvements are Liberty Street north of Willard Street and High Street between Fifth and Sixth Streets, shown in green. Medium priority roads are in fair condition and do need some improvements, shown in yellow. Red roads are the lowest priority, are in the best condition, and

do not require many improvements currently.

Transportation Access

Why this is important

Transportation accessibility is crucial for helping residents get around safely and inexpensively. South-Central has two MITS bus lines that run through the neighborhood along Walnut and Madison Streets. Transportation access is considered a medium priority because of the input from the neighborhood meetings and the results of the survey (see Appendix A). The survey stated that only four South-Central residents use the MITS system for personal use, so this sub-initiative is concerned with increasing ridership through higher visibility and improving bus stop conditions.

This sub-initiative is also concerned with access for other modes of transportation. The neighborhood survey (see Appendix A) states that a few South-Central residents use their bike for transportation. Bicycles are not only a cheap form of transportation, but do not require a license and can be used at any age.

What this will involve

Transportation access involves increasing ridership through higher visibility of MITS bus stops and improving the condition of bus stops. One way to increase visibility of MITS stops is to install bus stop signs at general locations where buses stop, such as intersections along routes (see Figure 1). These signs are easily installed and do not require special permits. If a bus stop sign is needed at a particular place along a bus route, the neighborhood can contact MITS by calling their administration offices, or emailing through the Contact Us page on their website, to request a sign. MITS will then have to consider the request and determine if they have any available signs in their inventory.

A second way to increase bus stop visibility is to install a bus shelter. Bus shelters do protect users, but are more complex to install. When MITS receives a request for a bus shelter along a route, they first evaluate the feasibility of placing a shelter in that location. MITS looks at a variety of factors, such as if there is enough space between the street and any nearby structures, whether it is in the public right-of-way, if it will block the line of sight for motorists, are there any

obstructions, and if it is likely to be well used by bus customers. MITS will rarely place shelters in front of private residences. They also have to determine if there is a shelter available. Each new shelter costs about \$5,000 plus the cost of installation. Therefore, the funding has to be available as well. If all of those requirements are filled, then the permit process starts. This process involves completing a form with a drawing of the proposed location, obtaining signatures from property owner(s), and getting approval from the City Engineer's office. The proposal then goes before the Board of Works for final approval. The neighborhood can contact MITS about installing a bus shelter either by calling their administration offices or emailing through the Contact Us page on their website.

To help transportation access for bicycles and encourage their use, bike lanes could be incorporated into the existing street systems in South-Central. The City of Muncie has been proactive in creating streets that are multi-modal and has proposed putting in bike lanes along main streets such as Walnut Street and Memorial Drive (see Transportation Access and map). Having bike lanes and a MITS route on the same streets are helpful because there are bike racks installed on MITS buses, so riders can bring their bike with them on a. Riders can then use their bike to get to their final destination.

Contact information for MITS

MITS

1300 E Seymour Street

Muncie, IN 4730

(765) 282-2762 (phone)

<http://www.mitsbus.org/contact.asp>

Contact: Mary Gaston, Assistant General Manager

mgaston@mitsbus.org



Figure 1 – Example of where a bus shelter could go at an intersection.
Source: Harry Davis.

Suitability analysis

The Transportation Access map shows the current bus route lines that touch or cross the boundaries of South-Central. Areas such as the corner of Walnut and Eighth Streets are the most suitable places to put a shelter because they are at least four blocks away from the nearest shelter and are along a bus route (shown in green). Areas within a quarter-mile/ five-minute walk to the nearest bus shelter are shown in yellow. It is possible to put a shelter in these areas as they are along bus routes, but they would be within four blocks of the nearest shelter and the overall benefits for MITS may not be as great. Areas in red are not suitable because there are no bus route lines in those areas. Included on the map are proposed bike lanes that are an extension of bike lanes already on some streets in downtown Muncie. Including these bike lanes shows where future bicyclists can use main streets for their transportation.



Goals of this Initiative

The goals of this initiative are to provide voluntary services and create social well-being in the neighborhood through various educational programs and physical activities.

History of this initiative

This initiative was created as a result of concerns raised by the residents at the first neighborhood meeting. One concern was the need for child supervision and safe places for children to play within South-Central. Another concern was for people dealing with substance abuse and those involved in domestic violence. A final concern was providing help for people with physical impairments, mental disabilities, and for the elderly. Based on these concerns, the social support initiative was divided into five sub-initiatives: youth activities, adult activities, elderly activities, social activities and social concerns. Through these sub-initiatives, activities and support groups can be created for the betterment of the neighborhood.

Description of this Initiative

The social support initiative can create new programs dealing with social well-being in the neighborhood, or encourage residents to use already existing programs. These programs and activities are meant to help the residents by providing social support in different aspects and times of their lives. The sub-initiatives focus on specific aspects of social concerns of the neighborhood.

Priorities for this initiative

High priorities

The goals of the social concern sub-initiative

include combating domestic violence, rehabilitating formerly convicted felons and substance abusers, and providing services to the physically and/or mentally disabled. Activities within this sub-initiative can form new programs for the neighborhood and foster partnerships with organizations in the Muncie community. This sub-initiative was given a high priority as a result of the general concern for the welfare of neighborhood.

Medium priorities

In the youth activities sub-initiative, programs and group activities will be created to issue a safe, supervised, and enriching environment for the youth of the neighborhood. This sub-initiative was given a medium priority although the neighborhood would like to see programs created for the youth in the neighborhood. Children often resort to playing in the street, as seen in Figure 1 below. This sub-initiative is considered a medium priority because there are some programs for youth that exist just outside of the neighborhood.

Low priorities

The adult activities sub-initiative aims to create social connections between adults by building friendships and social networking within the neighborhood through group activities, recreation, and local volunteering opportunities. This sub-initiative was given a low priority because it was not specifically brought up in neighborhood meetings, however, activities for adults would increase the sense of community within South-Central.

The goal of the elderly activities sub-initiative is to help older residents feel a part of the neighborhood through participation in social gatherings. Programs in this sub-



Figure 1: A road in the South-Central neighborhood. Photo: Marleny Iraheta.

initiative would include the elderly in social, volunteer opportunities that also better the neighborhood. This sub-initiative was given a low priority.

For the social activities sub-initiative, socially interactive events and activities will be created to encourage strong relationships among the residents of the neighborhood. This sub-initiative was given a low priority because some of the residents already engage in these activities through events such as block parties.

Elderly Activities

The sub-initiative Elderly Activities relates to the MAP Initiative 2: Fostering Collaboration Action 3, which aims to create a robust volunteer program. This sub-initiative can allow for the elderly to become volunteers in a variety of programs that already exist in and outside of the neighborhood. New programs can be created as well in order to have more options for the residents. This sub-initiative also relates to the MAP Initiative 3: Strengthening Pride and Image, Action 4, which calls for the creation of additional community events that would build on existing

events. New events will be created specifically for the elderly living in the South-Central Neighborhood. Finally, the sub-initiative relates to MAP Initiative 4: Creating Attractive and Desirable Places, Action 9 that is to promote and expand community-based neighborhood enhancement programs. This can be applied to the South-Central Neighborhood by making programs that will utilize volunteers in a way that would work to beautify the neighborhood through clean-ups, landscaping, and home repairs.

Why this is important

In the first public meeting, the residents addressed that the elderly were mainly staying in their homes and not going out. Because the elderly are not involved in the neighborhood, the Elderly Activities sub-initiative was created. Through this sub-initiative, the elderly can be included by creating social programs for them to participate in. Social events such as bingo nights can also be formed to connect residents of the neighborhood to one another. As shown in the Survey Results (see Appendix A), 17 respondents said they would like to know more about participating in South-Central activities. 15 residents said they would like to see more senior centers and services in the neighborhood. Nine residents said they would like to see more event spaces and have community spaces improved within South-Central. The results also show that 12 residents know their neighbors very well, 21 somewhat know their neighbors, and a few said they did not know their neighbors at all. Although the priority for this sub-initiative is low for the neighborhood, there are still great ways in which the elderly can become included in the process.

What this will involve

The CDC could be in charge of this sub-initiative. Those in charge could be people who have previous experience working with the elderly or for those interested in creating programs for them. Programs such as bingo can let the elderly socialize at a regular place and time. A mentoring program can be created to allow for socializing to occur as well as having the elderly guide the youth in the right direction in life. Creating a program to have people volunteer to visit, read, and accompany the elderly on errands would be a way to have them feel a part of the neighborhood. There can also be the possibility of having the elderly volunteer in helping with the youth or in an institution like a church, school, or community garden (see Figure 1).

This sub-initiative can be funded through grants from the Ball Brothers Foundation. Grants are available for Arts, Culture & Humanities, Human Services, and Health. Under Arts, Culture & Humanities, cultural activities are included. Health grants are available for community wellness as well as recreation.

There are two types of grants available from the Ball Brothers Foundation. An organization or institution can apply for their general grant. Every general grant submitted must begin with a Preliminary Letter of Inquiry (LOI). The LOI is limited to 2000 characters, including spaces. The response is to describe the organization and its mission, briefly describe the needs to be addressed by the request and how the needs will be met, and describe the population to be served by this request. There is no stated amount that is accessible. The general grants have two cycles. Cycle I has the deadline for the Preliminary Letter of

Inquiry on February 15. The selected general grant proposals are due on April 1. Cycle II has the deadline for the Preliminary Letter of Inquiry on July 15. The selected general grant proposals are due on September 1. For both cycles, the Letter of Inquiry must have been approved by the President/COO in order to turn in the selected general grant proposals. Grant requests are considered at the spring and fall board meetings. Organizations who submit proposals are notified within one week of the board meeting, which is typically the third weeks of May and October.

The Foundation requires that all requests and Preliminary Letters of Inquiry be submitted using the Foundation's e-Grant system. If unable to use e-Grant, contact Donna Munchel, the grant process manager. The registration process starts by going to the Foundation's home page, www.ballfdn.org. The organization must then create an account. Once this process is completed, log in to e-Grant. In order to create a new application the Create New Application must be clicked. Then select the type of grant. After creating the application the Edit button must be clicked in order to complete the narrative questions and upload the required documents. Save frequently because the system will be timed out after twenty minutes of inactivity. Click the 'Submit' button when the application is complete.

The second is the Rapid Grant. This grant has a maximum funding of \$5,000. For the Ball Rapid Grants, the applications are acceptable between February 1 and November 30. The Rapid Grant proposal does not require the submission of a Preliminary Letter of Inquiry (LOI). A response limited to 2000 characters including spaces is required describing what

the request is needed for and how the request relates to Ball Brothers Foundation interests.

Each proposal must be accompanied with a grant budget worksheet found online at <http://www.ballfdn.org/index/forms.asp>. The same restrictions apply to both grants. A proposal must clearly demonstrate how the grant uses links to the organization's strategic plan. The focus for the grant must fall under one of the Ball Brothers Foundation's interest areas. The proposal must show a process for measuring or assessing results. The proposal must have potential for immediate leveraging of other funds to support the project or initiative. The organization/institution must have tax exempt status as defined by IRS Codes.

Partnerships with the YMCA, Muncie-Delaware Clean & Beautiful, YWCA and Cornerstone Center for the Arts would be another way to make this sub-initiative work. The YMCA is a nonprofit organization that allows men, women, and children to build relationships by joining together. The YMCA offers programs for seniors in the community. Physical programs such as Zumba, water exercise, and aerobic exercise are provided. Adult day trips are also offered for their enjoyment with friends. Muncie-Delaware Clean & Beautiful is a Not-For-Profit Organization that is volunteer-based. The organization offers volunteer opportunities to help communities. They have an urban gardening initiative that participates in taking advantage of empty lots and encouraging people to turn them into gardens. Community Clean-Ups are another way in which the organization provides ways to get involved. The YWCA has Bible Study and bingo nights that are available for the elderly to participate

in. Cornerstone Center for the Arts offers multiple learning experiences for anyone interested in the arts. Classes are taught by knowledgeable teachers to a variety of age groups. Classes offered are for dance, martial arts, fitness, drama, and visual arts. These classes would be ways in which the elderly can socialize and stay active.

Contact information for funding sources

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
(765) 741-5500 (phone)
(765) 741-5518 (fax)
<http://www.ballfdn.org>
Contact: Donna Munchel, Grant Manager
donna.munchel@ballfdn.org

Suitability analysis

South-Central Neighborhood has a variety of places that can be used as places for activities. Although it would be ideal to build facilities specifically for gatherings, events, or activities, the neighborhood has locations where these can occur. As shown on the Social Support map, the locations that are most suitable for social activities are the Urban Light Education Center, Boys and Girls Club, Garfield Elementary School, Heekin Park, and the Full Gospel Temple (shown in green). The map also shows the facilities that would be moderately suitable for activities. These are the Muncie Christian Center, Philadelphia SDA Church, and Urban Light Temple (shown in yellow). All other locations, shown in red, have low suitability because they are either residential areas, industrial areas, or privately owned.

Case Study One

Provo, Utah has a program called Senior Companion Program. Older Americans have the opportunity to use their life experiences to meet community needs. This program is for healthy, active seniors who wish to help other seniors maintain their independence. They help with grocery shopping, bill paying, and providing transportation to medical appointments. There are other areas in which the Senior Companions are able to help with as well. This program has qualifications that a volunteer must meet in order to participate in the program. Being over the age of 55, being willing to serve 15 or more hours per week, being income eligible, having a valid state ID, and passing background checks are the qualifications. As volunteers, they serve the community and receive benefits as well. Volunteers receive a non-taxable stipend of \$2.65 an hour, a meal or meal allowance, reimbursement for transportation, accident and liability insurance while on duty, a yearly physical, and fun and beneficial training and information.

The Senior Companion Program is made possible by a federal grant from the Corporation for National and Community Service and is sponsored by Utah County Government.

Senior Companion Program
151 South University Ave
Suite 2200
Provo, UT 84601
(801) 851-7767 (phone)
<http://www.utahcountyonline.org>
Contact: JoanneL@UtahCounty.gov



Figure 1 - Elderly gardening in the neighborhood. Artist: Marleny Iraheta

Additional websites

<http://www.buzzle.com/articles/social-activities-for-the-elderly.html>

Youth Activities

This sub-initiative relates to MAP Initiative 1 sub-initiative 10, which is to create a healthy community. Youth interaction and involvement in sports-related activities will promote this initiative. Initiative 2 sub-initiative 3 creates a robust volunteer program. Youth often need volunteer opportunities to satisfy school requirements, which makes them very important assets towards accomplishing this initiative. Initiative 3 sub-initiative 4 of the MAP discusses creating additional community events that build on existing organizations. Events for youth can be created based on those that already exist in the neighborhood such as the Boys and Girls Club.

Why this is important

The goal of this sub-initiative is to create a well supervised and enriching environment that will allow the youth to express themselves and connect with others through different activities and programs. The residents of the neighborhood were displeased with the youth playing

in the streets and roaming the neighborhood unsupervised. In the survey conducted in the neighborhood, 18 out of the 19 parents who responded claimed that their youth are not involved in any activities after school (see Appendix A). Based on these concerns and the survey results, this sub-initiative was created to provide the youth with fun activities for after school and during weekends, in a safe environment with adult supervision. This initiative also gives parents a peace of mind knowing that their youth are occupied with enriching activities in a safe environment.

What this will involve

The youth activities will include a neighborhood youth group (see Figure 1), club sports groups, neighborhood cleanup, and volunteer groups. The activities can be held in a facility within the community. Youth divided by age groups 4-8, 9-13, and 14-18 can have group discussions, play games, create club sports groups, organize volunteer opportunities, and create clubs based on their interests (craft, painting, drawing, etc.). To supervise the youth activities, parents and elderly from the neighborhood could volunteer. There could be permanent volunteers to supervise most of the time and other parents can volunteer to supervise specific activities. To get ideas and connect with other local programs dealing with youth activities, the leaders could contact the YWCA, YMCA, the Corner Stone Center for Arts, the Boys and Girls club, and Bridges Community Services. The contact information for these resources is provided below.

Funding to begin this program can be possible through the Ball Foundation e-Grant. The Foundation requires that all requests and Preliminary Letters of Inquiry be submitted using the Foundation's e-Grant system. The registration process starts by going to the Foundation's home page, www.ballfdn.org. The organization must then create an account. Once this process is completed, log in to e-Grant. In order to create a new application the Create New Application must be clicked. Then select the type of grant. After creating the application the Edit button must be clicked in order to complete the narrative questions and upload the required documents. Save frequently because the system will be timed out after twenty minutes of inactivity. Click the 'Submit' button when the application is complete.

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 (765) 741-5518 (fax)
<http://www.ballfdn.org/index/grantprograms.asp>
 Contact: Donna Munchel, Grant Process Manager
 (765) 449-6952 (fax)
donna.munchel@ballfdn.org

Suitability analysis

Facilities, within and near the neighborhood, that are highly suitable to hold these youth activities include the Urban Light Christian Church Education center, Garfield Elementary School building and fields, Boys and Girls Club of Muncie, which are all on or near the corner of Madison and Ninth Streets; Heekin Park behind Garfield Elementary School; and Full Gospel Temple on the corner of Seventh and High Streets (shown in green). Facilities that are moderately suitable to be used for these activities include the Muncie Christian Center on the corner of Memorial and Walnut Streets, Philadelphia SDA church on the corner of Mulberry and Ninth Streets, and Urban Light Temple on the corner of Willard and Madison Streets (shown in yellow). All the buildings in red are unsuitable places to hold youth activities in the neighborhood.

Contact information for suitable facilities

Urban light Christian Center
 P.O. Box 3185
 Muncie, IN 47308
 (765) 747-1055(phone)
<http://www.urbanlightmuncie.com>

Boys & Girls Club of Muncie
 1710 South Madison Street

Muncie, IN 47308
 (765) 282-4461(phone)
<http://www.bgcmuncie.org/Programs.html>

Garfield Elementary School
 1605 South Madison Street
 Muncie, IN 47308

Muncie Christian Center
 1824 South Walnut Street
 Muncie, IN 47302
 (765) 289-9601
<http://www.munciechristian.com/>

Full Gospel Temple
 212 West 7th Street Muncie, IN 47302
 (765) 282-3312
<http://www.fullgospeltemple.com>

Philadelphia SDA Church
 200 East 9th Street
 Muncie, IN 47302
 (765) 288-8598

Case Study

The Wasa-nabin Youth Program has many programs that offer support for youth. They not only offer an opportunity for youth to interact, but a chance for them to learn a lot. The services offered at this center include social support, outreach to youth in care, promotion of health and physical development, educational support, justice interventions, and anti-violence. These services listed above seem to correlate with the needs of Muncie youth.

<http://www.odawa.on.ca/programs/wasa-nabin.htm>

Additional websites

<http://www.muncieymca.org/>
<http://www.youthactivitiesideas.com/>
<http://www.bridgescs.org/Index/programs.php>



Figure 1 - Youth participating in a youth group discussion. Artist: Chido Moyo.

<http://www.muncieymca.org/who-we-are>

Adult Programs

This sub-initiative relates to the MAP Initiative 2: Fostering Collaboration Action 1: Develop a Council of Neighborhoods to build and support the capacity of neighborhood organizations. These organizations would coordinate efforts to share funding and create educational opportunities, develop new organizations in neighborhoods like South-Central, and communicate to local media and governmental entities. Adult Programs would also relate to Action 3: Create a robust volunteer program by establishing a central database of volunteer opportunities, designating community days when all community members are called to action for a specific purpose, and creating youth positions on existing organizational boards and committees.

Likewise, this sub-initiative relates to the MAP Initiative 3: Strengthening Pride and Image Action 4: Create additional community events that build on existing events. This sub-initiative would encourage various

attractions and destination organizations to join together to coordinate existing events and create new events. Finally, programs for adults relates to MAP Initiative 4: Creating Attractive and Desirable Places Action 9: Promote and expand community-based neighborhood enhancement programs as well. Adult Programs could create several volunteer groups and programs to beautify the neighborhood.

Why this is important?

Forming social clubs between adults in the neighborhood could help build friendships and further unite the neighborhood. According to the neighborhood survey (see Appendix A), several respondents expressed the desire for libraries, parks, community gardens, and event spaces. Programs for Adults could utilize those places or foster the establishment of such places. Half the respondents said they somewhat knew their neighbors well or did not know their neighbors well. Many respondents also mentioned the dissatisfaction with vacant areas and the appearance of the neighborhood. Volunteer programs could clean up lots, build parks, plant gardens and beautify the neighborhood. Although the public did not specifically ask for adult programs, which is one of the reasons that it is ranked as a low priority, it could be helpful to create activities that build relationships between adults in the neighborhood.

What this will involve

This sub-initiative aims to create social connections between adults for building friendships within the neighborhood through group activities, recreation, and local volunteering opportunities. Any adult who

would be interested in creating these groups or organizing activities is welcome to volunteer. Activities may include sports, recreation, volunteering (see Figure 1) and hobbies such as neighborhood sport teams, dance clubs, book clubs (see Figure 2), gardening clubs, and ladies' outings or men's outings. Possible collaborative groups are Muncie Libraries and Cornerstone Center for the Arts.

This sub-initiative can be funded through grants from the Ball Brothers Foundation. Grants are available for Arts, Culture & Humanities, Human Services, and Health. Under Arts, Culture & Humanities, cultural activities are included. Health grants are available for community wellness as well as recreation.

There are two types of grants available from the Ball Brothers Foundation. An organization or institution can apply for their general grant. Every general grant submitted must begin with a Preliminary Letter of Inquiry (LOI). The LOI is limited to 2000 characters, including spaces. The response is to describe the organization and its mission, briefly describe the needs to be addressed by the request and how the needs will be met, and describe the population to be served by this request. There is no stated amount that is accessible. The general grants have two cycles. Cycle I has the deadline for the Preliminary Letter of Inquiry on February 15. The selected general grant proposals are due on April 1. Cycle II has the deadline for the Preliminary Letter of Inquiry on July 15. The selected general grant proposals are due on September 1. For both cycles, the Letter of Inquiry must have been approved by the President/COO in order to turn in the selected general grant proposals. Grant requests are considered at the spring and

fall board meetings. Organizations who submit proposals are notified within one week of the board meeting, which is typically the third weeks of May and October.

The Foundation requires that all requests and Preliminary Letters of Inquiry be submitted using the Foundation's e-Grant system. If unable to use e-Grant, contact Donna Munchel, the grant process manager. The registration process starts by going to the Foundation's home page, www.ballfdn.org. The organization must then create an account. Once this process is completed, log in to e-Grant. In order to create a new application the Create New Application must be clicked. Then select the type of grant. After creating the application the Edit button must be clicked in order to complete the narrative questions and upload the required documents. Save frequently because the system will be timed out after twenty minutes of inactivity. Click the 'Submit' button when the application is complete.

The second is the Rapid Grant. This grant has a maximum funding of \$5,000. For the Ball Rapid Grants, the applications are acceptable between February 1 and November 30. The Rapid Grant proposal does not require the submission of a Preliminary Letter of Inquiry (LOI). A response limited to 2000 characters including spaces is required describing what the request is needed for and how the request relates to Ball Brothers Foundation interests.

Each proposal must be accompanied with a grant budget worksheet found online at <http://www.ballfdn.org/index/forms.asp>. The same restrictions apply to both grants. A proposal must clearly demonstrate how the grant uses links to the organization's strategic plan. The focus for the grant must fall under one of the

Ball Brothers Foundation's interest areas. The proposal must show a process for measuring or assessing results. The proposal must have potential for immediate leveraging of other funds to support the project or initiative. The organization/institution must have tax exempt status as defined by IRS Codes.

Contact information for organizations

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
(765) 741-5500 (phone)
(765) 741-5518 (fax)
<http://www.ballfdn.org/index/grantprograms.asp>
Donna Munchel, Grant Process Manager (765)
449-6952 (fax)
donna.munchel@ballfdn.org

Maring-Hunt Library
2005 S. High Street
Muncie, IN 47302
(765) 747-8204 (phone)
(765) 747-8221 (fax)
www.munciepubliclibrary.org

Cornerstone Center for the Arts
520 East Main Street
Muncie, IN 47305
(765) 281-9503 (phone)
(765) 281-1171 (fax)
Contact: Robby Tompkins, Executive Director
(765) 281-9503 ext 16 (phone)
rtompkins@cornerstonearts.org
or Contact: Brett Ellison, Rentals & Events
Director
(765) 281-9503 ext 53 (phone)
bellison@cornerstonearts.org

Suitability analysis

South-Central Neighborhood has a variety of places that can be used as places for activities. Although it would be ideal to build such facilities specifically for gatherings, events, or activities the neighborhood has locations where these can occur. As shown on the Social Support map, the locations that are most suitable for social activities are the Urban Light Education Center, Boys and Girls Club, Garfield Elementary School, Heekin Park, and the Full Gospel Temple (shown in green). The map also shows the facilities that would be moderately suitable for activities. These are the Muncie Christian Center, Philadelphia SDA Church, and Urban Light Temple (shown in yellow). All other locations, shown in red, have low suitability because they are either residential areas, industrial areas, or privately owned.

Case Study One

The White River Cleanup has been responsible for removing over 70,000 pounds of trash and 500+ tires from our beautiful river in the past 6 years. It has drawn well over 1800 volunteers over the years, with last year bringing over 325 volunteers to Westside Park.

The White River Cleanup happens every year in September, and is a statewide public service event stretching most of the entirety of the White River. Many counties including Delaware, Hamilton, Monroe, Madison and Morgan Counties participate in cleaning up the White River on or near the same date in September. People come together from all communities to help clean the White River and thousands of pounds of trash are removed every year including large amounts of tires.

In Delaware County alone, close to 65,000 pounds of trash and nearly 400+ tires have been pulled from the White River! The Clean-up has also brought close to 1,500 volunteers from the local community together to participate in the past 5 years. The White River Clean-Up covers close to 15 miles of river from the Old Indiana Steel and Wire Plant all the way to Canoe Country in Daleville.

Volunteers walk the bank, river and land where possible removing debris from and around the river. When that is not possible, volunteers use canoes to navigate through the water filling them up along the way with the debris they find.

The White River Cleanup is sponsored by the Stormwater Management Department and organized by Muncie-Delaware Clean & Beautiful.

Many partners come together and contribute on many different levels to make this event one of Delaware County's most accomplishing community workdays. Such partners include; Indiana American Water, the Muncie Sanitary District, the Town of Yorktown, American Rivers, Minnetrista Cultural Center, MITS, Ball State University, White River Watershed Project, Normal City Fly Fishers Club, Union Chapel Church, Grace Baptist Church, the National Guard, HAM Radio, and the Muncie

<http://www.munciesanitary.org/stormwater-management/white-river-clean-up/>



Figure 1 - Neighborhood volunteers helping build a house. Artist: Allison Johnson.

Social Activities

This sub-initiative relates to the MAP Initiative 2, Fostering Collaboration, especially action one concerning volunteering. Initiative 3 of the MAP is about strengthening pride and image, which also relates to this initiative because it encourages the creation of additional community events that build on existing ones. This sub-initiative builds upon the already existing events such as the neighborhood block party.

Why is this important

Through social activities neighbors can meet, get the chance to know each, and foster and sense of community. At the first neighborhood meeting, the participants felt that one of South-Central's strengths was that most residents are social. For that reason, social activities are important. The results from the survey conducted in the neighborhood showed that 27 out of the 41 respondents claimed that they either do not know their neighbors or do not know them as well, and 17 out of the 41 would like to participate in activities in the neighborhood (see Appendix A).

What this will involve

Social activities could be a monthly event such as a block party, street art fair, picnics, volunteer opportunities, game nights, movie nights, or concerts by local bands. Figure 1 shows a scene of a possible social event that could be held in the neighborhood. These events can be publicized using the suggested neighborhood newsletter or online forums. The CDC could be involved in organizing these events, or a committee devoted to the organization of such events could be created.

This sub-initiative could be funded through grants from the Ball Brothers Foundation. Grants are available for Arts, Culture & Humanities, and Human Services provided for residents. Health grants are available for community wellness as well as recreation.

There are two types of grants available from the Ball Brothers Foundation. An organization or institution can apply for their general grant. Every general grant submitted must begin with a Preliminary Letter of Inquiry (LOI). The LOI is limited to 2000 characters, including spaces. The response is to describe the organization and its mission, briefly describe the needs to be addressed by the request and how the needs will be met, and describe the population to be served by



Figure 2 - A neighborhood adult book club. Artist: Allison Johnson.

this request. There is no stated amount that is accessible. The general grants have two cycles. Cycle I has the deadline for the Preliminary Letter of Inquiry on February 15. The selected general grant proposals are due on April 1. Cycle II has the deadline for the Preliminary Letter of Inquiry on July 15. The selected general grant proposals are due on September 1. For both cycles, the Letter of Inquiry must have been approved by the President/COO in order to turn in the selected general grant proposals. Grant requests are considered at the spring and fall Board meetings. Organizations who submit proposals are notified within one week of the board meeting, which is typically the third weeks of May and October.

The Foundation requires that all requests and Preliminary Letters of Inquiry be submitted using the Foundation's e-Grant system. If unable to use e-Grant, contact Donna Munchel, the grant process manager. The registration process starts by going to the Foundation's home page, www.ballfdn.org. The organization must then create an account. Once this process is completed, log in to e-Grant. In order to create a new application the Create New Application must be clicked. Then select the type of grant. After creating the application the Edit button must be clicked in order to complete the narrative questions and upload the required documents. Save frequently because the system will be timed out after twenty minutes of inactivity. Click the 'Submit' button when the application is complete.

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submission of a Preliminary Letter of Inquiry (LOI). A response limited to 2000 characters including spaces is required describing what the request is needed for and how the request relates to Ball Brothers Foundation interests.

Each proposal must be accompanied with a grant budget worksheet found online at <http://www.ballfdn.org/index/forms.asp>. The same restrictions apply to both grants. A proposal must clearly demonstrate how the grant uses links to the organization's strategic plan. The focus for the grant must fall under one of the Ball Brothers Foundation's interest areas. The proposal must show a process for measuring or assessing results. The proposal must have potential for immediate leveraging of other funds to support the project or initiative. The organization/institution must have tax-exempt status as defined by IRS Codes.

Contact information for funding sources

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
(765) 741-5500 (phone)
(765) 741-5518 (fax)
<http://www.ballfdn.org/index/grantprograms.asp>

Contact: Donna Munchel, Grant Process Manager
(765) 449-6952 (fax)
donna.munchel@ballfdn.org

Suitability analysis

Facilities, within and near the neighborhood, that are highly suitable to be used to hold these social activities include the Urban light Christian Church Education center, Garfield

Elementary School building and fields, which are all on or near the corner of Madison and Ninth Streets; Heekin Park behind Garfield elementary school; and Full Gospel Temple on the corner of Seventh and High Streets. Facilities that are moderately suitable to be used for these activities include the Muncie Christian Center on the corner of Memorial and Walnut Street, Philadelphia SDA church on the corner of Mulberry and Ninth Streets, and Urban Light Temple on the corner of Willard and Madison. All these facilities are indicated in the Social Support Suitability Map. The highly suitable facilities are in green, the moderately suitable facilities are in yellow, and the unsuitable facilities are in red.

Contact information for Suitable Facilities

Urban Light Christian Center
P.O. Box 3185
Muncie, IN 47308
(765) 747-1055
<http://www.urbanlightmuncie.com>

Garfield Elementary School
1605 South Madison Street
Muncie, IN 47308

Full Gospel Temple
212 West 7th Street
Muncie, IN 47302
(765) 282-3312
<http://www.fullgospeltemple.com>

Muncie Christian Center
1824 South Walnut Street
Muncie, IN 47302
(765) 289-9601
<http://www.munciechristian.com/>

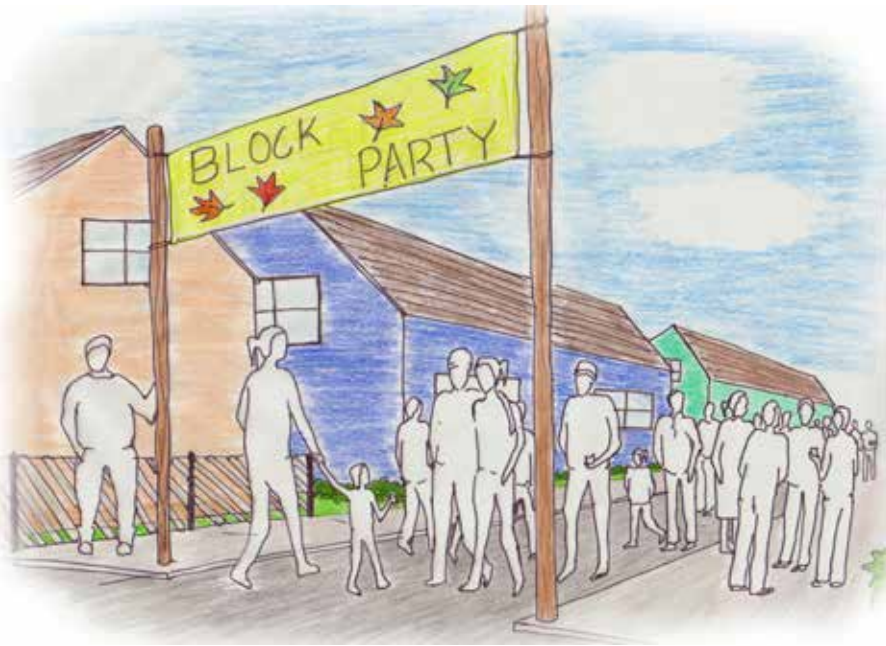


Figure 1 – Neighborhood residents at a Block Party. Artist: Chido Moyo.

Philadelphia SDA Church
 200 East 9th Street
 Muncie, IN 47302
 (765) 288-8598

Case Study

The Ivy Hill neighborhood located in the Castleton area of Indianapolis holds many annual neighborhood events that provide entertainment for the residents. The neighborhood has annual events such as a picnic and a garage sale. The picnic is at a local church and normally attracts 200 people from the neighborhood. At the picnic there are many activities for different age groups or the whole family to participate in and win prizes. At the annual garage sale, residents bring merchandise to sell. The proceeds made during these activities all go towards the neighborhood fund.

<http://www.ivyhills.org/neighborhood-activities.html>

Social Concerns

The Social Concerns sub-initiative relates to the Muncie Action Plan Initiative 1: Linking Learning, Health, and Prosperity Action 11: Create a prisoner re-entry program with support from local business. Rehabilitation programs will work in collaboration with the Weed and Seed program, Muncie Alliance for the Prevention of Substance Abuse, and local businesses to create an extensive prisoner re-entry program that will provide stability to ex-offenders by assisting them in the provision of housing and employment.

Why this is important?

At the first neighborhood meeting, citizens expressed concerns involving patterns of crime in their area involving domestic violence, and improper treatment and rehabilitation of mentally disabled felons. Building on these concerns, the group added rehabilitation for ex-convicts and substance abusers, and services for the physically and mentally disabled. Based on feedback from the neighborhood, this sub-initiative has been rated as a high priority. According to the neighborhood survey (see Appendix A), approximately 25% of respondents would like to have more health services that could include drug and alcohol rehabilitation or domestic abuse treatment. Over half of residents feel somewhat safe or unsafe in the neighborhood, so the programs mentioned above might improve the perception of safety in the area. One idea for promoting these programs is to ask Jehovah's Witness missionaries to leave pamphlets for these programs when they distribute their information.

What this will involve

The goal of this initiative is to create programs and partner with local organizations to increase the social wellbeing of the neighborhood. Leaders in these programs should be educated in those matters or partner with organizations that have experience in combating domestic violence, rehabilitation for formerly convicted felons and/or substance abusers, and providing services to the physically and/or mentally disabled. IU-Ball Memorial Hospital Rehabilitation Services, the Muncie Mission, A Better Way Services, Inc., and the Indiana Department of Family & Social Services could be potential partners in creating these programs.

This sub-initiative can happen through grants from the Ball Brothers

Foundation. Grants are available for Human Services, and Health. Human Services apply simply for services provided for residents. Health grants are available for community wellness as well as recreation.

This sub-initiative can be funded through grants from the Ball Brothers Foundation. Grants are available for Arts, Culture & Humanities, Human Services, and Health. Under Arts, Culture & Humanities, cultural activities are included. Human Services apply simply for services provided for residents. Health grants are available for community wellness as well as recreation.

There are two types of grants available from the Ball Brothers Foundation. An organization or institution can apply for their general grant. Every general grant submitted must begin with a Preliminary Letter of Inquiry (LOI). The LOI is limited to 2000 characters, including spaces. The response is to describe the organization and its mission, briefly describe the needs to be addressed by the request and how the needs will be met, and describe the population to be served by this request. There is no stated amount that is accessible. The general grants have two cycles. Cycle I has the deadline for the Preliminary Letter of Inquiry on February 15. The selected general grant proposals are due on April 1. Cycle II has the deadline for the Preliminary Letter of Inquiry on July 15. The selected general grant proposals are due on September 1. For both cycles, the Letter of Inquiry must have been approved by the President/COO in order to turn in the selected general grant proposals. Grant requests are considered at the spring and fall board meetings. Organizations who submit proposals are notified within one week of the board meeting, which is typically the third

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Contact information for organizations

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Muncie, IN 47305
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(765) 741-5518 (fax)
<http://www.ballfdn.org/index/grantprograms.asp>
Donna Munchel, Grant Process Manager
(765) 449-6952 (fax)
donna.munchel@ballfdn.org

Ball Memorial Hospital- Rehabilitation Services- In-Patient Therapy
2401 West University Avenue
Muncie, IN 47303
(765) 747-3656 (phone)
Muncie Living Life Clean
125 North High Street
Muncie, IN 47305
(765) 287-0071 (phone)
www.dornetwork.com

A Better Way Services, Inc.
P.O. Box 734
Muncie, IN 47308
765-747-9107(phone)
765-281-2740 (fax)
765-288-4357 or 800-347-1144 (crisis)
www.abetterwaymuncie.org

Muncie Mission
1725 Liberty Street
Muncie, IN 47302
(765) 288-9122 (phone)
(765) 288-9986 (fax)
www.munciemission.org



Figure 1 - A support group congratulating a fellow member's sobriety anniversary. Artist: Allison Johnson.

Division of Aging
 402 W. Washington Street
 P.O. Box 7083, MS21 Room W-454
 Indianapolis, IN 46204
 1-888-673-0002 (phone)
 (317) 232-7867 or (317) 233-2182 (fax)
<http://www.in.gov/fssa/2329.htm>

Division of Disability and Rehabilitative Services (DDRS)
 402 W. Washington St., #W451
 P.O. Box 7083, MS26
 Indianapolis, IN 46207-7083
 1-800-545-7763 (phone)
 317-232-1240 (fax)
<http://www.in.gov/fssa/2328.htm>

Delaware County Division of Family Resources
 1107 South Tillotson, Suite 2 Muncie, IN 47304
 (800) 403-0864 (phone)

SMI - Adults with Serious Mental Illness
 Meridian Services Corp
 240 N. Tillotson Avenue
 Muncie IN 47304
 (765) 288-1928 (phone)
 (800) 333-2647 (crisis)

SED - Children with Serious Emotional Disturbance
 Meridian Services Corp

240 N. Tillotson Avenue
 Muncie IN 47304
 (765) 288-1928 (phone)
 (800) 333-2647 (crisis)

CA - Persons with Chronic Addiction
 Meridian Services Corp
 240 N. Tillotson Avenue
 Muncie IN 47304
 (765) 288-1928 (phone)
 (800) 333-2647 (crisis)

Suitability analysis

South-Central Neighborhood has a variety of places that can be used as places for activities. Although it would be ideal build such facilities specifically for gatherings, events, or activities the neighborhood has locations where these can occur. As shown on the Social Support map, the locations that are most suitable for social activities are the Urban Light Education Center, Boys and Girls Club, Garfield Elementary School, Heekin Park, and the Full Gospel Temple (shown in green). The map also shows the facilities that would be moderately suitable for activities. These are the Muncie Christian Center, Philadelphia SDA Church, and Urban Light Temple (shown in yellow). All other locations, shown in red, have low suitability because they are either residential areas, industrial areas, or privately owned.

Case Study One

A Better Way of Muncie has a support group for victims of domestic violence twice a week at a secure location. Victims in different phases of the healing process provide support to one another with respectful discussion in a comfortable environment. Groups take place

on Monday evenings from 6:00pm to 8:00pm and on Wednesday mornings from 9:30am to 11:30am. A facilitator will lead group discussion of domestic violence, life skills, support systems, and empowerment, both to help victims heal and to prevent future abuse. Domestic violence education will be provided on subjects such as characteristics of abusers, safety planning, red flags and self-awareness.

Concurrent programs for children take place using age-appropriate activities to help youth to understand their home situations and show them positive options in life. Snacks are provided, and there is also a monthly food give-away for participants. When necessary, local transportation is provided.

<http://www.abetterwaymuncie.org/pages/supportgroups.html>

Case Study Two

The Muncie Mission has served as a shelter for homeless men since 1930. The Muncie Mission provides a clean, safe place where a man can evaluate his life and receive the help that is needed to begin again. Men staying at the Muncie Mission are provide three meals a day, a safe, clean shelter, biblical counsel to help overcome addictions and other issues, a structured work program to increase life skills, and a free 4 week stay if they are employed.

<http://www.munciemission.org/programs/men-s-recovery/>

Additional website

www.drugrehabmuncie.com

SCNAP Implementation

To ensure the success of the SCNAP, the plan needs to represent the current needs of the neighborhood and change accordingly over time. South-Central residents, the CDC, and the NA need to devote themselves to meeting the goals of each initiative, which can be accomplished through strong leadership and devoted volunteers. Initiative funding opportunities may include grants, donations, and fund raising, which will require effective use of available resources and create useful partnerships in Muncie. The SCNAP has the greatest chance of success if all residents participate in implementation, and come together to gain the attention of the rest of the City.

Policy

The neighborhood residents must agree on the merit of SCNAP and then present the plan to those who created the MAP. The CDC and NA should work together to present SCNAP to the Delaware-Muncie Metropolitan Plan Commission (DMMPC) as well, to ensure the support of that group. Once the various groups from the City support the plan, implementation may begin.

Outreach role of CDC & NA

CDC

The next steps for the CDC and the NA are to reach out to both the neighborhood and the city of Muncie. It will help the implementation process if the CDC is able to

establish itself throughout South-Central as a group that is open to all members regardless of religious affiliation. Making it clear that all residents are welcome to CDC events, and that their opinions are important, could help bring new people into the group. The CDC could begin with events to spread the word that all are welcome. The next step is outreach not just to the private citizens, but also to the business sector. This could include adding new members to the Board who are not part of the church but are key property or business owners in South-Central. New members would reinforce that the organization is open to everyone and provide a new perspective into what opportunities are available. Having connections to the business sector, as well as the social programs and religious institutions, would allow the CDC to enact the initiatives proposed in this plan.

The CDC can also become the key organization that connects South-Central to Muncie. The CDC can begin working with local government to straighten out many of the institutional problems that are a concern for the residents. By showing interest in their own community, it would prove there are people who want to make this community better. The CDC could work with politicians to fix, for example, the property tax and land parcel problems, as well as ensure that the neighborhood has fair representation in the local government. The CDC can also reach out to the state government for funding. There are many grants and funding opportunities the CDC is eligible for on behalf of the neighborhood because they are a 501c3 non-profit, which is required by most grant applications. The CDC can also help

start a business commerce board for South-Central and get involved with the Chamber of Commerce and support the businesses in South-Central. There are also many programs throughout Muncie that the CDC can utilize that will be very helpful for the residents of South-Central. Some of these organizations include Bridges Community Services, the Muncie Career Center, the Boys and Girls Club, Muncie Clean and Beautiful, and the YMCA or YWCA.

NA

The Neighborhood Association has the opportunity to be very influential in South-Central. Their outreach could have a stronger focus on the residents, as compared to the CDC, which could focus on institutions, organizations, and programs. With the NAs focusing on the people it could allow them to build strong ties to the neighbors. Another step would be for the NA to become more involved in the activities of the CDC, either by establishing a direct contact person or having a seat on the CDC Board. This will tie the two groups together, allowing for correspondence and goals within South-Central to be achieved through both groups.

The NA can also be the prime organizer for neighborhood groups. These could include crime watch and neighborhood cleanup. They could provide the space and people as well as the leadership to create functional groups. The NA could organize neighborhood functions including parties, fundraisers, welcome to the neighborhood parties for new residents, or an outdoor game night for the youth in South-Central.

The NA also has opportunities for outreach into the Muncie community. The could reach out to the other neighborhood organizations that are more organized and established to gain more perspective into what the opportunities are, what else they could be doing, and to look for advice. They can also use these connections to get involved within the other neighborhoods, allowing the people of South-Central to become more involved and welcomed into Muncie.

Appendix A

