

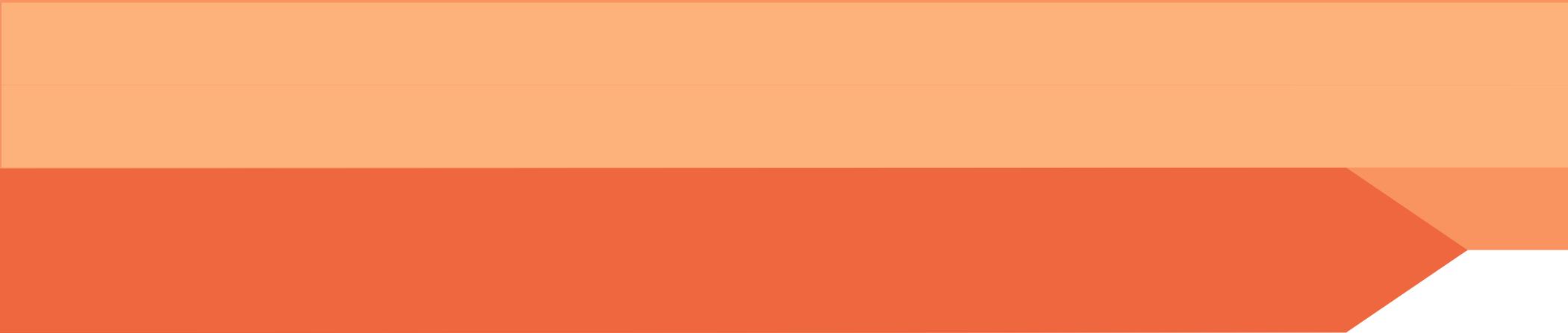


Whitely

Neighborhood Action Plan

Whitely Community Council + Ball State University 2011





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Executive Summary

How can The Neighborhood Action Plan help Whitley?

Purpose

The purpose of The Neighborhood Action Plan (NAP) is to provide a mechanism for neighborhood organizations to develop a plan that:

- Identifies and prioritizes the needs and interests of the neighborhood which can be used by City Departments, Commissions and City Council to guide decisions involving master planning, development proposals, budget approvals and plan amendments affecting the neighborhood.
- Describes and develops the resources within each neighborhood to develop a sense of place.
- Serves as a tool for the neighborhood to move forward with its own action plans and community improvements.

Process

For The WNAP to succeed, local residents and area leaders need to prioritize the initiative recommendations and take pride and ownership in the impending improvements. With continued involvement from local volunteers and the generous support of outside sources, the WNAP will help guide Whitley to a prominent state. Public participation, hard work, and dedication from all residents are all essential components for the plan's success. The WNAP will:

- Stimulate community involvement and collaboration between neighborhood residents and other neighborhood interests and between

the City and the WCC.

- Build neighborhood identity and cohesiveness through the process of decision-making.
- Educate city government and neighborhood interests about each others' concerns and visions for the future.
- Improve the health, safety and welfare of a community by understanding the needs and desires of the people living within the community.
- Promote goodwill between the various components of the neighborhood, the businesses, and the city offices/agencies through better communication and clearer understanding of each others' priorities.

Source: www.palmspringsneighborhoods.com.

Introduction and Goals

Founded in 1966, the WCC continues its legacy to maintain and improve the Whitley area to be among the best of Muncie's neighborhoods. The WCC has recently drafted three main goals reflecting community values, all derived from the Muncie Action Plan (MAP) initiatives, goals, and principles for development. The Whitley Neighborhood is the first community in the city of Muncie to utilize MAP recommendations to improve the area, with these specific goals guiding neighborhood progress:

1. Improve the physical appearance and infrastructure of the neighborhood
 - a. Eliminate eyesores and vacant lots

- b. Improve street accessibility (e.g. eliminate fencing and barriers)
 - c. Construct new sidewalks and repair existing sidewalks
2. Develop Whitley community programs and business activities that support job creation
 - a. Utilize the business potential of Highland Avenue
 - b. Create local learning, networking, and job opportunities for local residents
 - c. Offer local job opportunities (e.g. vacant lot clean-up, park management, etc.)
 3. Continually improve the quality of life of the Whitley neighborhood
 - a. Create a safe environment
 - b. Establish youth and adult focused learning opportunities and programs
 - c. Create a tool library to checkout tools and supplies

Mission Statement

In addition to the three main goals, the WCC has established a modern mission statement for future projects: "To serve and be a voice for the Whitley Community by encouraging and promoting community awareness and pride, facilitating planning, and developing forums and activities equipping our residents with the skills and opportunities to promote positive change and growth." Currently, the WCC has developed multiple partners, recommended area businesses register with the Muncie Chamber of Commerce, managed and operated the Buley Center, and enlisted the help of the Muncie Housing Authority and Habitat for Humanity.

Whitely and the Ball State University Department of Urban Planning

The Whitely community has received assistance from multiple organizations and institutions, including the BSU Department of Urban Planning to help create this Neighborhood Action Plan (WNAP). The WCC leaders, specifically Mary and Cornelius Dollison, are working with the BSU students to motivate, organize, and connect with Whitely residents. The WCC recommended focus areas for the BSU students. These include implementing physical and social improvements, improving Whitely's social capacity, building relationships with local businesses, creating a tool library, changing outside perception of Whitely, networking for job opportunities, training and teaching residents through community activities and classes, writing grants, and obtaining funds from outside sources. The BSU students have utilized neighborhood participation and resident involvement to meet these goals through direct observation and analysis, active participation in the area, public meetings, neighborhood surveying, and neighborhood-focused design. By

pairing with BSU, the WCC expects to help the Whitely community achieve its goals and foster improvement long into the future.

Whitely Community Leaders and Partners

The initial focus of the WCC was to obtain members and establish steering committees to implement their three goals. Furthermore, it was very important to attract government and business partners. These tasks were accomplished through the efforts of community members, the designated Whitely Area representatives, and teams from Ball Memorial Hospital and the Muncie Sanitation District.

The first goal of the WCC is to improve the physical appearance and infrastructure of the neighborhood. To accomplish this goal, the WCC has partnered with several companies and organizations, including the Delaware County Habitat for Humanity, Pathstone, Muncie Housing Authority (MHA), Muncie Sanitation Department, Union Missionary Baptist Church, and the City of

Muncie Community Development Department. In addition, BSU and Delaware County's GIS Departments aid the process by providing informative maps of the neighborhood.

The second goal of the WCC is to develop Whitely community programs and business activities that support job creation. An entrepreneurial plan was developed for attracting new businesses to the community. Today, the second goal is still led by Whitely Area representatives and local business owners. Along with these entities, multiple community organizations are involved, potentially including the Rotary, the BSU Career Center, and the Muncie Chamber of Commerce.

The third goal is to continually improve the quality of life of the Whitely neighborhood. The WCC has enlisted the help of the Muncie Parks and Recreation Department, Whitely Area representatives, and other Community Members.



WCC Profile

What is the WCC?

The WCC is an acronym for Whately Community Council, a community organization founded in 1966 with the help of a well-known community member, Hurley Goodall. The WCC has been the main participant and often the only participant in the majority of the programs, projects and initiatives happening in the Whately Community. The WCC became inactive in the late 90s due to lack of funds but reopened in 2001. The library closing and the Buley Center closing were what really spurred the WCC back into action. These events created a lot of volunteerism. A great portion of the community rallied together to keep the Buley Center open without any outside funds found for a long time. These closings helped cement the neighborhood and really helped people understand what they needed to accomplish as a community. The WCC currently operates out of the Buley Center located at the corner of Dr. Martin Luther King, Jr. Boulevard. (MLK) and Highland Avenue.

The WCC created and has been involved in many projects and initiatives over the years. In the 70s, an outreach station was set up and events such as a Cultural Fair and several neighborhood clean-ups were held. Recently the WCC has been involved with the Ball State Urban Planning Department to create the WNAP to improve the neighborhood and to inspire pride in the community. They have also been involved in initiatives that are designed to

bring businesses back to the community.

Brief profile of the Dollisons

Cornelius and Mary Dollison are the faces of positive change in Whately. The WCC, just one of the many organizations lead by the Dollisons, has been a strong tool in rallying the neighborhood together. It has also been programs such as the Brown Bag Lunch, the Oral History Initiative, and the Street Cleanup Day that have helped to unify the neighborhood. “WCC has been a real success because people see the effort others take to make the community a better place. The ability to change from apathy to energy is important. It’s energizing to see people getting together.” -Mary Dollison

Hurley C. Goodall, a prominent member in the history of WCC, has been both an inspiration and a mentor to the Dollisons and the community as a whole. “We look upon [Hurley] as one of our real leaders in our community. He’s been a first for a lot of African American people in our community ... [such as] a fireman, city council person, and member of the school board. We use him as an example for young people to show them they can do things as long as they stay focused and really work at it.” -Cornelius Dollison

Just as the Dollisons run their initiatives and organizations, they apply the same principles to their household: open and welcoming to everyone. “We use our home as a way to reach out to people.

That’s the way some of these initiatives have started. MOMS started out of our home and grew into what it is today.” -Mary Dollison

The driving idea behind all of their programs, organizations, and initiatives is to create unity between family, friends, and neighbors. “Community is about knowing your neighbors; It’s about developing relationships and listening and working together.” -Cornelius Dollison

Organization of the neighborhood areas

Whately has been divided into seven areas. Area One is in the northern most part of Whately and Area Seven is in the southeastern part. These areas are divided predominately equally in size with one exception. Area One in the northern most part of the neighborhood is almost double the size of any of the other six areas.

See: Introduction to Seven Areas.

Initiatives already started by the WCC

The WCC has already begun pursuing a community tool shed, and career development of the residents by offering a course on leadership skills and training partnered with Union Chapel. They have also started working with IU/Ball Memorial Hospital on health initiatives and the City of Muncie on infrastructure concerns.

WCC Timeline

The WCC was founded in 1966 to establish organization among residents in the Muncie neighborhood. After coordinating programs and community events for years, participation in the WCC gradually diminished. In 1993, BSU urban planning students conducted a design workshop with a highlight on a transportation depot on the western boundary. In 1999, proposals for a new comprehensive plan for the City of Muncie were ongoing. Many public meetings and conferences took place between December 2009 and June 2010 and the final Muncie Action Plan was presented in July. Meanwhile, Mary and Cornelius Dollison, and active Whitely residents and leaders, were able to restore the order of the WCC and acquire funding to reopen the Buley Community Center. In December of 2010, the WCC established a mission statement, goals, and committees. In mid-2011, the WCC actively searched for grants and funds from both national and local businesses, partnered with organizations to aid publicity campaigns for the neighborhood, coordinated community cleanup drives, and distributed surveys. In August 2011, third-year BSU urban planning students became involved with the Whitely community once again in an effort to help fulfill the goals of the WCC. Students held meetings with community residents, engaging them in discussion and receiving feedback to help create a logical and feasible neighborhood plan. That final plan was presented to Whitely in December 2011.

Important Dates

1966	WCC founded
1993	BSU Workshops
2008	Buley Center closed
	Reopened with help of the Dollison’s and BSU students
December 1-3, 2009	MAP Idea Workshop (Phase 1)
March 16-17, 2010	MAP Community Choices (Phase 2)
June 15-20, 2010	MAP Open House (Phase 3)
July 2010	MAP Public Presentations (Phase 4)
	Muncie Action Plan Final Report
December 2010	WCC establishes mission, goals, and action plan
	WCC establish committees, job descriptions
June 2011	WCC Community Survey and Analysis (incomplete)
	WCC Membership Drive (incomplete and ongoing)
	WCC Establish a list of government and business partners
	WCC Assess progress
	WCC Image Publicity Campaigns
	Whitely Community Clean-up
August 25, 2011	Whitely Community Coalition Meeting with the Muncie Chamber of Commerce
September 19, 2011	BSU first Whitely Public Meeting
October 10, 2011	BSU second Whitely Public Meeting
November 14, 2011	BSU third Whitely Public Meeting
December 12, 2011	BSU final presentation of Neighborhood Plan to WCC



Planning Process

Summer 2011

Throughout the summer of 2011, Professors Lisa Dunaway and Meagan Tuttle participated in a meeting held between the WCC and the Chair of the Department of Marketing and Management at BSU, Ray Montagno. During these meetings, Ms. Dunaway and Ms. Tuttle were able to get to know the WCC board members as well as learn about the business needs in the community. This effort helped to avoid duplication of efforts between their third-year Urban Planning undergraduate students and the work the Marketing and Management students would conduct while also ensuring the two plans complimented each other.

Early Fall 2011

Beginning in late August, the Urban Planning students, within the context of a course called “Neighborhood Planning,” were introduced to Mary and Cornelius Dollison at the Buley Center. The students began learning about Whitley by touring the neighborhood, conducting fieldwork, and taking notes and photographs. The students created a site analysis to evaluate qualities such as: streets, sidewalks, bus routes, land use, building footprints, and community resources. As a result of this research, the students compiled questions to include in a survey, so they could better understand the needs of the residents. In early September, the class visited the neighborhood once again to distribute surveys and met several Whitley

residents. The surveys collected provided insight on the social characteristics that make up the Whitley neighborhood.

On the 19th of September, the WCC invited the urban planning students to give their first presentation at the regularly scheduled WCC meeting at Longfellow Elementary School. The meeting was a success because many community members were in attendance. The discussion brought out the desires of the community as excitement for the possibilities grew. The students then started creating initiatives that the Whitley residents had stated they were interested in during the first meeting.

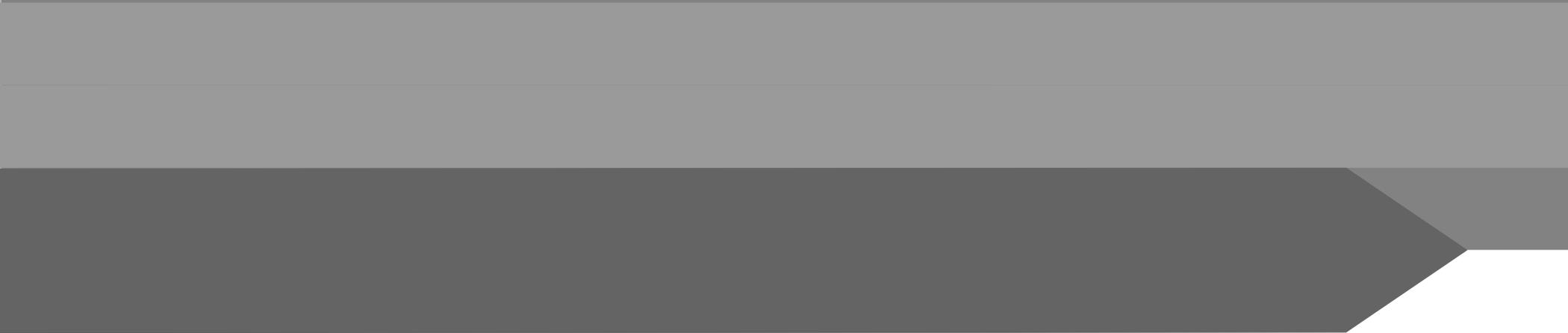
These initiatives were divided into six initiative categories (Infrastructure, Signage, Housing, Recreation, Access to Services, and Education) with a team of 4 to 5 students working on each. Another WCC/ BSU joint meeting was held on the 10th of October; where the students presented their progress to community members at the Muncie Area Career Center. Prior to this meeting the class created posters for each initiative that helped inform the Whitley residents about what the initiatives were and how they could be accomplished. The next step in the process was the formation of suitability maps that showed the best and worst locations for each initiative based on research of the programs combined with the neighborhood characteristics.

Late Fall 2011

On the 14th of November, the third meeting of the WCC/BSU partnership was again held at the Muncie Area Career Center. It highlighted the advancement of the WCC initiatives by displaying the final initiative maps that are included within this WNAP.

In order to help citizens use this action plan, the Whitley Neighborhood Action Plan Workbook was created. This workbook can be used by leaders to: organize events, garner community involvement, and help citizens become a part of the new Action Plan. The final steps of developing the Workbook involved finalizing the action plan and reviewing all previous work.

On the 12th of December the WNAP and the Workbook were presented to the WCC and residents at the Union Missionary Baptist Church. The Plan and Handbook were created based on the needs expressed by Whitley residents for a greater future of the Whitley neighborhood. The efficient and prolonged use of these documents will greatly increase the chance of success for the WCC to accomplish its goals.



Components of This Plan

History of Whitely

In the History section, there is an overview of how the Whitely neighborhood was founded, including Whitely's original objectives and the goals of how it began as a residential neighborhood. This section also describes the founder of Whitely and the seven original districts. The history covers the time period from 1893 to 1960.

Demographics

The Demographics section breaks down the characteristics of the Whitely population in comparison to both Muncie and Indiana in terms of age, race, educational attainment, income, economics, and housing; through text, tables, and graphs.

Existing Conditions

The Existing Conditions section includes Whitely's strengths, weaknesses, opportunities, threats (SWOT), and its relationship to Muncie at large. Strengths included, but were not limited to, the sense of community, diversity of local businesses, knowledge and experience of the elderly population, and accessibility to places in the neighborhood. Whitely offers close proximity and links Muncie to the Cardinal Greenway, the MITS bus system, and the McGalliard Road. This section also covers the weaknesses and threats in the neighborhood, including infrastructure and the lack of employment opportunities.

Initiatives

Listed in the Initiatives section, are the action items, called sub-initiatives, which the WCC and the Ball State University Neighborhood Planning studio composed as a collaborative team. There are six overall initiatives: access to services, education and information, housing, infrastructure, recreation, and wayfinding and identity. In each initiative, sub-initiatives go into detail about each individual action that can be taken to complete the goals of the WCC.

Appendix

Contains supplemental materials for this plan.



History of Whitely

Brief History of Whitely, Indiana

The neighborhood is located in Muncie along the White River in Delaware County, Indiana, about 2 to 3 miles from Muncie's downtown core. The Whitely neighborhood is used as a gateway from the bypass on Highway 3. The neighborhood was established in 1893 and named after William Whiteley (later changing the spelling of his last name to Whitely).

The original purpose and vision of William Whitely was to open a reaper factory and to buy all the land around this factory to sell to other industries. This vision was shared by fellow industrialists like George Pullman and Milton Hershey. Like these other model industrial towns, William Whitely wanted Whitely to be a "well planned, rationally laid out, and self-contained" neighborhood (Middletown). Unfortunately, a year after the factory opened it completely burned down in a fire (See Figure 1.1). These "model industrial towns"

had no fire station or insurance to help rebuild. Shortly after William Whitely's younger brother, Amos Whiteley, built the Whiteley Malleable Castings Company. The Malleable Castings Company provided important jobs to African Americans until it closed in the mid-1960s. Today the old Whitely Malleable Castings Company serves as East Central Recycling Center along Centennial Avenue.

Initially, the Whitely neighborhood started as a Caucasian town, but because of the factory, African Americans became integrated in the community, but not fully. For example, the Campbell Auditorium, opened in 1914, both races were allowed to use the auditorium but each race was allowed to use it on certain nights. When Whitely became primarily residential it was separated into seven districts to keep segregation regulated (See Figure 1.2).

Parks were segregated as well. McCulloch Park was originally designated for African Americans, but eventually Caucasians began to use the park. Therefore, Whitely became Muncie's most integrated neighborhood during the 1920s and 1930s .

Over the past fifty (50) years the boundaries have changed along with the demographics. (See Figures 1.3 through 1.6). The history of the demographics dramatically changed over the years. Before the 1960s Whitely was a progressive neighborhood with a lot of economic opportunity. Mean income is even lower now than it was in 1960. The highest mean income was in 1970 at almost \$28,000. Currently the demographics are a little different as well.



Figure 1.1 - Historical Photo of Whitely factory fire. Photo: Otto Sellers.

Original division of Whitely

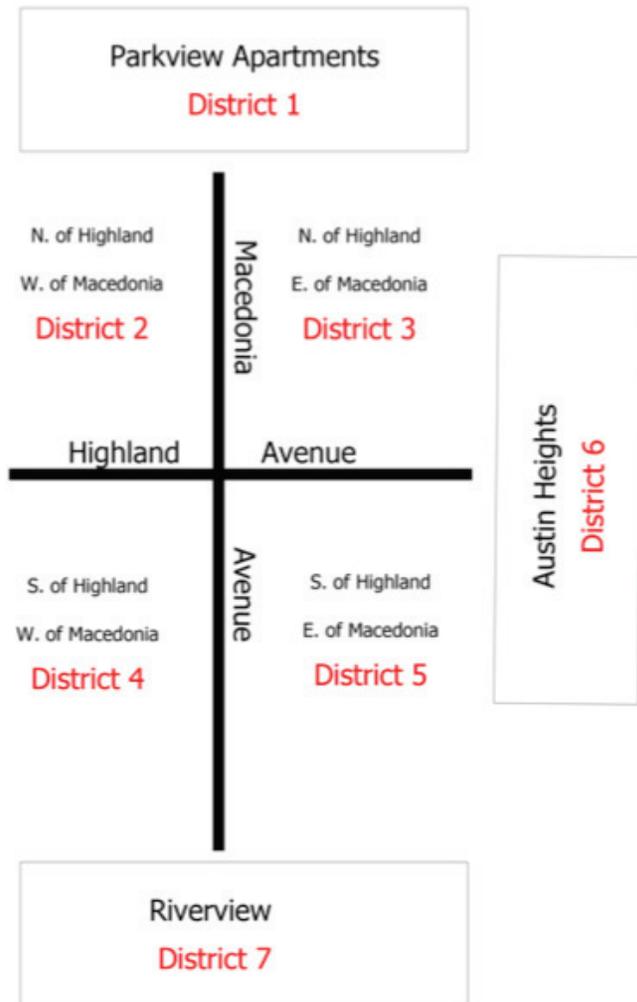


Figure 1.2 – ‘Division of Area’ in Whitely based off original artwork by the WCC in 1966. Artist: Anna Robinson.

Years of School Completed

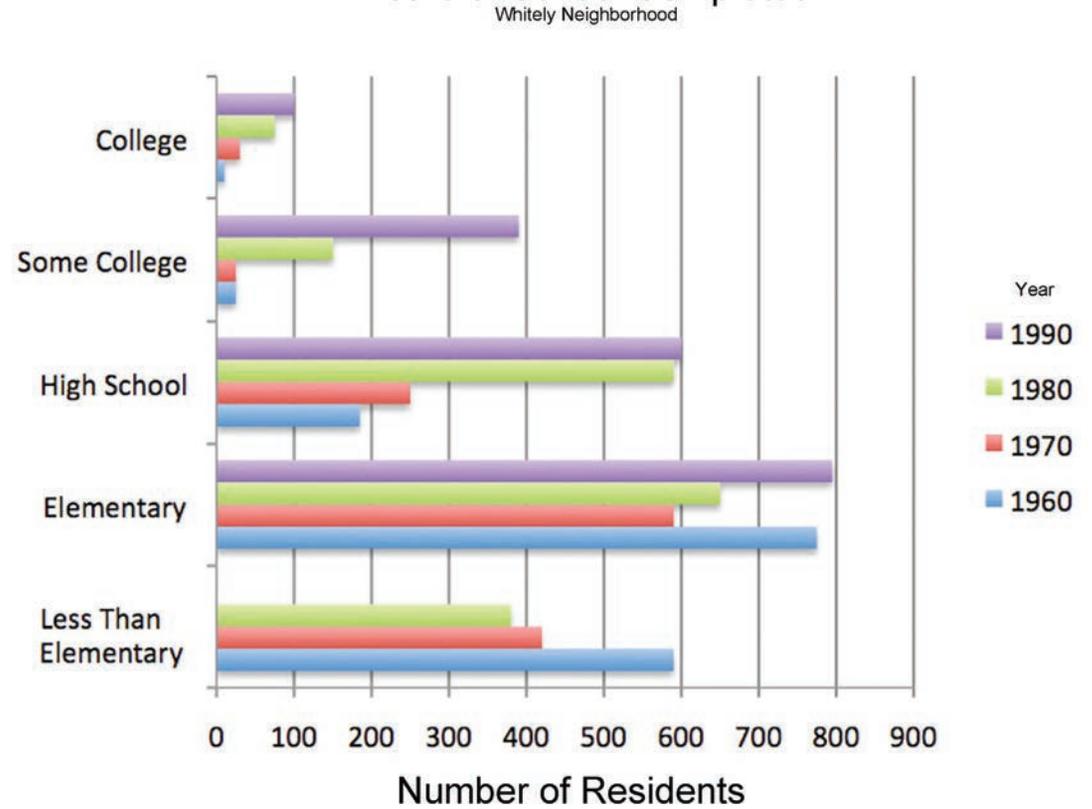


Figure 1.3 - Years of School Completed in Whitely. Created by: Anna Robinson.

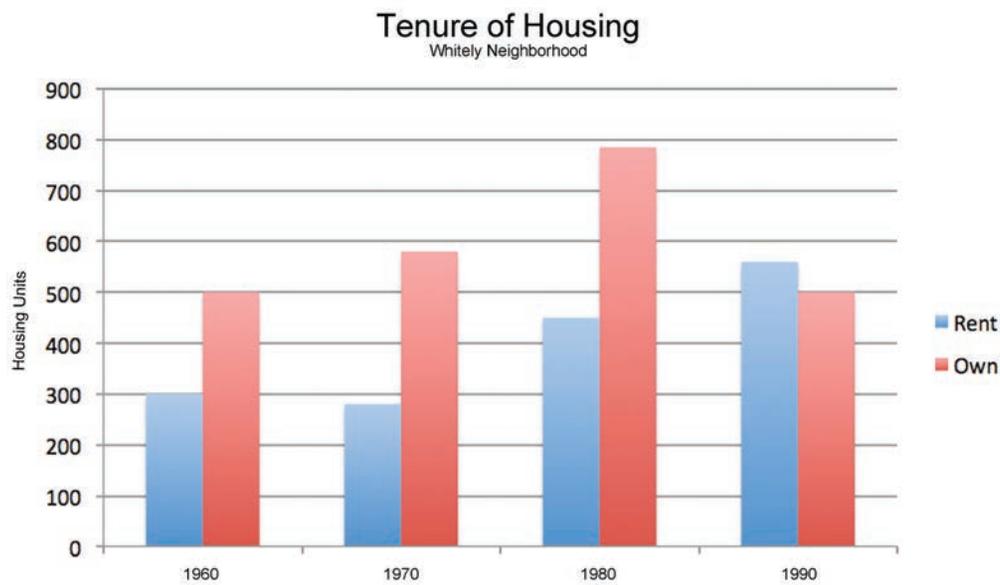


Figure 1.4 - Tenure of Housing Units in Whitely. Created by: Anna Robinson.

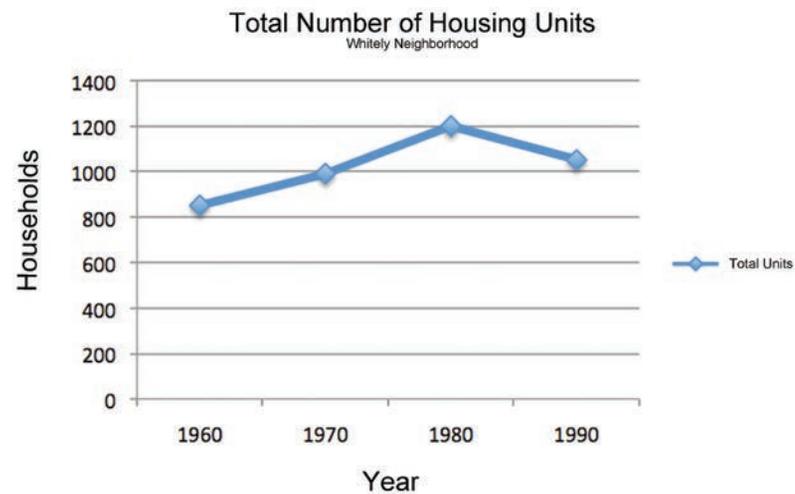


Figure 1.6 - Total Number of Housing Units. Created by: Anna Robinson.

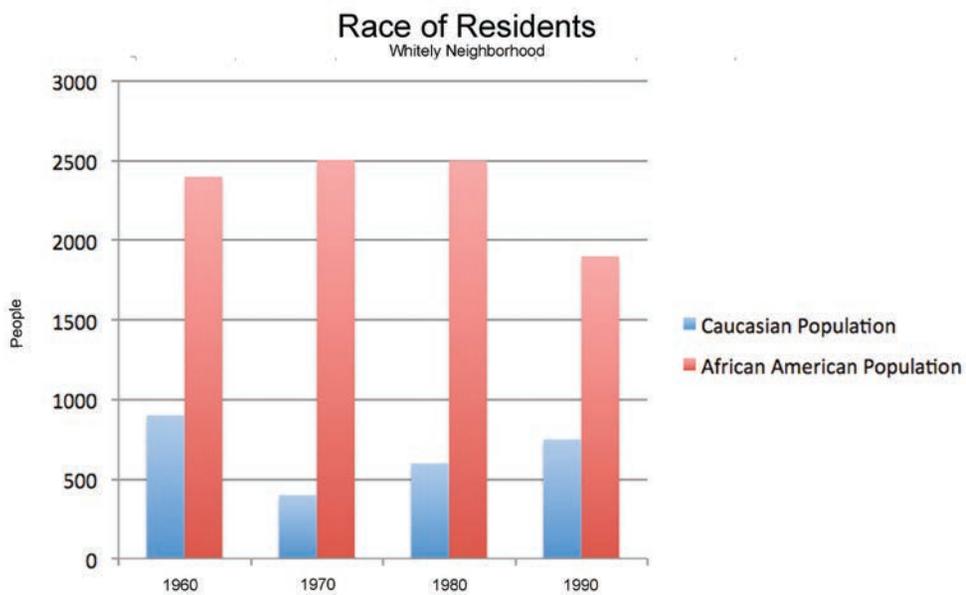


Figure 1.5 - Race of Residents in Whitely. Created by: Anna Robinson.

Demographics

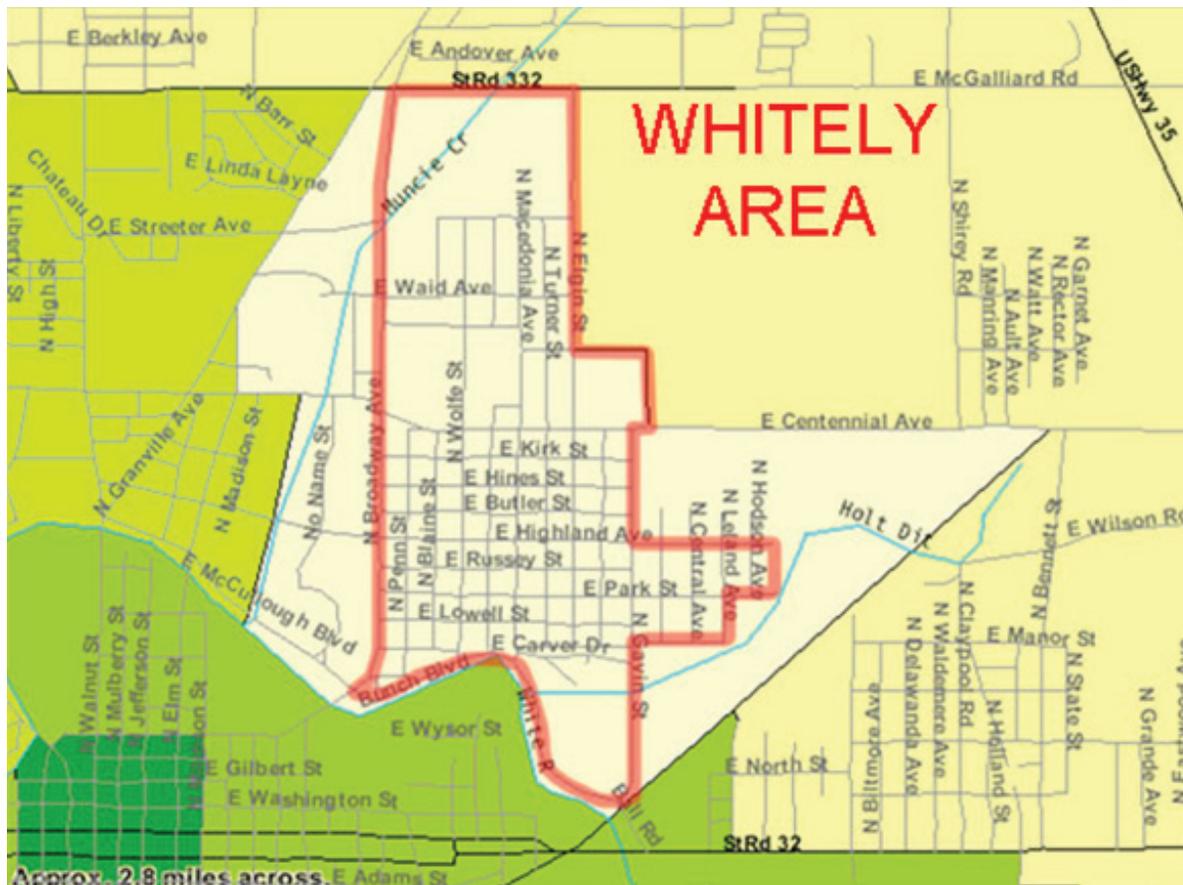


Figure 2.1 – The lightest beige is census track 12, the red outline is the Whitley Neighborhood. Artist: Justin Long.

Map of Census Track 12 Area

Whitley makes up a large portion of the 2000 Census track 12, outlined in red in Figure 2.1. The data provided in this analysis is from this census Tract. The characteristics of the additional areas, not highlighted in red, are fairly consistent with the neighborhood itself.

Population Analysis

Since there is no population data for the specific boundaries of the Whitley neighborhood, inferences in this section are made from general trends from Muncie and Census Tract 12 in the 2000 Census (See Figure 2.2). Tract 12 will be referred to as Whitley. Muncie from 1990 to 2000 has seen a population shift from over 71,000 residents to less than 68,500. This trend can be assumed to be true in the Whitley area as well, indicating a population decline.

Figure 2.3 shows the overall population trend in Indiana from the 2000 census. While Indiana is increasing in population, Muncie and Whitley are in decline. This could be from a variety of reasons, such as: economic downturn, regional competition, and the negative effects of adjustable rate mortgages on families.

Social Analysis

Age

Table 1.1 and Figure 2.4 show that the highest concentration of Whitley residents is between the ages of 30 and 50. There is also large youth population, which suggests a presence of several families. Figure 2.5 compares this information to both the city and State. It shows that Whitley

is similar to the age distribution trends in both Muncie and Indiana. However, Muncie has a large population aged 20 to 24 (most likely due to BSU) that do not live in the Whitley area.

Race

Table 1.2 shows the distribution of various races within Indiana, Muncie, and Whitley. The majority of people, over seventy percent (70%), within the Whitley neighborhood are African-American. The second most represented race is Caucasian while all other races represent less than one percent.

Marital Status

Table 1.3 shows the marital status of Whitley residents compared to Muncie and Indiana. In Whitley, the majority of residents is currently married or has never been married, with only a small percentage of separations.

Disabilities

Table 4 indicates the number of people with a disability, categorized by age. In Whitley thirty percent (30%) of people 21 to 64 years old are disabled. This means a number of things for the community including that some residents may be unable to maintain their homes and will need both financial and general labor assistance, as well as help meeting everyday needs, such as getting groceries and getting to the doctor. This can result in the need to improve accessibility, especially by upgrading sidewalks and developing easier access for services that specifically benefit the disabled population.

Education

Table 1.5 and Figure 2.7 show the level of educational attainment at different scales, comparing it to Muncie and Indiana. Whitley has a similar number of residents with at least a high school diploma or equivalent as Muncie, but falls short on all levels of higher education. There is a need for continuing education programs within the community. The Muncie Career Center is located in Whitley, but better advertising and promotion of its services to community members could

help utilize this resource. The large percentage of people who have not received a diploma could benefit highly from assistance in receiving a General Education Development (GED) Diploma.

Crime

Table 1.6 depicts the crime statistics of Muncie from 1997 to 2007, obtained from the Muncie Sheriff's Office. No crime data exists for the Whitley area exclusively, but this shows that the most common crimes that occur in Muncie are theft, burglary, and assault. This indicates that property crime is more prevalent than violent crime. Figure 2.8 shows that crime rates have decreased since 1997. The largest issue is the amount of theft in Muncie.

Social Analysis and Conclusion

Through the analysis of the Whitley neighborhood (Census Tract 12), it becomes apparent how many people future initiatives would affect. Since 15% of the population is between the ages of 65 and 84, and half of that population has some sort of disability, it is essential that the Whitley community consider the needs.

Separately, there is a large population of residents living with disabilities. Of the thirty percent (30%) of residents with disabilities, sixty percent (60%) are unemployed. This means that they likely largely rely on public assistance or social security.

Nearly twenty-five (25%) of Whitley's population has had some high school education, but never graduated so placing funds into getting that portion of the population diplomas could go a long way. Other groups that make up a large portion of the population are children under age five and families.

Housing Analysis

Figure 2.9 shows that the median household income for Whitley is below both the city and state median incomes. This illustrates a possible need for increased job training for residents, in order to gain

entry into industries, which, as seen in Table 1.7, are in high demand and pay well.

Figure 2.10 compares Tract 12 to both Muncie and the State. Sixty percent (60%) of Whitley spends less than \$500 on their mortgages per month. This is significantly less than the Muncie and Indiana averages. Figure 2.11 takes this information even further and shows how much Whitley residents are paying for their houses in terms of percent of income. The majority of residents pay around fifteen to twenty percent (15-20%) of their income on housing. This could be combined with the income and disability statistics above, to hypothesize that residents need assistance their housing costs such as heating and cooling, and home repairs. While Whitley is on pace with City and State averages on housing costs, their income is substantially less. This shows a need for subsidized housing in order to "close the gap," on amounts spent on housing and discretionary items.

Figure 2.12 illustrates that a majority of residents are paying between 400 and 600 dollars per month on rent, which is substantially lower than the City and State average. This shows that Whitley is seen as a less desirable place to live than Muncie or Indiana as a whole.

Figure 2.13 shows the varied amounts that Whitley residents are spending on rent. Figure 2.9 shows that the median income for Whitley residents is \$28,000, which means that residents, on average, are paying between twenty-one and twenty-five percent (21-25%) of their income on rent.

Figure 2.14 describes general trends in households below the poverty level. A positive trend is that the majority of homes are owner-occupied, but general services are lacking for those homes, such as transportation and telephone service. This illustrates a lack of connectivity to services, which are instrumental in gaining employment and increasing ones quality of life.

Figure 2.15 illustrates trends within houses below

the poverty level. The majority of these houses do not have telephone service. The majority of residents are also living in houses built before 1940, meaning that the housing stock has aged and is possibly in need of repair. Derived from the monthly median income (Figure 2.9) and monthly homeowner costs (Figure 2.11), the average Whitley resident spends \$816 per month on home-related expenditures.

General trends found in Figure 2.16 show that the residents 65 and older are living in apartments below the poverty level. The majority of these residents are also receiving social security and public assistance income. This reflects a high likelihood that many of these residents, may be struggling to fulfill their needs.

Figure 2.17 reveals that Muncie's general trend for housing is the same as in Whitley. Many houses were built between the 1940s and 1960s, meaning that many of these houses are at the age where they may require maintenance to remain a safe and healthy living environment.

Tables 1.8 and 1.9, and Figure 2.18 shows that the majority of residents are married couples, but there is also a large divorced population. The chart also shows the distribution of children by age under homes with female heads of households. With younger families (children under age 18), there is a higher amount of children living in homes with a female head of household.

Housing Analysis Conclusion

Another conclusion is that seventeen percent (17%) of the residents spent thirty-five to forty percent (35-40%) of their gross income on housing. Spending twenty-eight percent (28%) of gross income on housing is considered normal. This means that residents have less money to put into their houses in terms of maintenance and improvements. Similarly, residents have less to spend on their daily amenities and medical

expenses. If programs could be designed and implemented to lessen the burden placed on residents, such as reducing heating and cooling expenses or home repairs, that would greatly increase the amount of income residents could save and use for other needs.

The last conclusion that can be made is that the majority of residents that rely on public assistance and social security are living in houses built before 1940. This has two significant implications on the Whitley neighborhood. The first is that residents below the poverty level are living in these old homes and may have insufficient funds to repair or maintain them. Houses in disrepair may not only be unsafe or unhealthy to live in, but also reduce the property value of the surrounding properties. Programs are needed to help residents upkeep their homes through training, tooling, or financial assistance.

Overall Conclusion and Findings

Through the analysis of the Whitley neighborhood (Census Tract 12), a set of needs can begin to be identified. A significant conclusion that can be made is that there is a large elderly population, ages 65 to 84, since fifteen percent (15%) of the population falls within this age group. Additionally, half of this age group has some type of disability. It is essential that the Whitley community consider the needs of this group: public assistance for the majority of their income, maintaining their homes, and obtaining basic amenities for daily life.

Separately, there is a large population of residents living with disabilities. Of the thirty percent (30%) of residents with disabilities, sixty percent (60%) are unemployed. This means that they likely rely completely on public assistance or social security. This group would be in great need of many different types of assistance.

Another conclusion is that seventeen percent (17%) of the residents spend 35 to 40 percent

of their gross income on housing; well above the U.S. average of 28%. This means that residents have less money to put toward maintaining and improving their homes. Similarly, residents have less to spend on their daily amenities and medical expenses. If programs could be designed and implemented to lessen the burden placed on residents, such as reducing heating and cooling expenses or home repairs, which would greatly increase the amount of income residents could save and use for other needs.

The last major conclusion that can be made is that the majority of residents that rely on public assistance and social security are living in houses built before 1939. This has two significant implications on the Whitley neighborhood. The first is that residents below the poverty level are living in these old houses and have no way to repair or maintain them. Old houses require a lot of repairs, and if ignored could easily fall into disrepair and be deemed unsuitable to live in. Similarly, houses in disrepair reduce the property value of the surrounding properties. Programs are needed to either repair these properties or help these residents obtain a house that they will be able to afford and maintain.

	Whitely	%	Muncie	%	Indiana	%
Total population	2,449		67,430		6,080,485	
SEX AND AGE						
Male	1,062	43.4	31,928	47.3	2,982,474	49
Female	1,387	56.6	35,502	52.7	3,098,011	51
Under 5 years	220	9	3,943	5.8	423,215	7
5 to 9 years	179	7.3	3,668	5.4	443,273	7.3
10 to 14 years	179	7.3	3,563	5.3	443,416	7.3
15 to 19 years	183	7.5	7,101	10.5	453,482	7.5
20 to 24 years	185	7.6	11,650	17.3	425,731	7
25 to 34 years	260	10.6	8,717	12.9	831,125	13.7
35 to 44 years	313	12.8	7,568	11.2	960,703	15.8
45 to 54 years	295	12	6,949	10.3	816,865	13.4
55 to 59 years	108	4.4	2,884	4.3	294,169	4.8
60 to 64 years	121	4.9	2,479	3.7	235,675	3.9
65 to 74 years	209	8.5	4,480	6.6	395,393	6.5
75 to 84 years	152	6.2	3,303	4.9	265,880	4.4
85 years and over	45	1.8	1,125	1.7	91,558	1.5
Median age (years)	35.9	(X)	28.9	(X)	35.2	(X)

Table 1.1 – The organization of the Whitely, Muncie, and Indiana populations based on gender and age. Source: US 2010 Census.

MARITAL STATUS	Whitely	%	Muncie	%	Indiana	%
Population 15 years and over	1,877	100	56,245	100	4,771,040	100
Never married	654	34.8	21,351	38	1,185,042	24.8
Now married, except separated	681	36.3	23,203	41.3	2,687,609	56.3
Separated	54	2.9	737	1.3	63,396	1.3
Widowed	153	8.2	4,303	7.7	316,750	6.6
Female	130	6.9	3,658	6.5	260,881	5.5
Divorced	335	17.8	6,651	11.8	518,243	10.9
Female	166	8.8	3,767	6.7	286,806	6

Figure 1.3 – Population in Indiana between 1990 and 2010. Source: Justin Long.

	Whitely	%	Muncie	%	Indiana	%
RACE						
One race	2,379	97.1	66,426	98.5	6,004,813	98.8
White	593	24.2	57,799	85.7	5,320,022	87.5
Black or African American	1,760	71.9	7,397	11	510,034	8.4
American Indian and Alaska	5	0.2	183	0.3	15,815	0.3
Asian	0	0	534	0.8	59,126	1
Asian Indian	0	0	79	0.1	14,685	0.2
Chinese	0	0	134	0.2	12,531	0.2
Filipino	0	0	60	0.1	6,674	0.1
Japanese	0	0	60	0.1	5,065	0.1
Korean	0	0	118	0.2	7,502	0.1
Vietnamese	0	0	16	0	4,843	0.1
Other Asian 1	0	0	67	0.1	7,826	0.1
Native Hawaiian and Other	8	0.3	62	0.1	2,005	0
Native Hawaiian	1	0	21	0	606	0
Guamanian or Chamorro	0	0	5	0	470	0
Samoan	0	0	10	0	385	0
Other Pacific Islander 2	7	0.3	26	0	544	0
Some other race	13	0.5	451	0.7	97,811	1.6
Two or more races	70	2.9	1,004	1.5	75,672	1.2

Table 1.2 – The populations of Whitely, Muncie, and Indiana categorized by race. Created by: Justin Baker.

DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION	Whitely	%	Muncie	%	Indiana	%
Population 5 to 20 years	488	100	16,860	100	1,421,914	100
With a disability	54	11.1	1,563	9.3	117,507	8.3
Population 21 to 64 years	1,273	100	37,093	100	3,434,336	100
With a disability	387	30.4	7,489	20.2	635,620	18.5
Percent employed		40.6		44.2		60.8
No disability	886	69.6	29,604	79.8	2,798,716	81.5
Percent employed		73.6		75.5		80.2
Population 65 years and over	377	100	8,512	100	707,369	100
With a disability	186	49.3	3,916	46	301,630	42.6

Table 1.4 – The organization of people with disabilities in Whitely, Muncie, and Indiana. Created by: Justin Baker.

	Whitely	%	Muncie	%	Indiana	%
SCHOOL ENROLLMENT						
Population 3 years and over enrolled in school	505	100	24,260	100	1,603,554	100
Nursery school, preschool	9	1.8	901	3.7	108,711	6.8
Kindergarten	12	2.4	688	2.8	88,979	5.5
Elementary school (grades 1-8)	246	48.7	5,903	24.3	714,684	44.6
High school (grades 9-12)	144	28.5	2,785	11.5	338,493	21.1
College or graduate school	94	18.6	13,983	57.6	352,687	22
EDUCATIONAL ATTAINMENT						
Population 25 years and over	1,472	100	37,584	100	3,893,278	100
Less than 9th grade	183	12.4	2,673	7.1	206,540	5.3
9th to 12th grade, no diploma	375	25.5	6,413	17.1	489,000	12.6
High school graduate (includes equivalency)	511	34.7	12,977	34.5	1,447,734	37.2
Some college, no degree	232	15.8	6,721	17.9	768,856	19.7
Associate degree	40	2.7	1,666	4.4	225,535	5.8
Bachelor's degree	101	6.9	3,773	10	475,247	12.2
Graduate or professional degree	30	2	3,361	8.9	280,366	7.2

Table 1.5 – Level of education for residents within Whitely, Muncie, and Indiana. Created by: Justin Baker.

Year	Crimes in Muncie by Year							
	Crime	Homicide	Rape/Molest	Robbery	Assault	Burglary	Theft	Auto Theft
1997		0	3	5	135	154	467	49
1998		0	4	6	205	126	531	42
1999		0	8	8	139	98	350	27
2000		0	13	0	156	84	355	40
2001		0	13	5	162	113	340	34
2002		0	20	4	199	129	409	36
2003		0	34	1	192	122	475	79
2004		0	17	1	157	105	490	73
2005		1	4	3	113	92	433	54
2006		1	8	4	152	126	438	81
2007		1	2	3	58	80	252	22

Table 1.6 – This table shows the type and rate of various crimes within Muncie. Created by: ???

Economic Analysis

Muncie, IN Economic Breakdown by Industry (2007)				
Industry	Number of Establishments	Sales, Shipments, Receipts	Annual Payroll	Number of Employees
Manufacturing	84	\$950,311,000	\$171,824,000	3,684
Retail Trade	379	\$1,044,609,000	\$99,595,000	5,143
Information	18	N/A	\$12,512,000	366
Real Estate	87	\$63,485,000	\$9,948,000	383
Professional, Scientific, and Technical Services	119	N/A	N/A	N/A
Administrative / Support, Waste Management, Remediation Services	76	\$77,644,000	\$37,882,000	1,310
Educational Services	16	\$3,488,000	\$1,249,000	136
Health Care & Social Assistance	262	\$740,834,000	\$294,278,000	6,091
Arts, Entertainment, and Recreation	33	\$14,273,000	\$5,268,000	493
Accommodation & Food Services	170	\$139,890,000	\$42,046,000	4,336
Other Services (Except Public Administration)	154	\$95,230,000	\$21,599,000	995

Source: U.S. Census Bureau Fact Finder

Table 1.7 – The various industries and their economic contributions to Muncie. Source: 2010 U.S. Census

HOUSEHOLD SIZE		
Total households	1,066	100
1-person household	408	38.3
2-person household	296	27.8
3-person household	163	15.3
4-person household	122	11.4
5-person household	43	4
6-person household	23	2.2
7-or-more-person household	11	1
Average household size	2.26	(X)
Average family size	3.01	(X)
Total households	1,066	100
Family households	611	57.3
Male householder	281	26.4
Female householder	330	31
Nonfamily households	455	42.7
Male householder	165	15.5
Living alone	137	12.9
Female householder	290	27.2
Living alone	271	25.4

Table 1.8 – This table organizes the size of households and the type of households in Whitely. Source: 2010 US Census.

FAMILY TYPE AND PRESENCE OF		
Families	611	100
With related children under 18	371	60.7
With own children under 18	319	52.2
Under 6 years only	99	16.2
Under 6 and 6 to 17 years	56	9.2
6 to 17 years only	164	26.8

Table 1.9 – This table shows the presence of families and the type of family. Created by: Justin Long.

Muncie Population Trends from 1990 to 2010

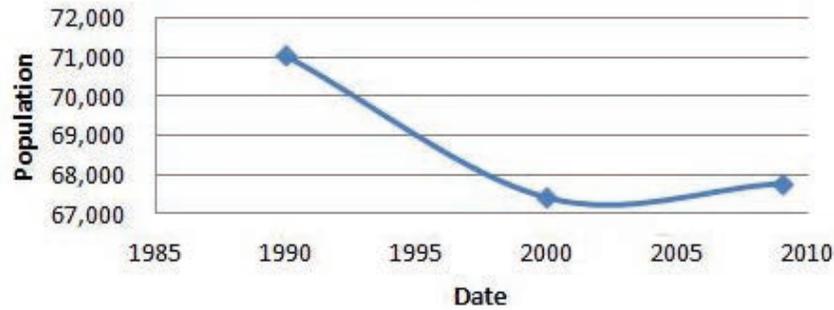


Figure 2.2 – Population in Muncie between 1990 and 2010. Created by: Justin Long.

Indiana Population Trends from 1990 to 2010

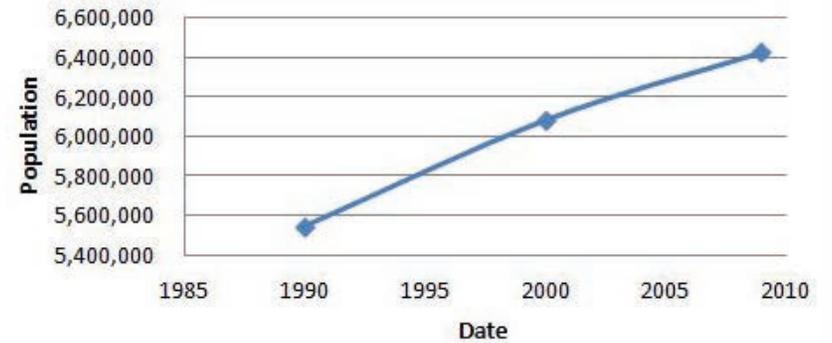


Figure 2.3 – Population in Indiana between 1990 and 2010. Source: Justin Long.

Whitely Age Distribution

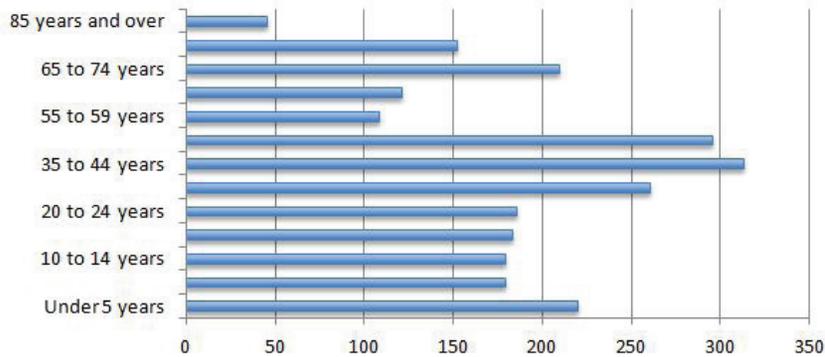


Figure 2.4 – Population of Whitely organized by age group. Created by: Justin Baker.

Comparative Age Distribution

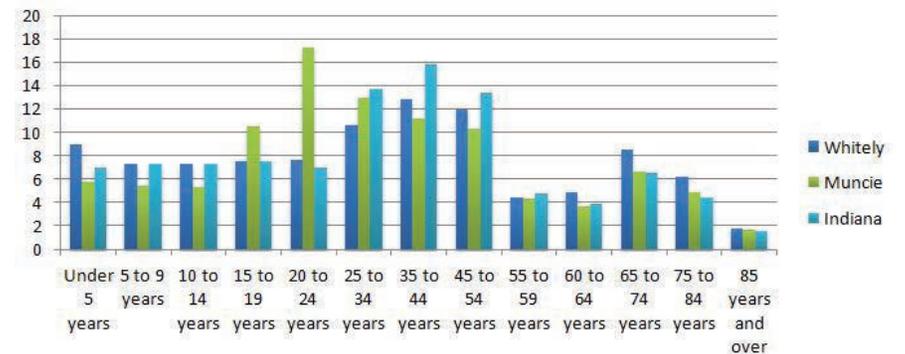


Figure 2.5 – Age groups of Whitely, Muncie, and Indiana. Created by: Justin Baker.

Disabilities Comparison

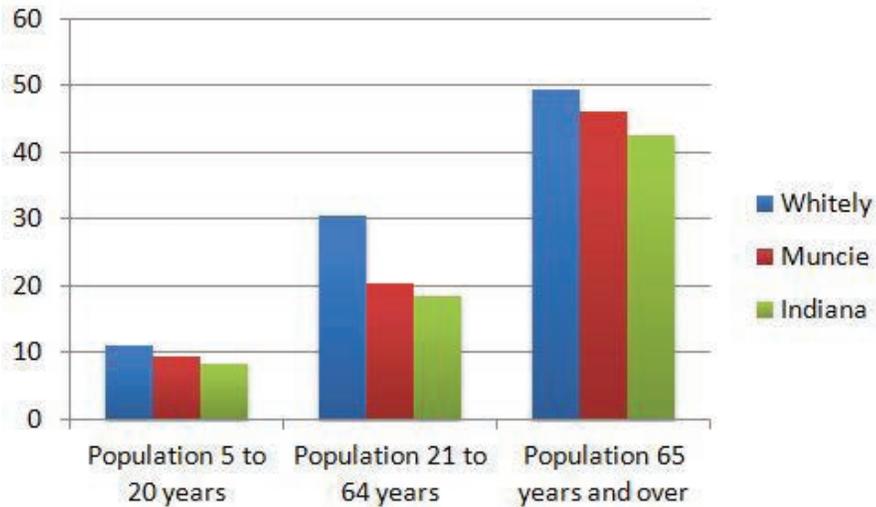


Figure 2.6 – This chart compares the relationship between disabilities and age groups in Whitley, Muncie, and Indiana. Created by: Justin Baker.

Years of Schooling Completed

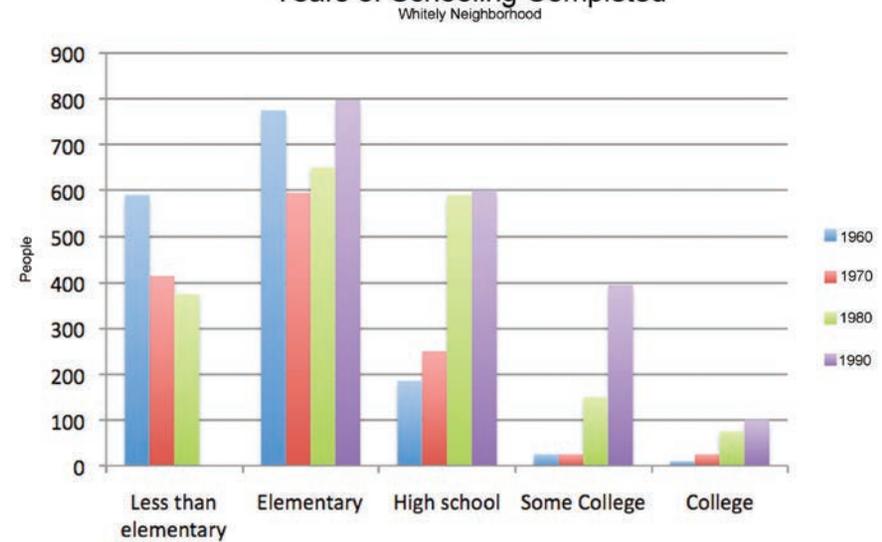


Figure 2.7 – This chart is a visual comparison of education levels between Whitley, Muncie, and Indiana. Created by: Justin Baker

Crime Rate from 1997-2007

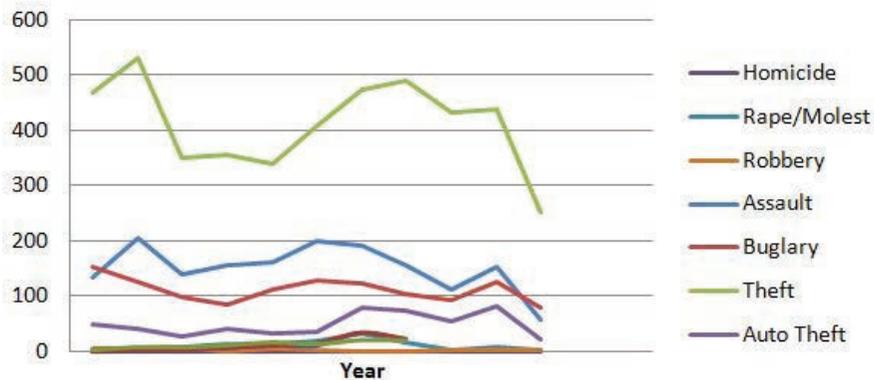


Figure 2.8 – This graph shows the relationship between various crimes within Muncie from 1997 until 2007. Created by: Trish Moore.

Median Income Comparison



Figure 2.9 – This graph shows the average income for zip code 47303, Muncie, and Indiana. Source: <http://www.neighborhoodscout.com>.

MORTGAGE STATUS AND SELECTED MONTHLY OWNER COSTS

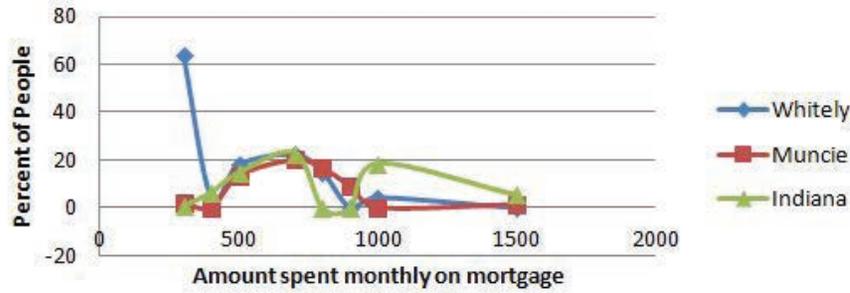


Figure 2.10 – This graph shows the amount of money people spend on owning a home in Whitley, Muncie, and Indiana. Created by: Justin Long..

SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME IN 1999

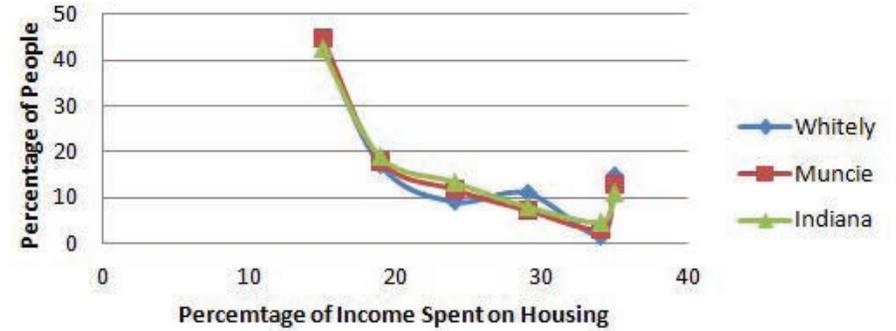


Figure 2.11 – The percentage of income spent by residents on owning a home. Created by : Justin Long.

Gross Rent

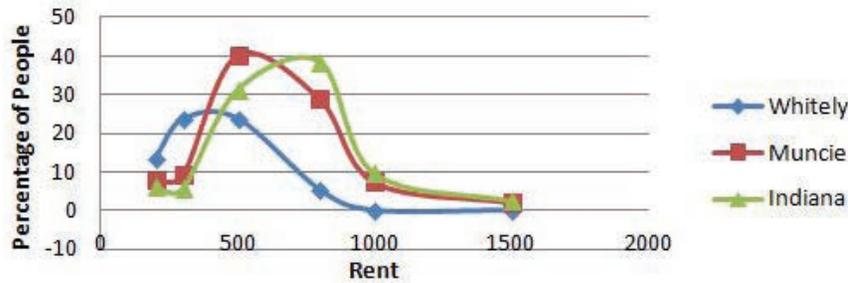


Figure 2.12 – Comparison of the cost of renting a home in Whitley, Muncie, and Indiana. Created by: Justin Long.

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN 1999

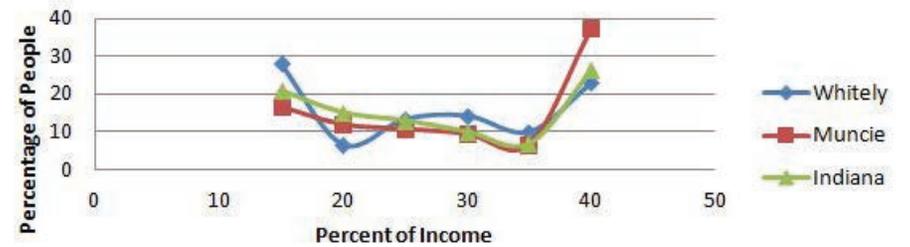


Figure 2.13 – The percentage of income that is spent by residents to rent a home. Created by: Justin Long.

Houses Below the Poverty Level Characteristics

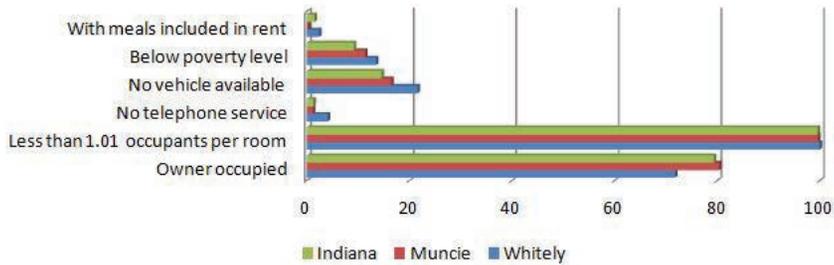


Figure 2.14 – Conditions of houses below the poverty level in Whitely, Muncie, and Indiana. Created by: Justin Long.

Owner Occupied Housing Units Below Poverty Level

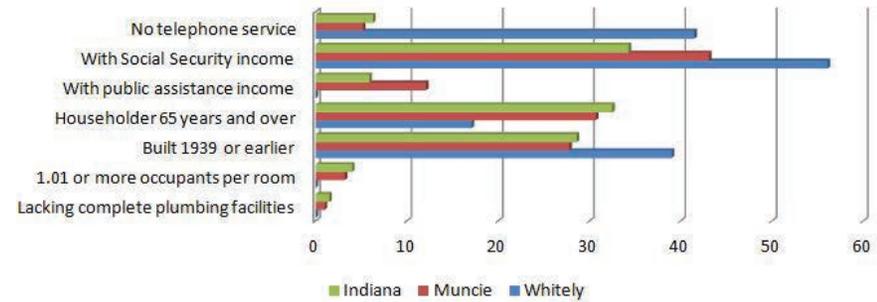


Figure 2.15 – The conditions of houses below the poverty level that are owned. Created by: Justin Long.

Renter Occupied Housing Units Below Poverty Level

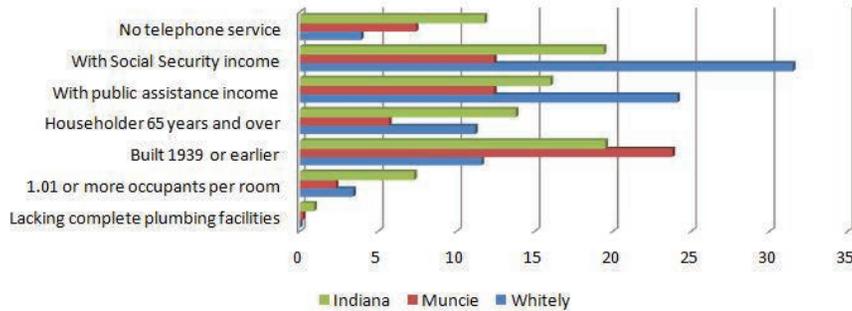


Figure 2.16 – The conditions of houses below the poverty level that are rented. Created by: Justin Long.

Rooms Per Household

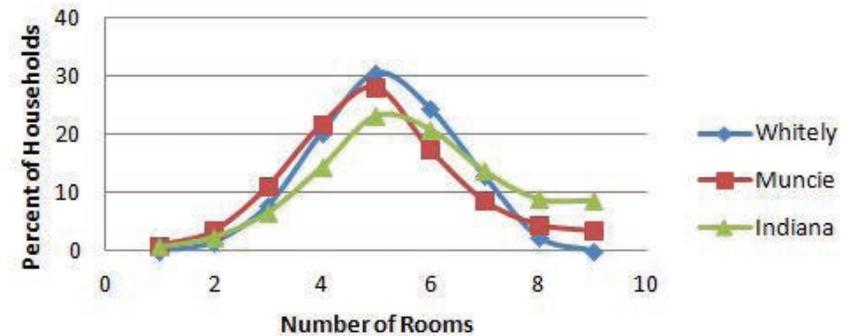


Figure 2.17 – The age of the houses in Whitely, Muncie, and Indiana. Created by: Justin Long.

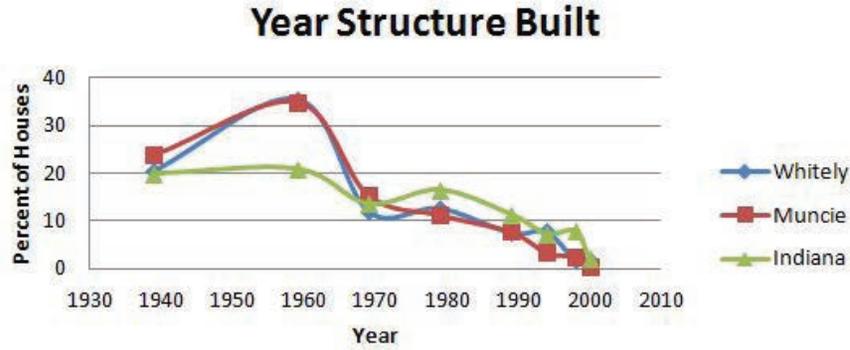
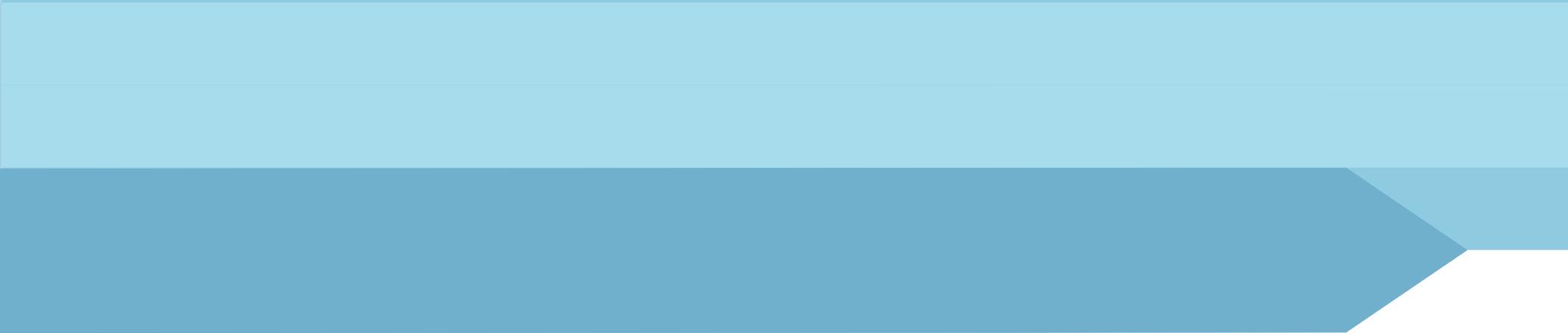


Figure 2.18 – This graph compares family types with no husband present and married-couple families. Created by: Jusfin Long.



Existing Conditions

Area One	33
Area Two	35
Area Three	37
Area Four	39
Area Five	41
Area Six	43
Area Seven	46

Relationship to Muncie

The Whitely Neighborhood is bound by three distinct features. To the south is the White River and the greenway which has a meeting area with tables and a plaque representing the Whitely area and its history. This greenway has the ability to connect the neighborhood to other areas in Muncie. To the North is McGalliard Avenue which has the potential to draw in commercial assets to the community. Many of the existing businesses which are used many Muncie residents are located within the boundaries of the Whitely area. To the west is MLK Blvd. which separates the community from McCulloch Park, which is currently underutilized and separated from the neighborhood. The MITS bus service makes stops on roads such as Highland, Elgin, McGalliard and Macedonia and connects users to sixteen routes that run throughout the Muncie area. Within the city of Muncie, Whitely is a tie between the McGalliard commercial district and a viable residential area.

Strengths

Some outsiders perceive Whitely as being an area of high crime and disinvestment. However, the neighborhood is an energetic place with many unique assets to offer its residents. The neighborhood has a rich heritage and follows a legacy of proud community members that care about the future of their neighbors. Whitely has a few local businesses that not only provide the residents with goods and services, but also boost community interaction and permanency. Supporting neighbors by supporting their businesses builds a sense of community and

encourages residents to stay in the area. The idea of permanency also promotes pride in the neighborhood and those who live and work in the community, especially business owners, have more incentive to help the community grow.

On a more personal level, assets including the elderly population are often overlooked in a community. Currently, 16.6 percent (%) of the Whitely population falls in the sixty-five and older population. A neighborhood's seniors often have experience that could greatly benefit the younger generations, especially the youth. Connecting youth and elderly within a community leads to a more rounded understanding of the world and supports growth that cannot always be fully achieved if the young have working parents and/or no grandparents. Not only does Whitely have a large elderly population, but over thirty percent (30%) of the population also falls into the youth population. Finally, the elderly often have more time to commit to the neighborhood once they retire. With spare time, they are a valuable resource in the community that can help where needed on a daily basis.

Other assets include accessibility to parks, schools, and community centers. The Buley Center, as well as several churches and community organizations, provide programs to the neighborhood that involve, and improve the knowledge of, community members. These centers also offer opportunities to meet neighbors, build community awareness, and interact to support neighborhood goals. Finally, Whitely has a strong connection to Muncie through the Muncie Indiana Transit System (MITS),

which has a route that passes directly through the neighborhood.

Weaknesses

The weaknesses of the Whitely neighborhood are primarily infrastructure related. Many streets completely lack sidewalks and most existing sidewalks are in poor condition. Also, many of the streets themselves are not well-maintained. Additionally, the increasing number of abandoned lots and vacant buildings are detrimental to the neighborhood as a whole. The quantity of unkempt properties is also concerning. The neighborhood furthermore could use more social programming and recreational opportunities. There is also limited access to services, education and information. Some of the existing recreational facilities have not been maintained, and therefore are not utilized, and the connectivity to education and information services can be greatly improved.

Opportunities

The Whitely neighborhood provides several opportunities. Its close proximity to the Muncie Area Career Center (MACC) provides the residents with opportunities to develop vocational skills for adults, that can help reduce the neighborhood's unemployment rate. MACC also offers pre-school, childcare services, driver education, certifications in cosmetology, automotive series, Microsoft Office, Cisco, webmasters, dental assistance, nursing assistance, first responders, building and contracting.

McGalliard Road also presents opportunities for local business owners. The visibility and access would be of great help to new smaller businesses that multiple community members could open together. McGalliard Road is just one of a few major roads that connect the Whitely neighborhood to the rest of the Muncie community. And though not all of these major roads would serve commercial purposes well, they still can provide thresholds that attract people into the neighborhood.

Another opportunity that Whitely provides is its youth. The younger members of the community are the future and need to be approached with that mentality. The Buley Center, Motivate Our Minds, and Precious Hearts do an outstanding job of focusing the youngest members of the neighborhoods. While academic tutoring might not be the best way to involve high school aged members of the community, there could be other opportunities to involve them; clean-up teams, mentorship programs with adults, athletic leagues, and other social programs can exist.

Threats

One of the major threats to the Whitely neighborhood is the small number of local businesses and adequate employment opportunities for both adults and older youth. Consequently, some residents of the community are unable to upkeep their properties. The neighborhood also lacks a sense of identity, partially due a lack of connectivity, signage and way finding tools.

Area One SWOT Analysis

Introduction

Area One, in the northern most portion of Whitely, is bordered by McGalliard Road on the north, MLK Blvd. on the west, Cromer Avenue on the south, and Elgin Street on the east. There are three distinct districts in this area, which are: commercial businesses along McGalliard and MLK Boulevard, a central concentration of single-family housing, and apartment complexes in the northeastern portion (See Figure 3.1).

Overall, Area One has potential to be a comfortable setting for both residents and business owners. It could function as a central common space and commercial core for the neighborhood while uniting residents and providing daily needs. Addressing the weaknesses and opportunities of area one will benefit and strengthen the social, physical, and economic conditions in Whitely.

Strengths

Some of the strengths for Area One are the mature landscape that provides the area with natural features, a variety of housing types, numerous MITS bus stops, and the Muncie Area Career Center within walking distance (See Figure 3.2). The lush vegetation that surrounds the area provides shade and cover from the elements that usually discourage walking, allowing for a more walkable environment throughout more of the year. The variety of housing types is usually an indicator of a more diverse population, which opens opportunities for a wider array of cultural

events and increased cultural awareness. There are also several MITS stops throughout Area One, including bus shelters, which connect residents to necessities outside of the neighborhood. The Muncie Area Career Center (MACC) offers numerous resources for job training and could greatly benefit Whitely residents who are looking to expand their knowledge base and workforce preparedness.

Weaknesses

However, problems in the area include overgrown vegetation, vacant lots, and abandoned commercial and residential structures that negatively affect the appearance of the neighborhood. Further, there are few sidewalks, mostly along the surrounding streets, in disrepair, and uncomfortable, as well as unsafe, to walk along (See Figure 3.3). Despite having diverse land uses, e.g. commercial, single-family housing, and multi-family housing, these three parts of the Area are isolated from one another.

Opportunities

Many opportunities exist for Area One, including the possibility of physically connecting the housing and commercial sectors. There is an existing pedestrian bridge (See Figure 3.4) linking one apartment complex to the Kmart and Marsh, but it is not accessible by the majority of Whitely. Another opportunity is the amount of commercial buildings that could employ local residents and provide necessary goods to the neighborhood. Also, there are several underutilized open spaces, specifically a large, centrally-located grassland (See

Figure 3.5). The space could be used to link the three districts (commercial, single-family housing, multi-family housing) by providing a recreation area. A recreation area provides an opportunity for activities and the implementation of community building projects. Another opportunity is to improve the commercial buildings along highly trafficked roads. Finally, Area One has a strong connection to the MITS bus and can actively connect the residents to other parts of both Whitely and Muncie; there is an opportunity for increased route access or service if the area ridership were to increase.

Threats

There are several threats to the area, including numerous unkempt and cluttered properties that discourage new residents from moving to Whitely. Potential commercial development is threatened by noise from busy streets and a weak sidewalk system that hinders pedestrian and bicycle travel. As seen in Figure 3.6, while the Muncie Creek, running through Area One could be a nice feature for a possible recreation area, it needs cleaned, otherwise it could negatively impact any proposed activities for the area.

Area One is the largest of the seven areas and this may make finding an area leader more challenging. It is possible that residents will see the size and believe more work comes along with it. Area leaders will play an important role in informing and activating residents for neighborhood initiatives, and the lack of one will hinder the process.



Figure 3.1 - Elgin Manor apartment complex. Photo: Ryan Phelps.



Figure 3.2 - The Muncie Area Career Center is directly adjacent to Area One. Photo: Ryan Phelps.



Figure 3.3 - Example of poor and disconnected sidewalks. Photo: Alicia Reynolds.



Figure 3.4 - Pedestrian Bridge to Kmart. Photo: Alicia Reynolds.



Figure 3.5 - Centrally located grass land. Photo: Ryan Phelps.



Figure 3.6 - Muncie Creek runs behind Kmart and unfortunately needs cleaning. Photo: Ryan Phelps.

Area Two SWOT Analysis

Introduction

Area Two is located in the neighborhood of Whitely. Its boundaries are Cromer Avenue to the North, MLK Blvd. to the West, Elgin Street to the East, and Centennial Avenue to the South. The area consists of a large wooded area in the center with housing concentrated on the East side. Small businesses are located on MLK Boulevard and Centennial Avenue. Longfellow Elementary School is located across Elgin Street from Area Two.

Strengths

Centennial Avenue and MLK Boulevard allows for great advantages in transportation to the area by being connected to major arterials such as McGalliard Road. There is a low percentage of vacant lots and rundown housing, so it makes the neighborhood a desirable place to live. Along MLK Boulevard there is a small business district. This business district serves the community and brings others to Area Two. Centennial Place Housing is also being built along Centennial Avenue and Macedonia Avenue. (See Figure 4.1). This will provide new housing opportunities to residents and will help bring new members to the neighborhood.

Weaknesses

In Area Two, the sidewalk system is incomplete, which can limit the connectivity from other areas. There is also overgrown vegetation beside some of the streets. This limits the visibility for people traveling around the area. Housing being concentrated on the east side of the Area interrupts the pattern of residential housing and the area loses connection to MLK Boulevard. There are few signs that help identify the area, which makes it hard for visitors to understand where Whitely begins. In Area Two, there is only one MITS Bus Stop along Elgin Street. If there were more stops in Area Two, it would help to connect the area to other people who do not have a car or to others who may not drive. The area has vacant commercial buildings, which is a weakness to the commercial and residential value of the homes and businesses (See Figure 4.2).

Opportunities

This Area is located right beside Longfellow Elementary School and also is home to the newly named Connection Corner. An opportunity for Area Two would be to create an identity or distinct neighborhood character and develop a stronger transportation system that would be attractive to new neighbors and help create a connection to

other places in Muncie. Area Two also contains a large forested area that can be used as a wildlife preserve and would allow educational opportunities for residents (See Figure 4.3).

See: Wayfinding and Gateways Initiative.

See: Infrastructure Initiative.

Threats

The area's overall negative perception of the community does not encourage new citizens or businesses to move to the area. Negative Perception is a major threat that the citizens cannot control. Along Wolfe Street a large forested area is surrounded by homes. If this wooded area is not managed or kept at its present state, the area can and will become a threat to Area Two as well as Whitely (See Figure 4.4). Continued expansion of McGalliard Avenue to the west of Muncie is a threat to Area Two and Whitely in general as the businesses of the area are being drawn west to Interstate 69. Unmanaged growth along commercial corridors such as MLK Boulevard can become a threat to the residential character and the rest of the area.

See: Neighborhood Identity sub-initiative.

See: Attracting New Businesses sub-initiative.



Figure 4.1 – Centennial Place Housing. Photo: Anna Robinson.



Figure 4.2 – Vacant Commercial Building. Photo: Anna Robinson.



Figure 4.3 – View of Longfellow Elementary School. Photo: Anna Robinson.



Figure 4.4 – View of overgrown wooded area on Wolfe Street. Photo: Anna Robinson.

Area Three SWOT Analysis

Introduction

Area Three is centrally located in the Whitley neighborhood, home to several small businesses and many residents. Walking distances are relatively short to several area resources including the Buley Center, Motivate Our Minds (MOMs), Longfellow Elementary School, McCulloch Park, and local churches. While these resources are located outside of this specific area, they enhance the quality of life in Area Three and are attractive for both existing and new residents.

Area Three is also served by MITS. Route Five connects to both downtown Muncie and the McGalliard commercial district, providing transportation to daily resources for Area Three residents. There is relatively light traffic on interior residential streets, creating a quiet and safe environment for residents and pedestrians, even without sidewalks. Conversely, there is heavy traffic on major roads bordering the area such as MLK Blvd. and Centennial Ave. This creates significant road noise and pollution for residents living along them. These streets also have poor or non-existent sidewalk and bicycle infrastructure, combined with heavy and fast-moving traffic, creating a harsh and dangerous environment for pedestrians and cyclists.

Ongoing economic difficulties, both local and national, have affected Area Three businesses and residents. The result of this has been a loss of many local businesses and the jobs that go with them. Negative attitudes and opinions about the area among some Muncie residents is a hindrance to progress. There are also many vacant buildings and overgrown lots. Still, there are opportunities for these properties to be reused which can lead to a growth of business and change of attitude. New construction by the Muncie Housing Authority and the expansion of a neighborhood church show that reinvestment is on the horizon in Area Three.

Strengths

Area Three is in an advantageous location in Whitley. Its close proximity to many area resources is attractive. MITS Route Five has several stops and a shelter in Area Three along Macedonia and Highland Avenues. The area is mostly residential and minimal interior traffic creates a peaceful environment for residents. New construction is also an asset to the area. The Muncie Housing Authority has constructed new units on the corner of Macedonia and Centennial Avenue (See Figure 5.1). There is also new construction on the property of the Greater Mt. Calvary Church of God in Christ. Many Area Three residents and volunteers are working toward progress in the neighborhood.

Weaknesses

Area Three has numerous properties and lots that are vacant, abandoned, empty, and overgrown (See Figure 5.2). These include both residential and commercial properties, even an old church. Properties like these are not only an eye-sore but a safety and health hazard as well. A majority of the streets in Area Three are in poor physical condition. Many of these streets do not have sidewalks, curbs, or drainage. Sidewalks that exist along major streets are not accessible for individuals with disabilities due to a lack of ramps and other features and do not conform to the Americans with Disabilities Act (ADA) requirements. There are also no crosswalks in the area. This situation is especially problematic and dangerous for those trying to cross MLK Blvd., a wide and fast-moving street separating Area Three from McCulloch Park. Additionally, the area behind many of the businesses along MLK Blvd. is underutilized; this does not fit with the residential character of the rest of Area Three. These spaces could be improved or redeveloped to become more desirable and valuable to the area.

See: Empty Lots and Vacant Properties and

Community Gardens sub-initiatives.

Opportunities

Area Three's existing conditions provide a variety of opportunities for growth and activity. McCulloch Park is directly adjacent to the area. There is the opportunity to strengthen the connection between Area Three and McCulloch Park across MLK Blvd. This major street is home to many businesses and provides the opportunity for new and redeveloped real estate. There is also great opportunity in restoring the existing structure of alleyways. Clearing alleyways of overgrowth, resurfacing, and actively maintaining them can provide opportunity for residential and commercial access with parking (See Figure 5.3). This could form a backbone to promote new development to help attract those who are not originally from the Whitley neighborhood.

Threats

The outside threat to the neighborhood is general economic decline on every level. This has led to disinvestment inside the neighborhood and increasing unemployment numbers. Both the Attracting Neighborhood Businesses and Home Repair Task Force sub-initiatives can help fight economic decline by encouraging reinvestment in the area. Both inside and outside Area Three, there are negative attitudes toward the neighborhood. These negative attitudes delay the positive changes that are waiting to happen. The Community Artwork sub-initiative is a highly-visible, community-driven process that could help convey positive messages about Area Three to combat negative perceptions.

See: Attracting Neighborhood Businesses sub-initiative.

See: Home Repair Task Force sub-initiative.

See: Community Artwork sub-initiative.



Figure 5.1 - Muncie Housing Authority's Centennial Place. Photo: David Heinold.



Figure 5.2 - Abandoned lot with vegetation overgrowth. Photo: David Heinold.



Figure 5.3 - Alleyways can be improved. Photo: Andrew Magee.

Area Four SWOT Analysis

Introduction

Area Four is located between Centennial Avenue and Highland Avenue as well as Macedonia Avenue and Gavin Street. There are two businesses in this area, one church, and the remainder of this area is residential.

Strengths

The vast majority of the buildings in Area Four are in good condition (See Figure 6.1). These properties demonstrate a strong sense of pride in the neighborhood. The presence and condition of Antioch Church Center is an asset because it is a center of the community and has a symbiotic relationship with the residents. The residents provide support by attending church and assisting financially and the church acts as a cornerstone for the area. The concentrated housing in the center of this area is an asset because it helps to define this area as residential. Drainage on the main streets prevents flooding along those streets and the yards of the residents, making it an asset to this area.

A final strength is the bus stops in Area Four. These stops provide public transportation for the residents to get to and from various parts of town.

Weaknesses

A weakness within Whitley is that the existing sidewalks are in poor condition and in some places are overgrown with vegetation. The vacant lots, abandoned houses, and rundown buildings are limitations; they detract from the overall character of the neighborhood and it appears neglected (See Figures 6.2 and 6.3). Area Four is also separated from the other areas of the neighborhood on three sides by relatively busy roads, which disconnects this area from the rest of the community and various assets. Another weakness is the condition of the streets, which are in need of repair, which also detracts from the character of the neighborhood. The two businesses within this area are the Bail Bonds and the Debonair Club, neither of which can support the needs of a residential neighborhood by themselves. The vacant housing and overrun lots could lead to further deterioration of the neighborhood, could support unwanted activity, and damages the image of the neighborhood.

Opportunities

One of the opportunities that exist in Area Four is the use of vacant lots for small parks, also called “pocket” parks. Another opportunity is to enhance the safety of the streets. Many of the streets have low amounts of traffic so pedestrians don’t necessarily need sidewalks. However, it is essential to reinforce the idea that the street is not just for cars, but is shared between vehicles and pedestrians. The farmland to the east of Area Four could potentially supply an educational amenity for the community.

Threats

One of the threats for Area Four is the amount of traffic on Centennial Avenue and Gavin Street (See Figure 6.4). These roads experience a relatively high amount of traffic, lack of places to cross the street, and the potential danger to people trying to cross the street. Another threat would be if the MITS bus schedule became a limited or nonexistent amenity. Residents would have to develop another method of transportation or schedule a carpool.



Figure 6.1 – Residence in Area 4 that is in good condition. Photo: Justin Long.



Figure 6.2 – Vacant space that could be used for a pocket park. Photo: Justin Long.



Figure 6.3 – A sidewalk in poor condition in Area 4. Photo taken by Justin Long.



Figure 6.4 – View of Centennial Avenue, a busy street. Photo: Justin Long.

Area Five SWOT Analysis

Area Five is the southwestern most section of Whately. It contains well known items such as the Buley Center and QL's Barbecue. Area Five is made up predominantly of single family residential housing but has a few businesses along MLK Blvd. and Highland Ave.

Strengths

The strengths of Area Five begin with the abundance of parks and recreation nearby. McCulloch Park, the Buley Center, River View Park, and the White River Trail are all within or bordering Area Five. These are important spaces that can be used by families or even individuals who want to hold informative events or entertain themselves with activities. These parks are also important for the youth as they give them a place to play and stay safe.

There are also transportation opportunities within the area. The MITS bus runs through and stops on both Highland Avenue and Lowell Avenue. Also, the White River Trail runs south of Area Five and provides excellent access to safe and efficient pedestrian traffic.

Within Area Five there are a few community organizations and churches. The Buley Center is a great informational and community center as shown in Figure 7.1. There is also the Union

Missionary Baptist Church, the Shiloh Church of God and Christ, among others.

Weaknesses

Within Area Five there are a few weaknesses that need to be addressed before progress is made. First, in the past, there has been a significant lack of funding for housing improvements and infrastructure upkeep. This lack of funding has made the growth of Area Five slow and difficult at times. Within Area Five there is also Hudson Rental and Sales. The business itself is not a weakness, however, it currently takes up two full blocks and there are a number of port-a-potties up along the street. This space could be more appropriately managed in order to improve the appearance of Whately. Finally, within Area Five there are a number of poor quality streets and sidewalks, and there is very little street lighting. This poor infrastructure can hinder pedestrians and drivers ability to safely travel, as seen in Figure 7.2.

Opportunities

There is opportunity for improvement and growth within Area Five. The traffic from MLK Boulevard, Highland Avenue and Macedonia Avenue create substantial economic opportunity because of the consistent amount of vehicular traffic they receive. This traffic creates opportune areas for business to develop and grow.

There are also a number of empty lots within the area that create opportunities for pocket parks, new housing, and community gardens. These empty and vacant lots should not be viewed as liabilities because they provide opportunities to be developed in any way the community sees fit. An example of such a lot is depicted below in Figure 7.3.

See: Empty and Vacant Lots Initiative.

See: Community Gardens Initiative.

Finally, the demographics of the community create opportunities for cultural centers, new community organizations, and other potential learning centers that could further diversify and improve the neighborhood. The strong African-American community along with a growing community of seniors that have lived in the area for a significant duration of their lives allow for these opportunities.

Threats

There are still a few threats that endanger the future development and improvement of Whately. First, the negative perception of Whately is a burden on the community. Also, there has in the past been a divide between the local government and Whately. Finally, the increase in businesses moving out and closing due to the difficult economy threatens the growth of the community (See Figure 7.4).



Figure 7.1 - The Buley Center in Whitely. Photo: Robert Moore.



Figure 7.2 - A poor quality street and sidewalk in Whitely. Photo: Robert Moore,



Figure 7.3 - An empty lot that could be developed. Photo: Robert Moore.



Figure 7.4 - A recently closed business along MLK Boulevard. Photo: Robert Moore.

Area Six SWOT Analysis

Introduction

Area Six has a wealth of strengths and opportunities, but outside perceptions are consistently concentrated on the neighborhood's weaknesses and threats. For example, Motivate Our Minds, Union Missionary Baptist Church, and Riverview Park offer area residents extraordinary opportunities for personal and neighborhood growth and development. Too often, Muncie residents utilize the White River Greenway and community thoroughfares without ever knowing they have set foot in Whitely, especially Whitely Area Six. Whitely residents should take action or Area Six will experience further infrastructure deterioration, increased vacancies, and decreased property values all leading to a poor public perception.

Strengths

Whitely Area Six has many businesses, institutions, and community areas with active involvement and high usage within the neighborhood. Union Missionary Baptist Church and the various after school programs, such as Motivate Our Minds and Precious Hearts, are strengths for Area Six and Whitely because they promote leadership within the youth and adults (See Figures 8.1, 8.2, and 8.3).

In addition, Area Six's proximity to the White River provides views and direct access to the White River Greenway. Further, the WCC has successfully developed a neighborhood clean-up day focused on cleaning and maintaining vacant lots and alleys. From observations, it is apparent that Whitely's Area Six benefits from vast youth activities and residents willing to undertake leadership roles.

Weaknesses

Whitely Area Six has a few weaknesses, but many of these can be improved with a little neighborhood involvement. The amount of overgrown vegetation and trash accumulation on vacant lots and roadsides are major eyesores and weaknesses for the area. In addition to the aesthetic issues, poor street and sidewalk conditions hinder movement within the area. Further, Area Six lacks an identity, access, gateways, and local businesses, which heavily influences the misperceptions of the area (See Figures 8.4, 8.5, and 8.6).

Opportunities

Although many Muncie residents focus on the weaknesses of the Whitely area, the neighborhood provides ample opportunity to be one of Muncie's finest. The close proximity to Riverview Park and the White River Greenway coupled with Highland

Street's potential for local business development elevates Area Six as a catalyst for development. More aesthetically oriented, the large housing setback affords the opportunity to improve streetscapes. Additionally, implementing social and recreation activities, business development courses, and a neighborhood task force could aide community development and enhance community pride. Finally, improving the MITS bus stop on Lowell Street would increase local ridership resulting in increased bus service (See Figures 8.7 and 8.8).

Threats

Although Whitely's weaknesses and threats are often highlighted by outside sources, all can be avoided through community awareness and involvement. As Area Six residents continue to clear overgrowth in alleys, improve vacant lots, and improve road and sidewalk conditions, outside perceptions will certainly improve (See Figures 8.9 and 8.10). Furthermore, local residents must avoid becoming consumers of services relying solely on outside services and organizations to meet their everyday needs. As outside misperceptions continue to negatively shape and impact the community as whole, Area Six has the necessary strengths and opportunities to become a catalyst in Whitely's transformation.



Figure 8.1 – Motivate Our Minds' children's garden. Photo: Sam Ramsey.



Figure 8.2 – Motivate Our Minds. Photo: Sam Ramsey.



Figure 8.3 – Union Missionary Baptist Church. Photo: Sam Ramsey.



Figure 8.4 – Vacant business. Photo: Sam Ramsey.



Figure 8.5 – Trash accumulation on local alley. Photo: Sam Ramsey.



Figure 8.6 – Vacant housing. Photo: Sam Ramsey.



Figure 8.7 – BSU students Chris Lawless and Jacob Egan at a Lowell Street Bus stop. Photo: Sam Ramsey.



Figure 8.8 – Close proximity and connection to White River Greenway. Photo: Sam Ramsey.

Area Seven SWOT Analysis

Area Seven is located in the Southeast corner of the Whitely neighborhood. The boundaries are Manor Street to the South, Gavin Street to the West, and Hodson Street to the East, and extends through the block North of Highland Avenue. The Area is residential with all single family homes. However, resources including Motivate our Minds and Precious Hearts Development daycare are located across Highland Avenue and Gavin Street, respectively.

Strengths

Area Seven has several strengths that can serve as the cornerstone of renewing the community. The main strengths of the Area include primarily its residents and the existing infrastructure. Whitely is already a community that is rich in its family history. The majority of the families have lived here their entire lives and so have their parents and grandparents. Area Seven seems to be a little different though. It seems that most of the people in Area Seven are related in some way. The history and roots found there can help to build up the neighborhood identity.

Sidewalks seem to be lacking in almost all of Whitely, but for Area Seven, almost every road has sidewalks on both sides. Housing in Area Seven also seems to be in relatively good condition, as shown in Figure 9.1. There are new homes being

built in the area and many of the existing homes have been kept to positive standards. Area Seven is in close proximity to many assets such as the Longfellow Elementary School, McCulloch Park and the White River Greenway.

Weaknesses

Area Seven has several places that need to be addressed in order to improve the area. One, there is a lack of transportation access in the area. This affects the children by making them have to walk to school or get a ride to Longfellow Elementary School, which is over one mile away. Not only children are affected by the lack of transportation, but anyone not owning a car or who is elderly may have problems reaching their destination via public transit. Another weakness in Area Seven is the condition of the roads, as seen in Figure 9.2. By making improvements, traveling via bike or foot would be much easier. Towards the east side of Area Seven, overgrowth is a problem. Trees overgrowing power lines and sidewalks and roads are of concern to residents.

Opportunity

Area Seven offers several opportunities. The grass median on Central Avenue, as shown in Figure 9.3, can serve as an iconic image of the neighborhood due to its variety of attractive housing along the Avenue, which could attract new residents to build in the available lots within this historical area in Whitely.

Also, there is a large network of youth throughout the area according to residents in Area Seven. The youth are the future of this area and should be taken into consideration when attracting services to the area. Services that would improve this area include academic and after-school programs. This could attract more youth to the area to strengthen the current network of youth. The younger population also has the potential to help their older counterparts by doing maintenance and yard-work and by spending time with them.

Proximity to the Cardinal Greenway is another opportunity that Area Seven can utilize. The greenway connects the somewhat isolated southern region of the neighborhood to the rest of Muncie, and has the potential to lend itself to community events such as biking events or walk-a-thons to support a good cause within Whitely.

Threats

There are a few major threats that affect Area Seven. The economy of Muncie affects Whitely on a daily basis. Without viable businesses with connections to the Whitely Neighborhood, the tax base which the area depends on won't be able to support the current residents or new housing developments (See Figure 9.4). There is also negative reputation of Whitely around Muncie. It is important to change this outlook of Whitely in order to promote living and working within this historical neighborhood.



Figure 8.9 – Vacant house. Photo: Sam Ramsey.



Figure 8.10 –Infrastructure deterioration. Photo: Sam Ramsey.



Figure 9.1 – A well-maintained home in Area Seven. Photo: Bryan Schuch



Figure 9.2 - Road conditions in Area Seven. Photo: Bryan Schuch.



Figure 9.3 - Central Avenue green median. Photo: Bryan Schuch.

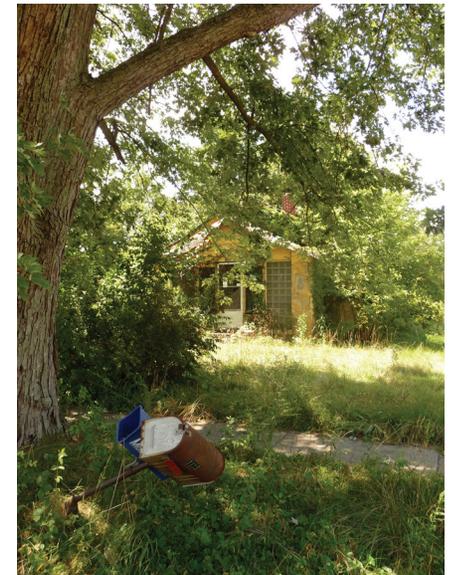
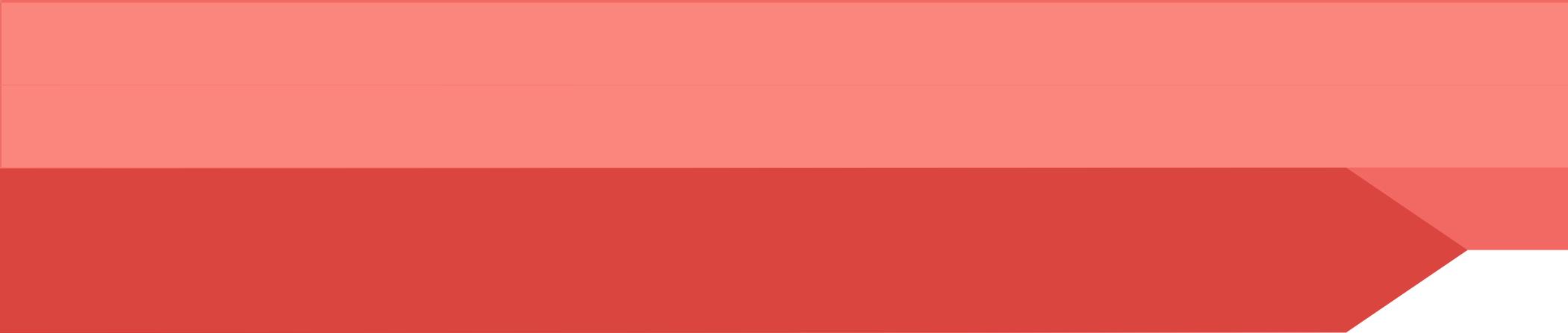


Figure 9.4 - Vacant/abandoned home. Photo: Bryan Schuch.



Initiatives

Access to Services

Education and Information 61

Housing 73

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Recreation 97

Wayfinding and Identity 111

The Six Initiatives

History of the Initiatives

After meeting with Professors Lisa Dunaway and Meagan Tuttle throughout the summer of 2011, Mary and Cornelius Dollison and the WCC board established a tentative schedule for the completion of neighborhood analyses and surveying and developed meeting dates. With allotted times at four of the monthly WCC meetings starting in mid-September, BSU's third-year Urban Planning students were able to keep the area and its residents in the forefront throughout the design process by consistently promoting feedback and interaction. Held on September 19, 2011, the first public meeting focused on establishing relationships and developing an understanding of the residents' goals and desires. Documented on a large flipchart, this preliminary activity laid the foundation for the students' future research and final initiative development.

With resident goals and desires ranging from improved roads to golf courses to entrance signage, the wide-array of topics and issues were broken down into six distinct focuses or initiatives by the students: 1) infrastructure, 2) wayfinding and identity, 3) housing, 4) recreation, 5) access to services, and 6) education. With four to five students working on each initiative, multiple sub-initiatives were developed to adequately and efficiently research and develop solutions and ideas to all of the residents' concerns. At the next public meeting, held on October 10, 2011, the students presented the initial and basic initiative research to gather general comments and recommendations before further and deeper exploration. From resident feedback at this meeting, the students were able to refine and tailor the initiatives specifically for the Whitely residents. After further development and understanding,

priority and suitability mapping exercises helped students pinpoint and highlight appropriate and inappropriate implementation locations. Presented at the third public meeting, these suitability and priority maps allowed residents to more fully understand the areas of focus and opportunity. At the final meeting on December 12, 2011, the completed initiative research coupled with graphic displays brought the project full-circle. Presented to the WCC board, active and excited local residents, local government officials, and many others, the final presentation brought an end to the semester-long project, but marked the beginning of a brighter future for the Whitely neighborhood. The following sections of the WNAP present these initiatives.



Artist: Angela Shelby.



Artist: Angela Shelby.



Artist: Angela Shelby.

Attracting Neighborhood Businesses 52

Delivery of Services to Residents 54

Increasing Voter Participation and Knowledge 57

Public Transportation and Access Improvements 58

Access to Services

Overall goals of this initiative

To provide a convenient and effective way for residents to reach amenities such as businesses, transportation, healthcare and voting locations within the community while connecting to the larger Muncie community.

History of this initiative

At the first WCC meeting with the BSU Neighborhood Planning studio, residents listed amenities and services they wanted in Whitely. Businesses like banks, car washes, convenience stores, hardware stores, and a health clinic were part of the list. Unless traveling by vehicle, the residents of South Streeter Street encounter fewer ways to access McGalliard Road. Considering the current MITS bus route in Whitely, it became apparent that there is a need for transportation improvements to connect Whitely with the larger Muncie area. Also, increasing voter participation was seen as an important way for the communities' needs to be heard by the Muncie City Council. The sub-initiatives were: attracting businesses, connecting to shopping and services, connecting to public transportation, and increasing voter participation. The sub-initiative of delivering

services to residents was created in response to the similarities found in the sub-initiatives: connecting to shopping and attracting business to Whitely. Through the demographic study it was found that it was important to create sub-initiatives that would serve a the large elderly and disabled populations in Whitely.

The priorities for this initiative

High Priorities
No sub-initiatives were a high priority for the Whitely neighborhood.

Medium Priorities
Increasing Voter Participation and Knowledge was originally brought up by the residents of Whitely. This sub-initiative focuses on informing the residents on the process and importance of voting. It also provides a way for residents to access voting locations. This is important because it is Whitely's chance to be heard by the City of Muncie.

Attracting businesses is vital to the economic stability of Whitely. It provides job opportunities and improves the quality of life and infrastructure. It gives the residents the opportunity and responsibility of opening a new business within the

neighborhood. New businesses should meet the needs of the residents in order to better serve the community.

Delivering services to residents such as carpooling, grocery delivery, and health screenings can connect Whitely residents to Muncie and can create opportunities within the neighborhood to improve health awareness and receive assistance for daily activities. The majority of this sub-initiative relies on volunteers and, with help from residents, can be accomplished without much difficulty.

Low Priorities
Access to surrounding areas is considered low priority because of the already well-connected Muncie Indiana Transit System (MITS). The MITS bus service provides opportunities for residents to travel from the Whitely neighborhood to destinations within Muncie. The MITS bus service, receiving some federal grants for regular and demand response service, cannot provide all the necessary routes and operating services to meet the needs of all individuals without State and Federal help. However, some people do not have the opportunity of access to these regular and demand response transit services.

Attracting Neighborhood Businesses Initiative

The Attracting Neighborhood Businesses Initiative supports WCC goals 1, 2, and 3, or improve appearance and infrastructure, job creation, and improve quality of life, safety, youth and adult education respectively.

Why this is important

Whitely has identified attracting new businesses as an important issue. It would provide an opportunity to reestablish Highland Avenue as a commercial core for the benefit of the neighborhood. A laundromat would provide a service and potential gather place for local residents (See Figure 10.1). This adaptive reuse business project would improve the overall appearance of Whitely and help alleviate vacancy issues. Neighborhood businesses could assist local residents in searching for employment opportunities. All of this would enhance community pride, educate people about owning a business, improve the quality of life, and improve the perception of safety regarding the Whitely neighborhood. Quality of life refers to the various amenities and activities that are functions of daily life like social gathering, access to services, and sharing information.

What this will involve

In order to accomplish this, the WCC will need to work with its own Business Action Plan team and implement their recommendations. Steps outlined by the Business Action Plan may include, but are not be limited to: creating subcommittees to write specific sub-plans, holding public meetings and fundraisers, assisting current business owners, implementing the plan, and reviewing and updating the plan.

The team should include residents, local business owners, and community leaders. Public and private investment and action will help to improve the

physical business environment. Private investment in the local area, specifically rehabilitation and infrastructure projects, provides greater opportunity for local business expansion, including a hardware store (See Figure 10.2). Neighborhood investment could include the services and manpower of Community Clean-up days and local task forces.

Since many of the residents will not be directly involved, holding regular meetings will be necessary to keep them informed and give them a chance to participate. For example, in Portland, Oregon's Neighborhood Economic Development Strategy (See Case Studies) there is an initiative to expand citywide financial tools for neighborhood businesses. This initiative includes developing partnerships and providing support both within the community and within the city. Residents can propose potential partnerships, help establish these partnerships, and provide the support needed to sustain them.

Some of the tools that Whitely can use to finance this initiative are fundraisers, loans, and grants. In Pine Bluff, Arkansas, (See Case Studies) the Neighborhood Watch put on a rummage sale. The sale not only raised money, but also created positive attention from the local press for the work of the Neighborhood Watch.

Small Business Administration loans are loans through the federal government to promote entrepreneurship, such as a convenience store that would cater to the residents of Whitely. The United States Small Business Administration has two main types of loans, which are Small Business Advantage Loans and Community Loans Advantage Loans. Small Business Advantage Loans focus on businesses in struggling markets, while Community Advantage Loans focus on businesses in underserved communities. A short application is usually due in mid-February, for loans that could



Figure 10.1 – A rendering of a Laundromat that could bring citizens to a common location. Artist: A. Shelby.



Figure 10.2 – A rendering of a new Hardware Store located within Whitely. Artist: David Heindol.

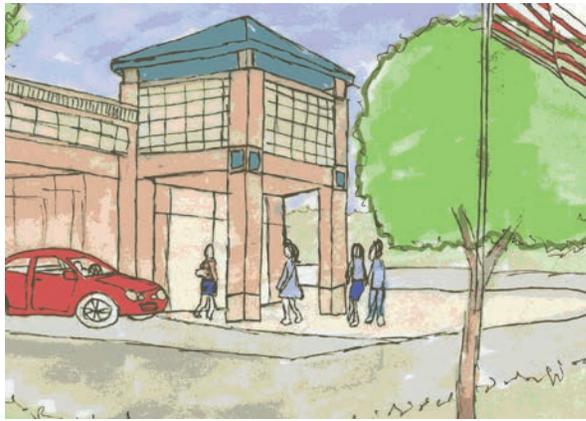


Figure 10.3 – A rendering of residents at a new Convenience Store in Whitely. Artist: Angela Shelby.



Figure 10.4 – Q.L.'s Bar•B•Q is a local restaurant making a return to the community within the next year. Source Flickr.com, Artist: Trish Moore.

total up to \$250,000 for an individual business. The maximum amount is \$250,000, however there is an 85 percent guarantee on loans up to \$150,000 and a 75 percent guarantee on loans over \$150,000. This means that if the application is for \$150,000 or less, the borrower is guaranteed 85 percent of what they asked for. Anything over \$150,000 is only guaranteed 75 percent. For example, if a borrower asked for \$150,000 he or she would be guaranteed to receive \$127,500. However, if the borrower asked for \$150,001, he or she would only be guaranteed \$112,500.

See: <http://www.sba.gov/>.

Discussion and continued engagement with current business owners is another important step of this process. It is important to include everyone in this process in order for it to be successful. Business owners in the area have a unique view of the community as well as valuable knowledge about establishing and supporting a business in the community, such as Q.L.'s (See Figures 10.3 and 10.4). It also helps to create partnerships within the community, as previously discussed.

Implementing, reviewing, and updating the plan will become a constant cycle within the community. As changes are made to the community, the needs of the community will change. One way to gauge the amount of change and the success of the plan is to survey the community, monitor properties, and keep track of changes. This process and the people involved must be willing to adapt to whatever changes occur. If this process is to be successful, it must be continuous.

Title of Suitability Map:

Business, Career, and Education Development

Suitability analysis

The Business, Career, and Education Development

Map shows the most suitable areas for starting new businesses. The areas colored in red are the least suitable for new businesses. These areas are least suitable because they already have a large amount of retail, are not in close proximity to residences, or are near the floodplain. A floodplain is an area that is prone to flooding due to low elevation and close proximity to a body of water. The yellow areas are moderately suitable for new businesses because they are residential side-streets and would not be as successful as in other areas. It would also affect the strong residential character of these areas. The green areas are most suitable for new businesses because they are on major streets within the neighborhood, allowing both residents and visitors easy access.

Who will be involved with making this happen?

Groups involved in this initiative will be the WCC, the WCC's Business Action Plan Team, local banks, neighborhood business owners and volunteers.

Summary of Relevant Case Studies

Neighborhood Watch Association Case Study

USAonwatch.org is a website that provides fundraising information for Neighborhood Watch associations. It also provides helpful links, ideas, and other considerations for successful fundraising operations. Some of the fundraising techniques used were a car show, an auction, and the rummage sale. These occurred in East Knoxville, TN, San Francisco, CA, and Pine Bluff, AR respectively. All of these examples raised money, increased awareness of the Neighborhood Watch, and helped to unify the community.

See: <http://www.usaonwatch.org/assets/publications/TipsOnFundraising.pdf>

Portland, Oregon Case Study

The City of Portland Neighborhood Economic Development Strategy was developed in 2010 and focused on ways to enhance the overall economy and smaller neighborhood communities within Portland. It consists of three main objectives: to build local capacity to achieve economic development outcomes, drive neighborhood business growth, and align and coordinate resources to support neighborhood economic development. Each has sub-initiatives, and has a special interest communities experiencing lagging commercial investment, gentrification pressures, facing substantial change due to major public infrastructure improvements, or whose businesses risk losing ground to suburban or big box competitors. It provides a series of interconnected steps and ideas to achieve its goal of fostering economic opportunity and neighborhood vitality throughout Portland.

See: Portland Development Commission: http://www.pdc.us/pdf/bus_serv/nd/NED-Strategy.pdf

San Francisco Bay Area Case Study

The Local Initiatives Support Corporation of the San Francisco Bay Area produced an evaluation of their neighborhood market entitled Building Community through Economic Development. It was released in early 2011 and was an analysis of changes that had been made to the Bay Area. It examines the various changes as well as evaluates the outcomes produced by these changes. It consisted of four main goals: neighborhood leadership, public and private investment, business district contributions, and stability and growth of the preexisting neighborhood business district. It included valuable information on how to create a successful economic redevelopment plan. This document includes future considerations, and stresses the importance of a continuous process of neighborhood investment.

See: LISC Bay Area: http://bayareanext.org/files/2011_NMI_Report_WEB.pdf

Delivery of Services to Residents

This initiative will fit under the WCC Goal 3: Continually Improve the Quality of Life of the Whitely Neighborhood.

Why this is important

Whitely residents have identified the need for businesses to be closer to residents, possibly within the neighborhood (See Figure 11.1). Currently, there is a shopping plaza on McGalliard Road for groceries, clothing, and goods for the home. There are also businesses and community services on MLK Blvd. and along the Muncie Indiana Transit System (MITS) Route 5, which runs through the Whitely neighborhood. Limited access to these services, especially on McGalliard Road, encourages vehicle use, such as public transit or a personal car. Services should be provided within the neighborhood for the residents who are unable to provide their own transportation. The WCC is already partners with Indiana University Health Ball Memorial Hospital and the BSU business and education programs; providing health and wellness services and educational programs.

What this will involve

The WCC will need to create a subcommittee to organize and operate the services for this initiative. Programs can be created to distribute information, offer health care, and provide daily needs for Whitely residents. A subcommittee can choose an existing location to serve as a center for information about events and services in the neighborhood.

The subcommittee will be responsible for areas concerning health and will include opportunities for residents to receive care in the neighborhood. The WCC is already partners with Indiana University Health Ball Memorial Hospital. The hospital also has family medicine students who are part of community outreach programs. The subcommittee

can work with the hospital to organize health fairs for Whitely residents, education programs and presentations at Longfellow Elementary School, as well as support groups for those with illnesses. Also, health screenings can be planned in various locations throughout the neighborhood. The WCC subcommittee can also contact the hospital and the Delaware County Health Department to create a health or dental clinic in Whitely or to provide shuttles to these locations outside the neighborhood.

Some services will be focused on seniors and individuals with disabilities. Residents can either be taken to the locations of services or have these services brought to them. The subcommittee can organize different functions and programs such as carpooling services and grocery delivery services. A carpooling program involves volunteers with personal vehicles that can pick up residents at their homes and drive them to their destinations. Or, residents can prepare shopping lists and have volunteers deliver the purchased goods directly to their homes. Another option is for local businesses to offer delivery services and have store employees deliver purchases to homes. This transportation service can also go into the evening hours to improve safety for residents who need to travel outside of their homes after dark.

Funding can be provided through donations and fundraisers. A possible fundraiser is an annual Whitely neighborhood festival, which would be open to the public. This would help inform people from outside the neighborhood on the neighborhood improvements and the character of Whitely made through other Neighborhood Action Plan initiatives. A grant under the National Institutes of Health and a grant offered by Translational Research to Help Older Adults Maintain their Health and Independence in the Community (R01) under the National Institutes of Health and the Administration on Aging provides

funding opportunities for adults to maintain their health and independence in communities. These grants could help local residents enjoy the services they are currently lacking. The WCC, which is without 501c3 status, is eligible to apply. The WCC can work with BSU programs for the research on new practices, which is necessary to receive the grant. The award request is only limited by what is seen as appropriate for the project and the maximum award period is five years. Applications are submitted electronically and the closing date is May 8, 2014.

See: <http://grants.nih.gov/grants/>.

Title of Suitability Map:

Delivery of Services

Suitability analysis

The Delivery of Services suitability map shows the MITS bus route going through Whitely with the locations of neighborhood services like stores and community organizations. Many are along the bus route and on MLK Blvd.

A demographics study shows that Whitely has a greater percentage of seniors, ages sixty and older at 22% than Muncie as a whole at 17%. There is also a greater percentage (38%) of people with disabilities than the entire Muncie population (20%). These residents have different needs than other people living in the neighborhood and their issues need to be addressed through services that help them with necessities while considering their physical and emotional health. See *Demographics*

There are services like businesses, neighborhood organizations, and churches within Whitely but major places for shopping are currently outside the

neighborhood (See Figure 11.1). Residents need several forms of transportation to access the rest of Muncie.

Who will be involved in making this happen?

WCC subcommittee members will be residents. Local businesses, churches, and neighborhood organizations will work with the WCC. Partners like MITS and IU/Ball Memorial Hospital can also help.

Summary of Relevant Case Studies

Surrey, England

Surrey County Council in England wanted to bring services to people and people to the services. In the *Accessibility Implementation Signposts* the groups they focused on were children, seniors, disabled, low income, minority ethnic groups, and job-seekers. The proposed actions were co-location of services, using new technology like Internet to deliver information to residents, mobile services to the user, and personalization of services by user. They are measuring progress through surveys on a regular basis.

See: <http://www.surreycc.gov.uk>

Contact Information

Indiana University Health Ball Memorial Hospital
2401 University Avenue
Muncie, IN 47303
(765) 747-3111
<http://iuhealth.org/ball-memorial/>
Contact: Heather Rhodes

Delaware County Health Department
100 W. Main Street, Room 207

Muncie, IN 47305
(765) 747-7721
<http://www.co.delaware.in.us>
Contact: Donna Wilkins

Translational Research to Help Older Adults
Maintain their Health and Independence in the
Community (R01)
National Institutes of Health
9000 Rockville Pike
Bethesda, Maryland 20892
<http://grants.nih.gov/grants/guide/>

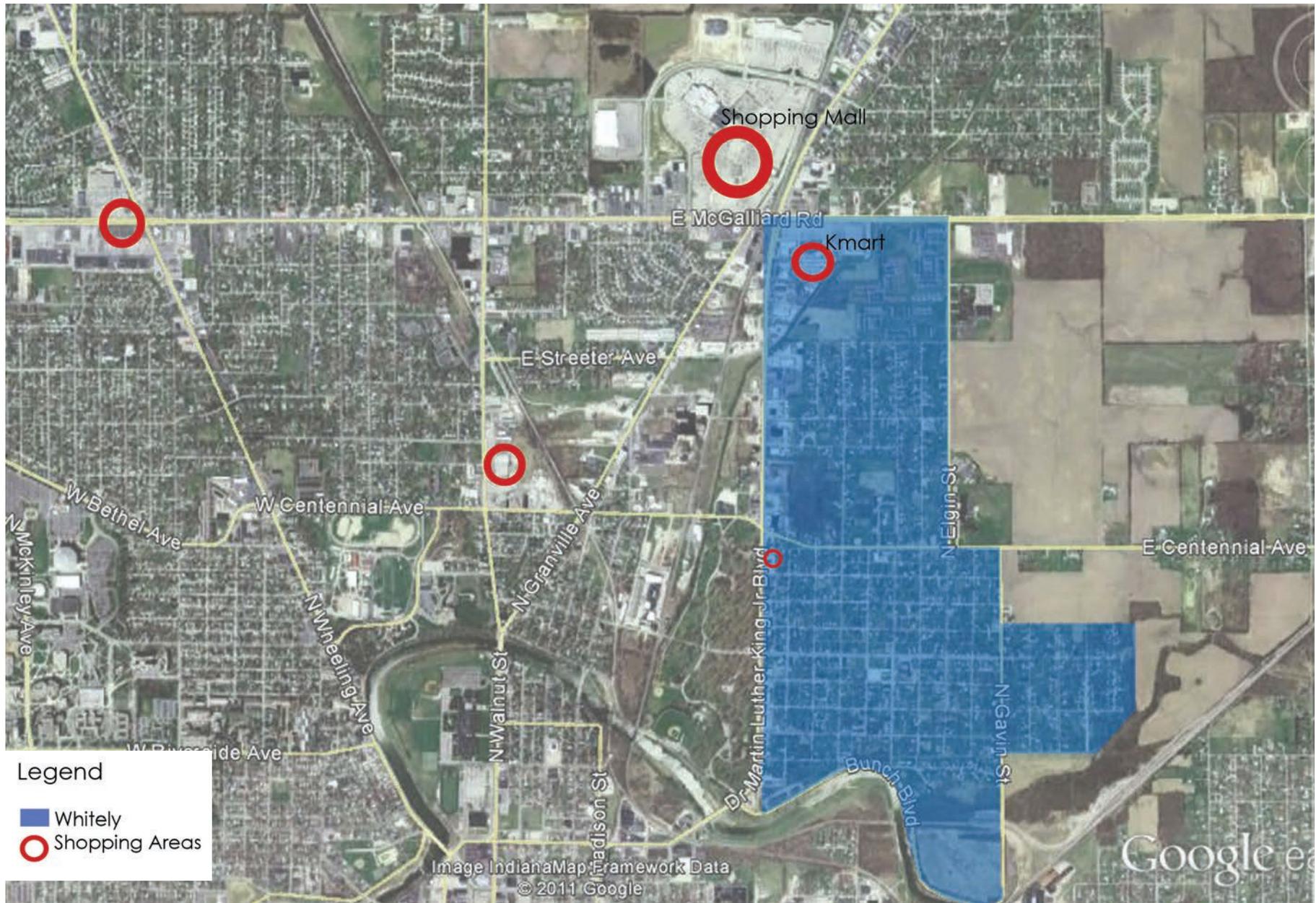


Figure 11.1- Shopping areas in relation to the Whitely neighborhood. Source: Google Maps.

Increasing Voter Participation and Knowledge

Increasing voter participation and knowledge relates to the third goal of the WCC: to improve the quality of life and safety for the residents as well as improving youth and adult education.

Why this is important

Increasing voter participation is an essential part of getting the needs of the Whitley Neighborhood heard by the Muncie City Council. Members of the community should vote in order to have the needs of the neighborhood represented. This means educating residents on the process of registering and voting as well as the locations for and benefits of voting. Voter education could start at a young age and can be accomplished through a number of activities, such as focus groups and/or family and community events.

What this will involve

It is important to effectively communicate and inform the community on the importance and process of registering and voting. Getting the word out about how and why to vote is essential for voter turnout. To help voters remember to vote, volunteers can hand out voting pins to registered voters (See Figure 12.1). Displaying artwork to encourage voting, such as in Figure 12.2, would be a great way to get artists and community members involved in the voting process. Educating the community in the processes of voting includes the how, where and when of registering and voting. Providing early voter opportunities and incentives, such as meals and other merchandise, for those unable to make it to regular voting times, has been proven to drastically increase voting turnouts.

To begin, the WCC could form a subcommittee to be in charge of organizing meetings and activities to increase voter participation and knowledge. This subcommittee could then invite potential candidates to participate in community events and

speak about important issues.

Also, speaking with local school officials to include voting and election material in the classroom during voting season would be essential to getting the youth involved. Depending on strategies taken, funding may or may not be needed. The meetings and education opportunities do not require any monetary funds; however, it would require the time and efforts of teachers, local officials and volunteers. If incentives are offered to participants of the voter education programs, donations and support may be needed from local stores and businesses.

Who will be involved with making this happen?

Increasing voter participation would include the schools, families, WCC representatives, political activists and organizations, and precinct representatives to ensure that residents are appropriately informed on the issues and processes associated with voting.

Summary of Relevant Case Studies

Chicago, Illinois

The Rainbow PUSH Coalition promoted the 'Get Out and Vote Campaign' and early voting. Jesse Jackson was a guest speaker who talked about the importance of early voting and according to him, working Americans find it hard to vote on voting day. Early voting has solved this issue in several states. The coalition hosted candidates campaigning for reelection who spoke about the important issues affecting voters and provided transportation and other incentives for attendees.

California

It is important to realize that not everyone will look to the Internet to find election information. For example, in order to encourage voters to

register, the California Secretary of State's office sponsors Voter Registration Week. During this week citizens are able to attend different events at different locations throughout the state including grocery stores, universities and colleges, and local businesses where there are voter registration forms and information regarding upcoming elections.

Colorado

Other examples of voter education are publications such as voter information pamphlets. The state of Colorado produces and distributes the Blue Book, written by non-partisan state staffers, to present the pros and cons of each issue on the ballot. The state of Oregon also prints and distributes a comprehensive booklet containing initiative and referendum information as well as candidate information for the upcoming elections.

North Dakota and Mississippi

States are trying to educate not only the voters of today, but also the voters of tomorrow. Many states have implemented civic education programs in elementary, junior high, and high schools. Programs like the North Dakota Student/Parent Mock Elections and Promote the Vote 2000 in Mississippi help young people see the importance of voting and how their involvement does make a difference.



Figure 12.1 - Voting pin given to early voters and children participating in mock elections. Source: <http://www.publicbroadcasting.net>.

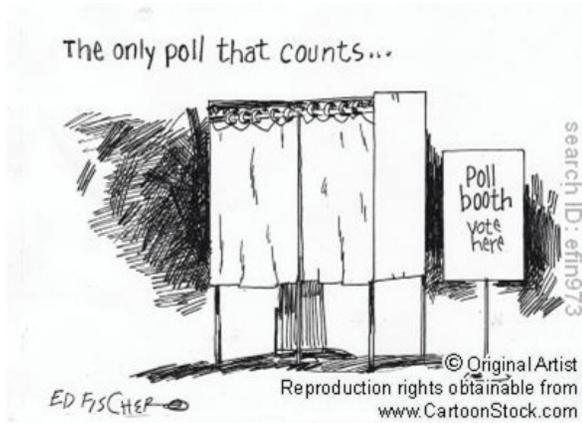


Figure 12.2 - Use local artists and media to encourage voting. Source: <http://www.cartoonstock.com>.

Public Transportation and Access Improvements

Public transportation and access improvements fit into all three of the following WCC goals: improve infrastructure, create jobs, and improve quality of life for all people in the Whitley neighborhood.

Why this is important:

Public transportation has played a major role in connecting people to important places for many years. It continues to make a difference in offering people more opportunities in terms of modes of transportation, especially for those without an automobile or another reliable form of transportation. Improving user access to the Muncie Indiana Transit System (MITS) bus service is important because people will be able to reach jobs and services easier if there are more opportunities to connect with the system. This subinitiative will provide growth opportunities where there is currently a lack of public transportation serving the needs of all Whitley residents. It pertains to individuals with disabilities, other adults, children, or persons with limited income that are unable to travel by automobile and offers the opportunity to utilize preexisting transportation to travel between employment centers, schools, shopping centers, job training, and other amenities throughout the city of Muncie.

What will this involve?

Job Access Reverse Commute (JARC) funds are authorized under the SAFETEA-LU (Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users). The overall goal of the JARC program is to “improve access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals.” Funds are designed to be flexible and available for small, urbanized, urban, and rural areas of the city. The urban area of Muncie, Indiana (population over 50,000) has the potential of receiving 20 percent,

or approximately \$3.75 million divided amongst all of the successful applicants with the same city classification as Muncie, of total federal Job Access Reverse Commute (JARC) funds. JARC funds can be used for late-night and weekend service, expansion of regular MITS bus routes, demand response service, rideshare and carpool services, financial support for administration, shared vehicle programs, guaranteed ride-home service, voucher programs, shuttle service, and a whole other variety of supporting innovative programs that will help increase the ridership and outreach of public transportation. A coordinated plan is the organization of assessments, strategies, and priorities is required for projects to be considered for funding. The Muncie-Delaware County Metropolitan Planning Organization (MPO) designed a coordination plan, based on the Allen County (Northeast Indiana) plan, that included census maps, origins and destinations, user and provider surveys, a series of public input meetings, and transportation needs surveys. The following is a list of steps, similar to the Allen County plan:

Step 1: Identify service providers in Delaware County and the service they provide; Step 2: Identify the transportation-related needs of individuals with disabilities, other adults, and persons with limited income in Delaware County; Step 3: Identify service gaps and redundant service in Delaware County; Step 4: Identify and prioritize strategies; Step 5: Outlines the selection process used to select projects to be pursued; Step 6: Suggests some implementation strategies and funding sources (Delaware County MPO Coordination Plan, 2007).

The Whitley neighborhood could take advantage of this initiative with strong support from its residents. Local-elected representatives are the basis for gaining support for funding at the federal level, such as the JARC program. It is important

for individuals in the neighborhood to be able to attend campaign events and election days, so that they can become more involved in the voting process. For example, public transportation could take people to the polls and various campaign functions to learn more about what the candidates will offer if elected. The more citizens are involved in these representatives' campaigns, the more likely they are to see these designed programs implemented in their neighborhoods. The people of Muncie should be completely connected to their elected representatives and have the ability to reach out to them in an effort to create an improved environment for all residents, or help bring "real solutions to real problems." This environment would encourage opportunities for job growth, training, education, safety, and more.

See: Voter Participation Initiative

Title of Suitability Map:

Access to Surrounding Areas

Suitability Analysis

This map shows areas of the Whitley neighborhood that have low, moderate, or high consideration in terms of possible expansion of public transportation. More flexibility in public transportation could provide individuals with the opportunity to access employment and important daily needs. As the map shows, it is not of high consideration or economic feasibility to run any kind of transit service down all of the streets in the Whitley neighborhood. The most suitable places, highlighted in green, are along MLK Blvd. and Centennial Ave. and were determined by expanding preexisting bus routes with access to businesses along MLK Blvd. as well as McCulloch Park. Moderately suitable places, shown in yellow, run along Gavin St. and Bunch Blvd., and were determined by access to open space south of the neighborhood and the White River. The least suitable places, shown in red, run along every

minor residential street, and were determined by preserving the quiet nature of the neighborhood.

Who will be involved with making this happen?

The Transportation Advisory Committee (TAC), a subcommittee of the Indiana Department of Transportation, involves representatives of all entities interested in delivering transportation services to elderly and low-income individuals. A subcommittee involving the WCC should be involved in coordinating efforts with the TAC in submitting possible projects to the JARC funding process.

Additionally, human service providers, or demand response service providers meeting the mobility needs of individuals experiencing crises, should be involved in this subinitiative. A combination of the above, local jurisdictions, and MITS riders will all combine efforts to ensure that the transportation needs of Whitley residents are met.

Summary of Relevant Case Study

Delaware County MPO Coordination Plan

The transportation needed by most individuals is variable and is usually dependent on the destination. MITS offers service to the most prominent locations around the City of Muncie. However it leaves gaps between some locations, such as suburban manufacturing centers.

As explained by the Federal Transit Administration (FTA), "the Job Access and Reverse Commute program was established to address the unique transportation challenges faced by welfare recipients, limited-income persons, and others seeking to obtain and maintain employment."

This plan is intended to cover immediate-future strategies for public transportation. The overall

goal of this plan is to fill in the service gaps left by current public transportation providers using federal funding programs. Individuals with disabilities, elderly, and persons with limited income have a variety of destinations to which they need to travel everyday.

In 2007, transit riders identified some of the following service gaps: no bus service to Meijer, Menards, the Bureau of Motor Vehicles on McGalliard Road, or to special events or destinations, such as the Indianapolis Airport and Prairie Creek Reservoir. There are no opportunities for late-night, weekend, or holiday service. There seems to be a need to reduce the 45-minute delay for the MITSPlus door-to-door service for the mobility impaired (see Figure 13.1); however MITS has made efforts to meet the challenges of transit riders by offering improvements to their website, a phone number where information about service can be obtained, and an accessible transportation voucher program for wheelchair accessible "taxi" service (Delaware County MPO Coordination Plan, 2007). However MITS has made efforts to meet the challenges of transit riders by offering improvements to their website, a phone number where information about service can be obtained, and an accessible transportation voucher program for wheelchair accessible "taxi" service.

The consensus among the public in Muncie seems to be that there is "no affordable, non-medical transportation service" available after MITS service ends until service startup on Monday morning. There is a need for more easily communicated information, teamwork, coordination of efforts, simplified service, and an uncertainty for the JobConnection/JARC program (2007). Public transportation will never be as effective as it should unless it provides trips to and from destination points for all users who otherwise wouldn't have access to another form of transportation. JobConnection, which runs from 5:30 am to 12:30 am during the week with no service on weekends,

is an effort to fill in the gaps for employees who rely on public transportation for access to services and employment (2007).

MIT'S, however, is currently developing a new “real-time” strategy that will offer riders actual bus arrival times based on current innovation in intelligent transportation systems (ITS). It will be readily available for the public through internet, text messaging, smartphone, and electronic bus shelter sign updates (See Figure 13.2). The real-time information strategy is working on getting people the things they need to know to allow them to be more informed when it comes to mobility. This will help increase the amount of transit ridership in Whitley by providing the public with up-to-the-minute bus arrival times.

Contact Information for Grants

Muncie Indiana Transit System (MITS)
1300 E. Seymour St.
Muncie, IN 47302
Route/Schedule Information: (765) 289-6487
MITSPlus: (765) 284-4753 option #2
Administration: (765) 282-2762 option #3
<http://www.mitsbus.org/contact.asp>

Delaware-Muncie Metropolitan Planning Commission
100 W. Main St., Rm. 206
Muncie, IN 47305
(765) 747-7740
<http://www.co.delaware.in.us/department/?fDD=20-0>

Indiana Department of Transportation (INDOT Greenfield District)
32 South Broadway
Greenfield, IN 46140
Toll Free: (855) 463-6848 (24-hour dispatch)
Fax: (317) 467-3957
Email: eastcentralin@indot.in.gov



Figure 13.1 – MITSPlus demand responsive bus service. Source: <http://www.mitsbus.org>.

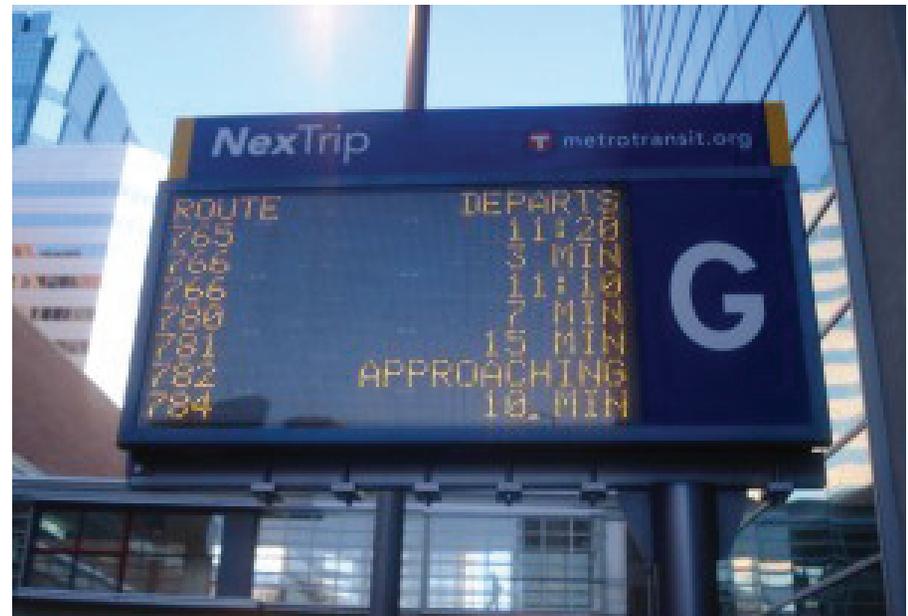


Figure 13.2 – Intelligent Transportation System. Source: <http://www.intelligent-networks>.

Education and Information

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Initiatives for Education, Career Development, and Skills

Overall goals of this initiative

Education plays an integral part in neighborhood planning as it enables individuals to develop and better contribute to their neighborhood. Therefore, four sub-initiatives were developed around youth and adult education opportunities that the Whitely residents felt were needed. These sub-initiatives are intended to help people of Whitely help themselves by providing educational services that will improve everyone's quality of life and better the local business environment.

History of this initiative

Adult and youth education sub-initiatives were developed as a result of both feedback from public meetings and the WCC goals. At the first WCC meeting with the BSU Neighborhood Planning studio, Whiteley residents expressed a desire to increase educational opportunities for both adults and youth alike, providing after-school services for the youth and finding more resources for the Buley Center. That aligned with the WCC's third goal of improving quality of life, safety, and youth and adult education. Education was distributed into four specific sub-initiatives: youth bike shop, career development, new business

assistance, and environmental education. Finally, each of the four sub-initiatives has been distributed into high, medium, or low priority category for implementation within Whitely. These sub-initiatives will benefit the entire neighborhood, from the youth to the elderly.

The priorities for this initiative

High priority

The Bike Shop sub-initiative is of high priority to the neighborhood since it engages the youth and creates positive social interaction between generations. It also should be easy to set up once adequate supplies and people are organized. This program is able to teach youth that hard work is rewarded while also giving them a sense of community ownership through community service. The greatest opportunity for getting this initiative going is to team up with and share resources with the Community Tool Shed sub-initiative, which is currently in progress of being set up by the WCC.

Medium priority

The Career Development sub-initiative is of medium priority. It enhances the quality of the business community for Whitely and the city of Muncie as a whole. This sub-initiative will help

residents connect with resources that will help community members help develop skills needed in the workforce.

The New Business Assistance Program sub-initiative is also of medium priority because it will help residents of Whitely develop and expand their personal business ideas. Although fewer residents will directly use this sub-initiative than the Career Development sub-initiative, it could lead to a more stable business environment within the community, and bring services that residents and businesses require into their own neighborhood.

Low priority

The Environmental Education sub-initiative is of low priority due to the lack of urgency. Although being well educated on how to protect the environment is important, tough economic times and the decline of the neighborhood has led people to be more focused on helping themselves so that they can then be in a position to help others and the environment.

Education, Career Development, and Skills

Career development training establishes a more skilled workforce to assist job creation, a part of the WCC's second goal, and provides adult learning opportunities, a part of the WCC's third goal.

Why this is important

Career development sub-initiatives are important as a step for motivating residents within Whitely to better compete in the regional job market. Career development programs can also greatly benefit the overall Whitely community. Skills training helps prepare neighborhood residents for new careers and connects residents with new employment opportunities (See Figure 14.1). Having a more skilled workforce within the neighborhood can boost the attractiveness of the area to new businesses, and raise the quality of work output by existing businesses. Finally, activating residents with newly acquired skills for participating in neighborhood plans can enhance community involvement.

The WCC has already recognized the importance of career development opportunities and started numerous sub-initiatives. The WCC has partnered with Work One to take advantage of resume writing and job training courses and has taken a strong stance for advocating more use of the Muncie Area Career Center (MACC). They have also recently established a partnership with the Union Chapel to develop leadership courses. Although the WCC has already made a lot of progress in this area, using the momentum to continue creating more partnerships and opportunities for Whitely residents will benefit the neighborhood tenfold.

What this will involve

As offered by the adjacent MACC, career development can include learning new skills in computer technology, building trades, leadership,

etc. (See Figure 14.2). As one of the major assets for career development, the MACC currently provides training for numerous skill-sets and professions. Further, by expanding programs within the MACC to include career counseling as well, residents could receive training in new skills such as computer technology, writing, and professional development. Partnering with the MACC is an extremely valuable step toward providing residents with access to skills-training.

Through the partnership, the MACC may be willing to provide courses at a subsidized cost to Whitely residents and/or funds could be allocated from the WCC to support MACC. A detailed report of benefits, such as future increased community participation in MACC programs, and gains from neighborhood economic expansion should be put together to provide evidence for this partnership. Utilizing BSU and/or Ivy Tech Community College students for such a business report could be an effective strategy for the WCC.

This program should be addressed simultaneously with the New Business Assistance Program (NBAP). The NBAP is an initiative within Whitely to develop new local businesses and enhance currently existing local businesses (See "New Business Assistance Program"). By partnering the career development sub-initiative with the New Business Assistance Program, residents can focus training for employment in new businesses developed in the NBAP. This partnership can provide new career opportunities for residents, skilled labor for new businesses, and a neighborhood that works together to build community connections.

Finally, programs within this sub-initiative could further be used to give back to Whitely by putting the new skills to work. For example, after completing a building trades training program, graduates could lend their skills to neighbors

by volunteering to help with sub-initiatives such as the Home Repair Task Force. Not only does this encourage neighbors to support each other, but is also a good way to get word out about the programs being offered and demonstrate their success.

Title of Suitability Map:

New Business and Career Development

Suitability Analysis

While considering the suitability of skills and career development in, Whitely, several criteria were considered:

- Existing education and informational centers: Indiana Small Business Development Center, Muncie Area Career Center, Huffer Memorial Children's Center, Longfellow Elementary School, Conley Library, Motivate Our Minds, Friends of Conley, Buley Center. These places help people find information on business development and provide opportunities for people who need developmental resources to help them find and keep jobs.
- Locations of gathering: churches have the capacity to hire residents of the community for renovation projects or on-going programs and activities that they sponsor. In addition, churches are able to pool their own resources with those of other community organizations in order to create opportunities for local businesses to start up or expand their activities.
- Many houses near the major streets are convenient to access. People can make full use of the vacant houses here with good locations to create their business or set up training courses.

Therefore, the most suitable areas, shown in green, are the existing resources, churches, and

buildings located along the major roads in Whitley: MLK Blvd, Highland Ave, Centennial Ave, and Macedonia. Moderately suitable areas, shown by yellow, are those that are neither highly suitable nor the least suitable. They are not inappropriate for career development sub-initiatives, but they do not present an apparent advantage over other places, either. Finally, the least suitable places, shown by red, are not suitable for these initiatives due to locations on the edge of Whitley that are more difficult to reach.

Who will be involved with making this happen?

The WCC has already begun working to develop training opportunities by partnering with the Union Chapel. Dr. Corine Carr, one of the chapel's counselors, is instructing a class of ten residents in a four week course covering various leadership skills and topics. Continuing this partnership will provide the neighborhood with important community leaders and is a good starting point for career development programs.

One of the key connections for career development will actually be the New Business Assistance Program. By strongly linking these two programs, residents will be provided with an inventory of new employers looking for skilled employees for hire. This will help boost economic gains within the neighborhood and create a strong connection between residents. The Muncie Area Career Center is the best place to develop training programs and partnerships for the residents of Whitley. The institution houses numerous courses that would greatly benefit the neighborhood, but funding for neighborhood-run training programs could also be found. Funding could come from the following sources:

Local Banks and Donations

Local banks could provide micro-loans. The WCC would first need to be incorporated, and present

a full business plan and financial portfolio in order to apply for the loans. These funds could then be used to sponsor new business ventures or initiatives. Also, individuals or business partnerships could apply for loans. This direction could also be taken if several residents were to turn a training program into a business venture.

Additionally, donations could be collected from residents, churches, and local entrepreneurs to sponsor this sub-initiative. Because everyone in Whitley gains from increased knowledge and training within the neighborhood, these various groups may be willing to contribute toward funding.

Enhanced Transitional Jobs Demonstration (ETJD)

The Department of Labor's Employment and Training Administration (ETA) announced the availability of approximately \$40 million in grant funds authorized by the Consolidated Appropriations Act of 2010. These funds were provided to support successful applicants in providing Enhanced Transitional Jobs Demonstration (ETJD) programs and related activities in order to increase the workforce participation of low-income, hard-to-employ populations, specifically non-custodial parents and/or ex-offenders reentering their communities. ETA intends to fund grantees proposing to implement ETJD program models that go beyond traditional jobs (TJ) programs currently operating or tested previously. ETA seeks applications from either Local Workforce Investment Boards or non-profit community or faith-based organizations with 501c3 IRS status. Preferred applicants are those with experience with providing TJ programs, or that represent a partnership that includes an organization with experience providing TJ programs. Applicants must demonstrate that a relationship exists with the required partners or that such a relationship could be established quickly through existing connections and agreements

that work together. Applicants may also include other partners that can provide needed services for program participants as described in the SGA. Upon selection, all grantees will be required to participate in a random assignment evaluation. In previous years, these grants were usually open for applications in March and due in April.

See: <http://www.doleta.gov/grants/pdf/SGA-DEA-PY-10-11.pdf>.

Community Action Grants

Community Action grants provide funds to individuals, community-based, non-profit organizations, as well as American Association of University Women (AAUW) branches and AAUW state organizations, for innovative programs or non-degree research projects that promote education and equity for women and girls.

For the 2012–2013 Grant Year, applications became available in August of 2011 and are due by mid January of 2012. Grants are categorized by their funding time lengths; one- or two- year grants. One-year grants, effective from July 2012 to June 2013, provide seed money for new projects. Topic areas are unrestricted, but should include a clearly defined activity that promotes education and equity for women and girls. Grants range from \$2,000 to \$7,000. Two-year grants, effective from July 2012 to June 2014, provide start-up funds for longer-term programs that address the particular needs of the community and develop girls' sense of efficacy through leadership or advocacy opportunities. Topic areas are unrestricted, but should include a clearly defined activity that promotes education and equity for women and girls. These grants range from \$5,000 to \$10,000.

2012 grants should be available for viewing in December or early January 2012. Further, WCC incorporation may be a necessary initial step to attain funds to be further allocated toward more specific programs.

See: <http://www.act.org/aaaw/cag/>.

Summary of Relevant Case Studies

New Orleans, Louisiana

Many of these programs can be accessed already through the Muncie Area Career Center. Numerous schools throughout the U.S. have programs that give students hands-on training in construction and construction management, but do not necessarily teach their programs community-wide. An excellent example comes from New Orleans, LA. After Hurricane Katrina, students in building trades programs from Alfred State College helped restore and rebuild homes throughout the City. Fourteen senior carpentry students spent fifteen weeks in New Orleans, and Bay St. Louis, MS using their acquired skills to assist the communities

See: <http://www.alfredstate.edu/life-on-campus/ways-to-get-involved>.

Contact Information for Grants

American Association of University Women
101 ACT Drive
P.O. Box 4030
Iowa City, IA 52243-4030
<http://www.act.org/aaaw/cag/>
*Information correct as of 2010

Department of Labor's Employment and Training Administration – Region 5
230 South Dearborn St., 6th Floor
Chicago, Illinois 60604
(312) 596-5400
<http://www.doleta.gov/grants/>

Other Contact Information

Muncie Area Career Center
2500 North Elgin Street.
Muncie, IN 47303
(765) 747-5250
Fax: (765) 747-5455



Figure 14.1 - These strategies can help create new neighborhood employment opportunities. Source: <http://www.hourlycareers.com/>.



Figure 14.2 – The MACC is located on the east side of Elgin St. Artist: Ryan Phelps.

Environmental Education Campaign

This initiative addresses the WCC's third goal of improving the overall quality of life, making Whately a safer place, and improving educational services for both youth and adults.

Why this is important

This initiative is important because Whately residents, as well as visitors, should recognize the value of green infrastructure and know about the ecological systems that exist in the neighborhood.

What this will involve

The WCC Infrastructure subcommittee should make recommendations for this initiative by creating an inventory of green infrastructure within the neighborhood, and creating a list of unique environmental elements of Whately. Connections should also be made with people who are interested in sharing their knowledge on green infrastructure and ecology, including teachers, professors, architects, and ecologists. The WCC can also partner with local schools and education centers in the neighborhood, as well as the Muncie-Delaware Clean and Beautiful Organization (See Figure 15.1).

Informational boards and plaques can be placed throughout the neighborhood, describing green infrastructure features and ecological systems (See Figure 15.2). The subcommittee will also have presentations to educate both residents and non-residents, and host group discussions to address questions that residents might have (See Figure 15.3). Presentations could be held at the Buley Center, Muncie Area Career Center, Longfellow Elementary School, in community gardens, parks, or other locations in the neighborhood with large gathering spaces.

Funding will go towards appropriate signage, as well as producing literature that can be distributed

throughout the neighborhood. These signs would share a similar design to those described in the Identity, Wayfinding, and Neighborhood Signage Initiative. Funding could potentially come from the Environmental Protection Agency's Environmental Education Program Grants. The purpose of these grants is to provide money to support environmental education projects that increase the public's awareness about environmental issues and provide them with the skills to take responsible actions to protect the environment. The grants they provide to neighborhoods are normally worth around \$10,000, though these grants' values range from \$500-\$50,000, depending on the size of the organization and project at hand. The WCC would need to become a 501c3 organization in order to receive money from this grant program, but Muncie Area Career Center or Longfellow could apply for this grant currently. The WCC would be able to use the funds towards everything described in this initiative. The due date for the past year was in mid-October.

See: Identity, Wayfinding, and Neighborhood Signage Initiative.

These strategies will promote the ideas of neighborhood maintenance, help create a positive neighborhood identity, and also lead to a shared sense of pride for Whately. They will also help engage residents with some of the programming described in the Initiatives for Expanding Recreation Opportunities and Neighborhood Activities.

See: Initiatives for Expanding Recreation Opportunities and Neighborhood Activities.

Suitability analysis

The key locations will be those areas where green infrastructure is implemented, and in parks and open spaces.

See: Green Infrastructure Priorities Map and Parks and Open Space Map.

Who will be involved with making this happen?

The WCC subcommittee, local educators, and residents of all ages will be the most involved with making this happen. Teachers from Muncie schools, professors from Ball State, and after-school program coordinators, as well as designers knowledgeable in green infrastructure, could lead discussions on the environment and sustainability. Also, instructors from the Muncie Area Career Center could lead workshops on home maintenance. The Muncie-Delaware Clean and Beautiful Organization could also be of immense help, as they already organize Muncie's annual White River Clean Up day, downtown clean-ups, and have initiatives focused on urban gardening and addressing vacant lots.

Summary of Relevant Case Studies

Shreveport, Louisiana

Shreveport Green, a non-profit organization in Shreveport, Louisiana, established the goals of "removing blight, assisting low-to-moderate income areas, encouraging better home and neighborhood improvement practices, and educating residents on home maintenance and environmental care practices." One of the strategies developed to meet these goals is to develop informative materials that teach citizens to be good homeowners and community activists. Their community education initiative involved distributing brochures that gave instruction on landscaping, home and neighborhood improvements, delivering door hangers encouraging home care practices, assisting neighborhood associations, and making school presentations to teach youth to be environmentally responsible.

Contact Information for Grant

Environmental Education Grants Program
Environmental Protection Agency, Office of Environmental Education
U.S. EPA, Region 5
77 West Jackson Boulevard (AT-18J)
Chicago, IL 60604-3507
Contact: Megan Gavin
Contact: gavin.megan@epa.gov



Figure 15.2 - Signage is a significant aspect of environmental education. Source: <http://blogspot.com>.



Figure 15.1 - Outdoor ecology classes can teach Whitley residents about the environment they live in. Artist: Yuyi Wang.

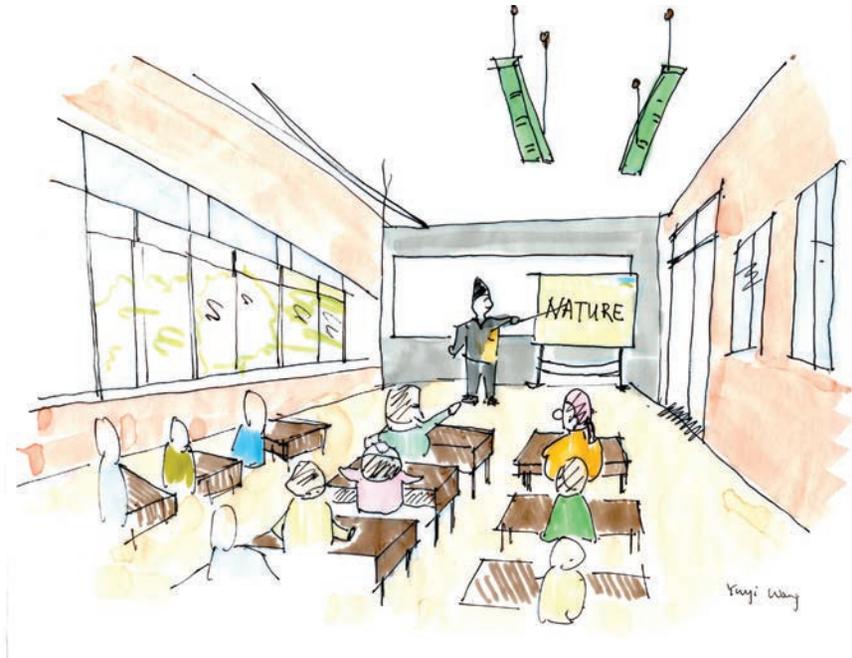


Figure 15.3 - Hosting public meetings can lead to answered questions and greater support for green infrastructure. Artist: Yuyi Wang.

Neighborhood Bike Shop

This initiative addresses the WCC's third goal of improving the overall quality of life, making Whitley a safer place, and improving educational services for both youth and adults.

Why this is important

A neighborhood bike shop would encourage youth to get engaged in Whitley through the incentive of earning their own bicycle. Bicycles would be earned through community service work, and the children would gain experiences and relationships built through their engagement in the neighborhood. The educational value to the participating youth will be bike safety, how to become involved in a community and real-world experience in bike maintenance.

What this will involve

The first step is to create a WCC subcommittee to oversee the bike shop. The subcommittee would gather volunteers to help with fund raising and finding a suitable location. Funds could be raised through a variety of activities such as a community bike sale or donations from Whitley's businesses. A website by riders for riders, *www.Caree.org*, is involved with charity and fundraising bike events. The website provides a list of fundraising ideas, including a mow-a-thon, where volunteers mow yards in the neighborhood to collect donations, and area businesses donating unused employee's vacation pay to the bike shop.

In addition to fund raising, opportunities for grants to fund the shop could be explored. The Central Indiana Community Foundation provides grants to communities looking to enhance economic stability, health and wellness, and education in order to create a thriving community. The PeyBack Foundation grants, generally in the range of \$10,000, fund programs that directly benefit economically disadvantaged youth through

relationships and activities. After-school programs are favored by the foundation, and these grants are typically available for 510c3 organizations in Indiana. The SIA Foundation offers another grant opportunity, as they provide funds to Indiana entities needing to invest in facilities, equipment, or real estate.

The money raised through these activities would be spent on purchasing the facility as well as bikes, parts, safety gear (i.e. helmets, reflectors, etc.), and tools. It would also cover utilities and other expenses not covered by donations. Donations for services done by children and shop volunteers will be used to keep the shop running after it is opened.

Potential locations include the old tavern at the northwest corner of Highland and Macedonia Ave as well as the former car dealership on MLK Blvd. (See Figure 16.1). The bike shop could receive donated used parts and bikes from other bike shops in Muncie, such as Kirk's and Hardin's. Preferably, this bike shop would be combined with the community tool shed, referred to under the Housing and Vacant Lot initiatives, in order to share the location, tools, and volunteers required for each program (See Figure 16.2).

The shop would teach youth how to repair bikes in a hands-on environment, with the guidance of adults, volunteering as teachers and mentors. Elementary through junior-high children would be instructed one on one in life skills such as basic mechanics and the Bike Rules of the Road. By meeting community service requirements for participating, they are able to earn their own bikes and accessories. High school students who were previously in the program could be welcomed to volunteer in the future as mentors in the bike shop.

This program not only gives children valuable experience in a technical skill, but also uses their time to build positive relationships and develop

a sense of self-worth and ownership in the community. After a child has earned his or her bicycle, new parts, supplies, and accessories can be earned through additional community service and volunteering. The bike shop creates a safe and fun environment for kids to learn new life skills, while teaching them teamwork, responsibility, and community involvement. The most important skill that may be taught through this program is that hard work is rewarded.

Title of Suitability Map:

Bike Shop Suitability

Suitability analysis

The target age range for participants in the Whitley Neighborhood Bike Shop is seven to thirteen. Due to the young age of participants, the location needs to be easily accessible without access to a vehicle and be a safe location for children. It also requires a location that features an enclosed "shop" space that allows for multiple bike repair stations, and a community tool shed.

The best-suited locations on the map (See Bike Shop Suitability map) are properties with existing structures or services that would allow for the bike shop to be started up with minimal costs. The locations marked as moderately suitable (yellow) are acceptable sites with no apparent advantage over other spaces. Those areas that are least suitable are located on the edge of Whitley or near adult establishments. These recommendations will help the bike shop be accessible, safe, and in a position to positively influence the young minds who use it.

Who will be involved with making this happen?

A group of volunteers interested in working with children as both role models and teachers and possessing skills in general bike maintenance

or mechanical work are a necessity. Individuals with business experience would be helpful but not required. The following foundations may be grant opportunities:

PeyBack Foundation

Provides leadership and growth opportunities for children at risk, and has given out \$4.3 million throughout Indiana, Tennessee, and Louisiana since 2002. Their main funding focuses include leadership and life skills, mentoring, after school/ summer programs, and healthy living.

Subaru of Indiana Automotive, Inc Employees (SIA) Foundation

Funded by Subaru of Lafayette, IN and provides funding for Indiana organizations and entities that are focused on providing arts and culture, education, or health and welfare to Indiana residents. They have awarded over \$589,000 to Indiana organizations since 1998.

Summary of Relevant Case Studies

The Beltline Bike Shop

The Beltline Bike Shop located in southwestern Atlanta, Georgia offers incentives to urban youth for participating in community service activities. Adult volunteers work three days a week in the shop mentoring kids, ages eight and up, and teaching them how to use tools to fix bicycles (See Figure 16.3). While the bike shop repairs donated and rescued bikes, the kids of the community earn them through community service events. Either by volunteering in the bike shop or throughout the community, the children work to earn their own bicycles and helmets.

Hardin's Bike Shop

Hardin's Bike Shop, on the south side of Muncie, allows local youth to come in and use or rent tools which allow them to fix their own bikes. The children are responsible for bringing the tools back or paying fines for lost or broken tools. The experiences that the owner, Todd, has had with the kids has allowed him to build a positive relationship with the local youth and their parents while also giving the children skills that they most likely have not learned otherwise.

Contact Information for Grants

PeyBack Foundation

6325 N. Guilford, Suite 201

Indianapolis, IN 46220

(877) 873-9225

<http://www.PeytonManning.com>

Contact: Elizabeth Ellis

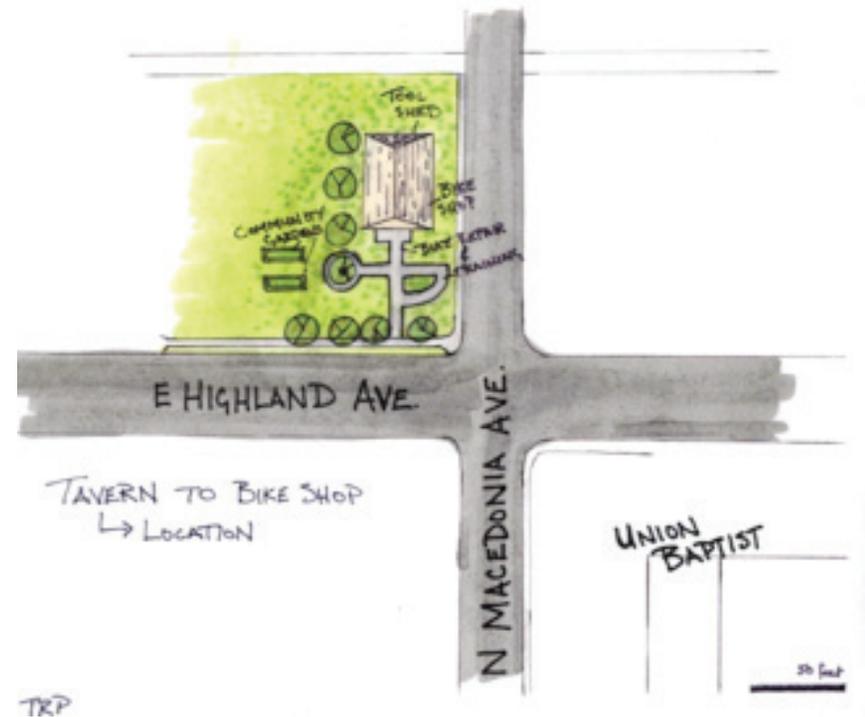


Figure 16.1 - The old tavern at the corner of Highland Ave and Macedonia Ave would be an ideal space or place for the Whitely Neighborhood Bike Shop, due to its size and location. Artist: Ryan Phelps

SIA Foundation

P.O. Box 6479

Lafayette, IN 47903

(765) 449-6565

<http://www.SIAFoundation.org>

Contact: Shannon Walker

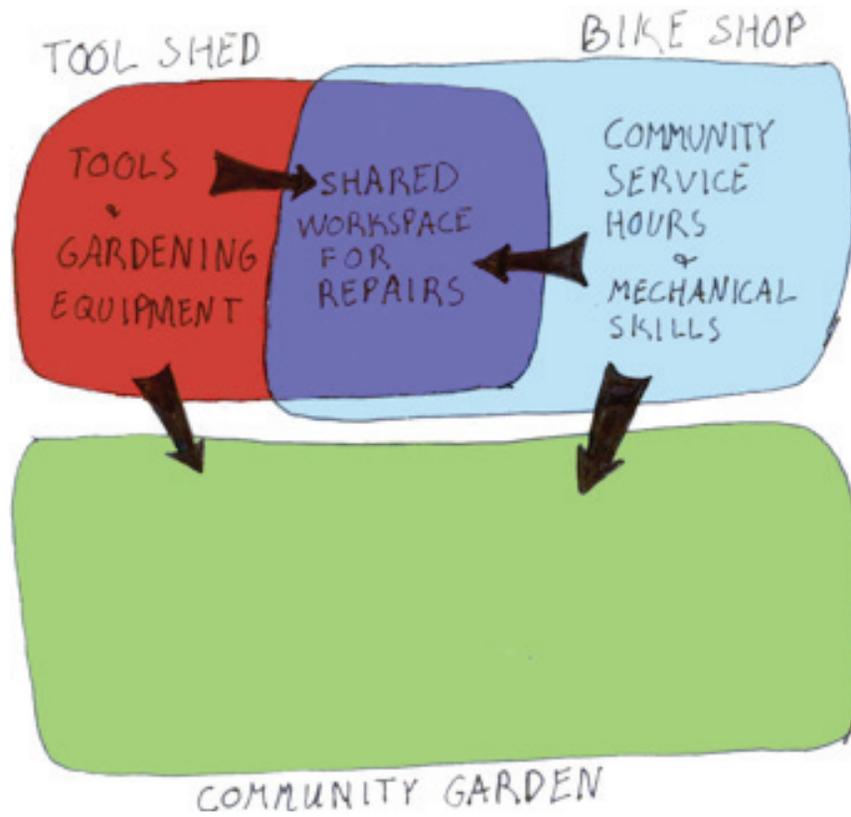


Figure 16.2 - The tool shed and bike shop can share tools, volunteer labor and space, resulting in saved resources. Artist: Travis Glascock.



Figure 16.3 - Teaching basic mechanical skills at the Beltline Bike Shop in Atlanta, Georgia. Photo: <http://beltlinebikeshop.com/about/>.

New Business Assistance Program

In 2010, the WCC established a set of three goals that would lead the Whiteley neighborhood in a process of change and neighborhood development. The second goal focused on job creation and the third on an overall increased quality of life through established youth and adult learning opportunities. The New Business Assistance Program focuses on the WCC's 2nd goal by encouraging new business development that will initiate new economic opportunities within the neighborhood and support job creation. However, it also supports the 3rd Goal by incorporating training for business ownership and on-going support to increase the business know-how of the community overall. By developing the New Business Assistance Program, two of the WCC's goals will provide positive community interaction and exemplary implementation.

Why this is important

During the initial meetings with residents, there was an expressed desire for new businesses, but more importantly the necessary training that would lead to successful new businesses (See Figure 17.1). A new business assistance program would lend support to residents interested in starting new businesses and/or improving existing businesses by training business owners to deal with the difficulties of opening and running their own business, connecting to resources available for small businesses, and assisting with locating funding sources. This program could also connect new business owners with local individuals that are searching for employment.

Economic development within the neighborhood has been a major focus for the Whiteley Community Council (WCC) and this sub-initiative fills a gap in current programs. By encouraging residents to be self-sufficient, this program can also lead to the development of new leaders within the neighborhood that can step forward to assist in

other programs and initiatives.

What this will involve

The new business assistance program begins through the creation of a WCC subcommittee. The subcommittee would be in charge of providing information to residents on all available programs as well as keeping in contact with the East Central-Indiana Small Business Development Center (ISBDC). As the main resource for the initiative, a partnership with the ISBDC would be beneficial and falls under the jurisdiction of the WCC subcommittee. Having a subcommittee is especially important because the ISBDC is located in downtown Muncie (See Figure 17.2) and getting the word out to residents is a way to take advantage of a pre-existing program that will allow the neighborhood to conserve its resources.

Residents that have an idea for opening a business or growing their existing business, but are unsure of how to proceed can start by acquiring information from the WCC subcommittee. Initial involvement for residents includes participating in business ownership courses. The ISBDC hosts courses such as the "Launch your own Business" course for a small fee, currently set at \$25. As the ISBDC already has programs in place for training and counseling current business owners in how to be successful, a key component for this initiative is informing residents of the already existing resources provided by the ISBDC and forming a partnership to improve return time from the program; this can be accomplished best through the WCC subcommittee.

Once residents have taken the beginning courses, the ISBDC provides free one-on-one consultation for developing a detailed business plan (See Figure 17.3) and a strong financial portfolio. The ISBDC also provides tools for market research and feasibility studies. Residents will be able to work

closely with the extremely qualified counselors to expand on their early ideas and figure out the details of the business needed to prepare for bank and investor presentations. As the ISBDC is an entity of the Federal Small Business Administration (SBA), other loan opportunities will also be available for start-up businesses depending on specifically defined criteria.

One such loan program to be considered is the SBA's microloan. The Microloan Program provides small, short-term loans to small business concerns for the purchase of inventory, supplies, and furniture/fixtures within the business, machinery, and working capital. But like an investor, the regional microloan intermediary must be convinced of a profitable venture before deciding whether and how much to loan. Average loans are worth around \$13,000, but can be up to \$50,000. The East-Central Indiana microloan intermediary, that services Delaware County, is located in Anderson, Indiana.

With ongoing consultation and support from the ISBDC and possibly other area resources such as the Muncie Area Career Center, Ivy Tech, and Ball State business programs, new businesses will develop strong, success generating plans for economic development and growth. Residents will be able to build new businesses and greatly increase the neighborhood education, access to services, and quality of life by building on the already existing WCC partnerships, all while leading prosperous business ventures.

Title of Suitability Map:

Business, Career and Education Development

Suitability analysis

While considering the suitability of business development and career development in, and close to, the Whiteley neighborhood, several criterion were considered. The most suitable areas,

represented in green, were found to be existing resources, churches, and buildings located along the major axes of the neighborhood: MLK Blvd., Highland Ave., Centennial Ave., and Macedonia Ave. Moderately suitable areas, represented by yellow, are those that are neither highly suitable nor the least suitable. The least suitable places, represented by red, are not suitable for the initiatives on business development because they are at the edge of the neighborhood and are more difficult to reach.

The list below highlights the important features that were considered as criterion for the final distribution:

- Existing education and informational centers: Indiana Small Business Development Center, Muncie Area Career Center, Huffer Memorial Children's Center, Longfellow Elementary School, Conley Library, Motivate Our Minds, Friends of Conley, Buley Center. These places are already the basis of education in and near Whiteley and help people find information on business development and provide opportunities to people who need developmental resources to help them find and keep jobs.
- Gathering locations: churches have the capacity to bring together residents of the community for renovation projects or on-going program and activities which they sponsor. In addition, churches are able to pool their own resources with those of other community organizations in order to create opportunities for local business to start up or expand their activities.
- Access: many houses near the major streets are highly accessible. People can make full use of these vacant houses to create their businesses or set up training courses.

Who will be involved with making this

happen?

While the Indiana Small Business Development Center is a key resource for training new and existing business owners, the WCC, Muncie Area Career Center, and local banks will also be important partners for the program to fully develop.

Summary of Relevant Case Studies

Case Study 1: Hartford, Connecticut

An organization in Hartford, Connecticut, works with women who are welfare recipients to help them move to a job or self-employment. Local banks provide small commercial loans to graduates of the self-employment program which they have established and also supply ongoing entrepreneurial support for the new ventures generated by this program (Kretzmann & McKnight, Building Communities from the Inside Out).

Case Study 2: Dorchester, Massachusetts

The "Welfare to Work" program trains welfare recipients in microenterprise and self-employment. The program was established to assist welfare recipients in retraining for the work force since the welfare reform in 1996 limited the amount of time citizens can receive support.

Although microenterprise does not work for everyone, the program has had decent success since the 1980's and provides distinct advantages for those who are willing to take on the challenge. The goal of the program is to provide alternative or supplementary income to traditional employment while assisting in the education of welfare recipients. The main advantage of the program is training in self-employment, which allows the trainee to develop and work on their own schedule. As mentioned above, starting a business is a great way to supplement traditional employment and if successful can lead to permanently being your own boss.

While there are several different types of "Welfare to Work" programs, one of the more successful programs, in Dorchester, Massachusetts, is called Project Hope and provides classroom training, along with child-care internships. After completing the training and internships, clients are readily equipped to open their own daycare business with a true understanding of how the business works.

See: <http://www.fieldus.org/publications/WTWBrief1.pdf>.

New Business Resource List

Flagship Enterprise Center
2701 Enterprise Drive
Anderson, IN 46013
(765) 622-0100
Executive Director: DeWayne Landwehr
Contact: Adam Hoeksema
Email: adam@flagshipenterprise.org

East Central Indiana Small Business Development Center
345 S. High Street, 2nd Floor
Muncie, IN 47305-2326
Mailing Address:
P.O. Box 1912
Muncie, IN 47308-1912
(866) 596-7232
Alternate Phone: (765) 282-9950
Fax: (765) 254-1450
eastcentral@isbdc.org

Muncie Area Career Center
2500 North Elgin Street
Muncie, IN 47303
(765) 747-5250
Fax: (765) 747-5455



Figure 17.1 - Opening of new businesses in Whitely will promote economic prosperity. Source: www.thebusinessadvices.com.



Figure 17.2 - The ISBDC is located in downtown Muncie; refer to New Business Resource List. Artist: Ryan Phelps.



Figure 17.3 - First step to self-sufficiency is creating a business plan. Source: thealphanetworkeralliance.com.

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Housing Initiative

Overall goals of this initiative

All of the various housing sub-initiatives fall under the WCC's first and third goals of improving the infrastructure and beautification, and improving the quality of life. These sub-initiatives are designed to improve the standard of living and ultimately the overall quality of life in Whitely. Similarly the goal of the housing sub-initiatives are to ensure that the neighborhood has a sustainable future and is a vibrant, unique neighborhood that will attract residents.

History of this initiative

The first goal of the WCC action plan was to improve the physical appearance of Whitely. Improving the housing stock in Whitely was part of the original action plan put together by the WCC. At the first meeting, the residents of Whitely discussed the importance of the housing quality through surveys collected, and feedback at that meeting. Similarly, when asked to put stickers on sub-initiatives that they would most like to see, the housing initiatives consistently received the most. The WCC has already started to work on some related initiatives. From the housing initiative, six sub-initiatives were developed: Empty and Vacant

Lots, Lot Cleaning Task Force, Home Repair Task Force, Attracting New Neighbors, Neighborhood Tool Shed, and Neighborhood Improvements. These were condensed by merging the empty and vacant lots sub-initiative with the lot cleaning task force to form the five listed below in the priorities section.

The priorities for this initiative

High Priorities

When asked to rank the initiatives, the Home Repair Task Force was rated the highest priority for the neighborhood. The Home Repair Task Force involves the entire community. It offers residents the opportunity to improve the community's appearance and help volunteers develop professional skills. A main proponent for this sub-initiative is that it that will be completed by Whitely residents for Whitely residents.

Medium Priorities

The Empty Lots and Vacant Properties sub-initiative develops a formal and organized way of approaching and handling the numerous empty lots and vacant buildings in the neighborhood. This sub-initiative will go a long way to improve the density, aesthetics, and housing within Whitely.

Considering there is currently no form of tool sharing within Muncie, the Community Tool Shed sub-initiative is a new approach to helping those who cannot afford to buy new tools to perform home repairs. This would give residents the opportunity to do the house and yard work that needs to be done. This tool sharing would involve a relatively simple process of checking out basic items much like a library.

The neighborhood improvement sub-initiative details some of the major grants that are available for neighborhood, community improvement projects, and outlines how to apply for these grants.

Low Priorities

The Attracting New Neighbors sub-initiative has been listed as a low priority although it is important to the long term success of Whitely. As the other initiatives begin to take shape and the neighborhood continues to develop and grow, it will be necessary to attract new residents as new homes and opportunities become available.

Attracting New Neighbors

Attracting new neighbors helps further two of the WCC's goals. These goals are numbers one and three: To improve the appearance and Infrastructure of Whitely and Improve the Quality of life, safety, and youth and adult education opportunities. Below explains the importance and benefit of this initiative.

Why this is important

This sub-initiative is designed to inspire and encourage community growth by attracting individuals, particularly families with youth, and young couples looking to start a family, to the Whitely Neighborhood. In order to encourage new families to call Whitely home, it is necessary to develop a safe, attractive and kid-friendly environment in which parents want to raise their children. The addition of younger and more diverse families into Whitely adds more energy, ideas and manpower to help in the continued improvement of the neighborhood. Some improvements that will result include making Whitely more attractive by enhancing the built environment and building stronger social bonds amongst community members—thus, enhancing neighborhood pride. For this initiative, four areas of opportunity for attracting new neighbors that will bring about positive change include: implementing a neighborhood advertising campaign, participating in neighborhood upkeep, specifically the infill of vacant homes, community programs for all ages, and creating better connections to the assets outside of Whitely and to the rest of the city of Muncie.

What will this involve

Attracting New Neighbors calls for collaboration between many of the initiatives presented throughout the action plan. This initiative addresses the need for several of the other initiatives in this action plan. To finance this initiative, the Indiana

Office of Community and Rural Affairs (OCRA) offers the Stellar Community Grant which assists with neighborhood upkeep and community development projects. It is a multi-million dollar grant that has recently been awarded to the cities of Greencastle and Mount Vernon, Indiana for their community development proposals. These proposals expressed how the grant money would positively affect the cities, the neighboring communities and, in Greencastle, the local university.

To apply for this grant, the WCC would need to assign a subcommittee to compile a proposal of what the neighborhood would do if awarded the grant. This proposal should include information about how new development will benefit Whitely and the surrounding city, as well as local schools and education sources. Additionally, the proposal should emphasize the neighborhood's current assets and how the grant will help these benefit more people.

Neighborhood Advertising Campaign
Whitely is a pleasant neighborhood because of the strong sense of community pride; however, it is not always seen as such by the rest of Muncie. Additionally, many individuals in the greater Muncie community struggle to identify Whitely as a neighborhood because it lacks unique place-making elements and signage. In order to demonstrate that Whitely is a place where people love to live and are actively involved, the neighborhood can engage in an advertising campaign. This campaign includes placing signage along the major roads skirting the community (such as MLK Blvd., Centennial Boulevard, McGalliard Road, and Bunch Boulevard). Another option would be placing posters and pamphlets in public offices, post offices, banks and real estate offices. These pamphlets would include information about Whitely, its opportunities and assets as well as information on real estate opportunities in the area.

The strategies within this section of the Attracting New Neighbors sub-initiative are designed to create awareness of the neighborhood's assets, qualities and opportunities, as well as present Whitely as a positive environment for personal, financial and family growth.

Neighborhood Upkeep

Neighborhood Upkeep ties in closely with the Community Toolshed, Community Home Repair Task Force, and Empty and Vacant Lots Initiatives that are included in this action plan. It covers a broad spectrum of neighborhood maintenance and repairs issues. Many of the roads are in disrepair and require immediate attention. Whitely also has few sidewalks which can potentially make pedestrian movement uncomfortable. When considering families, this lack of sidewalks creates unsafe environments for children to play and an environment that is unsuitable for safety education. As a result, Whitely is a less attractive place for parents to raise their children.

See the Roadways Initiative.

There is a multitude of underutilized lots and homes that could host future families at a low cost. Some of the houses need to be properly maintained and repaired to create a more attractive neighborhood. Attractive neighborhoods leave a greater impression on new home buyers, help create an environment where families want to raise their children, and inspire the residents to maintain an aesthetically pleasing neighborhood.

See the Empty and Vacant Properties Initiative.

See the Home Repair Task Force Initiative.

All Ages Community Programs

The creation of programs that will engage neighbors of all ages and encourage them to become active will also have an effect on

Whitely's overall appeal to potential residents. These programs include after-school and summer programs that cover everything from arts, crafts and music to basic neighborhood involvement designed for children, and programs that strengthen connections between adults. Ideas for these programs include meetings, seminars and discussion groups based around exploring new ideas, an activities or hobbies such as knitting or painting. These activities could also provide a forum for people to open-mindedly discuss family matters, alternative lifestyles, and religions. These programs would be intended to help residents get involved on many levels by building relationships with neighbors through shared interests or learning objectives. There are many spaces within the neighborhood that could host these programs, which could include: Motivate Our Minds (MOMs), the Buley Center, Longfellow Elementary, the Muncie Career Center, McCulloch Park and Riverview Park.

Creating Better Connections

Creating better connections is focused on creating more pedestrian friendly places both inside and outside of Whitely to help develop the desired family-friendly environment. Much like the Neighborhood Upkeep initiative, this idea encourages the building and maintaining of sidewalks throughout the neighborhood, but its main focus is crossing the busy roads that create "boundaries" around the neighborhood. Whitely is surrounded by busy roads, McGalliard Road to the North, MLK Boulevard to the West, Bunch Boulevard to the South, Elgin Street and Gavin Street to the East, and is split in half by Centennial Avenue. Each of these roads includes either no pedestrian crossings or poorly maintained crossings, making it difficult for residents with no vehicle or who choose to walk to travel beyond the edges of Whitely. MLK Boulevard affords the greatest opportunity because Whitely needs safe crosswalks to link to McCulloch Park and a safer route between BSU and Whitely. Creating a connection to McGalliard would also be a great

opportunity due to its ability to link all of the businesses along McGalliard to Whitely.

Who will be involved with making this happen?

The combined initiatives for attracting new families will require a great deal of funding, which could be acquired from sources such as the Stellar Communities Grant through the OCRA or the Community Focus Funds Grant (CFF) funded through the U.S. Department of Housing and Urban Development. The CFF grant encourages communities to focus on long-term community development and has been awarded to projects for housing, water, senior centers, health care centers, downtown revitalization and many more. Other funding could come from the private sector and promote physical and economic growth. This sub-initiative also requires a lot of volunteers and dedication. Partners could include the WCC and the Muncie Community Development division. Finally, help from volunteer groups, such as departments from BSU or Ivy Tech, would be necessary to provide advertising services, maintenance and repair and staff for neighborhood events and programs.

Summary of Relevant Case Studies

Greencastle was one of the first towns ever awarded the Stellar Communities Grant from OCRA. It was awarded for its potential to become a great college town and because of the community pride that inspired the assembly of the Stellar Communities proposal. This makes Greencastle a great place to live and raise a family. Greencastle put together a proposal through a locally assembled board with the input of the community in order to obtain the Stellar Communities Grant. Through listening to the needs that everyone saw in the community they were able to create a proposal that shown Greencastle's true potential.

See: <http://www.cityofgreencastle.com/>.

Grant Contact Information

HUD Community Focus Funds Grant and OCRA
Stellar Communities Grants
Indiana Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, IN 46204-2288
(317) 233-3762
<http://www.in.gov/ocra/2374.htm>
Executive Director David Terrell
(317) 232-8856
dterrell@ocra.in.gov
or
Grant Support Director Kathleen Weissenberger
(317)-232-1703
kweissenberger@ocra.in.gov

Community Tool Shed

This initiative relates to the WCC's Goal One: Improve Appearance and Infrastructure. This sub-initiative seeks to improve the existing housing stock in the Whitely neighborhood by making resources available for residents to take on their own projects.

Why this is important

Currently, there is no tool-sharing program in the City of Muncie. This program has the potential to grow city-wide, resulting in more equipment available for checkout. Since tool rentals can be expensive at home improvement stores, this initiative would make it affordable for residents to repair and maintain their own homes. Residents without access to necessary equipment could “check out” basic tools, yard equipment, and more much like checking out a library book.

What this will involve

This initiative would require a subcommittee of WCC volunteers to set up and manage the tool shed. This tool shed could operate in conjunction with a neighborhood bike shop. By sharing resources, space, and funding these programs would be able to help each other and build off of efforts already started in the Whitely neighborhood (See Figure 18.1).

See: Neighborhood Bike Shop initiative.

The tool shed would require a committed volunteer base to operate. In addition, a lending and fine system would need to be established to ensure that tools are returned in a timely manner and to

provide funding for new and replacement tools. A detailed set of roles and tasks will need to be clearly defined for how partnering groups, such as the bike shop, could work together in managing resources.

Who will be involved with making this happen?

A volunteer WCC subcommittee would be the overseer of this initiative. The subcommittee would build upon the work that the Cornelius and the WCC have already done to get this initiative started. The subcommittee would need to report at the monthly WCC meetings and rely on the meetings for feedback and improvement. This subcommittee could also work with those maintaining the bike shop to ensure these services are operating efficiently and that efforts are not unnecessarily duplicated.

Summary of Relevant Case Studies

Case Study 1: Mount Rainier

The Mount Rainier, Maryland Community Tool Shed maintains a collection of hand and power tools that can be used at no cost by residents, businesses, and community groups. With initial funding provided by the Prince George's County Livable Communities Initiative, the tool shed enhances Mount Rainier's image through home repairs, yard improvements, and the increased care of public spaces.

The operation of the Mount Rainier tool shed is fairly simple. Tools are borrowed on a first come-first serve basis and additional tools can only be



Figure 18.1 – Diagram illustrating the relationship between the tool shed, neighborhood garden, and bike shop. Artist: Justin Long.



Figure 18.2 – Pictured is Sue-Ann Ward, director of the Hamilton County community tool shed. Source: <http://www.thespec.com>.

checked out after other tools are returned. Late fees of \$5.00 per day per tool can be assessed and, if an excessive debt is generated, borrowing privileges can be suspended. Any damage to tools and equipment is reported immediately and the borrower must pay for the damaged tools or have their borrowing rights revoked.

Case Study 2: Hamilton County

The community library in Hamilton County, Missouri lends tools at each of its library locations. The library is equipped with hand saws, glue guns, pitchforks, shovels, power tools, brooms, rakes, watering cans, and a variety of small hand tools.

Sue-Ann Ward (See Figure 18.2), the director of the tool shed, said there are three ways that these systems can benefit the community. “First, the environmental impact from sharing the tools means there is less stuff to throw out. And there’s a ready supply, with so many tools sitting in basements, barely touched. Second, from an economic perspective, people don’t have to go out and buy tools that they may only use once. Many families can’t afford expensive power tools. And third, the community is coming together and meeting each other while sharing their gifts and talents. Neighbors may even help one other out with odd jobs around the house.”

Empty Lots and Vacant Properties

This initiative correlates and directly deals with two WCC goals for improving the neighborhoods appearance; which are also goals are Habitat for Humanity and Path Stone.

Why this is important

Eliminating vacant housing and maintaining empty lots is critical to the future growth of the neighborhood. Within Whitely there are vacant homes that can be fixed up or demolished in favor of new development. Identifying these homes and handling them appropriately is critical. Empty lots work against the attractive appearance and neighborhood feeling Whitely is striving for. Appropriately maintaining and developing these lots will assist in making Whitely a beautiful and unique Muncie neighborhood.

What this will involve

Identifying the vacant buildings within Whitely that are most in need of repairs is the first objective of this sub-initiative. Priority should be given to buildings which are obviously vacant and in need of significant repairs. If these structures have a current owner, that owner should be contacted by WCC volunteers first, so that the owner can be made aware of the condition of the property as well as what services are out there to help him/her. Some examples of such services are Habitat for Humanity, Path Stone, and the Home Repair Task Force, a suggested Initiative in this action plan. This step will help these owners avoid future prosecution by the city. If the WCC is incorporated in the future and has the funds to buy or restore a property, the WCC could acquire properties which have no owner or have an owner who cannot maintain the property. In the meantime, or if the WCC is not incorporated, other non-profit organizations in the community such as Habitat for Humanity could be identified to step in. A renovation project can be funded through a number of grants such as The Ball Brothers Foundation, Indiana Community Focus Funds, and U.S. Department of Housing and Urban Development grants (see grant contact information below for more information). The home could then be sold for profit. A demolition project can also be funded by blight removal programs in Muncie and the property can be used for whatever the new owner or organization decides is best.

Additionally, this Initiative addresses empty lots within Whitely. These lots should be properly maintained and eventually built upon to increase the density and neighborhood feeling within Whitely. Steps to assist the owner and/or purchase the property are the same as described above for vacant buildings in disrepair. This can also be achieved by private purchases by citizens or development companies which can be encouraged through the

Attracting New Neighbors sub-initiative. These lots can be used for housing, parks, businesses, neighborhood services, or a number of other things. These ideas are illustrated in Figure 1. Most lots should be used for housing. However, some lots can be used for basketball courts, gardens, and other community assets as you can also see in Figure 19.1.

See: Attracting New Neighbors sub-initiative.

Potential local, state, and federal grants applicable to this initiative

- Ball Brothers Foundation - <http://www.ballfdn.org/>
 - Cycle I Preliminary letter due February 15, general grant proposals due April 1
 - Cycle II preliminary letter due July 15, general grant proposals due September 1
 - Ball Rapid Grant requests accepted from February 1 thru November 30
 - Rapid grants request available for up to \$5,000
- Indiana Community Focus Funds - <http://www.in.gov/ocra/2374.htm>
 - Must be incorporated
 - Must match 10% of the total project cost or 5% of an In-Kind grant
 - Deadlines announced every round of grants
- Lilly Endowment - <http://www.lillyendowment.org/guidelines.html>
 - Better suited for community infill projects

- A preliminary letter should be written to explain your organization, the project you have in mind and the amount of support you will need from them.
- The Board of Directors considers grants in March, June, September, November and December
- HUD grants - <http://portal.hud.gov/hudportal/HUD?src=/topics/grants>
 - Notices of Funding Availability will be published at http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail after a final appropriations bill is enacted.

Title of Suitability Map:

Vacant Properties and Empty Lots

Suitability Analysis

This map indicates areas of high as shown in green, medium as shown in yellow, and low priority as shown in red areas within the neighborhood for addressing issues of vacant properties and empty lots. Low priority lots are the majority of lots and homes that are in good condition. Moderate priority lots are identified in yellow and represent all the empty lots within the community. Finally, the homes represented in green are vacant homes which should be an immediate priority within the neighborhood.

Who will be involved with making this happen?

The most critical part of this sub-initiative is to determine who is responsible. The WCC should create a subcommittee that deals directly with neighborhood vacancies. This committee would establish yard and building maintenance standards, and be the point of contact for property owners

who need help with any issues discussed above. This committee would also be in charge of acquiring and managing funds through grants, loans, donations, and other sources, as well as passing the property on to other interested parties in the community such as non-profit organizations or developers. Funds acquired by the WCC would go towards repairing buildings, rehabilitating and developing empty lots, and acquiring vacant properties.

Summary of Relevant Case Studies

Case Study 1: San Diego, California
In 1996 The City of San Diego, CA implemented the Vacant Properties Program. The program outlines a number of conditions which qualify a property to qualify for the program. Whoever is found responsible for a problematic property is then held responsible and notified if they are in violation of any municipal codes. They will be notified of the violation and have 10 days to act upon it. If no action is taken it is considered a misdemeanor.

See: <http://www.sandiego.gov/nccd/housing/vacant.shtml>.

It is important to note this study is only a reference, but this approach had great success in improving the neighborhoods around San Diego. The WCC and Whitley residents are encouraged to work with property owners to make the neighborhood more attractive and well-maintained. Only when all other possible approaches have been exhausted should property owners be prosecuted.

Contact Information for Grants

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

U.S. Department of Housing and Urban Development
 151 North Delaware St, Suite 1200
 Indianapolis, IN 46204
 (317) 226-6303
<http://portal.hud.gov/portal/page/portal/HUD>

Community Focus Funds
 Indiana Office of Community and Rural Affairs
 One North Capitol, Suite 600
 Indianapolis, IN 46204
 (317) 233-3762
<http://www.in.gov/ocra/2374.htm>

Lilly Endowment, Inc.
 2801 N Meridian St P.O Box 88068
 Indianapolis, IN 46208
 (317) 924-5471
<http://www.lillyendowment.org/index.html>



Figure 19.1 –Whitely after redevelopment. Artist: Justin Long.

Home Repair Task Force

This initiative relates to the WCC's Goal One: Improve Appearance and Infrastructure. This goal seeks to improve the existing housing stock in the Whitely neighborhood and make the area a more beautiful, appealing place to live.

Why this is important

Whitely residents have identified that a significant neighborhood concern is assisting neighbors with the upkeep of their homes. This initiative outlines one way in which residents can be helped with home repairs, yard work, and minor construction projects such as wheel chair ramps, steps, and patios. These projects will improve neighborhood appearance and raise housing values. Figures 20.1 and 20.2 illustrate the results that can be expected to come from this initiative.

What this will involve

A WCC subcommittee should be formed to oversee the Home Repair Task Force, coordinating funds, organizing labor (both professional and volunteer), and prioritizing housing need. This subcommittee would be in charge of distributing and collecting applications. These applications would be open to anyone in the neighborhood who feels work needs to be done on their property and would otherwise be unable to do that work themselves.

Neighborhood residents will submit applications for work to be done to their property. Applicants will include what they would like to be done, why they need assistance, and what they will be able to do to help with the work being done to their home (e.g. providing refreshments for the volunteers or participating in the work themselves).

Applications should then be reviewed by the subcommittee, voting to either approve or deny each one. One of the volunteer contractors would then assess the property and determine the skills needed to complete the job (volunteer or professional), the materials needed, the priority of the project, and the potential timeline for work to be done. Volunteers and/or contractors would then be organized and materials purchased and/or obtained through grants and donations.

In the assessment of properties, the job would be rated according to the following three levels:

Level One: The first category would be a volunteer workforce with minimal supervision. Work would include: major yard work, major trimming or removal

of trees and shrubs, removal of overgrowth, removing junk and yard debris, cleaning gutters, minor repair of siding and shingles, exterior and interior painting, and minor interior repairs. This work can be accomplished within a couple days and organized on a weekend to maximize available volunteers. In addition this type of work can be done simultaneously while the other two classes are working if needed (See Figures 20.3 and 20.4).

Level Two: Primarily an unskilled volunteer labor force but with additional skilled labor as needed. The amount of skilled labor can be determined by the subcommittee. This category includes repairing and replacing siding, shingles, and gutters, replacing non-structural wood, installing basic house utilities, and the installation and removal of appliances. Interior work includes: hanging drywall, installing fans and lights, adding insulation, and installing new flooring (including any necessary removal). Minor construction projects can also be completed including ramps, steps, and patios (See Figures 20.5 and 20.6). Projects should be done every other week to ensure adequate materials can be obtained and skilled volunteers can be organized. This work would be ideal for any volunteer wanting to learn basic construction techniques or exploring the construction field as a possible career choice. Graduates of a building trades program could lend their skills to neighbors by volunteering in the Repair Task Force.

See: Career Development sub-initiative.

Level Three: This would consist primarily of volunteer contractors and construction workers with the help of a few skilled volunteers. Exterior Level Three work would deal with structural issues, major rot repairs, major window and roof repair/replacement, extensive insulation improvements, and the construction of new long and/or ADA certified ramps, steps, landings, patios, and railings. Interior work would include structural repairs, repair and construction of interior stairs and railings, installation

of new cabinets, constructing or removing a wall, installing doors, and installing complex utilities and other home systems such as central heating and cooling (See Figures 20.7 and 20.8). Any electric or plumbing work will be automatically contracted out to a licensed professional. This level of work will be the most expensive and could require the resident to pay for some of the materials and labor, however the resident would only be responsible for up to 10% of the professional labor and materials cost.

Funding for the Home Repair Task Force could be found through various home improvement grants. Several grants exist for home improvements but many give funds directly to the residents. The subcommittee would need to appoint one or two members to be in charge of writing grants. Additional funding could be raised through fundraisers and donations by citizens and businesses throughout Muncie. Materials for construction and improvements, including lumber, shingles, siding, and paint would be either purchased at a reduced price or donated from local home improvement stores.

See: Grants and Funding sub-initiative.

Title of Suitability Map:

Housing Suitability Map

Suitability analysis

The Home Repair Task Force suitability map illustrates need within the Whitely neighborhood based on current housing conditions. Data was gathered and organized in terms of housing and area conditions based on the results of resident surveys and preliminary field analysis. A combined map was made to show the priority of areas for the Home Repair Task Force. The three levels of priority are Low Priority as shown in red, Moderate Priority as shown in yellow, and High Priority as shown in green. Red areas are generally well-kept and currently need very little or no assistance



Figure 20.1 – Property in Whitely that could benefit from repairs. Photo: Justin Long.

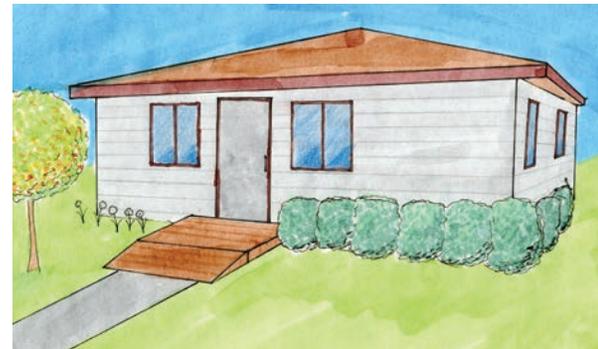


Figure 20.2 - How the property in Figure 1 could look after home repairs. Artist: Robert Moore.



Figure 20.3 - Property that could be classified as Level One repairs. Photo: Justin Long.



Figure 20.4 – Property that could be classified as Level One repairs. Photo: Justin Long.



Figure 20.5 – Property that could be classified as Level Two repairs. Photo: Justin Long.



Figure 20.6 – Property that could be classified as Level Two repairs. Photo: Justin Long.

with property maintenance. Red areas also include businesses that will be covered by the Muncie Chamber of Commerce plan. Yellow areas may have a few properties that need assistance by the Home Repair Task Force. Green areas are those that contain a considerable amount of properties that would likely qualify for assistance.

Who will be involved with making this happen?

The leadership of this initiative would be a WCC subcommittee consisting of area representatives from each of the seven Whitley neighborhood areas, two or three general organizers, and at least three volunteer contractors or professional construction workers. This subcommittee should meet at least once a month and discuss which properties will be worked on and what will be accomplished. This body would be very active between the months of March to early November. During the winter months they would be primarily focused on finding grants and donations to fund the projects in the future and organizing labor.

Summary of Relevant Case Studies

Tampa, Florida

The Southeast Seminole Heights neighborhood of Tampa, Florida established a Home Improvement Team (HIT) to repair properties in the community. The Southeast Seminole Heights neighborhood was a neighborhood characterized by crime and drug gangs. The HIT program began in 2000 to finish home improvement projects, enhance the community's landscaping, and improve the housing stock by renovating houses. The following HIT list of tasks and criteria could be applied to the Whitley Home Repair Task Force:

1. Meet one weekend day per month.
2. Figure out a simple system for taking turns. A small, stable group can have a simple rotation system.
3. Make a pact to go green. Commit to

researching and implementing the safest, least-toxic solutions to your home repair problems.

4. Protect yourself legally. Have everyone sign a waiver saying that if they get injured, they assume all responsibility and waive any responsibility on the part of the homeowner.
5. Choose projects that can be completed in a day, such as painting a kitchen or tiling a bathroom.
6. Pool your tools. Figure out what tools you'll need for your project beforehand, and let the group know. In many cases, group members will have the necessary tools.
7. Feed the people: Since homeowners are getting free labor, it's a good idea for them to provide food and beverages. Count on at least two meals, as well as a steady supply of drinks.
8. Invite new members: As the saying goes, many hands make light work. Put ads in your local paper and community newsletter, and hang up signs in the neighborhood.
9. Bring in experts: Some repair teams invite experts to conduct workshops on various aspects of home repair, such as setting tile or faux painting.

See: <http://www.greenamerica.org/livinggreen/homerepair.cfm>.

Contact Information

Muncie Habitat for Humanity Restore
2620 North Dr. Martin Luther King Jr. Boulevard
Muncie, IN 47303
(765) 288-1814
<http://www.munciehabitat.org/index/ReStore.asp>

Lowes Home Improvement
4401 West Clara Lane
Muncie, IN 47304
(765)287-1606

Menard's Home Improvement
3401 North Nebo Road
Muncie, IN 47304



Figure 20.7 – Property that could be classified as Level Three repairs. Photo: Justin Long.



Figure 20.8 – Property that could be classified as Level Three repairs. Photo: Justin Long

Neighborhood Improvement and Grants

This sub-initiative pertains to the WCC Goal 1: Improving the Physical Appearance and Infrastructure of the Neighborhood, and Goal 3: Continuing to Improve the Quality of Life of the Whitley Neighborhood.

Why this is important?

There are three grants available for neighborhood improvement: Community Focus Funds (CFF), Low-Income Home Energy Assistance Program (LIHEAP), and Neighborhood Assistance Program (NAP). These three grants help Indiana communities with the revitalization and upkeep of their neighborhoods. This funding could be used to improve housing conditions and other infrastructure in the neighborhood, as well as help residents make energy saving improvements to their homes. These grants would provide the neighborhood the opportunity to greatly improve the quality of life as well as the overall aesthetic appeal. The CFF grants are funded through the federal Community Development Block Grant (CDBG) with the money coming from the U.S. Department of Housing and Urban Development. The first step in applying for the CFF grant is to have an incorporated neighborhood association, a local nonprofit organization, or a branch of the local government fill out the proposal. These help show the neighborhood exactly how much money they would need to develop the project as well as how much could possibly be awarded through the grant. The proposal would also help with completing the application for the grant. Once the application has been filled out, it needs to be returned to the Indiana Office of Community and Rural Affairs Grant Support Division (address listed at end).

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

The Low-Income Home Energy Assistance Program (LIHEAP) is funded through the U.S.

Department of Health and Human Services. The money is distributed through the Indiana Housing and Community Development Association (IHCDA). LIHEAP is applied on a household basis and is open to any household in Indiana. An interested household must apply to their local Community Action Agency (CAA), and the CAA is responsible for having the household inspected for need and eligibility. If a household is eligible, then it can receive an amount of money to help offset the energy costs associated with heating and cooling the home. Applications will begin to be accepted on October 5th of the year the assistance is needed and will end on May 13th of the following year.

See: <http://www.in.gov/ibcda/2523.htm>.

The Neighborhood Assistance Program Grant (NAP) is funded through the U.S. Department of Housing and Urban Development. The assistance is awarded through IHCDA to a local 501c3 nonprofit organization for distribution to different projects around the community. An NAP Grant application is due no later than April 29th. If the grant is awarded, it is given as tax credits to a 501c3 nonprofit organization in the neighborhood. The tax credits are distributed to businesses to increase local support for projects. A local company can be given up to \$50,000 in tax credits through the NAP grant in a given fiscal year.

See: http://www.in.gov/ibcda/files/NAP_POLICY-FINAL_-_2011_2012.pdf.

What this will involve?

To apply for the CFF and NAP grants, the WCC would need to be incorporated or find an alternate local organization to distribute the money. After incorporation the WCC would need to appoint an individual or group for grant writing. This individual or group would develop a plan to apply

for funding and determine eligible projects required assistance.

Title of Suitability Map:

Neighborhood Improvement Grant Suitability Map

Suitability analysis

This map of the Whitely Community showcases the area's high, moderate, and poor priority areas for receiving housing grants as stated above. The empty lots, as well as the areas adjacent to Highland and Centennial Avenues, are the areas of high priority because these areas were stated by residents of Whitely as areas of importance. These two areas, as well as the vacant lots in Whitely, would be the main focus of the grant money awarded to Whitely. The only low priority area in Whitely is the new housing development in Areas 2 and 3. These areas are being funded by the Muncie Housing Authority, so the awarded money could be better used elsewhere. Other than the new housing development, there are no areas in Whitely that are unable to use money from the grants.

Who will be involved with making this happen?

A WCC member or a subcommittee could be established to oversee grant applications, funding, and other administrative tasks. That subcommittee could partner with the Muncie Community Development office as well as the Muncie Housing Authority to work on common projects and goals.

Summary of Relevant Case Studies

Two East-Central Indiana cities were awarded the CFF grant in 2010 to help fund a community project: the town of Winchester was awarded \$500,000 to fund a downtown revitalization, while the town of Montpelier was awarded \$600,000

for a water treatment plant. Two southern Indiana towns also received CFF grants for projects: the town of Haubstadt received \$600,000 to upgrade its sewer system, while Boonville received \$500,000 to finance a county senior center.

Contact Information for Grants

Indiana Housing and Community Development Association
Neighborhood Assistance Program
Low Income Energy Assistance Program
30 South Meridian Street
Suite 1000
Indianapolis IN, 46204
(800) 872-0371
IHCDA: <http://www.in.gov/ihcda/>
NAP: http://www.in.gov/ihcda/files/NAP_POLICY-FINAL_-_2011_2012.pdf
LIHEAP: <http://www.in.gov/ihcda/2523.htm>

Indiana Office of Community and Rural Affairs
Grant Support
Community Focus Funds Grants
One North Capital, Suite 600
Indianapolis, IN 46204
(317) 233-3762
OCRA: <http://www.in.gov/ocra>
CFF: <http://www.in.gov/ocra/2374.htm>

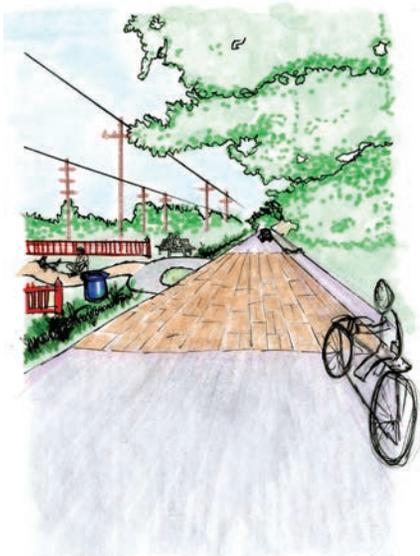
U.S. Department of Housing and Urban Development
Community Development Block Grant
451 7th Street S.W.
Washington, DC 20410
(202) 708-1112
HUD: <http://portal.hud.gov/portal/page/portal/HUD>
CDBG: [http://portal.hud.gov/hudportal/ HUD?src=/program_offices/comm_planning/ communitydevelopment/programs](http://portal.hud.gov/hudportal/ HUD?src=/program_offices/comm_planning/communitydevelopment/programs)

Other Contact Information

Muncie Community Development
300 N High St.
Muncie, IN 47305

(765) 747-4825
<http://www.cityofmuncie.com/index/City-Muncie-Departments/Community-Development/>

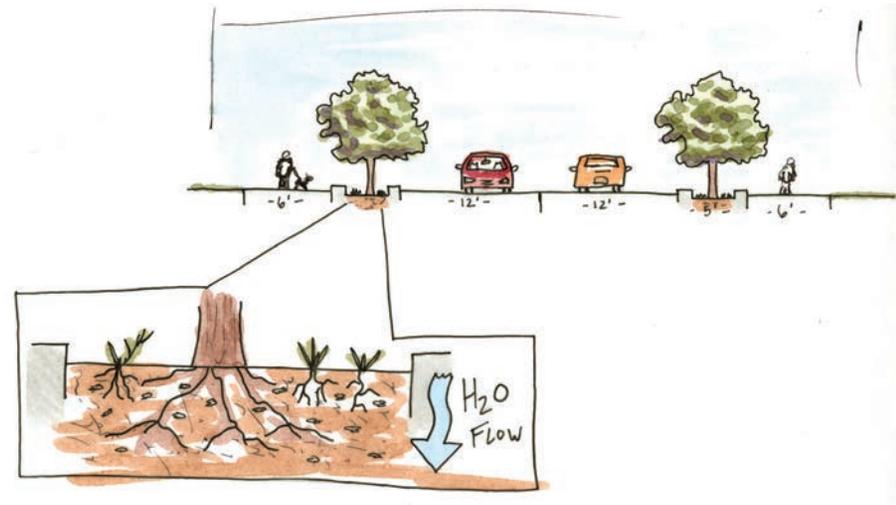
Muncie Housing Authority
409 East First Street
Muncie, Indiana 47302
Phone: (765) 288-9242
<http://www.muncieha.com/>



Artist: Kelly Brown.



Artists: Bryan Schuch & Kelly Brown.



Artist: Bryan Schuch.

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Improving Infrastructure

Overall goals of this initiative

The infrastructure initiative seeks to identify areas within Whitely that need improvements, such as roadways and sidewalks. By doing so, the community will be better prepared to implement upgrades that enhance safety, appearance and efficiency. Sub-initiatives were classified by priority level so that the highest priorities may be addressed first, resulting in immediate and significant differences.

History of this initiative

This initiative began after gathering input from the residents of Whitely during the first joint meeting of the WCC and the BSU Neighborhood Planning Studio. After students compiled the data, it was grouped and organized into the infrastructure category. The sub-initiatives were presented at the second WCC meeting where residents gave more suggestions. Their input allowed further refinement of each sub-initiative. After more research and consideration, each sub-initiative was refined again in preparation for the final presentation.

The priorities for this initiative

High Priorities

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

Medium Priorities

The Roadway Improvements sub-initiative was rated as a medium priority because of the challenges it brings about. It is a change the residents of Whitely want to see, but it would take a large amount of resources and time to complete. It is a difficult task because it involves a lengthy process to produce results. The residents want to see projects that can be done quickly and create a sense of accomplishment, therefore, this is a priority to be tackled later.

Improving Sidewalks and Signage was voted as a medium priority for Whitely. The elements of this sub-initiative are important to residents who travel, socialize, and play in Whitely. Unfortunately, funding for sidewalk improvements can be difficult to secure, and working through the busy city Department of Public Works can result in a lengthy process. On the other hand, it is quick and easy to report damaged street signs. Implementing

this sub-initiative will dramatically enhance the safety and comfort levels of walkers, cyclists, and drivers moving through the neighborhood. Perhaps setting smaller goals to continuously upgrade the pedestrian systems in Whitely would be a good place to start.

Low Priorities

Green Infrastructure was voted as a low priority for a variety of reasons. First and foremost, upgrading and implementing necessary structures and systems is both time consuming and incredibly expensive. Furthermore, as this community plan enters the first stages of its implementation, it is more important to begin building community morale through initiatives that will yield cost-effective and immediate results.

Improving Transportation Access is considered a low priority because this sub-initiative encompasses the already existing MITS bus route. This sub-initiative is important because it would improve access to the bus route/shelters. Along with adding bike lanes, other initiatives such as roadway and sidewalk improvements and signage upgrades would improve the accessibility enough that these other additions could be made at a later time.

Green Infrastructure and Utilities

This sub-initiative is related to the second WCC goal regarding appearance and infrastructure.

Why this is important

The WCC has identified the improvement of infrastructure and community appearance as a top priority. Infrastructure is defined as “the basic physical and organizational structures and facilities (e.g., buildings, roads, and power supplies) needed for operation”.

What this will involve

Addressing neighborhood utilities and infrastructure goes beyond basic elements such as electricity, gas, and roads. It may also include improvements for area drainage, plant life, and many other aspects. Expanding on neighborhood rain garden initiatives would help lessen water drainage and also help preserve the conditions of streets and sidewalks from water erosion (See Figure 21.1). Not only can these and other green initiatives preserve and aid existing infrastructure, they may also help to alter public perception of the neighborhood.

Bioswales are another example of an economically feasible and efficient solution to address water runoff. Bioswales are landscape elements designed to remove silt and pollution from surface runoff water. Bioswales are linear “ditch-like” systems that are constructed throughout an area with slightly sloped sides that are filled with vegetation, or compost (See Figure 21.2). Bioswales are designed to trap water as long as possible below ground to cleanse water of pollutants and silt. A great advantage of implementing bioswales are that they can be implemented fairly quickly and require minimal maintenance. Areas commonly associated with bioswales include areas where water runoff is a problem in the wetter months, sparingly used spaces, and around parking lots.

Permeable pavement is a final solution that would be well worth the investment. Unfortunately permeable pavement is rather expensive, but the economic and environmental benefits are invaluable. In the long run, permeable pavement has a high potential to save Whiteley money due to the fact that it helps to increase the lifespan of surface paving. Environmentally, permeable pavement helps to manage water runoff, control pollutants, and may allow trees to reach full maturity. Permeable pavement is made of a mixture of materials that allow water and air to flow through it more easily than traditional material (See Figure 21.3). The primary disadvantages of permeable pavement are the cost and maintenance. Many permeable

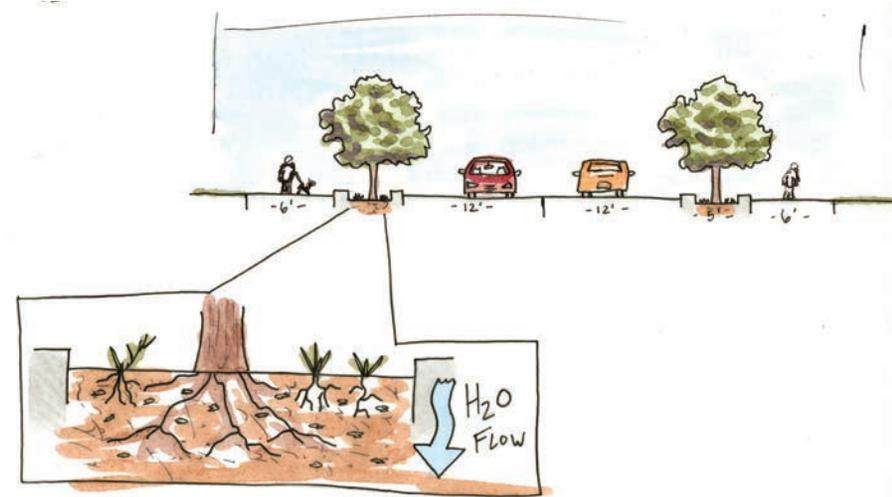


Figure 21.1 - Depicts rain gardens function and location in respect to the street. Artist: Bryan Schuch.

pavements require frequent maintenance due to blocked pores. Also, they are prone to damage from misuse, especially from reckless automobile operation and skateboarding. The damage incurred from these does not necessarily affect its performance, but negatively affect its appearance.

The first step is to prioritize the most important issues for infrastructure improvements. The WCC can contact the Department of Public Works and the Sanitary Department to discuss issues relating to utilities. The Community Development Division could assist the WCC with information about possible grants for neighborhood utility improvements. Funding for these improvements may be found by applying for federal, state and local grants. Grant money could become eligible for use 1-2 years after completing the grant applications. It would also be beneficial for council members and neighborhood residents to keep in mind that the renovation of existing and implementation of new infrastructure is a time intensive process that requires patience and dedication. While the process may be lengthy and difficult, the rewards are invaluable in terms of neighborhood appearance, safety, and sense of accomplishment.

Title of Suitability Map:

Green Infrastructure



Figure 21.2 - Illustration of a Bioswale . Artists: Bryan Schuch & Kelly Brown.

Sustainability Analysis

All degrees of classification are based on the principles of: need, appearance, and length of time. It is assumed that all classifications depicted on the map are needed and will be implemented, but are separated into phases. For example, areas classified as high priority, represented as green on the map, will be the first phase of implementation. The intermediate priority, represented as yellow on the map, will be the next. The low priority designation, represented as red on the map, does not mean that these areas are less important than other areas, but rather are located near natural systems and therefore should be implemented last.

Areas were given high priority designation based on five criteria, including: sharp topographical decline, location within flood plain, clustering of parking lots, and whether or not an area is along a major access route that leads to a park. If an area is at the base of steep topographical declines, it is an area that is critical for addressing storm water runoff.

Areas were given the intermediate designation based on four criteria including: moderate topographical declines, close proximity to flood plain, proximity to smaller parking lots, and to increase connectivity of residential streets throughout the neighborhood.

Areas were designated as low priority based on four criteria, including: proximity to wetlands, distance from flood plain, slight topographical declines, and proximity to natural environmental systems.

Who will be involved with making this happen

The direction and implementation of this initiative will be shared among six principle partners, including the WCC infrastructure subcommittee, BSU, the Delaware County GIS Department, the Muncie Department of Public Works, the Muncie Sanitary District, and the Muncie Community Development Corporation. While everyone above will help in the direction of the initiative, each group will have specific responsibilities and levels of involvement. It should be noted that ultimately the WCC and Whitely itself has the most responsibility and direction due to the fact that it stands to gain the most from this initiative.

Relevant Case Studies

Madison, WI

The City of Madison, WI, in a partnership with private firms, engaged in a planning process addressing similar issues. The aim of their goal was to develop and initiate a comprehensive plan for the Pioneer Neighborhood.

The Pioneer Neighborhood Development Plan primarily aimed to establish: an urban employment center, a mixed-use neighborhood center, light industrial land uses, small-scale commercial land-uses, additional institutions, and mixed residential dwelling types and densities. The plan called to achieve these goals through regulation policies including: land-use, urban design, and economic development.

This plan included a new utility service plan , which responded to regulations for urban design and economic development. It primarily addressed local sewer systems. The overriding goal was to increase its efficiency through a variety of ways, each aimed at overcoming separate obstacles. Different methods implemented included those that harnessed the physics of gravity, new regional waste water stations, and new pump lines.

Water supply was also addressed to meet the demands of expected population growth. The plan proposed constructing a new utility well. Systems were also analyzed to address storm water management concerns. Systems that were analyzed include: detention and retention ponds, and overload conveyance routes. At the time of publication, final proposals for storm water facilities had not been selected. The final initiative was to relocate a problematic overhead electric power line. The power line currently follows an extension of a major road and interferes with construction and other developmental goals. Cooperation with the power company has been established and efforts to relocate the line are in process.

The suggested implementation of utility initiatives, such as those in Madison, involves doing so in phases based on designated zones. For example, as one initiative is being implemented in one zone of the neighborhood, a separate initiative is being implemented in another.

Contact Information

Ball State University
2000 W. University Ave.
Muncie, IN , 47306
(765)289-1241
<http://www.bsu.edu>

Delaware County GIS Department
100 W. Main St.
Muncie, IN , 47305
(765)213-1269
<http://www.co.delaware.in.us/>
Contact: Kyle Johnson, GIS Coordinator
kjohnson@co.delaware.in.us

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

Muncie Sanitary District
300 North High St.
Muncie, IN, 47304
(765)213-6412
<http://www.munciesanitary.org>

Muncie Community Development Corporation
421 S. Walnut St.
Muncie, IN 47305
Contact: Jason Delk

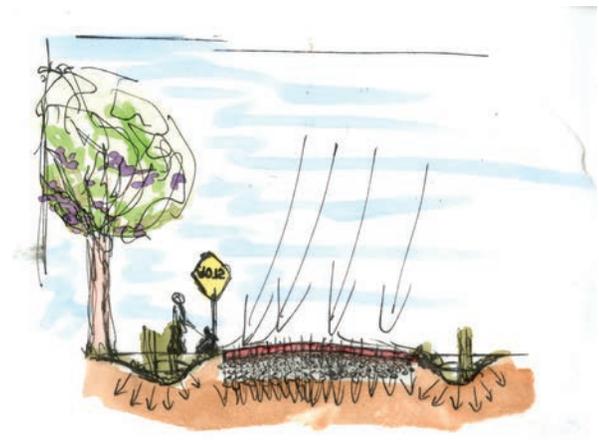


Figure 21.3 - Illustrates Permeable Pavements Process.
Artist: Travis Glascock.

Improving Sidewalk and Signage Conditions

Improving infrastructure and appearance is a top priority of the WCC for its future plans of the neighborhood. One way to go about this is to improve the sidewalk conditions in the neighborhood. Improving existing sidewalk conditions and handicapped accessibility in Whately is important for both the neighborhood and city residents. Additional sidewalks may even need to be added to provide needed safety in some locations. This initiative falls under Goals 1 and 3 of the WCC: Improving Appearance and Infrastructure, and Improving Quality of Life and Safety.

Why this is important

Whately residents voiced concerns about limited and poor-quality pedestrian routes throughout the neighborhood. They specifically expressed their preference for better links to McCullough Park, which is an important asset for health and a strong social environment to nearby residents. Significant sites where pedestrian access can be improved include the crossing at MLK Blvd and McGalliard Road, as well as the intersections on Bunch Blvd at Macedonia Street and MLK Blvd. The enhancement at these locations would result in better connections with the Muncie Mall, Downtown Muncie, and Riverview and McCullough Parks. These improvements would increase the safety for pedestrians who walk through the neighborhood. Implementing appropriate infrastructure for pedestrians also increases the safety for bicyclists and motorists on roads. For example, the pedestrian bridge in Figure 22.1 is one solution that improves the environment around a busy street for both car and foot traffic. Another example in Figure 22.2 shows a technique to calm the traffic in a bustling intersection.

Also, numerous street signs within Whately are bent, broken, or damaged and most are not up-to-date with current city information. For example,

the existing neighborhood watch signs indicate the old '317' area code and haven't been updated with the new city contact numbers. This can pose problems for residents who try to report a damaged sign. It can also endanger residents if they are in an emergency situation and do not have the new correct information. Anyone can request damaged sign replacements by contacting Public Works.

One policy for creating more comfortable environments for pedestrians is called Complete Streets. This method strives to reinvent streets so that they are designed and operated to enable safe access for all users. Each Complete Street is unique and reacts to needs of the specific neighborhood, but some ideas include bike lines or wide paved shoulders, sidewalks, frequent and safe crossing opportunities, median islands, roundabouts, and accessible pedestrian signals. Figure 22.3 illustrates an example of Complete Streets.

Areas that are susceptible to erosion near the sidewalk could utilize permeable paving to reduce water runoff and to ensure that the sidewalks are longer lasting. Also, repairing or replacing damaged street signs and positioning pedestrian and bicycling signs can enhance the visual appeal, safety, and overall experience for those travelling on foot or by bike.

What this will involve

The first step is to prioritize the most important issues for infrastructure improvements. The WCC can contact the Department of Public Works to discuss issues relating to utilities. Ball State students can help design safe and functional pedestrian pathways. Whately residents can request damaged sign replacements by contacting Public Works. The Community Development Division could assist the WCC with information about possible grants for

neighborhood utility improvements. Funding for these improvements may be found by applying for federal, state and local grants. Grant money could become eligible for use 1-2 years after completing the grant applications. Also, Muncie has funding to use towards upgrading sidewalks to ADA regulations. The city's ADA Transition Planning Team can facilitate concerns about inadequate transportation and sidewalks and must work to protect the accessibility of persons with disabilities. It would also be beneficial for council members and neighborhood residents to keep in mind that the renovation of existing and implementation of new infrastructure is a time intensive process that requires patience and dedication. While the process may be lengthy and difficult, the rewards are invaluable in terms of: neighborhood appearance, safety, and sense of accomplishment.

Title of Suitability Map:

Sidewalk Priority Map

Suitability analysis

The classification of sidewalks in Whately is based on five criteria: existing sidewalks, condition of existing sidewalks, volume of pedestrian traffic, categorization as a main thoroughfare or not, and location to services. The results of this analysis are displayed in the Sidewalk Priority Map. If an area is not currently a focus for improvements, indicated by a red color, it is because there are already sidewalks that are in good condition. A sidewalk in good condition means that it is not unsafe for walking. Areas of moderate priority are indicated by a yellow color, and mostly do not already have existing sidewalks. These are areas of medium to low pedestrian traffic and are not a major thoroughfare. Areas indicated by a green color are high priority areas that have a large amount of pedestrian traffic, access to a particular neighborhood amenity, or a thoroughfare for commuters.

Who will be involved with making this happen?

The WCC should be in charge of creating an infrastructure subcommittee that would oversee priorities for infrastructure improvements. They could seek help from the Department of Urban Planning at Ball State, the Delaware County GIS Department, Muncie Department of Public Works, and Muncie Community Development division.

Summary of Relevant Case Studies

Case Study 1: Rockville, Maryland

Rockville is a community that strived to improve pedestrian safety. The first step in this was constructing sidewalks where they were missing, as shown in Figures 22.4 and 22.5. In order to do this in a cost effective method, the city created a “Sidewalk Prioritization Policy”. This policy helped the city determine in what order sidewalks should be constructed, and added them to the Citywide Capital Improvements Program. Prioritization was based on two scores: Utility score, and traffic conditions score. Utility scores gauge the usefulness of a sidewalk, while the traffic conditions score is based on: street classification, speed limit, and typical traffic volumes. The higher the traffic condition score, the greater the need for a sidewalk. The policy also takes other factors into consideration such as regulations of right-of ways, environmental impacts, and factors that could lengthen or impede construction. Residents are encouraged to petition the Department of Public Works to propose areas of need.

See: <http://www.rockvillemd.gov/transportation/sidewalks.htm>.

Case Study 2: Portland, Oregon

Portland has researched methods to provide safe crossings for pedestrians that do not involve the use of a crossing signal. One concept that the city found to be favorable is passive pedestrian detection. Passive pedestrian detection is defined

as “the detection of pedestrians in a stationary or moving state at the curb-side of and/or in a pedestrian crossing by means other than those requiring physical response by the pedestrian”. Five sensor technologies utilizing this concept were studied, and a passive infrared system was concluded to be the most effective. This technology detects when a pedestrian is waiting to cross, and flashers alert motorists about crossing pedestrians. This technology was chosen for its durability against the weather, the ability to detect pedestrians from as far as 40 feet, and its 98-99% detection rate.

See: <http://www.dksassociates.com/admin/paperfile/PassPed.htm>.



Figure 22.1 – Pedestrian bridge across busy street. Source: <http://www.images.enhancements.org>.



Figure 22.2 – Visible safety sign and contrasting pedestrian crosswalks. Source: <http://www.driveandstayalive.com>.

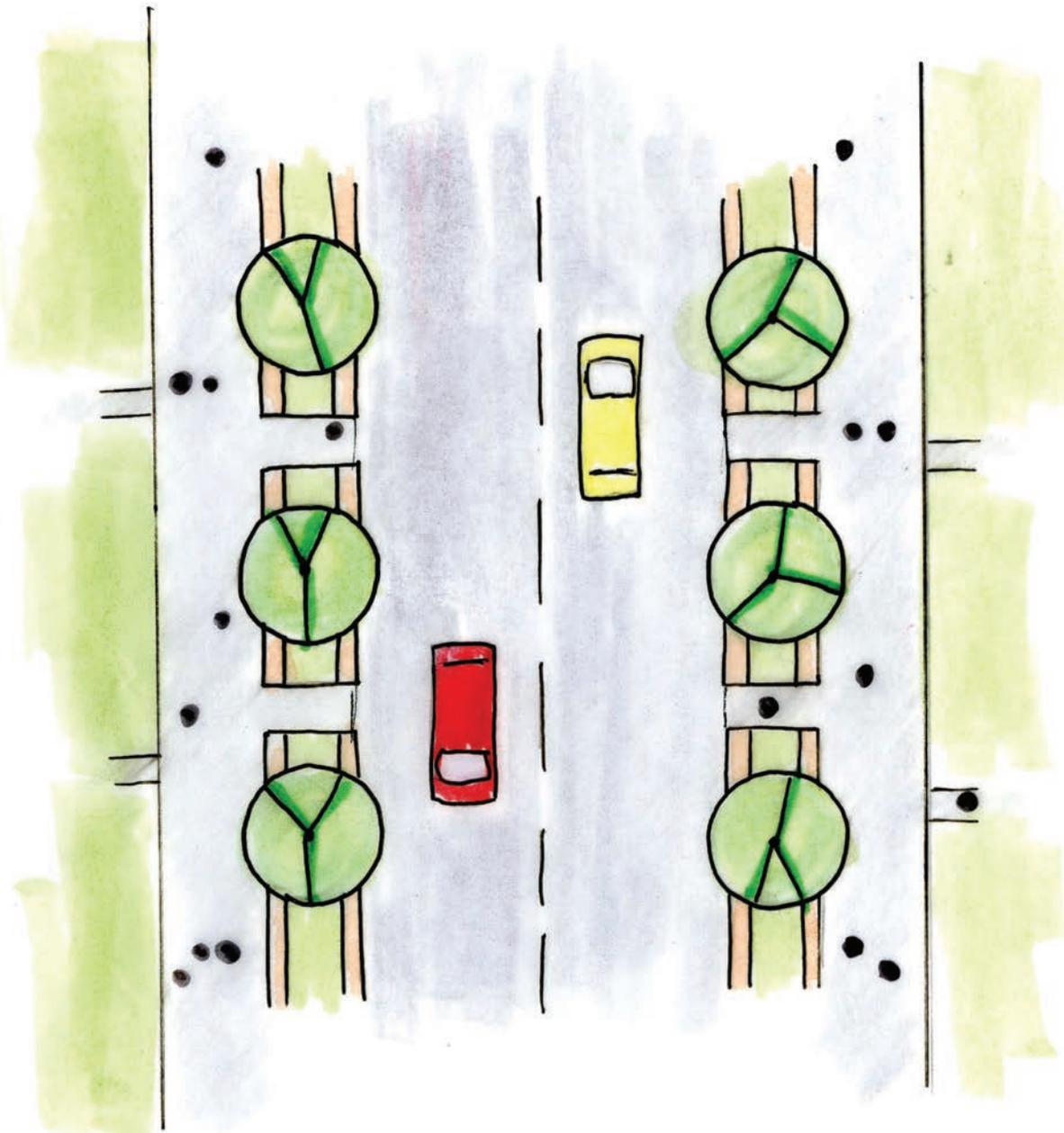


Figure 22.3 – Plan view of a complete street. Artists: Bryan Schuch and Kelly Brown.



Figure 22.4 – Before sidewalk creation. Source: <http://www.rockvillemd.gov/transportation/sidewalks.htm>.



Figure 22.5 – After sidewalk creation. Source: <http://www.rockvillemd.gov/transportation/sidewalks.htm>.

Improving Transportation Access

Improving Transportation Access is an initiative that incorporates the WCC's Goal 1 and Goal 3. The WCC's Goal 1 is to improve appearance and infrastructure, and Goal 3 is to improve quality of life, safety, and education of adults and the youth.

Why this is important

Transportation within Whately is an issue because of the poor conditions of roads and sidewalks, and the lack of connection throughout the neighborhood. Whately residents have expressed concerns about this issue because they need to be able to navigate the neighborhood and get to places of importance. Another issue is the access to the MITS bus stops. The MITS bus only reaches certain parts of the neighborhood, which makes it crucial that the roads and sidewalks be safe for people to walk/bike to the bus stops. The addition of quality roads and sidewalks, along with bike lanes in the neighborhood, would improve the availability of alternative modes of transportation. Figure 23.1 illustrates how a community has utilized a bike lane system along a roadway. The addition of such a bike lane system in the Whately neighborhood would work well because it would give people a safe lane to ride their bikes in without having to widen the road system. A stretch of road improvements along Macedonea Avenue have already been completed, and many more projects such as this is what will help improve the transportation systems within Whately.

What this will involve

To begin improving transportation in Whately, the first step is to understand the 'missing links' in the current MITS routes, pedestrian systems and other modes of transportation. The most important issues, or the highest priority issues, should be established for infrastructure improvements like roadways and sidewalks. The WCC can work with the Department of Public Works and the

Sanitary Department to discuss issues relating to utilities. The Community Development Division could assist the WCC with information about possible grants for neighborhood utility improvements. Funding for these improvements may be found by applying for federal, state and local grants. Additional information on these grants can be found in Appendix A. Please note that the renovation of existing and the addition of new infrastructure is a time intensive process that requires patience and dedication. While the process may be lengthy and difficult, the rewards are invaluable in terms of neighborhood appearance, safety, and a sense of accomplishment.

Grant Information

A Community Development Block Grant (CDBG) is a grant available for rural communities that show need for financial assistance. This grant would provide funding for projects such as sewer and water systems, community centers, and health and safety programs. These funds help communities improve their quality of life and ensure the health and safety of the residents. The application and deadline can be found on the website posted below. This grant is funded by the state of Indiana, and would be available for the Whately neighborhood if the WCC became incorporated or obtained 501c3 status.

See: <http://www.in.gov/ocra/2375.htm>

Community Focus Funds (CFF) are funded through CDBG dollars, and is available for communities who show a focus on long-term community development, and the funds granted will have a significant impact on the proposed area. This grant would provide funding for projects such as water, sewer, storm drainage projects, senior centers, daycare centers, and much more. The application and deadline can be found on the website posted below. This grant is funded by



Figure 23.1 - Bike lane in a neighborhood in Michigan with no sidewalks. Source : <http://healthywup.wordpress.com>.

the state of Indiana, and would be available for the Whately neighborhood if the WCC became incorporated or obtained 501c3 status.

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

Community Economic Development Funds (CEDF) are available to assist Indiana's rural residents in improving their quality of life as they promote successful and sustainable rural communities. CEDF grants are funded with federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD). This grant has an emphasis on job creation within the desired community and also job retention. The application and deadline can be found on the website posted below. This grant is funded by the state of Indiana, and would be available for the Whately neighborhood if the WCC became incorporated or obtained 501c3 status.

See: <http://www.in.gov/ocra/2375.htm>

Industrial Development Grant Funds (IDGF) is a grant available for off-site infrastructure projects

associated with the expansion of an existing Indiana company, or the location of a new facility in Indiana. This could be used by Whitley to bring a business into the area so that jobs could be produced near the neighborhood. The IDGF also provides financial support for infrastructure improvements in conjunction with projects creating jobs and generating capital investment in Indiana. Applicants will be reviewed based on the number and quality of jobs being created, the community's economic need, a local match of funding and capital investment being made by the company. Typically this grant does not exceed 50% of the total project costs. The application and deadline can be found on the website posted below. This grant is funded by the state of Indiana, and would be available for the Whitley neighborhood if the WCC became incorporated or obtained 501c3 status.

See: <http://iedc.in.gov/programs-initiatives/industrial-development-grant-fund>

Title of Suitability Map:

Improving Transportation Access

Suitability analysis

An analysis of the roads, sidewalks, and pedestrian access was compared to the locations of MITS stops/shelters and notable places within Whitley. The analysis was then used to create an Improving Transportation Access Map. It indicates in green where features should be improved in order to enhance residents' access to available bus routes, and where new features such as bike lanes and pedestrian paths could be added. Areas highlighted in yellow are where improved sidewalks and roads would benefit access to already existing bus stops. Areas on the map also indicate where the reuse of abandoned alley ways would help connect streets in order to provide a better route to bus stops and other means of transportation.

Who will be involved with making this happen?

A WCC infrastructure subcommittee could oversee priorities for infrastructural improvements with help of the City of Muncie, Delaware County GIS Department, Muncie Department of Public Works, and Muncie Community Development division.

Summary of Relevant Case Studies

Case Study: San Francisco, CA

The Tenderloin-Little Saigon Transportation Study was initiated as part of two broader studies, the Metropolitan Transportation Commissions (MTC) Lifeline Transportation Program and the Authority's Neighborhood Transportation Planning Program. The study is a community-based transportation plan designed to prioritize community transportation needs and develop improvements in both the Tenderloin and Little Saigon neighborhoods. Identifying needs and goals were the consultant's first objective. This study's needs were identified using information from the U.S. Census, transportation authority travel patterns, field observations and inventories, traffic record systems data, transit schedules, community ridership statistics, site visits, and using Synchro traffic modeling software.

Four categories of needs were identified along with developmental goals. The study found that the rate of pedestrian collisions in the Tenderloin neighborhood is several times higher than the city average. Project goals for pedestrian safety included: reduction of vehicle speeds, increase pedestrian visibility, reduce pedestrian conflict between motorists and bicyclists, and establish a balance between auto and pedestrian traffic. The second need was to improve the street experience. It was found that transit service was unreliable, passenger experience was uncomfortable, and access was limited. The final need identified was to reduce the speed of traffic. The project goal

to satisfy this need relied on implementing street designs that slow car traffic.

The needs and goals articulated by the community during the outreach process guided the development of potential improvements. Each project was evaluated based on technical analysis and community support, as well as financial feasibility and likely completion times. Several strategies were explored for each need and identified benefits and impacts of each one. At the time of the case study's publication (March 2007) no set strategies were selected, however, the prioritization of needs was about to start.

See: http://www.mtc.ca.gov/planning/cbtp/Tenderloin-Little_Saigon.pdf

See : <http://www.sfcta.org/content/view/312/159/>

Contact Information for Grants

Community Development Block Grants (CDBG)
Indiana Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, IN 46204-2288
(317) 233-3597
<http://www.in.gov/ocra/2375.htm>
Contact: Susie Bruce – Central Region Community Liaison
(317) 416-3281
sbruce@ocra.in.gov

Community Focus Funds (CFF)
Indiana Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, IN 46204-2288
(317) 233-3597
<http://www.in.gov/ocra/2374.htm>
Contact: Susie Bruce – Central Region Community Liaison
(317) 416-3281
sbruce@ocra.in.gov

Community Economic Development Fund
Indiana Office of Community and Rural Affairs
One North Capitol, Suite 600
Indianapolis, IN 46204-2288
(317) 233-3597
<http://www.in.gov/ocra/2375.htm>
Susie Bruce – Central Region Community Liaison
(317) 416-3281
sbruce@ocra.in.gov

Industrial Development Grant Finds (IDGF)
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204
(317) 232-8800
<http://iedc.in.gov/programs-initiatives/industrial-development-grant-fund>

Other contact information

San Francisco County Transportation Authority
100 Van Ness Avenue (between Hayes and Fell
Streets), 26th Floor
San Francisco, CA 94102
(415) 522-4800
<http://www.sfcta.org/content/view/312/159/>
Jose Luis Moscovich- Executive Director
(415) 522-4803

Roadway Improvements

The Roadway Improvements sub-initiative falls under the WCC's first goal, to improve the physical appearance and infrastructure of the neighborhood. Improving roads is a key element in improving the overall appearance of Whitely and is a good starting point for infrastructure improvements.

Why this is important

Some streets in Whitely are in need of restoration because bumps and potholes can cause serious damage to cars (See Figure 24.1). By only filling potholes, it is just a temporary fix that needs to be redone on a yearly basis, and maybe even more often depending on the weather. Streets in poor condition present a hazard not only to motorists, but also create a negative appearance for the neighborhood.

What this will involve

The first step is to prioritize the most important issues for infrastructure improvements. The Community Development Division could assist the WCC with information about possible grants for neighborhood utility improvements.

If the WCC were to obtain a 501c3 status with the IRS, they could apply for the high priority grant given out by the Department of Transportation (DOT) and Federal Motor Carrier Safety Administration. If the WCC chooses not to apply for 501c3 status, the City of Muncie can also apply for this grant. This grant awards 65 governments \$15,000,000 in funding for transportation initiatives. The award floor for this award is \$15,000. The deadline for the past year was October 17th. This grant is renewed annually as long as you qualify for it again.

See: <http://www07.grants.gov/>

The WCC can receive funding through the City of

Muncie if they apply for a TIGER II grant. This award gives \$526,944,000 in funding with an award floor of \$1,000,000. This grant is given by the Department of Transportation. The deadline for this grant has passed but it is renewed yearly.

See: www.dot.gov/tiger/

Title of Suitability Map:

Roadway Improvements

Suitability analysis

Street priority was based on two different criterions, gateways that lead into Whitely and major roads throughout Whitely. After priorities for wayfinding signage were identified, the roads that were to be specified for improvements could be determined. Roads that are given a low priority, shown in red, are not in poor condition. These are roads that have recently been repaved so there is little need for improvements. The moderate priorities, shown in yellow, consist of roads on the interior of Whitely that are not major gateways into the area (See Figure 24.2). High priorities, shown in green, are high traffic roads in the neighborhood that have been identified as gateways into Whitely.

Who will be involved with making this happen?

The main group involved in the implementation of this initiative is the WCC. They would be in charge of creating an infrastructure subcommittee that would oversee priorities for infrastructural improvements. They could seek help from the Department of Urban Planning at Ball State, the Delaware County GIS Department, Muncie Department of Public Works, and Muncie Community Development division.



Figure 24.1 – Large pothole that can cause serious car damage. Source: <http://www.midcitywest.org>.



Figure 24.2 – Street improvements on Manor, also making it more pedestrian friendly. Source:

Summary of Relevant Case Study

Case Study: Montclair, NJ
 Montclair, New Jersey has implemented a process that begins with street condition inspection. These inspections evaluate the condition of pavement, curbs, and drainage for every public street. The findings are then conveyed into a condition report that is used to prioritize projects. High priority projects are then sent to the Engineering Bureau for design and then presented to the township council for spending approval. Such a process was required due to the fact that for decades, minimal investment was made in street construction and roads were not up to par. Since the initiatives implementation in 1998, street conditions have improved drastically. In 1999, less than 14% of streets' pavement surfaces were rated excellent. This percentage rose to 35% in 2007. Also, in 2007 10% of streets were rated poor whereas in 1999, 27% were. Curb restoration has seen similar results. In 2007, less than 6% did not have curbs; in 1999 the figure was 16%.

Contact Information for Grants

TIGER Grant
 U.S. Department of Transportation
 1200 New Jersey Ave
 Washington, DC 20590
 (202) 366-4000
<http://www.dot.gov/tiger/>

MCSAP High Priority Grant
 U.S. Department of Transportation
 1200 New Jersey Ave
 Washington, DC 20590
 (202) 366-4000
<http://www07.grants.gov/search/search.do;jsessionid=mGGxT92HJPNjTQqFC2YsTjpl2zndmjPyhDnr9PGYgLmtD4Z9h1XJ!1265931165?oppId=112014&mode=VIEW>
 Contact: Cim Weiss
 (202) 366-0275
Cim.Weiss@dot.gov



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Recreation

Overall goals of this initiative

Although Whitely has many established recreational events and activities, the neighborhood provides many opportunities for further recreational expansion, development, and implementation. While many of the other initiatives strive to change outside perceptions, improving and maintaining physical spaces and implementing recreational programs and activities, community gardens. A recreation center will certainly help Whitely change its image. By implementing the recreation sub-initiatives, local residents will enjoy access to attractive and desirable places, an overall healthier community, and an enhanced sense of community pride. While most new recreational opportunities are tailored for youth and young-adults, Whitely's sub-initiatives are adapted for individuals of all ages due to the age diversity in the area. By implementing the sub-initiatives, Whitely could become the home of Muncie's premier recreation activities and events.

History of this initiative

At the first public meeting, many local

residents expressed concerns about recreational opportunities in Whitely. With over ten different recommendations, the development of a recreation initiative became a necessity. The recommendations were broken into two groups: 1) maintaining and improving physical spaces and 2) implementing recreational programs. Then the WCC and Whitely residents provided feedback on the four sub-initiatives: 1) Community Gardens, 2) Recreation Center, 3) Events and Activities, and 4) Parks and Open Space Improvements. After developing resident recommendations through feedback and research, the recreation sub-initiatives are customized to meet Whitely's specific needs.

The priorities for this initiative

High Priority

The Community Events and Activities sub-initiative was determined to be a high priority because it can be started almost immediately. It can act as an agent to promote community involvement and unity throughout the areas in Whitely.

Medium Priorities

A recreational Center is a medium priority for

Whitely. This is a medium priority because it would be fairly expensive to start and would take an extensive amount of time for the WCC to create a sub-committee and gather all the volunteers needed. The recreational center would provide opportunities for all ages to be active in a social environment.

Parks and Open Space Improvements are also a medium priority. This is a medium priority because of its ability to drastically change negative outside perceptions with relatively low associated costs. Converting abandoned overgrowth into highly productive areas within Whitely would encourage community interaction and healthy lifestyles, while developing an attractive, thriving park system within the neighborhood.

Low Priority

Community gardens are a low priority because Whitely already has one children's garden that is very successful. An additional community garden would help get more people involved and create another activity, but the neighborhood would like to devote resources to more pressing needs first.

Community Events and Activities

The Community Events and Activities is part of the WCC Goal 3: Continually Improve the Quality of Life of the Whitely Neighborhood.

Why this is important

The neighborhood identified the need for more community events and activities as being important. These types of activities can unite members of the Whitely neighborhood and create opportunities for the youth, adults, and elderly. These activities could include a mentoring program, sports leagues for children and adults, and senior citizen activities and events. These activities can entertain and teach important life skills to community members, while building connections throughout the entire neighborhood.

What this will involve

With the help of neighborhood volunteers, many of these programs could be organized almost immediately. A WCC subcommittee could oversee events, select venues for new activities, connect volunteers with specific activities, and identify funding for new events. Local community centers, like the Buley Center, Motivate Our Minds, schools and religious organizations, could help organize programs and provide spaces for them to occur. Funding for these events could come from local businesses, donations from the Ball Brothers Foundation or the Indiana Community Improvement/Development Grants.

The Ball Brothers Foundation gives grants that focus on one of their seven core values, which include: legacy, philanthropy, stewardship, leadership, integrity, communication, and effectiveness. The amount of these grants depends on the scope of the projects and activities. For the first cycle of Ball General Grants, the preliminary letter of inquiry is due February 15th and the



Figure 25.1 – Suggested Whitely Annual Softball Tournament in Riverside Park. Artist: Rachele Enochs.

general grant proposals are due April 1st. The preliminary letter of inquiry for the second cycle is due July 15th and the general grant proposals are due September 1st. Ball Rapid Grants, utilized for immediate funding, are accepted between February 1st and November 30th. More Information and grant forms can be found on the Ball Brothers Foundation website.

The Indiana Community Improvement/Development grants are for specific projects in arts and culture, education, and health and welfare and are sponsored by the Subaru of Indiana Automotive Foundation Inc. Grant requests are between \$1,000 and \$10,000 and are only available for investments in facilities, equipment, or real estate (not for operational expenses). Grant applications will be accepted from January 1st through March 31st and awards will be dispersed by June 15th. For the second cycle, applications will be

accepted from July 1st through September 30th and funding dispersed by December 15th. Applications can be downloaded from the SIA Foundation Inc. website.

See: <http://www.siafoundation.org/>.

List of Possible Activities

Youth Activities:

- Sports Competitions
- Mentor Programs
- Art Classes
- Team Practices
- After School Tutoring

Sports Programs:

- Basketball, baseball, baton, fitness classes, football, golf, gymnastics, martial arts, rope jumping, soccer, tennis, track, volleyball



Figure 25.2 – Students enjoy learning about Nature Preservation through an Outdoor Education Class. Source: <http://resm.uark.edu>.

- Open Gym
- Red Cross Training
- Acting and Directing
- Cheerleading
- Cooking
- Dance
- Hair Braiding
- Language Skills
- Music
- Organized Games
- Personal Skills
- Play Groups
- Science Club

Adult Activities:

- Acting and Directing
- Red Cross Training
- Arts and Crafts
- Computer Classes
- Cooking
- Dance
- Finance
- Fitness Classes
- Health and Wellness
- House and Garden
- Language Skills
- Martial Arts
- Music
- Personal Skills
- Sports and Recreation
- Weaving

Senior Activities:

- Crafts
- Games
- Cards, Bingo, Board Games
- Diner's Club
- Music Lessons

Outdoor Education:

- Nature Tales
- Hiking
- Outdoor Skills
- Nature Preservation Classes



Figure 25.3 – Adults enjoy learning how to dance at a recreational facility. Source: <http://www.azcentral.com/>.

Therapeutic Recreation:

- Crafts
- Diner's Club
- Family Nights
- Music

Suitability analysis

The list of potential activities provides examples of a diverse range of activities that other communities have created. These activities could be hosted at McCulloch Park, Riverview Park, the Buley Center, Longfellow School, Union Missionary Baptist Church, or other churches around the neighborhood. Some examples of activities are a Whitely Annual Softball Tournament (See Figure 25.1), an outdoor education class (See Figure 25.2), a dance class (See Figure 25.3), and a summer camp for children (See Figure 25.4).

Who will be involved with making this happen?

A WCC subcommittee of interested volunteers could organize specific activities such as fitness classes, outdoor education, or recreational clubs and report back to the WCC Committee. Other partners would include Motivate Our Minds, the Buley Center, neighborhood churches, schools, and other neighborhood institutions and volunteers.

Summary of Relevant Case Studies

California

Team-Up for Youth is an initiative to partner youth with mentors and create after-school sports activities that help to build skills and confidence. Team-up for Youth offers training, consulting, and coaching classes for volunteer coaches who help to teach youth the important life lessons through engaging in team activities. This program also educates policymakers about the benefits of sports opportunities in low-income neighborhoods. Children who participate in sports are less likely

to feel isolated, become or remain obese, drop out of school, join gangs, abuse drugs and alcohol, get pregnant when young, or break the law.

See: <http://www.teamupforyouth.org/about>.

Milwaukee

Milwaukee's recreation website has a great list of programs for youth, adults, and senior citizens. Senior programs include different types of clubs, fitness classes, and enrichment classes. These different activities take place in many schools around Milwaukee and a map of these locations along with the large program of activities can be found on the website. Classes are either free or offered at a significantly reduced price for individuals with an OASIS membership. OASIS, which is an organization that promotes healthy living after community members over the age of 50, is a great resource for fitness and healthy living classes for seniors.

See: <http://www.milwaukeeerecreation.net/>.

See: <http://www.oasisnet.org/>

Minnesota

White Bear Lake Area Schools Community Services and Reaction in Minnesota has created adult recreation opportunities through the school. These recreation activities include softball, volleyball, broomball, and hockey. Some school locations also have an open gym to promote active lifestyles within their areas.

See: <http://www.whitebear.k12.mn.us/community/adultree.htm/>

Additional Websites

http://blogs.suntimes.com/sweet/2010/02/michelle_obamas_lets_move_camp.html
<http://www.inshapeindiana.org/70.htm>
<http://www.ci.portage.in.us/departments/division/php?fDD=8-112>

Contact Information for Grants

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

SIA Foundation, Inc Grants
Subaru of Indiana Automotive, INC
P.O. Box 6479
Lafayette, IN 47903
(555) 555-1212
<http://www.siafoundation.org>
Contact: Shannon Walker
(765) 449-6565 (phone)
(765) 449-6952 (fax)
Shannon.walker@subaru-sia.com



Figure 25.4 – A high school basketball coach holds a youth summer camp for children. Source: <http://nctimes.com/>.

Community Gardens

Community Gardens address the WCC's goals of managing physical space, improving neighborhood appearance, and providing safe environments that foster youth and adult learning opportunities.

Why this is important?

Community gardens are places where people work together to grow food within their neighborhood. These gardens are run and managed entirely by residents. They provide fresh produce and improve the quality of the neighborhood by enhancing the aesthetics and providing activities for residents. Gardens are places that foster community building and provide connections between generations by allowing people of all ages to participate and spend time together. Plots can be individually or communally managed. Figure 26.1 shows how these plots could be divided and what they could look like. Gardens can also provide food security and provide places for events and festivals. Courses can be offered to train and inform residents on how to utilize their garden space. Festivals and garden markets can be held in which people can trade and sell their produce, as well as other things they have made. These gardens can also incorporate sustainable features like bioswales and recycled rainwater, as shown in Figure 27.2. The community gardens could also be integrated into an overall green infrastructure plan that encompasses and connects all of Whitley, as discussed earlier/later in this document. This plan would consist of a network of parks, rain gardens, community gardens, and trail systems. It would also connect the major features of the neighborhood such as the schools, churches, bus stops, and the Buley Center. There are already excellent examples of a community garden and rain gardens that already exist within Whitley. These features could be expanded upon to encompass the entirety of the neighborhood.

What this will involve?

Creating new community gardens in Whitley requires a small amount of funding and a large amount of community involvement. It can start by forming a subcommittee and finding a location. The next step is acquiring the land and designing the site. A neighborhood building and planting event could be organized in the spring and volunteers could be recruited for its maintenance. A finished community garden could be completed in 1-3 years, depending on how quickly the community can organize. The following timeline shows a detailed process that should be used as a guide when starting a community garden. Mentioned in the timeline are Community Development Block Grants (CDBGs). Information about these can be found in contact information at the end of this section. The Muncie Community Development Department can be contacted to receive an application. These can be given to individuals or groups to acquire land as well as support land and water preservation activities and they are worth varying amounts.

- 1) Form a committee
 - a) Contact community leaders and find residents interested in creating community gardens to form committee
 - b) Identify number of residents willing to participate in community gardens and keep these residents informed throughout the entire process
- 2) Select a site
 - a) Choose a site based on where people are willing to participate
 - i) This site should be located in one of the recommended zones presented in

this report; however, it is not limited to these locations

- b) Do a soil test to find nutrients and heavy metals present in the ground
 - c) Make sure the site has adequate sunlight and water accessibility
- 3) Obtain the land
 - a) Contact city parks department and/or community development office to inquire about constructing community gardens on unused city land
 - b) Identify community land owners willing to lease or donate land for community garden purposes
 - c) If 3.a. or 3.b. is not feasible, apply for CDBG by contacting the community development office of Muncie
 - 4) Prepare a site plan
 - a) Optional: Contact Ball State University Landscape Architecture department to see if they would be interested in holding design competition for community garden plans
 - b) A site plan should include inexpensive or free materials, storage space for tools, a place to store compost, flowers and shrubs around the perimeter of the site, a waterproof bulletin for announcements, sustainable features like bioswales (See Green Infrastructure sub-initiative)
 - c) Establish cost estimates for construction
 - 5) Obtain funding/sponsors

- a) Apply for CDBG to obtain initial funds for construction
- b) Approach local institutions to obtain sponsorships
 - i) E.g. churches, schools, non-profits, area businesses, parks department, citizen groups, etc...
 - ii) Sponsors can contribute land, tools, seeds, fencing, soil improvements, and money
- 6) Organize activities and volunteers
 - a) Plan a day to organize materials and volunteers
- 7) Plan a work day
 - a) Form work crews and begin construction of the garden
- 8) Organize members and establish garden regulations
 - a) Establish membership rules, plot sizes, membership fee, etc...
- 9) Maintain gardens
 - a) Create plans for dealing with garden upkeep and possible vandalism

Title of Suitability Map:

Recreational Suitability Map

Suitability analysis

When choosing locations for community gardens, numerous criteria must be considered. The gardens should be close to community destinations such as apartment buildings, schools, churches, and the Buley Center. This will make it easier for people

to access the gardens. Ideally, these gardens will be located in existing greens spaces, and it is recommended that these spaces not be located in a flood plain. Several open spaces have been identified on the map as ideal locations for a community garden. On these sites, demolition of an existing structure is not necessary and the sites would be easy to obtain. For example, the overgrown space between Cromer, Centennial, and Wolfe would be an ideal location. Another good location would be in the open field to the north of Streeter Avenue.

Who will be involved with making this happen?

A subcommittee of WCC members and neighborhood volunteers would need to be formed to plan and manage the gardens. Materials, plants, and seeds could be donated from local hardware stores and nurseries to get the garden started. Local institutions, such as churches and local businesses, could sponsor community gardens and provide initial startup funds. Local fundraising could also be an effective technique in building up enough capital to manage the gardens. The city government is also a resource and can be essential when obtaining a site and forming a new organization.

Summary of Relevant Case Studies

Ten Stones, Vermont

Ten Stones, Vermont is a small community that joined together to create a community garden. The garden is approximately one acre in size and was organized by about 13 families. The food is all grown organically. A \$125 membership fee goes towards tools, repairing the shed, and hired help. The community used to hold festivals at the garden, but support for the garden overall has been threatened by a lack of maintenance and participation from younger generations.

See: http://www.burlingtongardens.org/Community_%20Garden_CaseStudies.pdf

Shelburne, Vermont

Shelburne, Vermont, has a community garden within a in which nature center members can participate for an annual fee of \$15, which supports the nature center and other expenses for the garden. The garden encourages organic farming. Participants range in age from their late 20's to early 70's and are from various ethnic backgrounds.

See: http://www.burlingtongardens.org/Community_%20Garden_CaseStudies.pdf

Community Grant Information

Community Development Block Grant
Muncie Community Development Department
Muncie City Hall, Third Floor
300 North High Street
Muncie, Indiana 47305
(765)747-4825

Additional Resources

Muncie CDBG - <http://www.cityofmuncie.com/documents/category.asp?cid=24>

Muncie applications - <http://www.cityofmuncie.com/documents/category.asp?cid=12>

Community garden guidelines - <http://communitygarden.org/learn/starting-a-community-garden.php>

Fundraising strategies and resources - <http://communitygarden.org/rebeltomato/roots/fundraising.php>

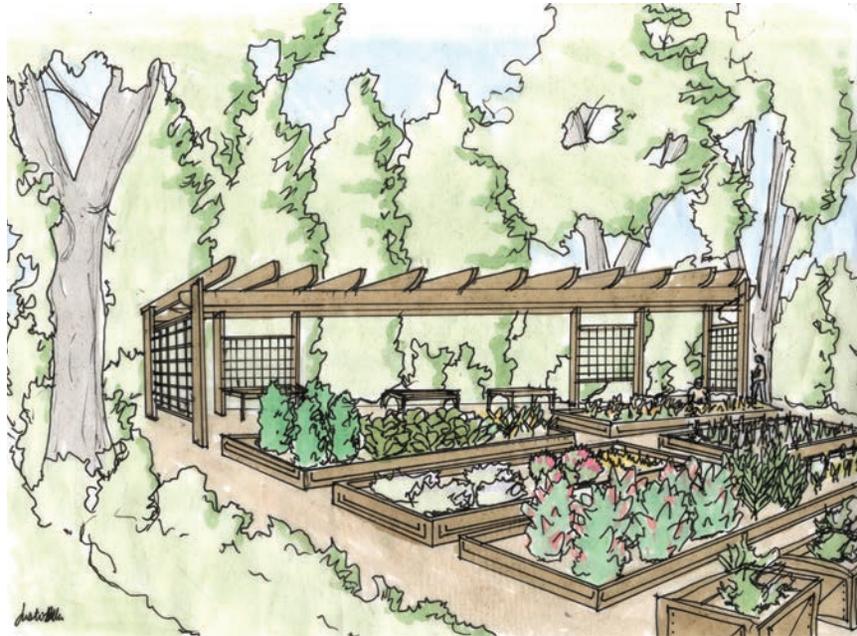


Figure 27.1 - This community garden concept sketch shows separated plots, message board, seating area, and green/tree buffer. Artist: Justin Baker.



Figure 27.2 - This concept sketch shows rainwater reuse and bioswale features that could be implemented into garden design. Artist: J. Baker.

Recreation Services and Activities

The library initiative is related to the third WCC goal which addresses getting youth involved with adults in the neighborhood. A library will help create the opportunity for children to participate in after-school activities and strengthen relationships between the youth and adults in the community.

The recreation center is also related to WCC Goal 3. A recreation center will help keep youth involved and give them recreation/fitness opportunities.

Why this is important

Neighborhood Library

A library can be used as a learning facility for people of all ages. It gives a chance for adults to be involved in the teaching of neighborhood children and can be a place for after-school activities. This interaction can help the learning process of the young children in the neighborhood and allow the older adults to get involved with volunteering and the learning process of the younger generations. A public library can provide books and computers to residents and space for neighborhood group/club meetings or other social activities. The former Conley Library in Whitely would be an ideal location for these activities if it were to be reopened for use.

Neighborhood Recreation Center

Whitely does not currently have an official and comprehensive recreation center. The Buley center offers some recreational opportunities, but a larger recreation center would benefit the entire neighborhood. A recreation center can provide a place for Whitely to organize events and activities, while functioning as a place for indoor fitness and sports. It could also help provide an organized space for youth activities to stay active and have fun, as well as create an environment where all neighbors can come together to socialize. A neighborhood recreation and events center would allow leadership opportunities for youth and young adults, while keeping them active and having fun.

What this will involve

Neighborhood Library

To get this up and going Whitely could use a variety of fund raising, grant applications, resource donations, and gathering a subcommittee of volunteers to run a neighborhood library will help get a library reestablished in Whitely. The former Conley Library building could be utilized for the new neighborhood library, these grants may be able to be used with the technology center that the Conley library is being used for.

Library Grants

H.W. Wilson Library Staff Development Grant is a grant that the WCC would be able to apply for. Eligibility consists of being a individual library. This is an annual award of \$3,500 given to applicants that show good merit and staff development toward library organization. The application is due on December 1st of each year.

ABC-CLIO/Greenwood/YALSA Service to Young Adults Achievement Award that is given every other year. It is an amount of \$2,000 giving to members who demonstrate sustained devotion to young adults and services to further increase literature services. This grant must be applied for in December in odd years and the winner is chosen the following December.

Neighborhood Recreation Center

First, a WCC subcommittee will need to be formed for the purpose of running this center. Then, an existing facility that could be used will need to be found; a structure that can be renovated and reused will be the easiest to get running. Otherwise plans will need to be made to construct a new recreation center. After a site is found the subcommittee will need to gather money and materials to build the recreation center. All neighborhood residents can be involved in the planning of the recreation center to ensure it includes all the amenities that residents would like to see in their facility. Local residents will be able to voice their opinions, which the WCC will take into consideration. This will help to figure out which sports, fitness equipment or activities are most desired by the neighborhood.

Recreation Grants

There are grants that support youth sport activities and will give money to refurbish a building or help by providing sporting equipment. The WCC cannot apply for the Responsible Sports Community Grant until they are a non-profit organization. An interested organization should apply for the grant online, and after registering provide proof that there are players for a league, a responsible coach, involved parents and facility for the activities. These grants can be from \$2,500 - \$5,000 depending on how active and educational the established league will be. Grant periods are from Sept. 1 through Nov. 30 and March 1 through May 31 of every year. You can only receive this grant once but you are allowed to apply every opening until you receive the grant. This grant can only be applied for online.

Title of Suitability Map:

Recreation Services and Activities

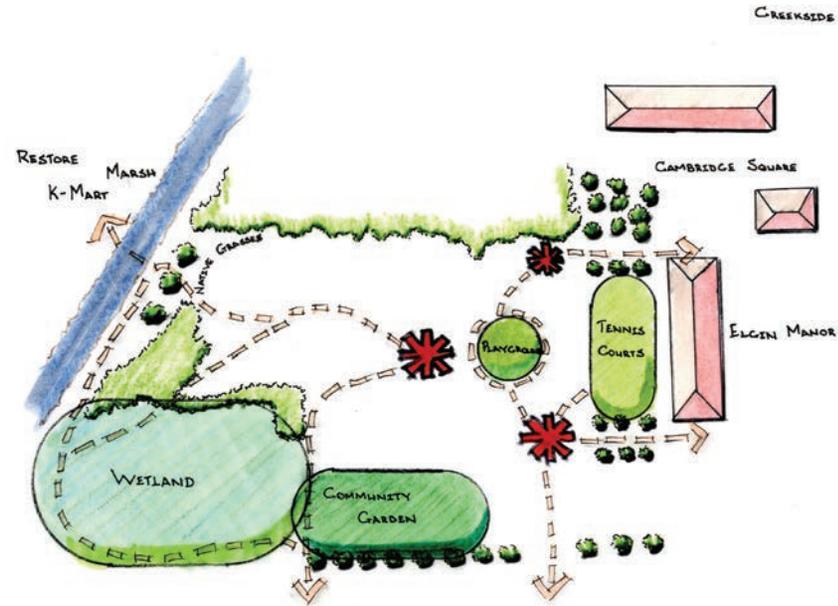


Figure 28.1 - Possible proposed park. Artists: Jacob Egan and Christopher Lawless.

Suitability analysis

For this map, existing structures served as the primary criterion because of the cost effectiveness of redeveloping a structure. All areas that were the most suitable for a recreational center are shown in green. For example, existing structures such as the Buley Center and Union Missionary Baptist Church were seen as highly suitable because of their ability to host recreational and social events. Open space was seen as highly suitable because of its ability to hold large outdoor events, particularly Riverview Park. The two proposed parks seen in yellow are moderately suitable because there are costs associated with developing a new park space. The area with low suitability, shown in red, is labeled as such because of its inability to host other community events.

The proposed park seen in Figure 28.1 shows a playground, a tennis court, and some open space. This park could be used to create a tennis league and it has the open space for large group/community events. Figure 28.2 is a façade of a recreation center that Whitely would be able to use. This recreation center could use an old or vacant building and replace the façade making it recognizable as a recreation center.



Figure 28.2 – New recreation center. Artist: Justin Baker.

Who will be involved with making this happen?

Neighborhood Library

The WCC can organize a subcommittee that will be in charge of finding funding a location that can be utilized for the library. They will also need to find volunteers to work in the library and people or organizations to donate books and other needed materials. The operation of the library can also work in conjunction with the Community Tool Shed and Bike Repair shop in order to share volunteers, donations and other resources.

Neighborhood Recreation Center

A WCC subcommittee would be leading the development of the recreation center. Local businesses can become involved with Whitely by donating sports and athletic equipment. The businesses donating supplies get free advertisement.. Volunteers will be needed as activity leaders whether it be as a coach, fitness instructor, or cleaning and maintenance.

Summary of Relevant Case Studies

Fort Worth, Texas

Neighborhood Library - Fort Worth, TX has a library that is completely volunteer-based. The library is easy to maintain and only has to be open three to four days a week. The library also serves as an event center where they host yoga classes, book signings and other neighborhood social events. They host learning programs after school for children.

See: http://www.theneighborhoodlibrary.org/TNL/The_Neighborhood_Library.html

Phoenix, Arizona

Neighborhood Recreation Center - The Longview Recreational center in Phoenix is a small recreational center with one gym, a game room, and a kitchen. The recreational center is open six days a week and doesn't require a membership to join. There are small leagues that generate a portion of the revenue for the center. There are open gym opportunities that benefit the community by allowing children that are not in leagues to use the facilities. The center also accepts and volunteers for overlooking the events. They try to get as much volunteer activity as possible to limit the cost of hiring workers.

See: <http://phoenix.gov/PARKS/longview.html>

Contact Information for Grants

The H.W. Wilson Library Staff Development Grant

American Library Association

50 E. Huron Street

Chicago IL 60611

1-800-545-2433

<http://www.ala.org/ala/awardsgrants/awardsrecords/wilsongrant/wilsongrant.cfm>

Contact: Cheryl Malden (Staff Liaison)

(312) 280-3247

cmalden@ala.org

ABC-CLIO/Greenwood/YALSA Service to Young Adults Achievement Award

American Library Association

50 E. Huron Street

Chicago IL 60611

1-800-545-2433

<http://www.ala.org/yalsa/awardsandgrants/achievement>

Contact: Nichole Gilbert
ngilbert@ala.org

Responsible Sports Community Grant
Liberty Mutual
175 Berkeley Street
Boston, MA 02116
<http://www.responsiblesports.com>

Parks and Open Space

The Parks and Open Space sub-initiative satisfies a portion of the WCC's first goal, to improve the physical appearance and infrastructure of the neighborhood, by drawing attention to the second task: to manage physical spaces. In its annual progress assessment, the WCC listed this task as incomplete.

Why this is important

To change the outside perception of Whitely and fully realize the area's recreation potential, Riverview Park, McCulloch Park, Longfellow Elementary's rain garden, Motivate Our Minds' rain garden and children's garden, and the Buley Center need small improvements and general maintenance. Additionally, implementing ecological and nature learning and interactive preserves are an extraordinary opportunity to convert abandoned overgrowth into highly productive areas within Whitely.

By updating and improving the existing parks and implementing new ecological and nature preserves, many of the Whitely residents' concerns are satisfied, including, but not limited to: improving Riverview Park's softball diamond (See Figure 29.1: Softball Diamond), implementing more park and recreational opportunities (See Figure 29.2: Recreation Center), removing overgrowth, providing a playground at McCulloch Park, and generating spaces within Whitely for youth and adult activities (See Figure 29.3: Proposed Creekside Park and Figure 29.4: Creekside Park Waterfront).

The WCC has tried to address some of these issues through its first of three goals. Although many Whitely residents now view Riverview Park and large overgrown plots as aesthetically unpleasing, their hidden potential elevates the importance of action. With a strong presence in the area, it is crucial that the WCC and local residents implement

small improvements to the local parks and open spaces to aide in establishing neighborhood pride, enhancing the community image, and providing a safe, clean space for local events and activities.

What this will involve

To successfully implement Parks and Open Space sub-initiative, the WCC needs to establish a subcommittee in partnership with the Muncie Parks and Recreation Department. By establishing a subcommittee for this initiative and others, the WCC becomes an executive, managing body less focused on smaller specific tasks and more focused on neighborhood improvement as a whole. It is the newly formed subcommittee's task to establish volunteers, obtain minimal funding, and implement a park improvement plan. To obtain the necessary funding, the subcommittee will rely on donations, fund raising, municipal bonds, and grants. Some park improvement grants (i.e. Indiana Community/Development Grants and Ball Brothers Foundation Grants) are mentioned in other initiatives, but city municipal bonds provide perhaps the greatest opportunity.

Utilized in part for the renovation of Muncie's Tuhey Pool, city municipal bonds, also known as munis, focus "investments in state and local government projects that have an impact on our daily lives..." (The Securities Industry and Financial Markets Association, 2010). Like most bonds, municipal bonds are personal investments exempt from federal, state, and local income taxes, making them attractive to local Muncie investors. Essentially, municipal bonds utilize local investment to promote and enable local improvement. For these reasons, Muncie municipal bonds are an excellent funding resource for improvements within the Whitely neighborhood. To apply for these bonds, the WCC subcommittee is required to present a detailed park improvement plan, complete with

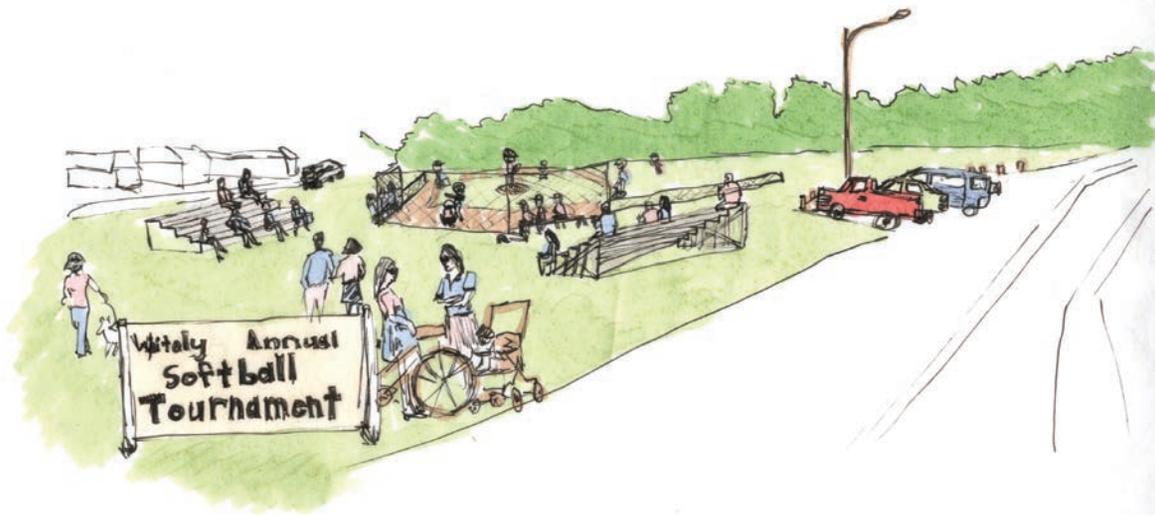


Figure 29.1 - Softball Diamond. Artist: Rachelle Enochs.

financial considerations, to the Muncie City Council. Following this presentation, the city council will decide whether or not to issue city bonds as investment capital for the project.

See: The Securities Industry and Financial Markets Association. (2010). About Municipal Bonds. Retrieved October 24, 2011, from InvestinginBonds.com: <http://www.investinginbonds.com/learnmore.asp?catid=8>

Title of Suitability Map:

Park and Open Space

The Whitely Neighborhood Green Infrastructure Map, Pedestrian Access and Signage Map, and Garden Suitability Map coincide with the proposed ecological and nature learning and interactive preserves by highlighting the importance of green and sustainable infrastructure in designing new projects. The proposed ecological and nature learning and interactive preserves are designed to utilize rain gardens, native grasses, cultural trails,

community gardens, and pedestrian bridges to improve pedestrian access and movement and promote recreational activity and learning for Whitely residents. To learn more about integrating each of these aspects into the park improvement plans please reference these maps.

Suitability analysis

McCulloch Park, Riverview Park, the Buley Center, Longfellow Elementary's rain garden, Motivate Our Minds' rain garden and children's garden, and the proposed ecological and nature learning and interactive preserves are analyzed in the Park and Open Space Priority Map. For this map, the primary focus is placed on the conditions of the existing parks and rain gardens because the financial, physical, aesthetic, and social benefits outweigh the purely financial costs associated with restoring and improving existing sites. McCulloch Park, Longfellow Elementary's rain garden, and Motivate Our Minds' rain garden and children's garden are all seen as low priorities because they are well maintained and highly utilized by city and

local residents. Conversely, Riverview Park is seen as a high priority because of its state of disrepair, low use, and vegetative overgrowth. Additionally, the Buley Center is a moderate priority because of an overall lack of space required for hosting large events and activities compared to the larger parks in the area. The Buley Center is a staple for the Whitely area, so small improvements over time will help stabilize its positive influence in Whitely and throughout the City of Muncie. Further, the ecological and nature learning and interactive area proposals afford an extraordinary opportunity to convert abandoned overgrowth into highly productive areas and wildlife habitats within Whitely. By developing these areas with sustainable and green infrastructure and connecting them with the rest of the neighborhood through recreational trails (See Figure 29.5: Connection to Creekside Park), these learning and interactive parks will be a point of pride in Whitely. Parks and open spaces within Whitely have a strong presence in the area, but need small improvements to realize their full potential. This map simply highlights and categorizes these areas of potential and opportunity according to priority.

Who will be involved with making this happen?

With WCC leaders in charge of the oversight of this initiative, inspired and excited local volunteers need to form the subcommittee and implement the necessary improvements and implementations. By partnering with organizations and institutions such as Muncie Clean and Beautiful, Ball State University, local youth and schools, and the Muncie Parks Department, the initiative's resources and potential for success will greatly increase. Contrary to many other initiatives, updating and improving parks and open spaces will certainly require less time and less money, but more volunteer help to achieve the ultimate goal of a thriving park system within the neighborhood.

Summary of Relevant Case Studies

Case Study 1: Baltimore, Maryland

Patterson Park is a 155-acre city park situated in Baltimore's Inner Harbor (See Figure 29.6: Patterson Park Waterfront). Similar to Muncie, the City of Baltimore experienced population declines since the 1970's, so the local residents became concerned about declining park security and conditions. In 1993, area volunteers partnered with urban planning students from the University of Maryland, the Baltimore Department of Planning, and the Baltimore Department of Recreation and Parks to develop an area improvement and revitalization plan. The partnership obtained funds through grants and a city municipal bond to initiate a master plan, community meetings, and user studies. Within the community, five subcommittees were established to accomplish the first phase: to develop goals and collect information. The second phase, to develop recommendations, was successfully accomplished and implemented by 1997, only four years after the partnership was formed.

See: http://www.pps.org/articles/patterson_park/

Case Study 2: Muncie, Indiana

On July 27, 2011 Muncie, Indiana's only public pool, Tuhey Pool, re-opened after two years of renovation and reconstruction. To reach new federal pool safety laws, expensive improvements were required. To fund these improvements, the City of Muncie pooled \$2.4 million through a Park Board Bond, economic development income taxes, Tax Increment Financing, and private donations. Mayor Sharon McShurley stated in excitement, "This facility marks a new day in Muncie..."

See: <http://www.cityofmuncie.com/news/?naid=180>



Figure 29.2 – New recreation center. Artist: Justin Baker.

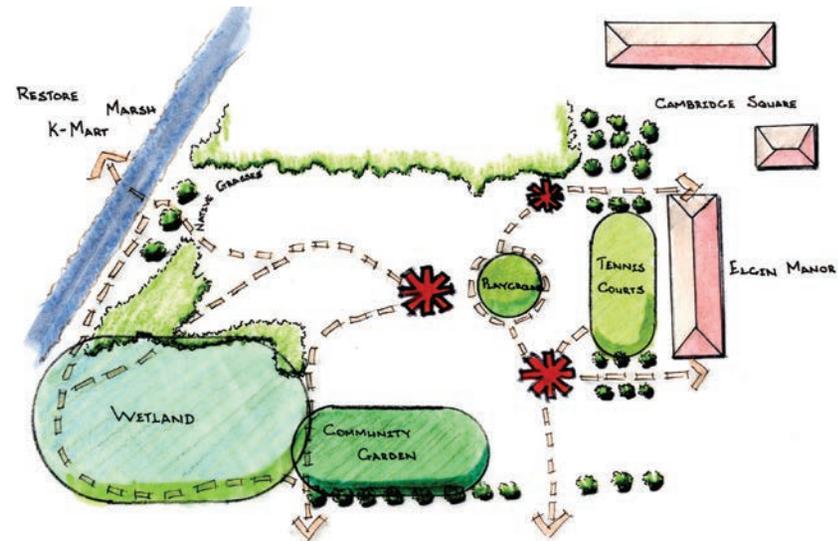


Figure 1 - Possible proposed park. Artists: Jacob Egan and Christopher Lawless.



Figure 29.4 - Creekside Park Waterfront. Artist: Justin Baker.

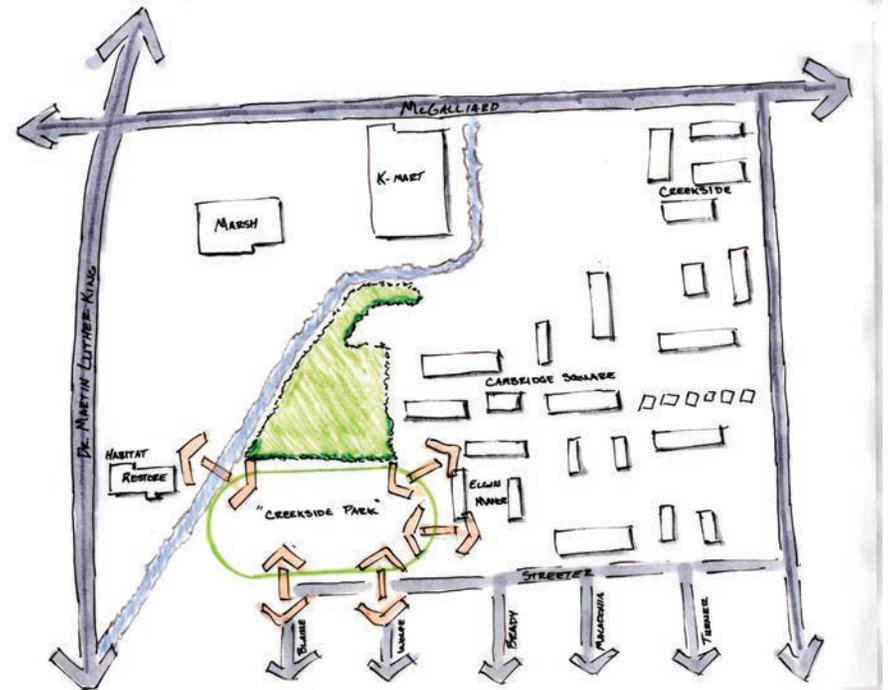
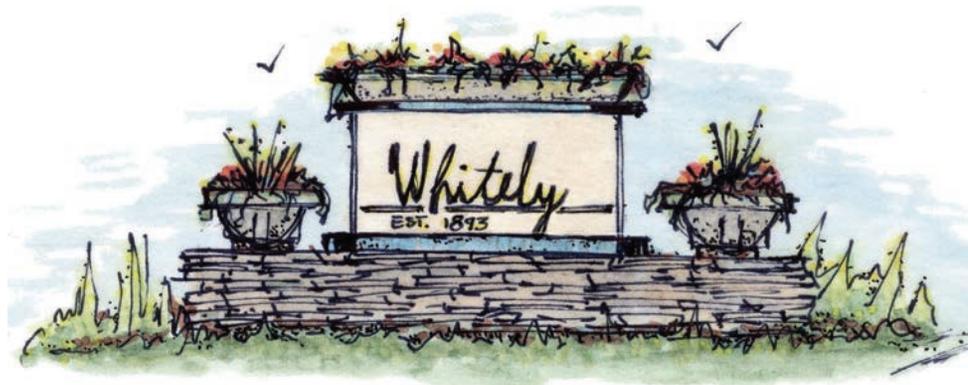


Figure 29.5 - Connection to Creekside Park. Artist: Chris Lawless.



Figure 29.6 - Patterson Park Waterfront. Source: <http://baltimore.shownbyphotos.com/imgs/20070413-patterson-park-0103-800.jpg>.



Artist: Andrew Magee.

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Artists: Anna Robinson and Ross Hilleary.

Wayfinding and Identity

Wayfinding and Identity

Overall goals of this initiative

The goal of the Wayfinding and Identity initiative is to help Whitely residents create a stronger connection with each other as neighbors and with Muncie as a neighborhood. The initiative is about more than just new signage; it is about improving the visibility and perception of the Whitely neighborhood. This directly relates to the WCC's Goal One of improving neighborhood appearance and infrastructure and Goal Three of improving the overall quality of life. This initiative will help the Whitely neighborhood express its goal for the future, celebrate its borders, connect with its history, and improve neighborhood infrastructure and navigation for pedestrians, cyclists, and motorists.

History of this initiative

The Wayfinding and Identity initiative began as the "Signage Initiative" focused solely on physical signage, including Gateway Elements. This initiative was created by organizing the feedback received during the first meeting with the WCC in September. During the same meeting, it became apparent that a greater exploration of the history of Whitely was needed. Expanding on the original focus on signage, the initiative evolved to include the Community Artwork sub-initiative. Another sub-initiative was needed to focus on neighborhood branding and identity, such as a logo and tagline, to enhance the Gateway Elements and Community Artwork sub-initiatives. This led to the creation of the Identity sub-initiative.

While conducting neighborhood fieldwork, the studio found that it was often difficult for people unfamiliar with the area to find their way around. This resulted in a sub-initiative focused on Wayfinding signage. The Wayfinding sub-initiative soon became too limited in its focus on motorists. Identifying a need for greater attention to be placed on pedestrian and cyclist issues, the Whitely Walk sub-initiative was created. The Whitely Walk became a great way to tie together all Wayfinding and Identity sub-initiatives into one complete package. Ultimately, the initial "Signage Initiative" evolved into the Wayfinding and Identity Initiative, consisting of the Community Artwork, Gateway Elements, Identity, Wayfinding, and Whitely Walk sub-initiatives.

The priorities for this initiative

High Priorities

Gateway Elements has been identified as one of the top two priorities of the WCC. This has been identified as a top priority because it is something Whitely can start immediately and use as a catalyst for other initiatives. Gateway elements, which includes welcome signs, will help strengthen Whitely's presence within Muncie.

Establishing a Neighborhood Identity is important to the Whitely community and has been identified as a high priority. A neighborhood identity, which includes a logo and tag-line, will help market the neighborhood and call attention to Whitely's positive developments. This visual identity, if established early, can be used with other neighborhood initiatives to help tie them together.

The Community Artwork sub-initiative has also been identified as a high priority. This sub-

initiative can be undertaken with only a small amount of funding. Community Artwork is one of the easiest ways to beautify the Whitely Neighborhood, remove old eyesores, and provide a great opportunity for community engagement. Community Artwork can coincide with the momentum from the Gateway Initiative project, and in certain locations, Community Artwork projects can act as Gateway Elements themselves.

Medium Priorities

Wayfinding Signage has been identified as a medium priority sub-initiative. While it is a useful tool for community enhancement, it is not as immediately needed as other, higher-priority sub-initiatives. While the Wayfinding Signage sub-initiative will help create a stronger connection between Whitely and the City of Muncie, it can be incorporated at a later time with other neighborhood infrastructure improvements such as regulation street signage replacement and street and sidewalk improvements.

The Whitely Walk sub-initiative, also identified as a medium priority, is the result of implementation and combination of other Wayfinding and Identity sub-initiatives as well as Infrastructure sub-initiatives. The Whitely Walk is an idea to connect various community gateways, community artwork locations, existing assets and neighborhood resources, local parks, and transportation assets such as the White River Greenway. While it is important to keep this initiative in mind while undergoing other projects, the Whitely Walk initiative will come later as the result of multiple projects.

Low Priorities

No low priorities exist for this initiative.

Community Artwork

The Community Artwork Initiative supports the WCC's goals 1 and 3, which are to Improve the Appearance and Infrastructure and to Improve the Quality of Life, Safety, Youth and Adult Education, respectively.

Why this is important

Community Artwork can be a tool for displaying the history of the neighborhood in public places through different art mediums. The main goal of creating community artwork is to create an identity within the neighborhood of Whitely. Two different types of installations that can be placed in Whitely can be large murals on blank walls of existing structures and artwork by youth incorporated along the suggested "Whitely Walk." Community artwork does more than just cover a blank wall. Artwork in Whitely could educate residents and visitors about the history of the neighborhood, establish a sense of community, display the unique aspects of the neighborhood in public places and reflect the neighborhood's goals for the future. Murals can also increase awareness of the community by bringing visitors into the neighborhood and creating a positive image of Whitely to the Muncie area as a whole.

See: Whitely Walk Initiative.

What this will involve

Artists can work with local historians to research the neighborhood and key information such as events and individuals that helped establish the neighborhood. This research can then be used to design artwork for Whitely. For example, art pieces could feature the "Congerville/Whitely Streetcar" image from a postcard postmarked 1909 (See Figure 30.1), or the Whiteley Malleable Castings Co. that was founded by Amos Whiteley (See Figure 30.2) that helped boost the Whitely economy during its inception as a community.

Professional artists, student artists from local schools, and neighborhood residents can participate in the art projects. This work can be most engaging and effective if done during special events, such as an event hosted by the WCC or other neighborhood groups.

These projects could be funded through grants, corporate sponsorship and/or community auctions. Grants that could assist funding a project for the Whitely neighborhood include cooperation with either the Muncie Indiana Visitors Bureau or the East Region Tourism Marketing Co-Op, Inc. These are both grant locations that communities have used to fund their projects (like Danville, Illinois, detailed in the case study, next page). Another location for grants is the United States Environmental Protection Agency, which funds environmental projects that could correlate with the suggested "Whitely Walk" and community artwork. Environmental projects can be esthetically pleasing changes that help with water runoff, pavement choices, and plant choices. Auctions held by church groups or other neighborhood organizations could fund and promote these art projects by auctioning small renderings of the final designs.

See: Whitely Walk sub-initiative.

For more information, refer to the following:

Muncie, Indiana Visitors Bureau: <http://www.munciecvb.org>
East Region Tourism Marketing Co-Op: <http://www.visiteasternindiana.org>
United States Environmental Protection Agency: <http://www.epa.gov/epahome/grants>

Title of Suitability Map:

Community Artwork Suitability Process

Suitability analysis

As shown on the Artwork Suitability Map, areas most suitable for community artwork are areas regularly visited by Whitely residents and locations where art could be seen easily. The greatest visibility for artwork in the neighborhood is along the streets where people walk, bike, and drive. These same places would be the best location for the suggested "Whitely Walk." Community artwork should be placed along streets such as Macedonia Avenue and Elgin Avenue as these are used by the MITS transit system. Highland Avenue would be another ideal location as it is home to both the Buley Center and Motivate Our Minds. Busy streets such as McGalliard Rd. or MLK Blvd. should be considered last, due to the fact that people drive by at faster speeds and are less likely to notice the artwork. Areas with large blank walls that could be used for murals, as well as empty lots that could accommodate a piece of artwork temporarily, have been identified on the "Artwork Suitability" map.

See: Whitely Walk sub-initiative.

Who will be involved with making this happen?

The WCC could engage in partnerships with professional artists such as "The Walldogs" (a traveling mural artist group), local schools art departments, local artists from the Muncie area, and volunteers from the neighborhood. Additionally, the Community Development Division of the city of Muncie, IN, would be involved in order to approve new signage and public artwork in the neighborhood.

For more information, refer to The Walldogs-Mural Artist at <http://www.thewalldogs.com>.

Summary of Relevant Case Study

Case Study: Danville, Illinois

In the summer of 2010, the city of Danville, Illinois was host to the WALLDOGS, a group of artists from all around the United States. The group paints large murals of historic events and people on public buildings within communities across the country. Danville, Illinois, located 90 miles west of Indianapolis, IN, has a population of 30,000 people and is home to famous actors including Gene Hackman and Dick Van Dyke, as well as several historic landmarks. One such landmark is a home that President Abraham Lincoln stayed in on several occasions and gave a speech from a balcony of the home. WALLDOGS and the citizens of Danville used these landmarks and citizens as a launching point for creating the historical murals. After a year of working with the City of Danville, they created over 15 different projects to cover blank walls in the historic downtown area. Over 50 artists set up projectors and worked through the night tracing the drawings on the sides of buildings. When they were finished, community volunteers hosted the artists in their homes. The paint was donated from local paint suppliers and the project was funded through a community beautification grant from the Danville Area Convention and Visitors' Bureau.

The completed murals helped to develop a sense of pride in the community, rejuvenate the downtown, and connect Danville's residents to their roots. Instead of just driving through, people now stop and explore the downtown, guided by a map of the murals.

See: Danville Area Convention and Visitors' Bureau: <http://www.danvilleareainfo.com/walldogs>.

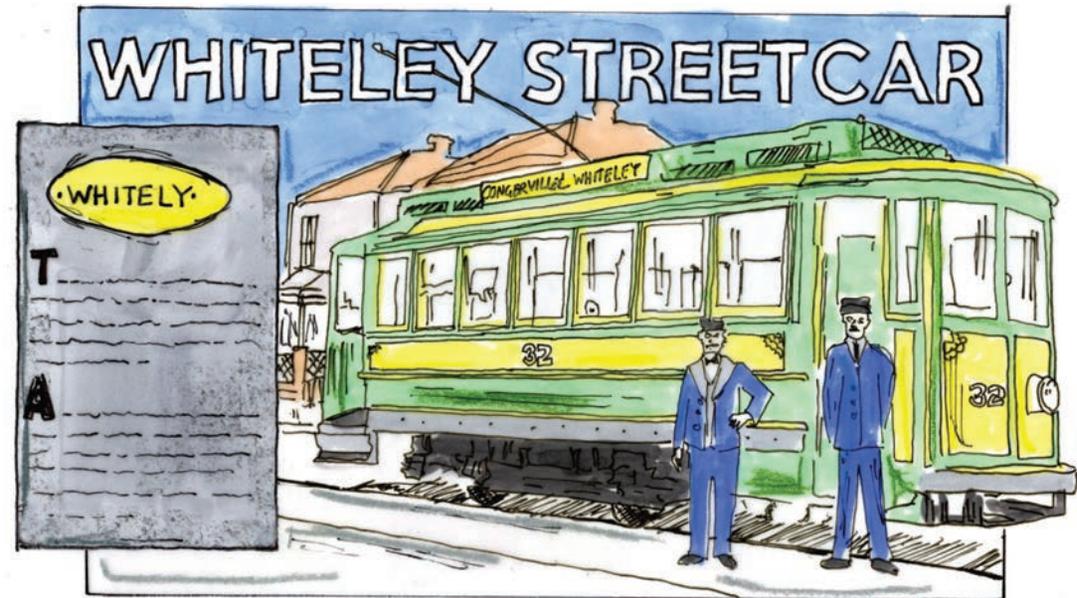


Figure 30.1 – Idea for Artwork that focuses on historical companies such as the Whiteley Malleable Casting Co. Artists: Ross Hilleary and Anna Robinson.



Figure 30.2 – Idea for artwork that focuses on historical photos such as the Whitely Streetcar System. Artists: Ross Hilleary and Anna Robinson.

Creating a Neighborhood Identity

This initiative fits with the WCC Goals One and Three. “Goal One: Improve Appearance and Infrastructure” is met by creating an identity that can be used on physical elements in the neighborhood to improve overall appearance. “Goal Three: Improve Quality of Life” is addressed by creating a neighborhood identity that will help empower residents to take ownership of their neighborhood’s image. Additionally, this initiative addresses the Muncie Action Plan Goals 3.1: “Develop a city brand identity and marketing campaign” and 3.7: “Establish a City-wide Positivity Challenge.”

Why this is important

The issue of creating a neighborhood identity has been identified as a topic of interest among Whitely residents during community input sessions. These residents understand that successful neighborhoods are those with a defined and recognizable identity. By creating a future vision statement, a logo, and a tagline, Whitely can better represent the interests of its residents and increase visibility within Muncie. The process of creating the identity is driven by members of the neighborhood through public participation and can be accomplished with only a small budget by utilizing key resources.

What this will involve

The WCC has already been instrumental in representing the current interests of Whitely residents. There is, however, a lack of consensus as to what the neighborhood wants to become. Does Whitely want to be a quiet residential area? Does it want to become a local hub of business? Does the neighborhood want to become a center of services and community resources? These are questions that can only be answered by the residents themselves.

Area representatives can distribute surveys to

Whitely residents to gather information about what they would like to see the area become. The WCC can then discuss the survey results during a regular meeting. This should lead to the creation of a future vision statement. Examples of this statement include: *“Whitely is a quiet residential neighborhood that celebrates its history, supports its families, and cultivates relationships among neighbors”* or *“Whitely is a robust neighborhood of families, small businesses, supportive organizations, and beautiful spaces that provides a diverse and productive atmosphere within the City of Muncie.”* The creation of the community’s value statement is not only a key step in creating an identity but also in organizing residents for the support of all other Whitely initiatives.

The creation of a logo and tagline is the next step. The tagline for a community should incorporate its values and act as a short but strong statement for Whitely overall. Examples include: “Whitely—A Place for Friends,” “Whitely—A Community of Neighbors,” or “Whitely—Embracing Our People, Our Traditions, and Our Future.” These short statements act as a marketing tool for the neighborhood and help inform those outside of Whitely of what they can expect when they visit or move to the area.

The logo should be developed to be strong enough to stand alone as a symbol for the neighborhood. One example is the Seven Areas logo created for this WNAP (See Figure 31.1). The logo is a simple form expressing the seven unique areas of the Whitely neighborhood (each expressed in a different color) yet showing how these areas all fit together and create “one” Whitely. Another example shows how the letter “W” can be used as a standalone logo or combined with the name “Whitely” to achieve a strong level of recognition (See Figure 31.2).

The creation of a logo and tagline is done in some communities by professional marketing consultants,

often a lengthy and expensive process. A better alternative for Whitely would be a community-driven idea submission process overseen by a small subcommittee. This subcommittee would need to determine whether the process will be a competition (a specific entry will win and then be used as the final product with credit to the original creator) or an idea submission (entries will be used as sources of ideas for a final product created by the subcommittee). A small amount of money would be needed to create flyers, advertisements, and newspaper articles to inform the Whitely neighborhood of the entry process. Submissions for logos and taglines via paper or digital file to the subcommittee should be completed by residents within a set time period. The subcommittee would then proceed to select a final entry to be used or establish a community meeting for a vote.

Just like a logo for a store or product, the Whitely logo and tagline have an important and wide range of uses. Both the logo and tagline have a wide range of uses, including: WCC letterhead and community newsletters, shirts and hats for neighborhood cleanup days, gateway signage, wayfinding and street signs, Muncie’s city website, local store windows, and MITS bus route maps. For information on how a logo and tagline can be used on neighborhood signage.

See: Gateway Elements Initiative.

The final logo and tagline should be in digital format to facilitate its use in programs like Microsoft Office Word, Microsoft Office PowerPoint, other desktop publishing software, and website creation software. This digital format would also be easily sent via email, uploaded to an internet sharing/networking site, or saved to a disc for sharing with printing businesses, community organizations, or governmental departments.

Who will be involved with making this

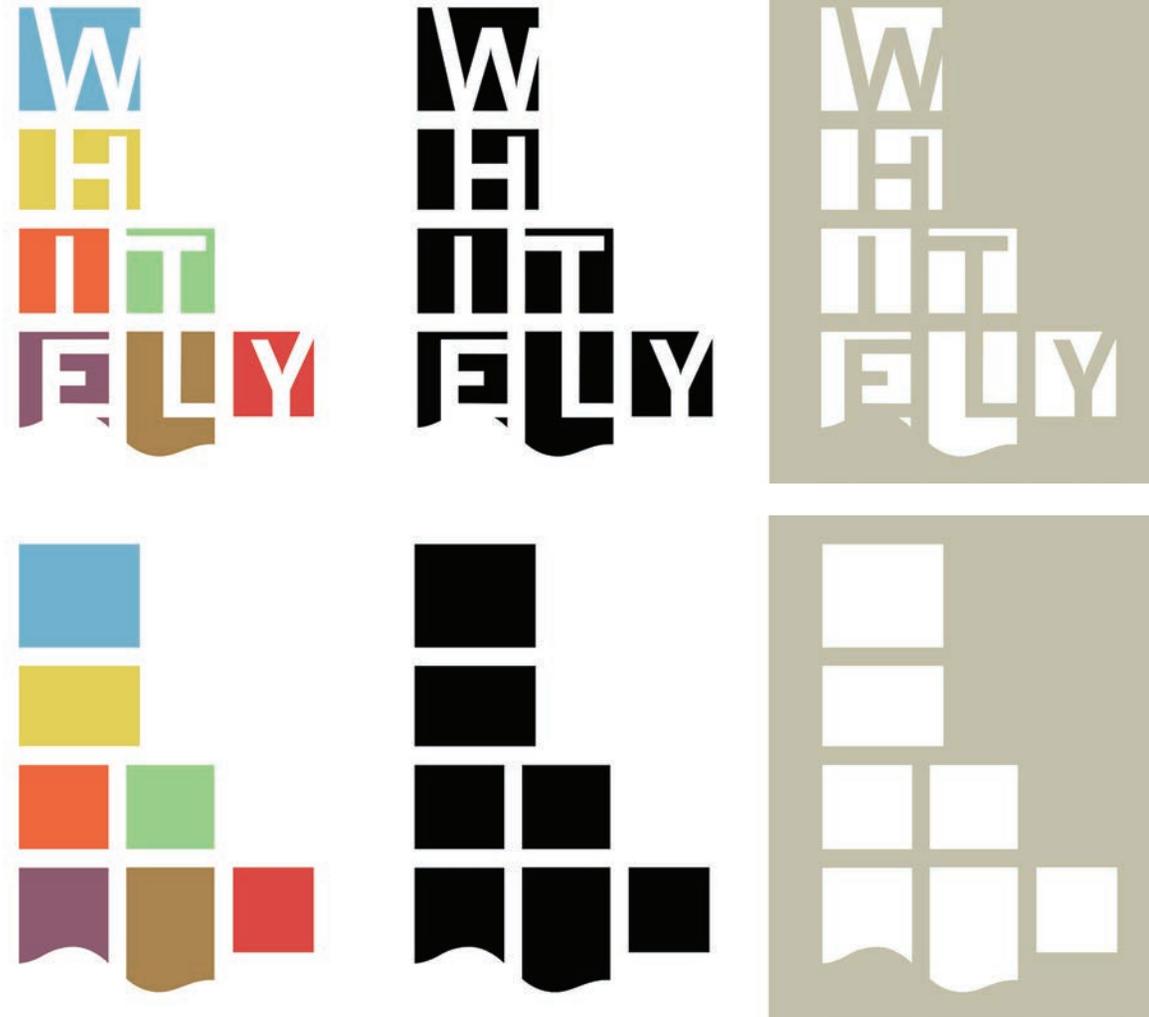


Figure 31.1 - The Seven Areas logo, in many variations, is an example of a logo that can be an instantly-recognizable figure for Whitely. Artist: Andrew Magee.

happen?

A subcommittee created within the WCC should be responsible for the identity creation process. This subcommittee will help formulate the future vision statement and organize the process for logo and tagline creation. The subcommittee should represent all Whitely interests, including family members, employees, business owners, and local organization representatives. This will ensure a fair and successful process.

All residents of Whitely have the ability to help with this initiative. Their input will be collected during the initial survey and the subsequent logo and tagline idea process. Residents should be notified well in advance of all input opportunities to increase awareness, opportunity, and excitement.

To create a final and digital version of the logo, college and university art and design departments would be great starting contacts. Students and faculty in graphic arts programs are well-versed in computer-aided graphic design and could provide valuable assistance to the WCC subcommittee. Local graphics business would also be great resources as they often have extensive experience working with digital designs. Institutions the WCC could contact and work with to finalize the logo include but are not limited to Anderson University, Ball State University, and Indiana Wesleyan University. The logo created for this document is also an example that could be used by the WCC.

Contact Information

Anderson University Department of Art+Design
1100 East Fifth Street
Anderson, IN 46012
(765) 641-4320
<http://www.anderson.edu/academics/art-and-design/majors/design/>
Contact: Robyn Davis
rkdavis@anderson.edu

Ball State University Department of Art
Art and Journalism Building Room 401
Muncie, IN 47306
(765) 285-5838
<http://www.bsu.edu/art>
art@bsu.edu

Indiana Wesleyan University Division of Art
4201 S. Washington Street
Marion, IN 46953
(765) 677-2711
<http://www.indwes.edu/Academics/CAS/Division-of-Art/>
Contact: Amanda Ancil
amanda.ancil@indwes.edu



Figure 31.2 - A simple "W" logo alongside a stylized "Whitely" creates distinctive, attractive street banners. Artists: Ross Hilleary and Anna Robinson.

Gateway Elements

Gateway elements fit under the WCC goals three goals of one and three, which are Improve Appearance and Infrastructure and Improve Safety and Quality of Life, respectively.

The gateway elements sub-initiative was voted by the WCC as one of the top two priorities for Whitely. This could be started right away and it is important to have involvement from the community with this initiative.

Why this is important

The main goal of gateway elements is to give Whitely residents a more ‘welcoming’ entrance into the community. Gateways are more than ‘Welcome to Whitely’ signs; they can also be at entrances into places such as the Cardinal Greenway and McCulloch Park. Gateway signage serves two different kinds of people: visitors passing through and residents who live there, giving people an understanding of their location in Whitely. Other examples of gateways, are the areas with a lot of activity, open space, and/or connections to other places. Examples would include busy intersection such as along Centennial Avenue, MLK Boulevard, Highland Street, Macedonia Avenue, and also along the White River Boulevard.

What this will involve

A subcommittee can be formed within the WCC to help pick the neighborhood signs and gateway elements. The subcommittee could hold regular meetings to get input from residents and make final decisions. Regular WCC meetings can be how residents vote on specific locations and types of gateway marker signs, to make sure signage reflects the image that the neighborhood wants to portray. WCC meetings would be a great time to vote on these items because many people come to the meetings. The subcommittee can also create a survey/ inventory to learn where people are

entering and leaving Whitely, and whether it is by foot, bicycle, or vehicle. This is also a short-term process, and can be finished within a year.

A grant such as the ‘Neighborhood Improvement Grant Program’ can help pay for a neighborhood sign to be installed. The grant also allows neighborhood groups to apply for non-traditional projects including the restoration of historic sidewalks, playground equipment, and landscaping. This grant would be important for Whitely to look into for not only gateway elements, but for other physical features in that could be improved. There are due dates for this grant but they are different every year. The 2013 funding due date is November 4, 2012 and this grant is open to cities and neighborhoods in Indiana. Depending on the situation the neighborhood could receive different amounts of money, typically between \$1,500 to \$5,000. That would be enough to fund a ‘Welcoming to Whitely’ sign and even some landscaping. The grant encourages residents of the neighborhood to get involved and state their opinion on what they want. The WCC would need to submit their plan to the Delaware County Planning Commission if they are interested in applying for this grant, and then Whitely will be notified if they were accepted. Anyone can apply for this grant, but it is important to work together to get the best result. A plan should include location of possible signage location, signage regulations, and other areas Whitely wants funding for, such as a vacant lot, or park. Community involvement and a collection of surveys should be included as well in the plan. Pictures and designs for signs should be in the plan submitted to get the grant.

Suitability analysis

Guidelines for suitability:
Gateway elements for Whitely could include roadside signs, banners, and arches. As gateway

elements, these should be located at key entrances to the neighborhood. Key entrances would include roadways that are highly traveled or well connected to the rest of Muncie, as well as recreation trails. These should be sized so that they can be easily seen by both vehicular and pedestrian traffic. Gateway elements are typically places within the right-of-way of the street or in a landscaped median, but not on private property. Keeping these guidelines in mind, suitability for gateway elements in Whitely were determined as follow:

Most suitable:

These are the sections of major roadways and pathways that lead into Whitely, shown in green. Among these entrances on MLK Boulevard, Centennial Avenue, Bunch Street, and Elgin Street. These areas are best for larger gateway elements such as ground-level signs and banners over the street and are in the most visually prominent locations. An example is Figure 32.1, which is Elgin Street by Longfellow School, and showcases signs and banners along the street. It would also act as a proposed cultural trail for Whitely.

See Whitely Walk Section.

Moderately suitable:

These areas include entrances into Whitely on secondary roadways and areas along major roadways, shown in yellow. Entrances into the community that are only moderately suitable are potential places for smaller elements such as a signpost or banner. Major streets within the community act as gateways themselves and can reinforce the presence of the community through street light banners, shown in Figure 32.2. While not necessary, gateway elements signs should match the gateway signs in appearance and serve a similar purpose. Intersections of major streets within Whitely, such as Highland Street and Macedonia Avenue, are prime spots for banners as well. These are limited to major streets only because any

additional use would be ‘overkill’. Some examples of gateway signage can be found in Figures 32.3-12.

Least suitable:

These are most of the streets and areas within Whitely, shown in red. Local streets are not highly traveled, especially by non-locals, and do not need signs. These streets do not act as gateways to the community, therefore gateway elements are unnecessary. These areas can, however, still incorporate a basic level of community identity, such as the community logo on street signs mentioned in the Community Identity section. Non-street locations, such as lots within residential areas, are also least suitable.

Who will be involved with making this happen?

The WCC can create a subcommittee to determine what is important to the residents and find other potential ways to fund the gateways and signs, as described above.

Other groups that can help Whitely with this initiative are Muncie Community Development and the Public Works departments. They can help find appropriate locations and types of signage for Whitely as well as help fund some needed signs for safety. Suggestions can be found in the Suitability Gateway Elements map where possible gateways can be. This would also be important in linking with the possible Whitely Walk trail. The trail will act as linkages throughout Whitely and the gateway or gateways of Whitely can also be involved.

See: Whitely Walk Sub-initiative.



Figure 32.1 – Whitely Walk. Artist: Anna Robinson.

Summary of Relevant Case Studies

Case Study: Carmel, Indiana

Gateway elements help visually establish the edges of a community and create a sense of neighborhood unification for residents. For example, the City of Carmel, Indiana established archways on major roadways leading into their 'Art and Design' district. These arches make visitors aware of the district as well as encouraging a sense of identity and fostering growth within the district itself.

Case Study: Indianapolis, Indiana

Another important example is Indianapolis, Indiana, where different neighborhoods identify themselves with different types of signage. Each district and neighborhood does a fantastic job with individual identity, and gateway signage. Indianapolis is an important resource to refer to as a case study.

See: <http://www.indydt.com/>



Figure 32.2 – Possible signage options. Artists: Anna Robinson and Ross Hilleary.



Figure 32.3 – Gateway signage opportunity along Martin Luther King Boulevard. Artists: Anna Robinson and Ross Hilleary.



Figure 32.4 – Gateway signage opportunity #2 along Martin Luther King Boulevard. Artist: Chris Myers.



Figure 32.5 – Gateway Signage opportunity #3 along Martin Luther King Boulevard. Artists: Chris Myers and Alicia Reynolds.

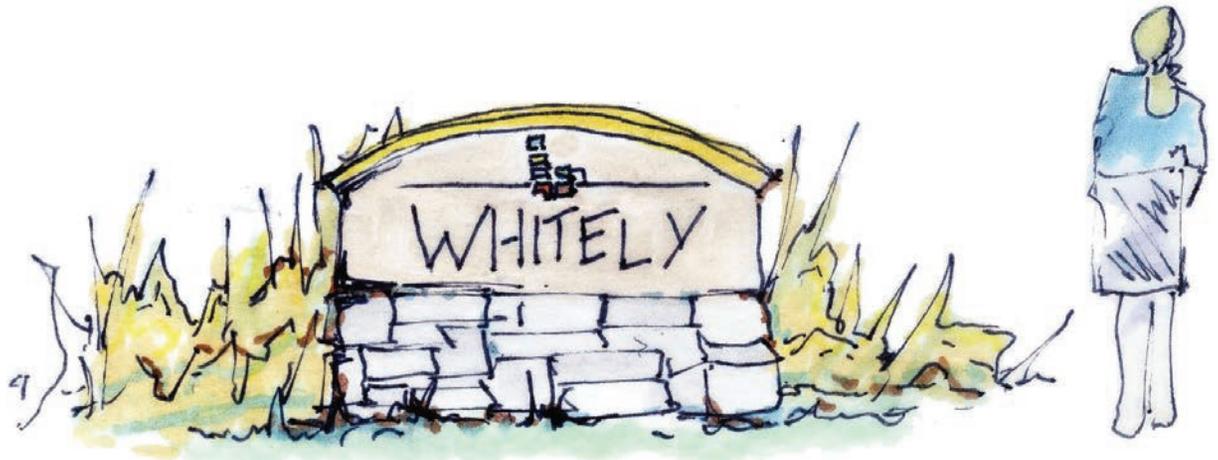


Figure 32.6 – Possible Whitely welcome sign. Artist: Andrew Magee.



Figure 32.7 – Possible Whitely welcome sign. Artist: Andrew Magee.

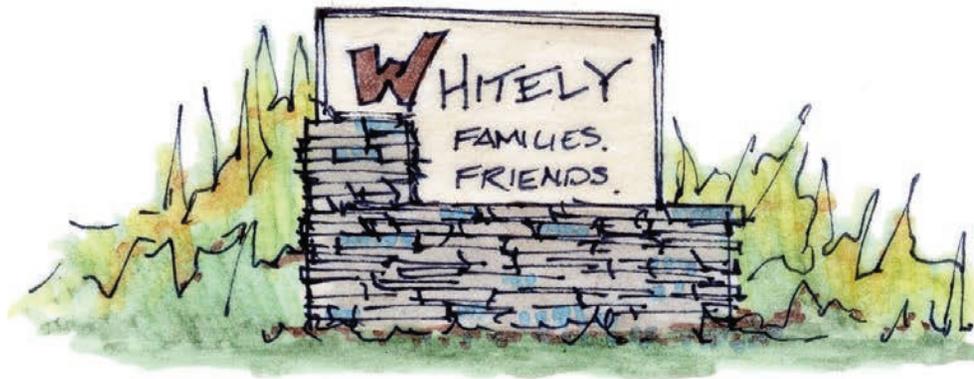


Figure 32.8 – Possible Whitely welcome sign. Artist: Andrew Magee.



Figure .32.9 – Possible Whitely welcome sign. Artist: Andrew Magee.



Figure 32.10 – Possible Whitely welcome sign. Artist: Andrew Magee.

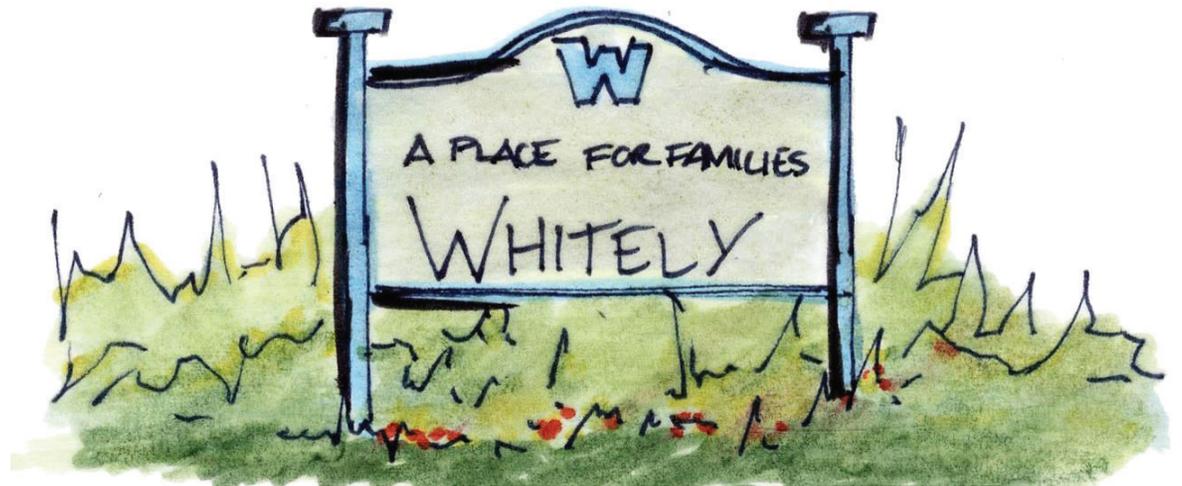


Figure 32.11 – Possible Whitely welcome sign. Artist: Andrew Magee.

Wayfinding Signage

This initiative directly relates to WCC Goal Number 1: Improve Appearance and Infrastructure and Goal Number 3: Improve Quality of Life.

Why this is important

Wayfinding signs direct people to points of interest or destinations that are difficult to find. They give residents something to take care of together along with a sense of pride, while also promoting businesses and organizations by encouraging more visitors. Wayfinding signage exhibits investment in the neighborhood while showing confidence in the neighborhood's future, and sustainability of the neighborhood's businesses because they will be permanently fixed in to the neighborhood's landscape (See Figures 33.1 and 33.2).

What this will involve

Whitely can create and manage a wayfinding signage project with support and guidance from the city's offices, including the Streets Department (for the physical creation of the signs) and the Board of Works (for legal placement of the signs). The "Create Database of Existing Businesses" project of the WCC Goals and Elements document should be used to decide what businesses and attractions should be placed on the signs. Those places can also become the funding source of the project. Other sources of funding could be federal grants, donations from neighborhood members, or fundraising events put on by neighborhood organizations. It is crucial to find business owners who are willing to invest in the neighborhood. (Wayfinding signage will also support the infrastructure and education initiatives by supporting neighborhood beautification and providing direction for the neighborhood's history walk.) The Wayfinding Signage subcommittee of WCC can recruit businesses and neighborhood attractions to participate in the signage and determine the signage type and location. This

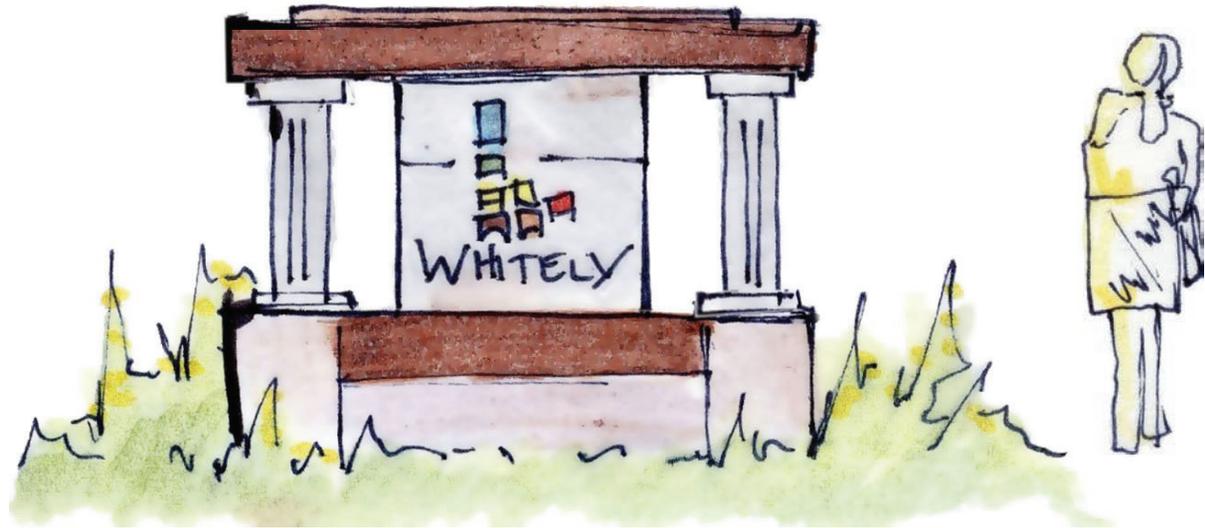


Figure 12 – Possible Whitely welcome sign. Artist: Andrew Magee.

subcommittee can work with the city to create and install the signage once it has been planned. Maintenance of these signs can be done by the city, the WCC subcommittee, or concerned neighbors.

Title of Suitability Map:

Wayfinding Signage and Whitely Walk

Suitability analysis

The Wayfinding and Signage suitability map looks at the suitability of Whitely streets for having wayfinding signage placed along them. Streets highlighted in green represent high suitability, yellow represents moderate suitability, and red represents low suitability. The green-highlighted roads are the major thoroughfares within and around Whitely that receive the most daily traffic. Having wayfinding signs along these streets will ensure that the signs will be seen by the largest number of people and thereby direct larger numbers of people those points of interest. The yellow-highlighted roads include MITS bus

routes that would provide any signs with views from people taking the bus. The red-highlighted roads represent roads that do not receive enough traffic to make the investment of a wayfinding sign worthwhile. The starred points of interest represent some suggested major contributors that could use signage in and around Whitely to have people directed to their site, along with becoming partners in funding the signs. Destinations such as M.O.M., Buley Center, McCulloch Park, Habitat for Humanity, Longfellow Elementary School, and the Muncie Area Career Center are a few locations that should be included in signage.

See: Wayfinding Signage and Whitely Walk Map.

Who will be involved with making this happen?

A Wayfinding Signage subcommittee of the WCC, the City of Muncie, neighbors of Whitely (to include the children, teenagers, young adults, adults, and elderly), City of Muncie Streets Department, businesses within and around Whitely, City of



Figure 33.1 – City of Muncie Wayfinding Signage. Signs like this one can be found at major intersections throughout Muncie. Photo: Robert Moore.

Muncie Board of Works, community centers within and around Whitely, and the City of Muncie Visitors Bureau are all groups that can greatly contribute to the success of this project in its creation, implementation, and use.

Summary of Relevant Case Studies

Case Study: City of Muncie Wayfinding Signage

The Muncie wayfinding signage project began with the City Engineer's Department and is now run by the Streets Department (See Figure 1: City of Muncie Wayfinding Signage). A design process for the color scheme and layout of signage throughout Muncie was paid for through a partnership between the city and the businesses and districts that wanted placement on the signs such as Ball Memorial Hospital. They employed an Indianapolis based firm to design the wayfinding signs that have been installed in Muncie. The signage created for the city is available for use by neighborhoods within the city. Within Whitely, groups such as McCulloch Park, Buley Center, Longfellow School, QL's, Community Gardens, Conley Library, and Kmart can partner to provide funds in order to be mentioned on signage. Using the layout of the signs that exist throughout Muncie will save time and money, and help connect Whitely to the bigger network of the city of Muncie (See Figure 33.3).



Figure 33.2 – Potential Whitley Wayfinding Signage. Signs like this one can be placed at major intersections within Whitley. Artist: Christopher Myers.



Figure 33.3 – Potential Whitley Wayfinding Signage. Artist: Andrew Magee.

“Whitely Walk”

This initiative addresses WCC Goals 1, Improve Appearance and Infrastructure and 3, Improve Quality of Life, and could provide short-term job creation, which addresses Goal 2.

Why is this trail important?

A trail through Whitely would serve as more than just another way to get around the neighborhood; it would serve as a story of Whitely’s past, present, and future of Whitley. The Whitely Walk will be an important recreational *and* educational asset to the neighborhood. It will educate people about the history of Whitely, establish a sense of place, and address all three of the WCC goals. The trail will also help increase awareness of the neighborhood and enhance Whitely’s image in Muncie. Whitely Walk will connect the seven neighborhood districts, parks and recreation, and services for neighborhood residents and visitors alike. Such a trail would create opportunity for social interaction within the area and more incentives for non-residents to visit. See Figure 34.1 of the trail along Longfellow School on Elgin Street. Art made by the community could be displayed along the trail, reflecting the neighborhood’s history. The trail will act as a safe and attractive bike and pedestrian path and could implement sustainable landscape elements such as storm water planters and rain gardens; in addition, it will play a major role in revitalizing existing sidewalks, creating new sidewalks, and re-utilizing existing alleyways. The Whitely Walk could also serve to create new neighborhood events, such as a trail walk that could raise funds to support its maintenance. Ultimately, the planning, construction, and utilization of Whitely Walk will demonstrate that the Whitely neighborhood is a Muncie leader.

What this will involve

The timeline for the trail could span two or three years depending on the amount of funds available.

Funding is the most critical step in the creation of Whitely Walk. The WCC could form a sub-committee to oversee the process of assembling funds for the project.

One way to funding the Whitely Walk is through governmental funding. WalkingInfo.org is a website that lists grants and other funding opportunities for recreation trails. One such funding source is the Federal Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users, or SAFETEA-LU. This bill, signed into law in 2005, authorizes billions in Federal gas-tax and other miscellaneous revenues for improvements to all modes of surface transportation. To receive the funds for the project, it must pertain to one of the twelve eligible activities they list. The eligible activities that pertain to this initiative include: “provisions of pedestrian and bicycle facilities,” “provisions of pedestrian and bicycle safety and education activities,” and “landscaping and scenic beautification.” Although this bill will expire as soon as all the money has been allocated it will likely be renewed (perhaps under a different title) as has been the process for several years. Grants.org is also another great resource in finding grants for the Whitely Walk.

Fundraising is another option for funding. Organizations and individuals can donate money and time to the trail’s construction and maintenance. Participants can be recognized by having their name listed somewhere on the trail, such as a paver, bench, or bike rack. Local fundraising efforts would certainly help reduce the overall cost of the project. Adoption programs (like adopt-a-highway or adopt-a-park) would provide opportunities for organizations, businesses, and residents to maintain the trail long-term. Other funds for maintenance could come from area partners like Minnetrista, the Muncie Children’s Museum, Kirk’s Bike Shop, Red Trail Conservancy, etc. Utilizing the WCC’s local partners as well

as area residents and other businesses and organizations is key to the implementation and ongoing care of the Whitely Walk.

Title of Suitability Map:

Wayfinding Signage and Whitely Walk

Suitability Analysis

This location of the trail was determined by analyzing the location of historical and prominent places within Whitely. The results of the analysis for the Gateways and Community Artwork initiatives were used as inputs in this process as well. The proposed trail location will connect major landmarks (Motivate Our Minds, the Buley Center, the Muncie Area Career Center, McCulloch Park, and the Cardinal Greenway), streets (including MLK Boulevard and Macedonia Avenue), and locations for future community artwork.

Who will be involved with making this happen?

The implementation of the Whitely Walk will require the oversight of a WCC subcommittee to organize the process. All Whitely residents should have the opportunity for input on the final location of the trail. Fundraising and maintenance could be assisted by area churches, businesses, organizations, and local schools such as Longfellow Elementary, The Muncie Area Career Center, and Ivy Tech. As shown in Figures 34.2 and 34.3, individuals, groups or businesses would have the opportunity to donate a gift or time to the Whitely Walk in exchange for their name or organization to be places on a brick paver or trash receptacle.

Summary of Relevant Case Studies

Case Study 1: The Cultural Trail
The Indianapolis Cultural Trail, an urban bike and

pedestrian path that connects neighborhoods, cultural districts, and entertainment venues, is an asset to the neighborhoods and districts of downtown Indianapolis, IN. It also serves as a vital connection between recreational and educational resources such as The Canal and White River State Park, and the Monon Trail. Below Figure 34.4 shows a photograph of the paving and landscaping of the Cultural Trail. Although at a much larger scale, the Indianapolis Cultural Trail provides inspiration for the Whitely Walk.

Case Study 2: The Cardinal Greenway
A great local example is the Cardinal Greenway and White River Greenway. The Greenway is owned by the Cardinal Greenways, which is a private, not-for-profit organization that encompasses four greenways. The Cardinal Greenway, White River Greenway, Historic Wisor Street Depot and Cardinal Equestrian Trail. The Cardinal Greenway is the longest portion. It spans about 60 miles from Marion through Muncie to Richmond. Figure 34.5, below, shows the Cardinal Greenway. The trail was an old train car line that was transformed into a recreation trail.

Contact Information for Grants

Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, or SAFETEA-LU
Federal Highway Administration
<http://www.fhwa.dot.gov/safetealu/index.htm>

Other Contact Information

Muncie Area Career Center
2500 North Elgin Street
Muncie, Indiana 47303
(765) 747-5250
<http://www.muncie.k12.in.us/maccweb>

Ivy Tech
4301 South Cowan Road
Muncie, Indiana 47302-9448



Figure 34.1 – The Whitely Walk along Longfellow Elementary on Elgin Street. Artist: Anna Robinson.

(800) 589-8324
(<http://www.ivytech.edu/eastcentral/>)

Longfellow Elementary
1900 East Centennial Avenue
Muncie, Indiana 47304
(765) 747-5410
<http://www.muncie.k12.in.us/lfweb>



Figure 34.2 – Brick pavers on the trail with donors' names. Artist: Alicia Reynolds.

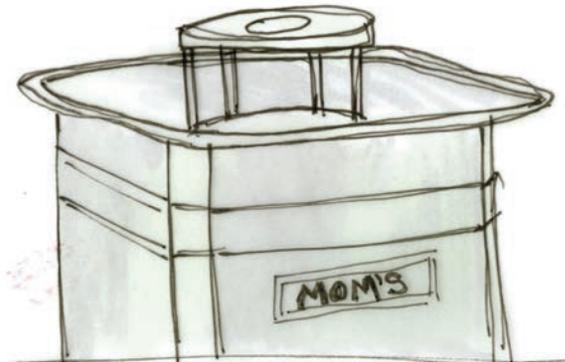


Figure 34.3 – Trash receptacle with donors name. Artist: Alicia Reynolds.



Figure 34.4 – Landscaping along the Cultural Trail. Source: <http://www.indyculturaltrail.org/east.html>.



Figure 34.5 – The Cardinal Greenway Source: <http://www.flickr.com/photos/waynet/136584873/>



Source: sustainabilityninja.com



Source: mccormickfoundation.org



Source: southeastneighborhood.org

Next Steps

Implementation

The Next Steps

It is anticipated that the WCC will approve the WNAP and work to implement its recommendations. It is important to regularly revisit this plan to confirm that actions reflect its vision and to make changes accordingly. In order for initiatives to be successfully implemented it cannot be stressed enough that the WCC and Whitely residents fully commit their time and efforts. A strong volunteer base and focused community leaders will be integral in turning this into a fully actionable plan. Funding will require the creative use of resources, strategic partnerships, and leveraging opportunities. Also, in order to take full advantage of future grant and business possibilities, the WCC is encouraged to become an incorporated organization or a 501c3 non-profit organization. This plan recognizes the need for the creation of new sub-committees and partnerships while strengthening existing partnerships with local, state, and federal organizations. A united

effort between residents, leaders, and partners is necessary to encourage recognition by the City of Muncie.

Policy and Recognition

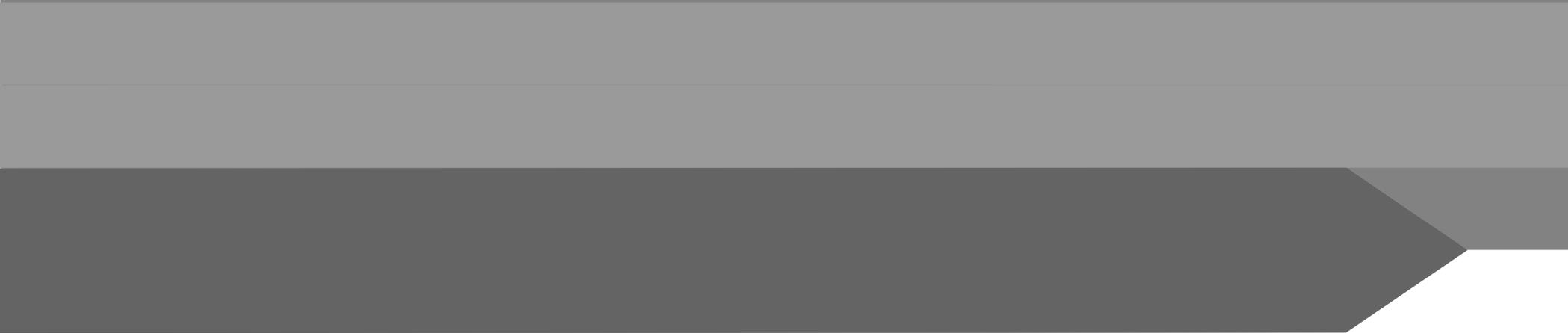
In order to give this plan a strong backbone, the WCC should first and foremost officially vote upon accepting the WNAP as a documented guide for future growth. The next step is to present the WNAP to MAP. The WCC should also formally ask Delaware County's Metropolitan Planning Organization (MPO) to recognize this plan as the means for making improvements in Whitely. Taking these steps will help ensure that the WNAP has strong support. From this point, its implementation can officially begin.

Outreach Role

The role of the WCC is to provide the information and resources needed to help residents improve

their neighborhood. The WCC can use the WNAP, generated through the ideas of the residents, to accomplish the WCC's three goals. The WCC can involve the residents of Whitely in the efforts to put the WNAP into effect. The WCC is working to improve its networks and communication during the implementation and continual development of the WNAP. The plan will be emphasized by providing and updating ideas with residents on neighborhood activities and improvements regarding the neighborhood action plan. The current mission statement of the WCC is as follows:

“To serve and be a voice for the Whitely Community by encouraging and promoting community awareness and pride, facilitating planning and developing forums and activities...”
Whitely Community Council



Appendix

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A) Parcel Owners for Gateway Elements Locations

Highly Suitable Gateway Element Opportunities

1. Shroyer, John A and Lois L, 2100 BLK E. Centennial Avenue, 23.87 Acres
1. Longfellow Elementary School (City of Muncie), 1700 N. Elgin Street, 15.37 Acres
2. McGalliard Properties LLC, 2001 ADJ E. McGalliard Road, 3.20 Acres
2. Fore Creekside II Apartments Limited, 2901 N. Elgin Street, 4.72 Acres
2. Hornback, Clark W. and Fayrene, 1816 E. McGalliard Road, 1.5 Acres
2. G D Coy Family Limited Partnership #2, 1812 E. McGalliard Road, 4.47 Acres
3. Marmunce Realty Co., 301 E. McGalliard Road, 5.62 Acres
3. Oketrees LLC, 3001 N. Dr. Martin Luther King Jr. Blvd., 1.81 Acres
3. Rajwinder, Kaur, 1200 E. McGalliard Road, 1.32 Acres
4. T & K Bowden Family Limited Partnership, 1712 N. Dr. Martin Luther King Jr. Blvd., 0.36 Acres
4. York, Daniel L & Sheila L., 1604 N. Dr. Martin Luther King Jr. Blvd., 0.22 Acres
4. City of Muncie, 110 BLK E. Centennial Avenue, 5.52 Acres
4. Mike Food Mart INC., 1701 N. Dr. Martin Luther King Jr. Blvd., 0.79 Acres
5. City of Muncie, 600 BLK N Dr. Martin Luther King Blvd., 5.88 Acres
5. Central Indiana Credit & Automotive Inc, 600 N. Dr. Martin Luther King Jr. Blvd., no acreage listed
5. Hoepner, Claudine, 500 BLK N. Dr. Martin Luther King Jr. Blvd., no acreage listed
6. City of Muncie, 200 BLK N. Gavin Street, 21.47 Acres

Moderately Suitable Gateway Element Opportunities

7. Wutrich, John R. and Claudia G., 2500 N. Dr. Martin Luther King Jr. Blvd., 1.67 Acres
7. Sunny Morning Family Limited Partnership, 2404 N. Dr. Martin Luther King Jr. Blvd., 3.48 Acres
7. Pritchetts Point LLC, 2400 BLK N. Market Street, 4.44 Acres

7. Pritchetts Point LLC, 2400 BLK N. Market Street, 4.44 Acres
8. Smith, Donna M., 1206 N. Dr. Martin Luther King Blvd., no acreage listed
8. Milkhouse II INC, 1200 N. Dr. Martin Luther King Blvd.,
8. City of Muncie #1, 1114 N. Dr. Martin Luther King Jr. Blvd., 1.60 Acres
8. City of Muncie #2, 800 BLK N. Dr. Martin Luther King Jr. Blvd., 25.21 Acres
8. City of Muncie #3, 1200 BLK N. Dr. Martin Luther King Jr. Blvd., 25.71 Acres
9. Newberry Properties LLC, 663 N. Gavin Street, 5.77 Acres
9. Hopson, Antonio W & Tracie S, 1700 E. Carver Drive, no acreage listed
9. Newson, Jim, 800 BLK N Macedonia Avenue, no acreage listed
10. Nickel Plate Improvement, 2100 BLK E. Manor Avenue, 20.19 Acres
10. Taylor, Gilbert P. and Doris J., 2005 E. Carver Drive, no acreage listed
10. Parks, Bonnita K., 2004 E. Carver Drive, no acreage listed
11. Nathan, Joseph E. and Mary Nathan, 1700 E. Highland Avenue, no acreage listed
11. Union Missionary Baptist Church, 1622 E. Highland Avenue, no acreage listed
11. Young, Maggie Lee, 1619 Highland Avenue, no acreage listed
11. Union Missionary Baptist Church, 1100 N. Macedonia Avenue, no acreage listed
12. Mitchell, Wyonna, 1701 E. Centennial Avenue, no acreage listed
12. Housing Authority City of Muncie, 1611 E. Centennial Avenue, no acreage listed
12. Patterson, Carolyn Yvonne, 1618 E. Centennial Avenue, 0.22 Acres
12. Isom, Tonnie, 1700 E. Centennial Avenue, no acreage listed



Numbers 1 through 6 (in green) are highly suitable Gateway Element opportunities. Numbers 7 through 12 (in yellow) are moderately suitable Gateway Element opportunities.

B) Monthly Meeting Activities – Primary Activities

Communication Mapping

Communication mapping is used to highlight marketing strategies that can best activate non-participating neighborhood groups. Creating specific strategies for individual groups can lead to increased resident volunteering and community involvement.

How to make it happen

Communication mapping is a method for organizing marketing tools in order to target specific groups of neighborhood residents that have not yet volunteered in Whately's initiatives. Marketing tools can include flyers, websites, newsletters, posters, and other media that can be located around the neighborhood. These marketing tools can be utilized to target neighborhood groups including youth, seniors, renters, homeowners, or any group that is not fully engaged in the efforts of the WCC. The main goal of communication mapping is developing specific strategies to raise community members' awareness of WCC initiatives and volunteer opportunities by connecting them to neighborhood partners.

As a preliminary step, the WCC could benefit from drafting a survey with a group of questions targeted at understanding why neighborhood residents do or do not volunteer and what it would take to get them involved in WCC activities. For example, the questionnaire could ask about what issues would motivate neighbors to get involved in helping with an initiative of the WCC. This questionnaire could either be anonymous or an open conversation that would help the WCC with connecting to neighborhood volunteers. From the survey/discussion responses, the WCC will have a better understanding of where to start for the actual communication map.

In order to map the communication strategies for Whately, start by identifying the individual groups within the neighborhood that are underrepresented in their volunteer contributions or participation in WCC initiatives. Then list different marketing tools, such as the ones provided above or in the example below, in the first column of a table (see Figure 1). Next, list different partnerships within the neighborhood that can help to develop the marketing strategy; for example, local churches can help print flyers or newsletters or Ivy Tech or Ball State students could help to build a website. The third column lists different community groups that need to be targeted for more involvement. Finally, connecting one example in each column leads to the development of a specific strategy, listed in the fourth column. These strategies can help to focus the WCC's efforts and help to more effectively spread the word throughout the community.

Resident Volunteer Recognition and Celebration

To recognize local residents and volunteers for their outstanding service and commitment to the overall betterment of Whately.

How to make it happen

Although the WCC already recognizes outstanding citizens and volunteers, establishing a set time within the meeting agenda and implementing a "Neighbor of the Month" column in the WCC Newsletter could increase neighborhood awareness and showcase the importance of community service within the area. During the meeting, a certificate of appreciation could be issued to outstanding residents as a token of appreciation. The proposed "Neighbor of the Month" column could include a short background on the recipient, as well as his or her involvement within the community. While Whately continues to develop a stronger and greater volunteer base, it is important to recognize all of the individuals for their devotion, whether it be in the form of time, money, or other donations.

Suggestion Box and Bulletin Board

To receive feedback in a way that allows respondents to remain anonymous, inform attendees of upcoming opportunities, and provide information concerning these opportunities in an effective manner.

How to make it happen

A suggestion box provides neighborhood residents a way of anonymously providing feedback and sharing concerns without having to be present at a meeting or share publicly if they feel uncomfortable. These suggestions and comments can be written on comment cards and reviewed by WCC board members and neighborhood leaders and addressed at future WCC meetings. The box could be available before, during, and after any WCC meeting or gathering, as well as located in a central place in the neighborhood between meetings. This could increase neighborhood participation by eliminating the anxiety that individuals may face when openly discussing a concern or idea in front of a large group. The box can be used for individuals to contribute neighborhood questions or concerns, ideas for future activities, or congratulations for acts of leadership or good deeds that they witness being done by their neighbors.

A bulletin board could be a successful way of providing information to interested community members. It could be a place to post flyers and information about upcoming events, a current project's progress report and information about grants for local business and homeowners. Not only could

it be a place for board members and subcommittees to present information, but it could also be a place for community members to communicate needs and opportunities to each other. These advertisements could include items such as, “Need responsible teen for babysitting” or “I can mow grass for \$10.” This board should be visible at the entrance of each WCC meeting to allow easy access to the important information it contains.

Guest Experts and Groups

To inform residents of issues and ideas for the neighborhood and connect residents to issues and programs in the greater Muncie community

How to make it happen

The WCC could invite individuals from the neighborhood and Muncie community to give brief presentations at the monthly meetings. This can become a regular, monthly activity at the public meetings in order for residents to become familiar with neighborhood and city leaders as well as issues related to happenings in Whately and beyond. Ideas for guests can come from both WCC board members, as well as residents (See Appendix). Guests could include representatives from partnering organizations, such as PathStone or Union Missionary Baptist Church, local government officials, or experts on topics of interest decided by the neighborhood. A calendar of speakers should be available in each WCC newsletter to keep neighborhood residents informed of upcoming discussion topics.

Biannual SWOT Analysis

To organize checkpoints in an effort to gauge progress and areas of improvements while working towards major WCC initiatives

How to make it happen

Noticing and recognizing progress within Whately is an excellent way to maintain focus and enthusiasm towards achieving community goals and actions. Analysis of strengths, weaknesses, opportunities, and threats should be done at the WCC meeting biannually, meaning every other year. This could be accomplished through: setting community goals and monitoring their progress, neighbors’ input on their observations of changes and highlights of public recognition as it occurs.

The first step in implementing such a program is identifying initial community strengths and weaknesses. The importance of this is to clearly outline the strengths of the community that may be addressed in order to turn weaknesses into strengths. Furthermore, recognizing community weaknesses that may not be directly improved by community strengths allows concentrated thought and innovation. The factors, which could be considered in this

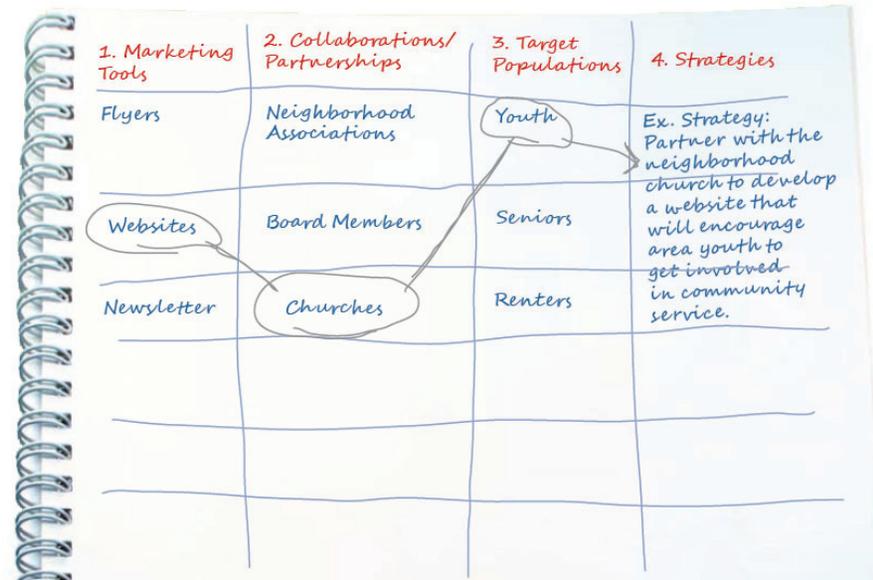


Figure 1: This example shows how to lay out the communication map.

See: http://www.inrc.org/Assets/docs/workbook/inrc_book_web.pdf

step, include: physical condition of housing and infrastructure, economic development, volunteer participation, and social indicators (example: crime and unemployment). At the time of this publication, the opening of the KIA dealership could be considered a strength, while the lack of businesses on Highland Avenue could be considered a weakness.

A SWOT analysis worksheet has been included in the appendix of this document. It is intended to be distributed to all members who wish to participate and fill it out to the best of their abilities, using their own personal opinions. It should then be collected to identify repeated elements so that a “master” SWOT analysis may be created to reflect the views of the community as a whole.

Neighborhood Branding Workshop

Hold a neighborhood identity workshop with the goals of creating neighborhood signage and a completed mission statement for the WCC.

How to make it happen

Improving signage in Whately was one of the most frequently mentioned concerns of the residents during the public meetings held by BSU in the Fall



Figure 2 - Taking a survey or questionnaire helps determine what people are willing to help with or interested in.

See: <http://www.northdevon.gov.uk/news-article.htm?newsid=32575>



Figure 3 - Local resident receiving award.

See: <http://www.inkity.com/shirtdesigner/prints/clipArt1/S62A1711.png>

of 2011. One way to give the neighborhood a ‘brand’ or identity is to develop gateway, wayfinding, and neighborhood signage. Holding a design contest (See Mock Itinerary in Appendix) during a larger neighborhood workshop will give everyone who wants to share an idea about what it means to be a part of Whitely the chance to have their voice heard. After designs have been created, the WCC and all other residents who are able to make it out can vote on the preferred signage style. Another activity of the neighborhood workshop would be to complete the mission statement of the WCC. The current mission statement, stated below, remains unfinished; a complete statement can better identify the neighborhood’s values and direction.

“To serve and be a voice for the Whitely Community by encouraging and promoting community awareness and pride, facilitating planning, and developing forums and activities equipping our...”

Cognitive Mapping

To provide residents the opportunity to map and express the strengths, weaknesses, and areas of importance and opportunity within Whitely

How to make it happen

Cognitive mapping, or mental mapping, is the process of developing a representative map influenced by one’s memories, ideas, and perspectives. Cognitive mapping is an extraordinary planning tool because of its ability to highlight individual’s impressions of desirable and undesirable locations within cities or neighborhoods. These locations are determined by developing a composite map, or an overall summary showcasing the consistent patterns and ideas from the individual maps. In administering this exercise, it is important to remember that there are no right or wrong depictions of a place because the maps are based solely on an individual’s preferences and opinions. Most commonly, individuals will map areas of familiarity, safety, and importance.

Instructions for such an exercise:

Step One:

A WCC volunteer should distribute two base maps of the community to all participants (See Appendix). On these base maps, the individuals will express their ideas and perceptions of the local community by drawing areas of significance. Two different map templates are provided: 1) Possible Threats and 2) Areas of Opportunity. On the “Possible Threats” map, residents should focus on locations within Whitely that are undesirable or need significant improvement or maintenance to become productive spaces within the neighborhood. On the “Areas of Opportunity” map, residents should focus on locations within Whitely that are desirable or need little improvement or maintenance to become major attractions.

Step Two:

After all residents complete the two base maps, a WCC volunteer should utilize common themes to develop a composite map of the area. This map should show consistent patterns and ideas represented on the individual maps prepared by participants.

Monthly Meeting Activities – Secondary Activities

Incentives for Attending Meetings

Providing incentives for attending monthly WCC meetings could increase turnout and quality of participation from those that attend

How to make it happen

To increase participant turnout at the neighborhood meetings, it may be helpful to provide incentives to those who attend the meetings. Neighborhood residents could volunteer to provide refreshments for meetings and local businesses could donate coupons, products or services to those that attend. This could benefit the participating businesses, because the donations act as advertising for a particular product or service, and residents receive incentives that encourage their continued participation in those businesses. Door prizes or social events held for those who regularly attend meetings could also provide encouragement for residents of Whitely to get involved.

Planning for Fundraising Events

Involving residents in and planning for fundraising events aims to develop more organized and successful fundraisers to better support WCC initiative development

How to make it happen

Neighborhood fundraising activities can be an enjoyable way to interact with neighbors to build stronger community connections while generating funds to be put back into neighborhood initiatives. However, successful fundraising takes a lot of organization and planning during the WCC meetings to develop focused strategies that lead to success. Involving residents in the process early on is the key to increasing interest and establishing a volunteer base. By first explaining exactly how much money needs to be raised and what for, the WCC would provide participants with details that help everyone understand what will and will not work. When deciding what sort of fundraiser to hold, the WCC should include resident ideas and allow a vote to take place because people are more apt to be excited about and volunteer for an idea they feel is their own. Finally, establishing well-defined individual jobs for anyone that wants to volunteer enhances chances of success. (See Appendix for checklist)

Online Forum Board

To provide discussion opportunities outside of monthly WCC meetings

How to make it happen

Utilizing an online forum board can greatly increase communications with neighborhood residents. Such a service would allow individuals to suggest ideas or comment on community matters at any time of day, not just during WCC meetings. Furthermore, it allows those who may not be able to attend WCC meetings to keep up-to-date on community affairs. It would also be a great resource to supplement the Whitely Newsletter. These newsletters could also be archived on the forum, which would allow retrieval at any time and the forum could be linked to the WCC's Facebook page. Different discussion boards could be created using this site to effectively organize communication among community volunteers and to reduce confusion in regard to responsibilities and progress. Additional benefits include: smart phone access, an easy voting application that allows for anonymity and access to information detailing who utilizes the site, how often, and what they seem to be most interested in through a "most viewed" tool. A website organizer that offers all



Figure 4 - Citizens participating in their neighborhood workshop.
See: <http://giverichmond.guidestar.org/>

of these features may be accessed at: <http://www.proboards.com/signup>.

Flipchart brainstorming activities

For members, visitors, and leaders at the WCC meetings to bring attention to ideas or concerns within the community

How to make it happen

Flipcharts capture ideas of others quickly while allowing everyone to view the ideas and get involved. Flipcharts are inexpensive and do not require neither technical or computer skills. When writing on a flip chart, it is important to keep the

writing short, text size large, and penmanship legible. Flipchart brainstorming activities could help bring attention and encourage neighborhood discussion while, allowing everyone to feel included in the meeting.

Celebrate our neighborhood initiatives and ideas

To celebrate the importance of all initiatives and goals accomplished in the neighborhood

How to make it happen

By consistently providing recognition to the WCC

members and individuals for their accomplishments will encourage more people to step up and get involved in getting initiatives and ideas in the community dealt with. These accomplishments would be celebrated quarterly. The celebrations could involve a cook out, talent show, raffle, or idea of the individual or individuals that worked to accomplish an initiative that was discussed in the quarterly prioritization of neighborhood strengths and weaknesses.

FIG. 8. Problems of the Boston image

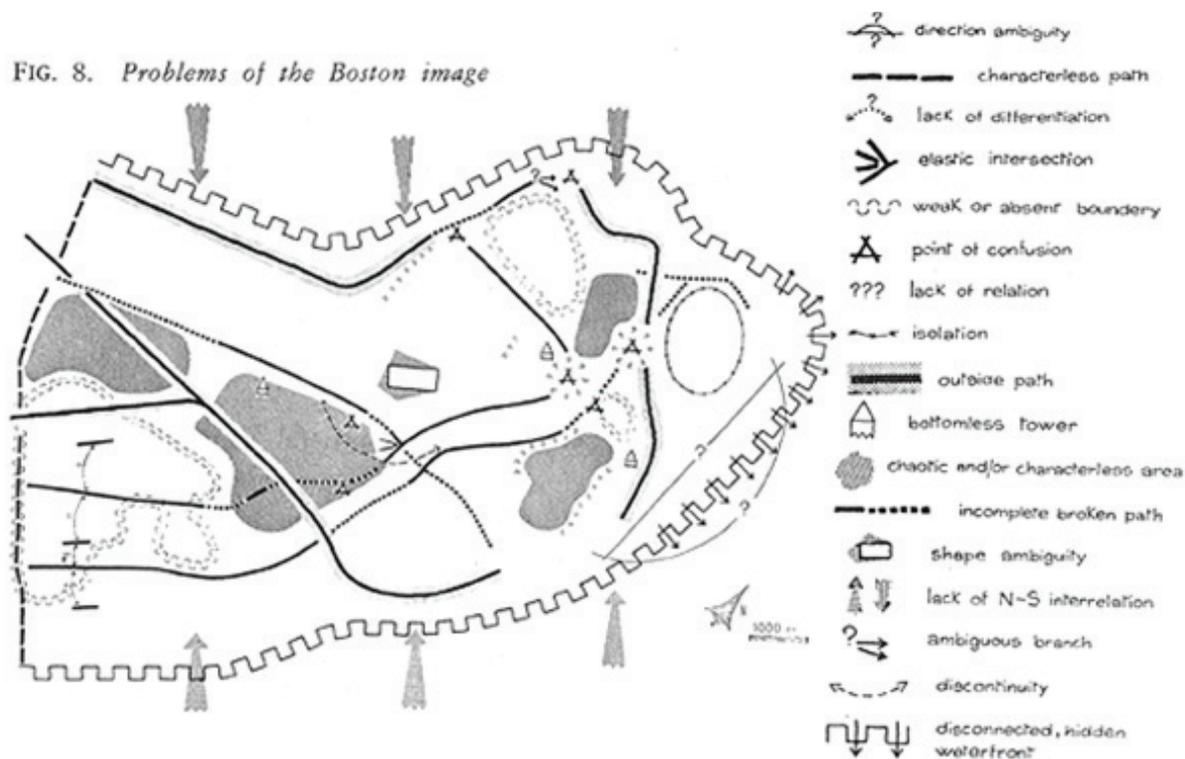


Figure 5 - Lynch Map serves as an example of cognitive mapping. See: <http://www.andrelemos.info/Figure1.jpg>

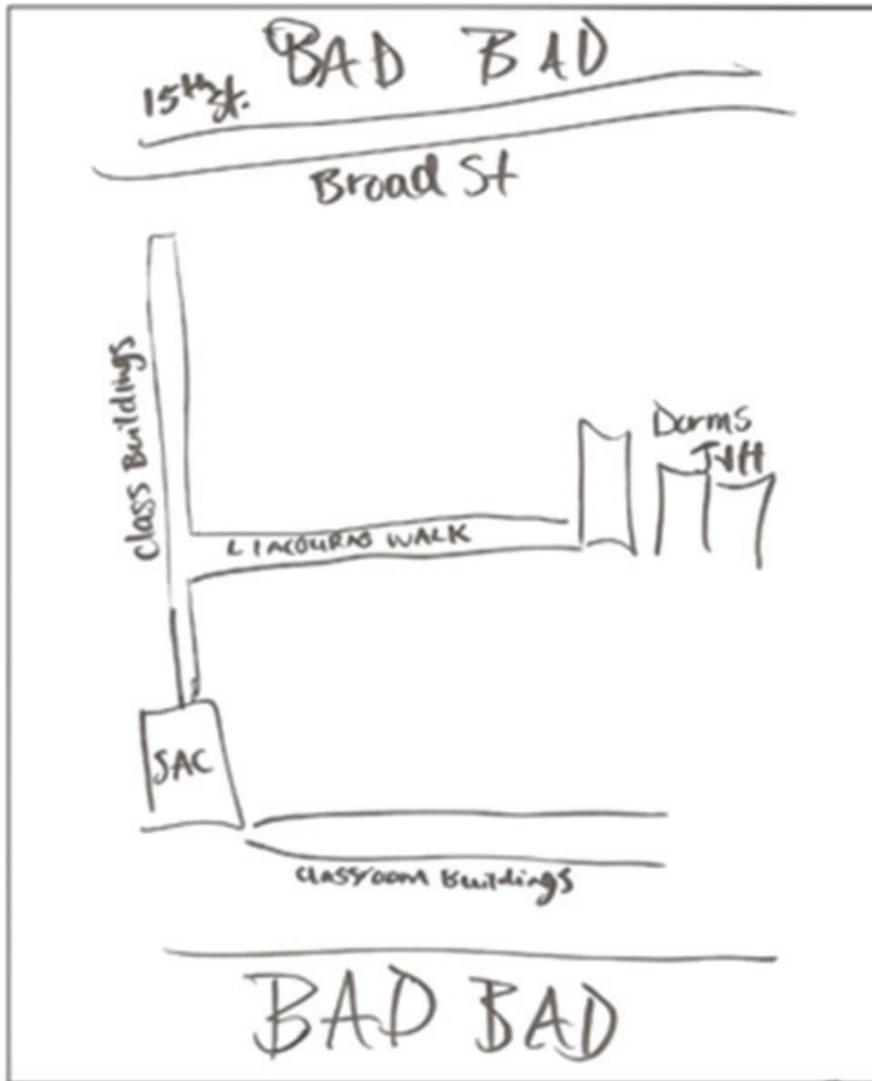


Figure 6 - Basic cognitive map providing valuable information about a participant's perceptions.

See: http://farm3.static.flickr.com/2325/2163835720_c402549aa3.jpg

YOU'RE INVITED!

**BARBECUE
FUNDRAISER**

11:30 AM - 1:30 PM
WEDNESDAY, JUNE 9, 2010

GEF Central Office
14220-109 Avenue

\$5 for a burger, chips & pop

Antique cars on site

Meet our mascots Geoffrey & Gessey

Please RSVP to 780-482-6561 or
housinginfo@gef.org by June 2, 2010
We don't want to run out of food!
Limited Parking Available

Building
for Life

Figure 7 - Barbeques are a fun way to raise funds and get community members involved.

See: <http://www.housingforseniors.org/category/events/>

Ball State University Neighborhood Planning Studio



Figure 8: Utilizing flipcharts at public meetings allows everyone to participate in the discussion.

See: <http://theinspirationroom.com/daily/commercials/2007/1/ups-china-to-us.jpg>

1. Target Populations	2. Marketing Tools	3. Collaboration/ Partnerships	4. Strategies

Communication Mapping
Whitely Community Council

The WCC Proudly Presents the
Whitely Outstanding Resident Award
To

For your involvement and continued service within the Whitely community. We appreciate your dedication and outstanding work in elevating Whitely's quality of life. Your work has helped Whitely become one of Muncie's premier neighborhoods.

Mary Dollison

Cornelius Dollison

Drew Shermeta

Dr. Maude Jennings

Yvonne Thompson

Julius Anderson

Stephen Mitchell

Whitely Questionnaire

Name : _____

Address: _____

1. After learning about the initiatives presented by Ball State in the Whitely Neighborhood Action Plan, which do you find most interesting and most feasible?
2. After learning about the initiatives presented by Ball State, which would you like to help take part in?
3. Are there any special skills that you have that may be beneficial to helping advance the WCC's initiatives?
4. If you have any comments, use the space below to tell us what you think.

Strengths	Weaknesses	Opportunities	Threats

Neighborhood Branding Workshop Itinerary

Mission Statement

Meeting One – Have WCC members and non-members meet to come up with ways to complete mission statement

Meeting Two – Active participants share how they completed the mission statement. A typed list of the completed statements composed and sent out to people who could not attend the meeting.

Meeting Three – All Whitely residents vote on the new mission statement.

Neighborhood Signage

Meeting One – As a whole, identify where a Whitely sign would be most beneficial to the community. Divide up residents into teams to come up with the sign idea.

Meeting Two – Have all the teams present their design ideas. Either allow for another week of designing, or vote on the design next week.

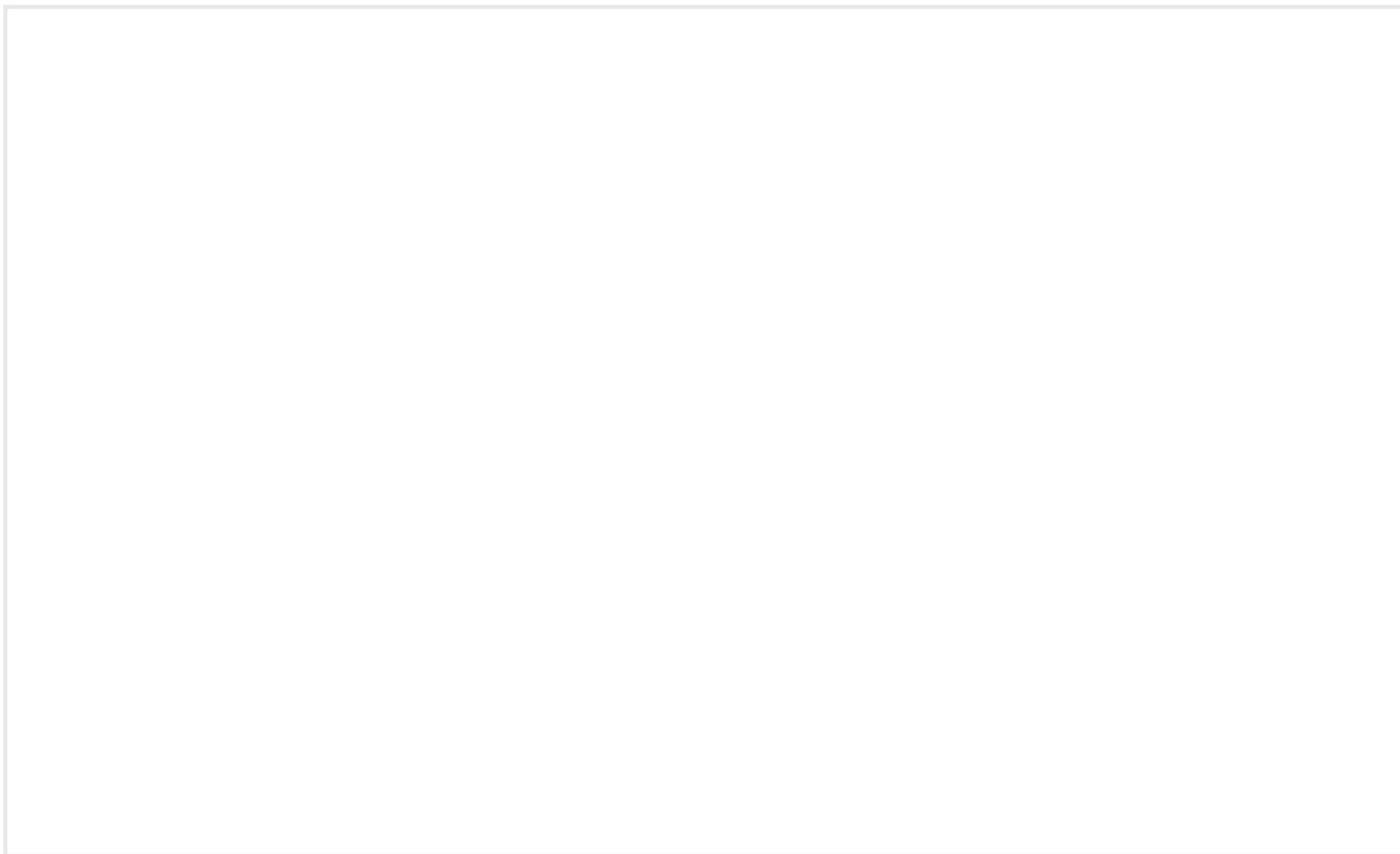
Meeting Three - Either have groups present their new ideas, or vote on which sign should be chosen to represent Whitely.

Meeting Four (if needed) – Vote on which sign should be chosen to represent Whitely.

Whitely Community Council Cognitive Mapping

Possible Threats

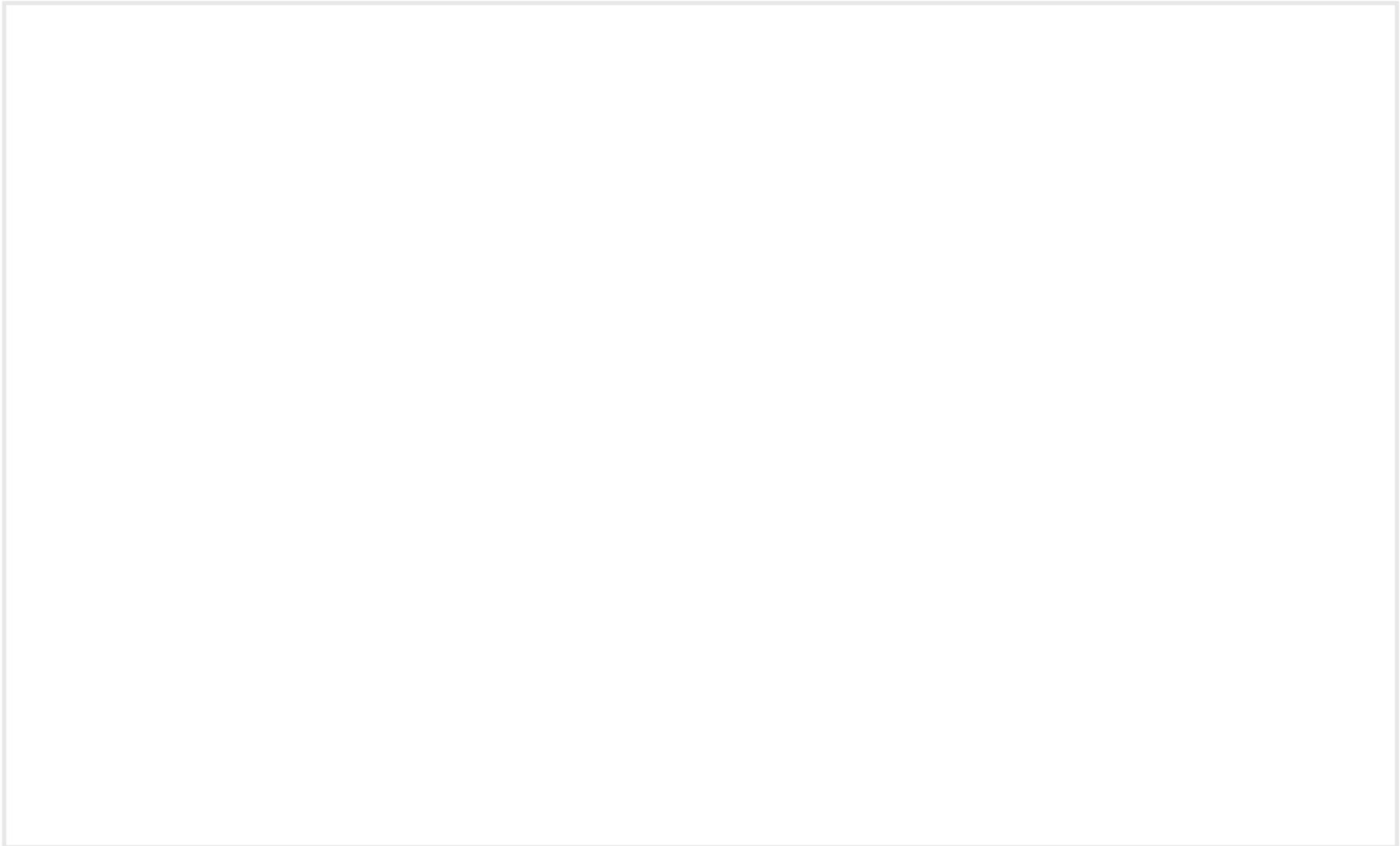
Instructions: Sketch a geographical map from your memories, ideas, and perspectives. In this “Possible Threats” map, focus on locations within Whitely that are undesirable or need significant improvement or maintenance to become productive spaces within the neighborhood.



Whitely Community Council Cognitive Mapping

Areas of Opportunity

Instructions: Sketch a geographical map from your memories, ideas, and perspectives. In this “Areas of Opportunity” map, focus on locations within Whitely that are desirable or need little improvement or maintenance to become major attractions.



Fundraising Event Master Planner

Use this handy 'Master Planner' to help keep track of all the behind-the-scenes work for your event-based fundraiser!

Event: _____

Event Date: _____

Budget: _____

Fundraising Goal: (\$ figure) _____

Pre-Event Tasks

Facility Evaluation & Reservation:

Volunteer in charge:

Budget:

Deadline:

Site Selected:

Site Contact:

Contact Information: _____

Deposit Paid/Date: _____/_____

Paid In Full/Date: _____/_____

Additional Notes:

Marketing:

Group Leaders/Group:

Volunteer in charge: _____

_____/_____

Email Campaign
Managed by: _____

_____/_____

Newsletter
Managed by: _____

_____/_____

Media/Press Release
Managed by: _____

Day-Of Tasks

Facebook/Twitter
Managed by: _____

Set-Up:

Letter Campaign
Managed by: _____

Volunteer in charge:

Fliers/Posters:
Managed by: _____

People Assisting:

Other:
Managed by: _____

Additional Notes:

Additional Notes:

Event Staffing:

Volunteer in charge:

Clerical & Administrative:

People Assisting/Event Staff:

Banking (get change, arrange cash boxes):

Job Delegation: (fill in the name of the person responsible for each)

Oversees Volunteers:

Decorating:

Table/Chair/Furniture Set-up:

Equipment Set-up:

Table/Booth Staffing:	Additional Notes:
Announcing/MC:	
Ticket-takers:	
Additional Notes:	Food & Drink/Refreshments
	Budget:
	Volunteer in charge:
Clean-Up:	People Assisting:
Volunteer in charge:	
People Assisting/Event Staff:	
	Additional Notes:
Additional Notes:	
	Prizes
	Budget:
	Volunteer in charge:
Supplies:	People Assisting:
Decorations	
Theme:	
Budget:	Additional Notes:
Volunteer in charge:	
People Assisting:	Games/Entertainment
	Budget:
	Volunteer in charge:
	People Assisting:

More Services: (Handicapped considerations, Music, Entertainment, DJ, Etc.)

Budget: Contacts:

Vendor/Service:

Additional Notes:

Volunteer in Charge:

Assistants:

At-a-Glance Master Job Tracker

Budget:

Contacts:

Name	Responsibility	Phone	Email
------	----------------	-------	-------

Additional Notes:

Vendor/Service:

Volunteer in Charge:

Assistants:

C) Sub-initiative Maps are on the fold-out pages that follow.