



Southside Neighborhood Analysis and Action Plan

Ball State Urban Planning Studio 302
November 26, 2019



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Executive Summary



Muncie's Southside Neighborhood is a community with a rich and dynamic history. From the Congerville Flyers Football Team and the Nickle A Day Lots campaign in the early 1900s, to the closing of Southside High School in 2014, the neighborhood has continued to evolve.

During the summer of 2019, residents created eight neighborhood zones and identified resident captains to head each zone. Under the leadership of Chandra Parks, the Southside Neighborhood is slowly coming together and working to increase awareness about their goals for their community.

Instructor Dr. Teresa Jeter and the Ball State University Urban Planning Studio 302 (BSU), consisting of 17 students, conducted an assessment of the neighborhood's existing conditions that included housing, demographics, infrastructure, businesses, churches, schools, parks and vacant lots. In each of these areas, an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) was performed. Through a series of community meetings, residents were presented the details of the neighborhood assessment and the outcome of the SWOT analysis. Residents provided input as to what they considered to be the top priority issues for their neighborhood.

The Southside Neighborhood Analysis and Action Plan, written from the perspective of residents, reveals several objectives for the neighborhood: Entrepreneurship and Business Development, Community Engagement, Better Quality of Life, and Public Safety.

This document can serve as a planning tool for the neighborhood. It provides information in the form of recommendations, case studies and resources that can assist Southside residents in addressing its immediate and future needs.

Acknowledgements



The Ball State Urban Planning Department would first like to thank the Southside Neighborhood Association for allowing students to attend meetings and create this guide. They opened up their doors with grateful hearts and gave students the opportunity to learn and grow as professional community builders. This resource guide would not be possible without feedback from the Southside community. Thank you for making your voice heard.



Special Thanks to:

Chandra Parks
President of the Southside Neighborhood Association

Professor Teresa Jeter
Urban Planning Professor at Ball State University

Heather Williams
Associate Director for Community Engagement and Program Manager for Building Better
Neighborhoods

Planning 302 Studio Class:

Alexis Adams- Outreach & Research/Resources

Batul Ather- InDesign & Writing/Editing

Richard Bratton- Research/Resources & Task
Manager

Elizabeth Crane- Writing/Editing & Content Layout

Daniel Grinspan- Rendering & Fact-Checking

Kenzie Hughes- InDesign & Case Studies

Alex Janke- Adobe & Editing/Graphics

Janee Johnson- Writing/Editing & Fact-Checking

Javan Johnson- Research/History, GIS & Website

Esteban Leguizamo- Renderer & GIS/Website/APP

Madison Lindsay- Writing/Editing & Content Layout

Jacob McQueen- Adobe & Renderer

Alex Pope- Fact-Checking & Photography

Erick Portillo- Research/History & Photography

Jeb Reece- Outreach & Research/Resources

Carter Solivan- Writing/Editing & Photography

Madison Spangler- Research/Resources & Task
Manager

Planning Process



This section provides the process the Planning 302 Studio undertook to create the contents of the analysis and the action plan document.

August 2019

In late August of 2019, Professor Teresa Jeter introduced a semester-long project to the Ball State University's PLAN302 Neighborhood Analysis studio. The Studio was tasked with conducting a collective neighborhood assessment of Southside that included, but not limited to, acquiring data related to demographics, housing, businesses, churches, schools, vacant lots, parks, and infrastructure. The Studio took multiple tours of the neighborhood and conducted interviews with residents in order to gain a broader perspective of the community. Students also conducted fieldwork, took notes, and photographs. Chandra Parks, Quasi President of the newly formed Southside Neighborhood Association, gave a presentation to the Studio as an introduction

to the neighborhood and its history. At the beginning of the project, the studio was divided into three groups to collect data more efficiently given the large scope of the neighborhood. Six students were assigned to Region A, another six students were assigned to Region B, and five students were assigned to Region C. Each group gathered information regarding each region from the U.S. Census and other sources.

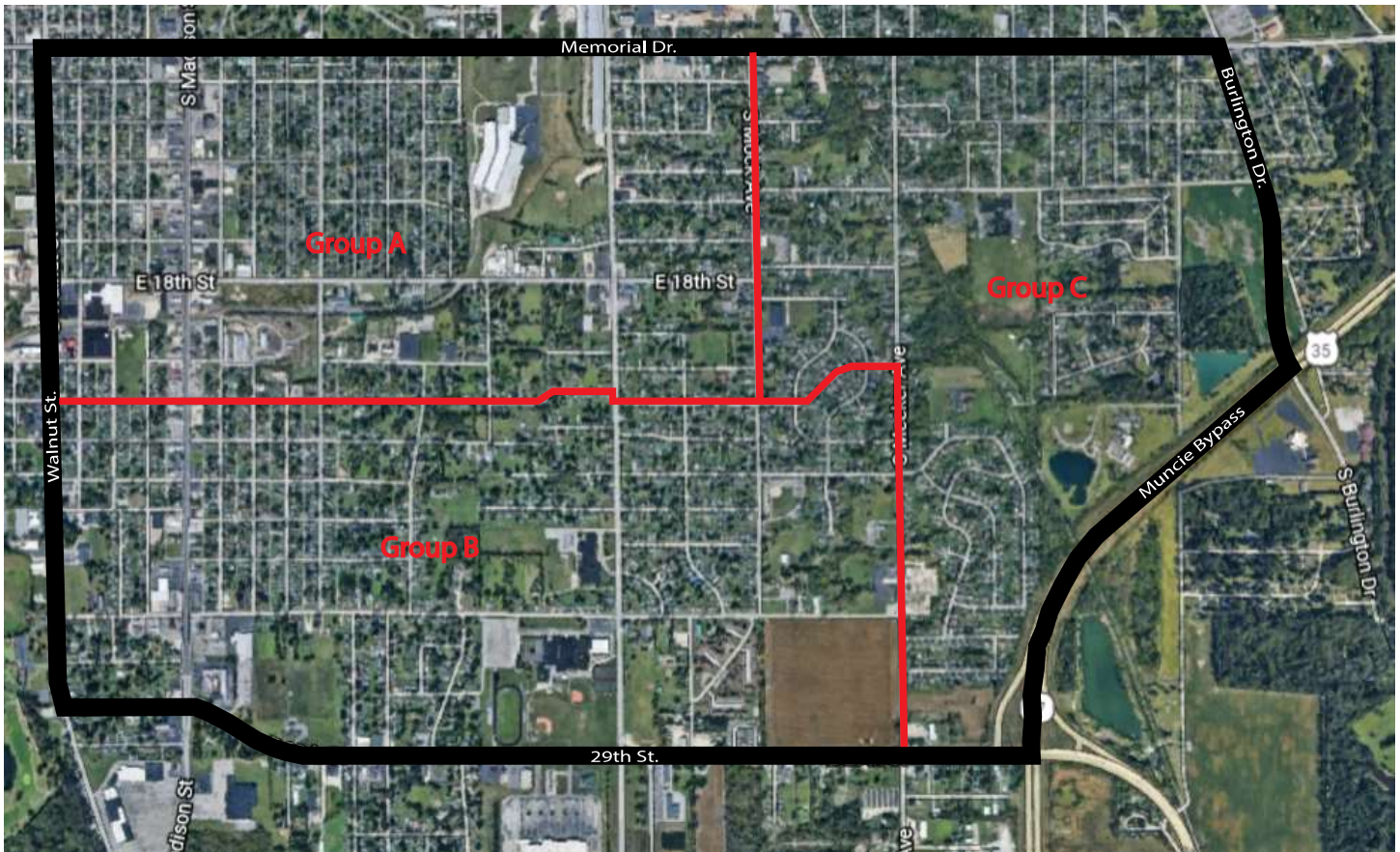


Figure 1: Group Sections. Created by Madison Spangler



September 2019

On the 9th of September, Professor Jeter and the Neighborhood Analysis Studio met with Chandra Parks and a few zone leaders at Heritage Apostolic Tabernacle to present the initial data. The data consisted of demographic statistics and key features, such as businesses, schools, and churches within the neighborhood.

On the 24th of September, the studio attended Southside's monthly Neighborhood Association meeting at Southside Middle School. About 35 residents from the neighborhood were in attendance. The studio gave a PowerPoint presentation that included data regarding demographics, housing, businesses, churches, schools, vacant lots, parks, and infrastructure within the neighborhood.

On the 25th of September the studio reconvened to begin drafting an outline for the final document. Students used the data and community input to create an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of the neighborhood. This SWOT was utilized to propose various initiatives that would effectively serve the neighborhood.

October 2019

In early October, the studio began work on the Southside Action Plan. Classmates were assigned various tasks that went into creating the action plan. As a group effort, students identified important resources that would allow the neighborhood association to take next steps. They communicated with individuals in the community in order to have a

better scope of what the neighborhood was wanting to accomplish. And, they put information that was gathered in context by examining Southside's history. In order to better serve the community's needs, the SWOT analysis was utilized as a framework for the final document.

On the 22nd of October the studio attended Southside's monthly Neighborhood Association meeting at Southside Middle School. About 45 residents were in attendance. The studio presented their SWOT analysis to the residents and obtained feedback. As a collaboration effort, residents were able to identify three priorities for weaknesses, opportunities, and threats within each category of housing, vacant lots/parks, businesses/churches/schools, infrastructure, and demographics. The "Strengths" of the SWOT analysis were not condensed into three priorities because they all were considered to be the building blocks upon which the neighborhood could build.


November 2019

On the 26th of November, at Southside's monthly Neighborhood Association meeting, the studio presented the final Southside Action Plan. This plan was created based on the needs expressed by Southside residents to create a brighter future and make way for further neighborhood growth and development. Its implementation will allow the Southside Neighborhood Association to accomplish its goals and create a positive change within their community.

Community Input



The Studio met with residents during three meetings. This section outlines the role the community played in creating the contents for this document.



The neighborhood analysis studio met on September 9th at Heritage Apostolic Tabernacle to give an overview of the information that had been gathered. This was an initial meeting that gave students an opportunity to present information on existing neighborhood conditions and to hear feedback from community members. In attendance was the church pastor, the neighborhood association president, and one neighborhood zone leader. Attendees, while few in number, offered comments and expressed their appreciation for the students' interests in their neighborhood.

On September 24, 2019 the studio gave another presentation at Southside Middle School during the neighborhood's monthly meeting. Several students presented an overview of existing conditions in the form of maps, charts, photographs, and graphs. Next, everyone in attendance divided into groups of five to six where students led the group discussions. The students asked five questions:

- What do you like about the neighborhood?
- What don't you like?
- What would you change?
- Describe the neighborhood in one word.
- Any additional comments?

These questions gave the residents an opportunity to speak freely about their thoughts and opinions in a way that was informal and conversational. After the meeting the studio met in class and analyzed the information to create a SWOT analysis of all responses received from the September 24th meeting.

On October 22, 2019 the studio attended Southside's monthly neighborhood association meeting at Southside Middle School. During this meeting residents were divided into three groups. Each group was tasked with identifying what they considered to be the top three priorities from the SWOT analysis. After the group discussions, everyone rejoined to compare priorities. In the interest of community effort, the entire group of neighborhood residents contributed additional information in order to add to the SWOT.

Southside History



The Southside Neighborhood was born through the sweat and effort of determined people. The neighborhood rose up from the fields surrounding the Ball Brothers glass factory, becoming the pinnacle of crucial expansion to the city of Muncie. The hardworking people of Southside created something worth envying, making destinations people would flock to from all over. They have stayed resilient through the most difficult of times, and maintained a strong community that redefined themselves even as the factories and jobs across the city began to disappear. The history of the Southside is the history of the people of Muncie, and this is their story.

1887 - 1891: Birth of the Southside

1887 shows the Southside prior to full development, sparsely populated by rural housing development and large areas of land owned by single families. Four years later that land had been divided up and sold to the city, blocks of infrastructure were put in place, and properties were ready for houses to be

built on them. All of the Southside neighborhood were done under the eye of the Muncie Natural Gas Land Improvement Commission.

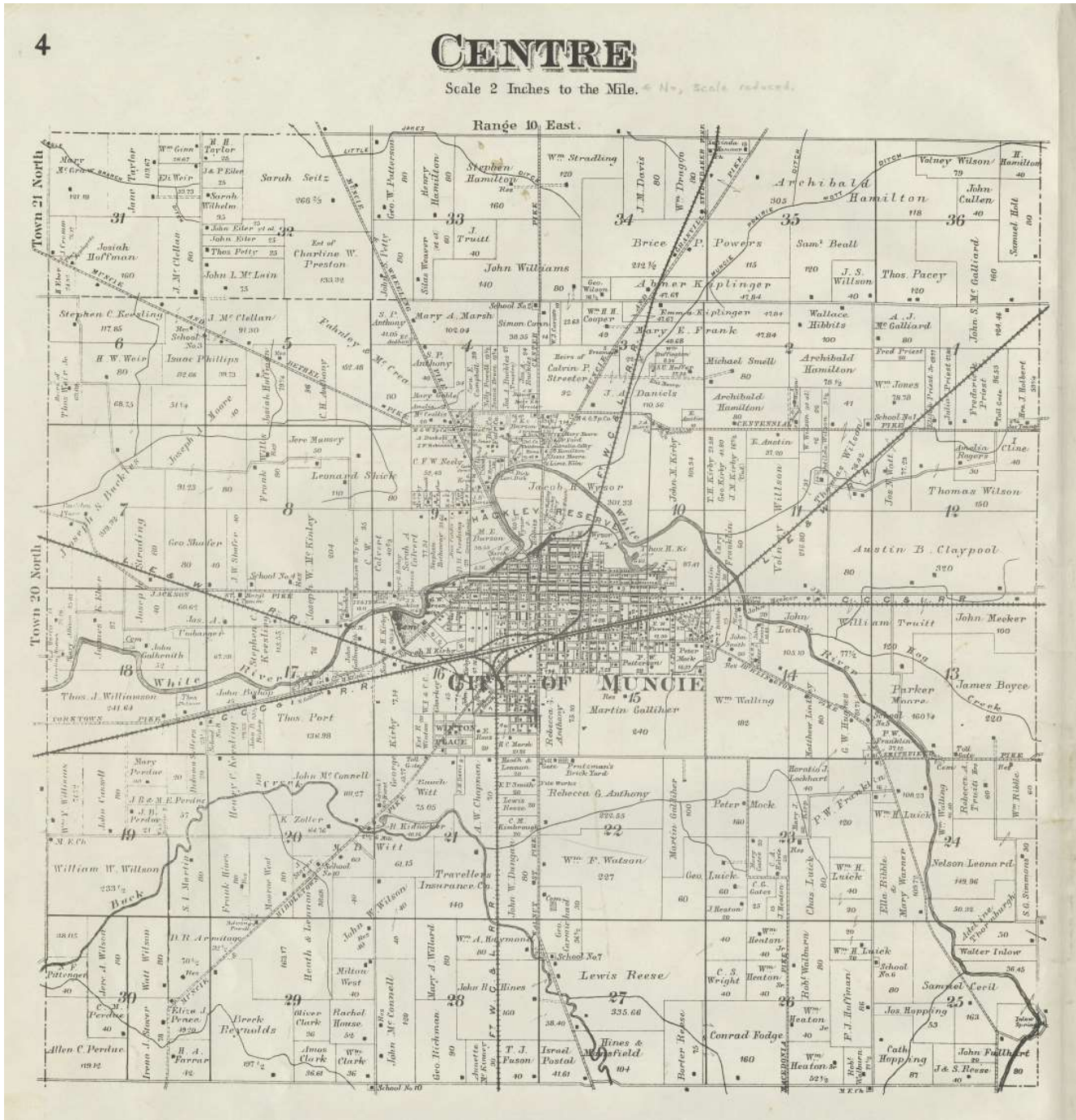


Figure 2: 1887 Map of Muncie. Source: Ball State Digital Archive

Ball Brothers: Building a Legacy

Most of the initial development of the Southside neighborhood was centered on the South Ball Factory where the iconic jars were manufactured. The Factory was completed just before the turn of the century and was working at full steam in

1896. There were several changes made to it over the years as the corporation continued to increase production and the population of the city around it continued to grow, expanding the workforce.

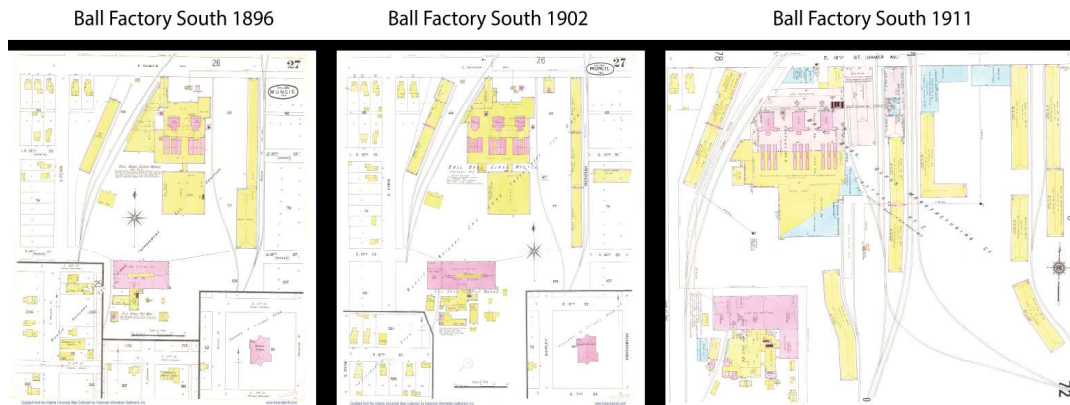


Figure 3: Progression of Ball Factory South. Source: Ball State Digital Archive

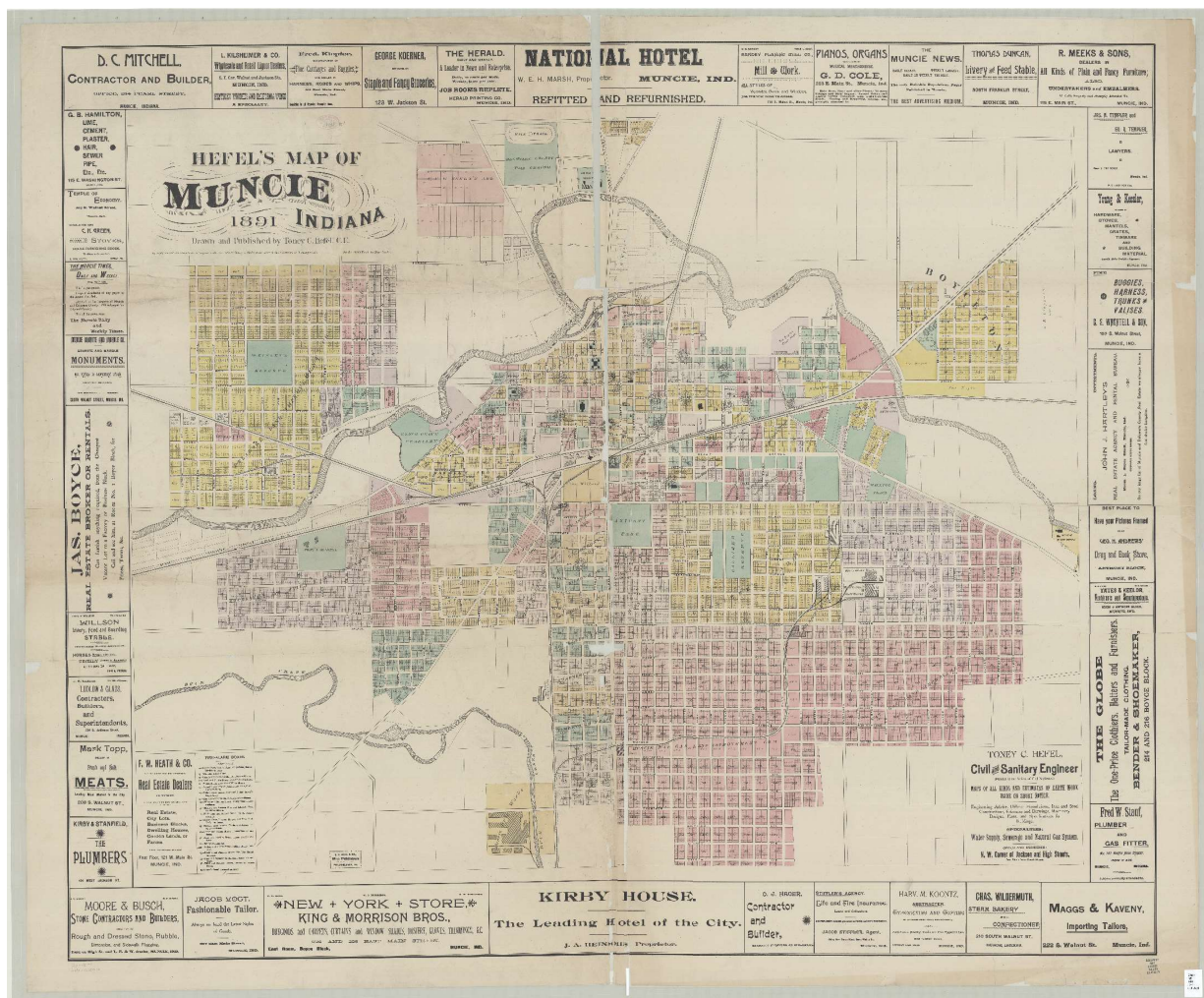


Figure 4: 1891 Map of Muncie After Southside Subdivision. Source: Ball State Digital Archive

George Pullman was a renowned industrialist and engineer who became famous for his model industrial towns he developed. Many cities, including Muncie, did as much as they could to follow some of his models in the early days of industrial growth. It's actually Pullman's ideas for an ideal industrial city that we owe the numbered names of Muncie's streets. For instance, many people know that Memorial Drive was previously named 12th Street, but before that it was actually named Ohmer Avenue. Many of the streets have had major changes like Memorial Drive.

Nickel Allotments

The factories were the impetus for bringing many people to Muncie. And, access to housing was an urgent need. Many companies and individuals took advantage of the opportunities to develop housing. One individual was Harold C.R. Wall. He was called "the home seeker's friend" and his motto was "a home for every man". In 1920 Wall kept his word by offering a Nickel Allotment Program that provided lots for 5 cents a day or \$5.00 a month

Pre-1900 Name	Modern Name
Ohmer Avenue	12th (Memorial)
Heath Avenue	13th
Woods Avenue	14th
Fleming Avenue	15th
Abbett Avenue	16th
Indiana Avenue	17th
New York Avenue	18th
Watson Avenue	19th
Baltimore Avenue	20th
Boston Avenue	21st
Phillips Avenue	22nd
Thompson Avenue	23rd
Hartford Avenue	24th
Chicago Avenue	25th
Dayton Avenue	26th

Figure 5: Turn of Century Road Name Changes. Source: Ball State Digital Archives



Figure 6: 1920 Nickel Allotments. Source: Ball State Digital Archive

1891 - 1949: Working-Class Era

The first half of the Twentieth Century shows the Southside at the height of its development with the growth and settlement of Muncie's working class. Many factories were placed in and around the Southside neighborhood, which made it prosperous and attractive to the growing working class, and more specifically southern immigrants of the Great Migration. This was during the peak of Muncie's overall population growth as the city grew from 11,000 in 1890 to just under 60,000 right after the war. There were tons of manufacturing activity, which was all served by the "Big Four" railroads, one of which is now the Cardinal Greenway. With the growth of the Southside neighborhood, there was a need for infrastructure, which led to the installation of sewers and paved streets. There was also the need for entertainment, thus the introduction of the Congerville Flyers, one of the first football teams predating the modern NFL, and Gibson's skating rink, which operates to this day.

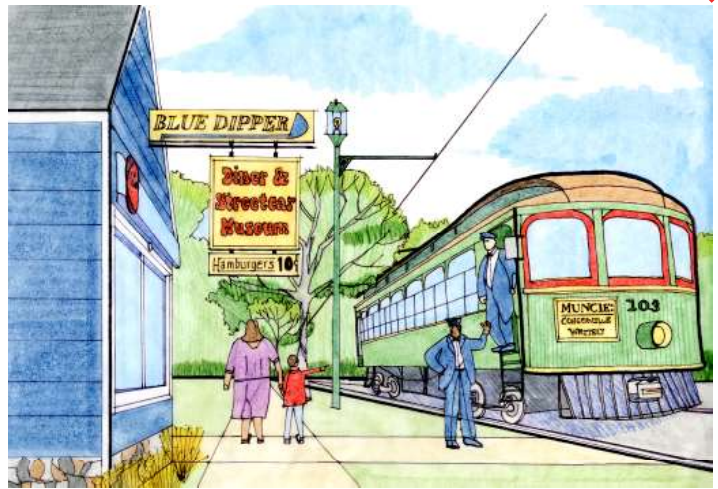


Figure 8: Rendering to Represent Madison St. as the Historic Complete Street. Created by Jake McQueen

1950 - 1989: Post War Era

During this era Southside High School hosted a number of homecoming parades, had sports teams that contended and won state championships, along with a number of other great high school memories.

- Many residences are reminiscent of this time period, especially those who grew up in the Southside neighborhood.
- Shopping centers, stores, and many restaurants opened and operated during this time.
- Southside highschool peaked during this time with the attendance of the Baby Boomer" generation (Rivals with Muncie Central High School).
- Manufacturing was still high, but it started to die off.
- Some of the notable diners, drive-ins, and restaurant were very popular during this time.



figure 7: Carman's Big Burger Drive-In - 2515 S. Madison St.
Source: <https://www.facebook.com/photo>.

PEOPLE SOUTH OF RAILROAD OUT TO BOOST DISTRICT

South Muncie Improvement Club Starts Campaign to Better Conditions.

ALL RESIDENTS URGED TO TAKE PART IN WORK

Various Committees Have Been Chosen by the President, J. Wilbur Sims.

To make the Southside just as desirable in which to live as that section of the city lying north of the railroad, is the prime object of the South Muncie Improvement Club, which has been organized and incorporated under the laws of the state. Although the club has been in existence but a few weeks there are already more than 100 members and a number of applications are on file.

"To promote the financial, moral and social interests of South Muncie" is the way the articles of incorporation of the club read and the members say they are intent on carrying the meaning of the words and not merely letting them stand as words.

To Discuss All Matters.

For a great number of years there has been a sort of a stigma attached to the Southside, but not for any particular reason.

To remove that feeling is the indirect aim of the South Muncie Improvement Club. The club has committees to take up all phases of improvement work and all questions relating to the betterment of the Southside will be promptly taken up in the club meeting. Action, rather than words will be the order of the business meetings.

The South Muncie Improvement Club hopes to clean up the Southside. The club is asking all property owners and citizens to clean up their premises. The city garbage department takes care of a great lot of rubbish but it is asked that all premises be cleaned up. The streets will receive proper attention and the city council and the street repairing department will be notified of all places that need repair.

Plans for Small Parks.

There is a plan on foot for the city to purchase several of the vacant lots on the Southside and convert them into small playgrounds or parks for recreation of the children and adults. In case the city fails to purchase these lots the club may take up the matter and arrange with the owners of the lots to take care of the grounds and to allow children and others to play upon them.

The officers of the South Muncie Improvement Club are: Wilbur Sims, president; Peter Eckerle, first vice president; George W. Wilson, second vice president; Homer Study, secretary, and Howard H. Brown, treasurer.

The various committees of the club are as follows:

Parks—P. R. Greenwalt, chairman;

Continued on Eleventh Page, Second Section.

Figure 9: Newspaper Article from the Muncie Star Press, May 17, 1914

Figure 10: Muncie Trolley and Interurban Map, 1907. Source: City of Muncie



Figure 11: 1909 Muncie Trolley Car. Source: Tom Salvage



Figure 12: Congerville Flyers, "Muncie" Flyers. Muncie's Own Pre-NFL Football Team, 1915. Source: <https://www.facebook.com/photo.php?fbid=1642082>



Figure 13: North Star Drive-in - 2324 S. Madison St. Source: <https://www.facebook.com/photo>.



Figure 14: Pixie Diner - 3219 S. Madison St. Source: <https://www.facebook.com/photo>



Figure 15: Tico Taco - 1920 S. Madison St. Source: <https://www.facebook.com/photo>

1990's - Now: Modern Era

The late Twentieth Century/Early Twenty-first was not kind to the Southside Neighborhood, as the rustbelt was beginning to earn its name. Many of the popular restaurants from yesteryear closed as owners were aging and finances were dwindling so owners could not continue their businesses. Southside High School closed because the student population had declined and the school board couldn't justify keeping it as a high school.



Figure 16: Carter's Big Burger - 3301 S. Madison St. Source: <https://www.facebook.com/photo>



Figure 18: Burgerman Restaurant - 2703 S. Madison St. Source: <https://www.facebook.com/photo>



Figure 17: Blue Dipper - 424 W. Memorial Dr. Source: <https://www.facebook.com/photo>



Figure 19: Billman's Dairy Isle - Corner of Macedonia St. and 18th St. Source: <https://www.facebook.com/photo>



Figure 20: Roosevelt Elementary School. Source: <https://www.facebook.com/photo>

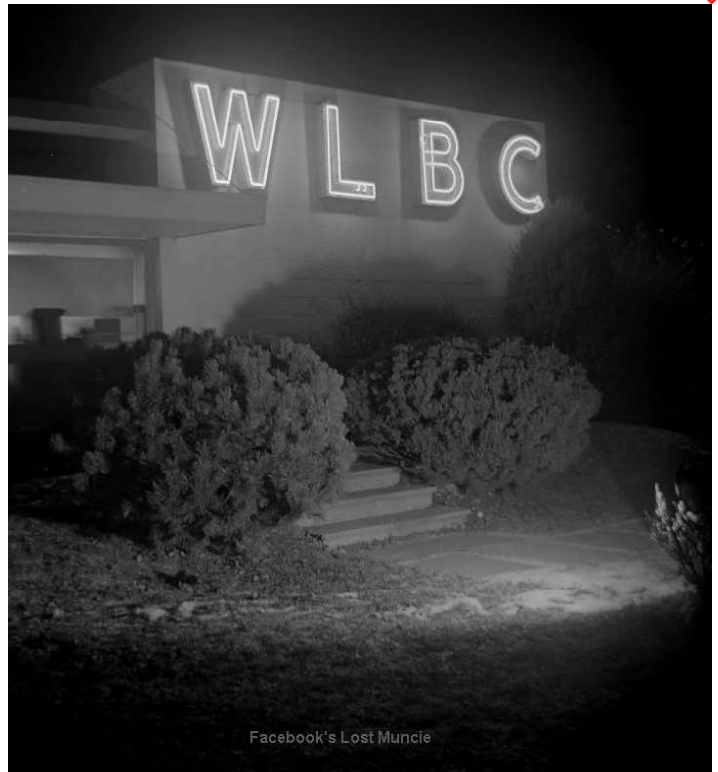


Figure 22: WLBC, Muncie's Analog TV Station. Source: <https://www.facebook.com/photo>

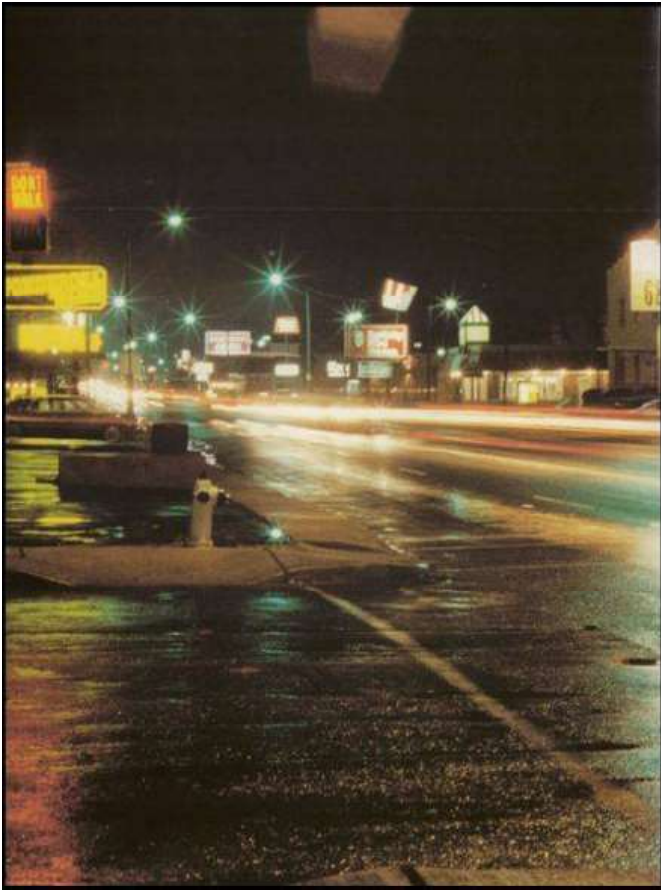


Figure 21: Madison St. Nightlife, 1987. Source: <https://www.facebook.com/photo>



Figure 23: Southside K-Mart in the 1960's. Source: <https://www.facebook.com/photo>

Demographics

Southside

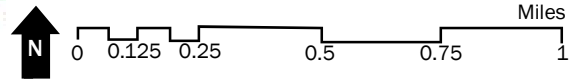
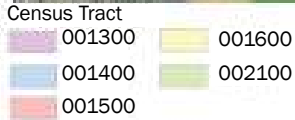
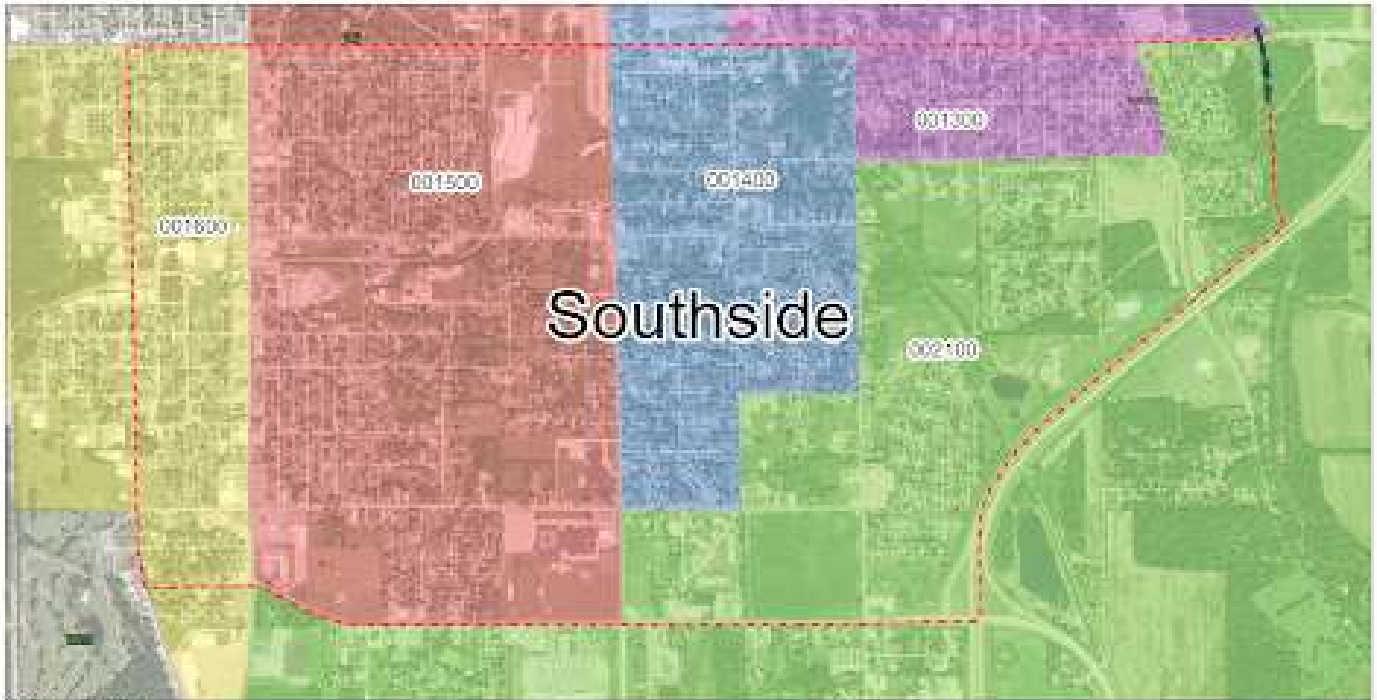
\$29,844

Median Household Income

\$17,330

Per Capita Income

This section provides the demographics that are in the Southside Neighborhood. This includes statistics on housing maintenance costs, education, population, income, jobs, crime, and race. It also takes the demographics of the Southside Neighborhood and compares them to the demographics of Delaware County and the State of Indiana.



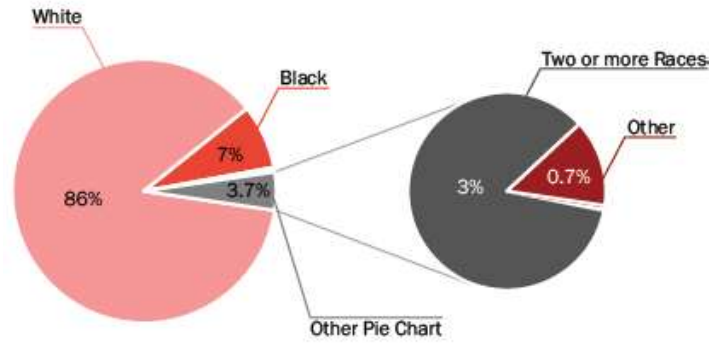
Map 1: Map of Census Tract Area. Created by Alex Janke

Social Analysis

Race

Although Southside’s population in terms of race has not shifted much within the past decade, it is still important to identify any slight changes. In 2010, Southside’s population was 88.6% white. Today, Southside’s population is 86% white. This is similar to Muncie’s population, which is 84% white, and Indiana’s population, which is 82% white. The second most represented race in Southside is African-American, which is 7%. This contrasts with Muncie’s 11% and Indiana’s 9%.

SouthSide



Asian: >1% Pacific Islander: >1% American Indian: >1%
Table 1: Population by Race: Southside Neighborhood. Created by Alex Janke

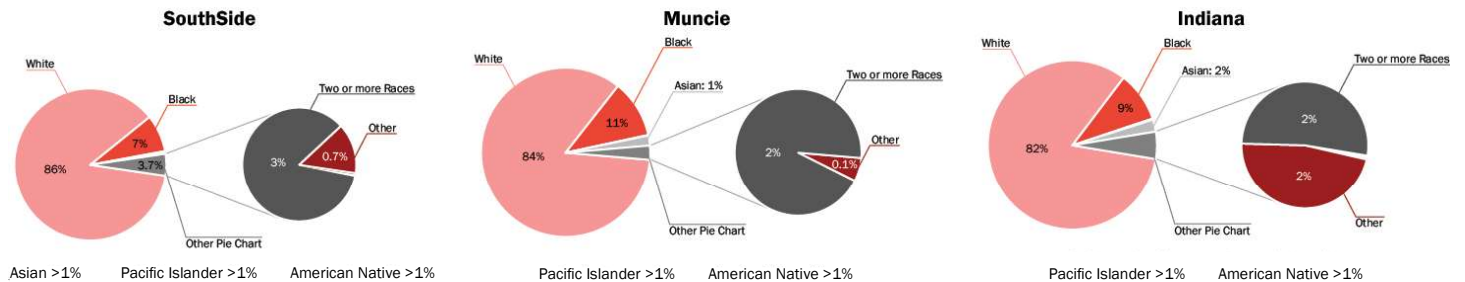


Table 2: Population by Race: Southside Neighborhood, Muncie, Indiana. Created by Alex Janke

Age

The following graphics show the percentage of the population that make up various age groups in the Southside Neighborhood. The largest age group in the neighborhood is ages 55-64, making up 15% of the population. The smallest age group is individuals that are 85+, making up 2% of the Southside population. In comparison, Muncie's largest age group is individuals between ages 15 and 24, at 27%. Indiana's largest population age range is 15-24 at 14%.

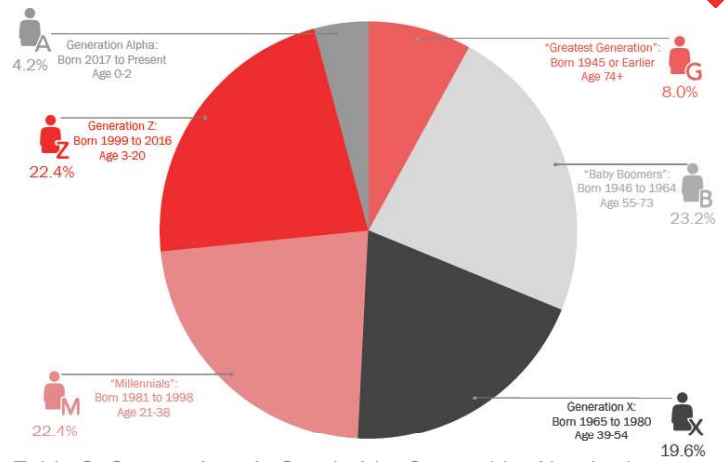


Table 3: Generations in Southside. Created by Alex Janke

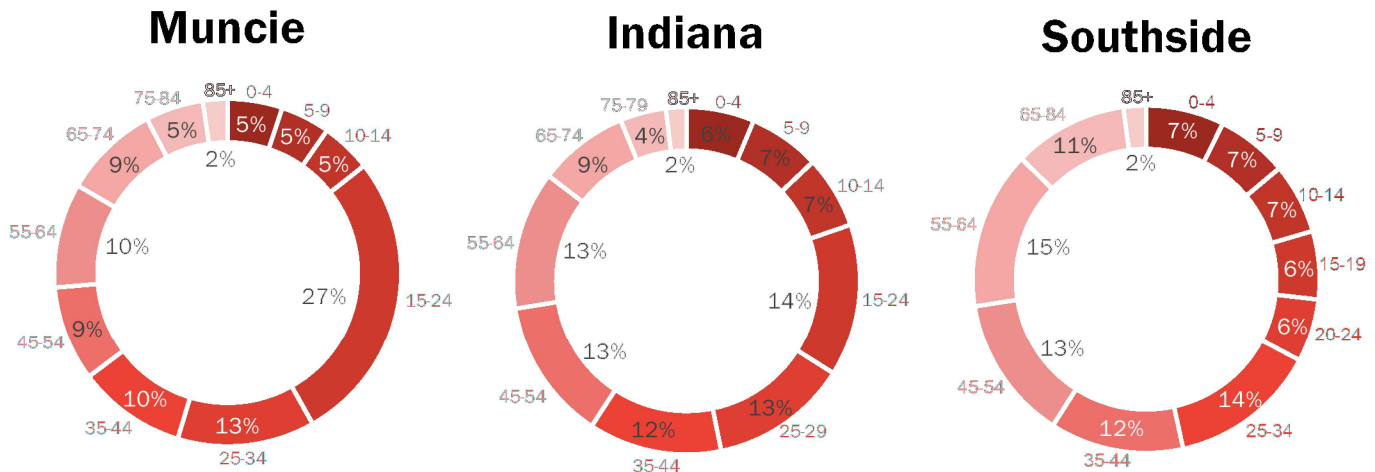


Table 4: Population by Age Based on Percentages. Created by Alex Janke

Population Analysis

Using data from the census tract above, it is evident that Southside has seen a steady drop in population. In 2000, there were 9,126 residents in the neighborhood. In 2010, this dropped to 8,309. Currently, there are 8,055 residents. This contrasts with the city of Muncie's increasing population, which was 67,430 in 2000 and 70,085 in 2010. This shift in the population could be due to various reasons such as; increased competition between neighborhoods, economic decline, and the relocation of businesses.

Income

The median household income for the Southside neighborhood 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 are in high demand and pay well. The median income for Southside residents is \$29,844, compared to Muncie's \$32,215 and Indiana's \$52,182 median incomes. It can be challenging for Southside residents to maintain their similar ways of living if the cost of living is relatively the same, but the amount of income is drastically different from the city and state. Southside is being hindered by its lack of connection to services, which are instrumental in gaining employment and increasing one's quality of life. General trends show that residents 65 and older are living below poverty level in apartments. The majority of these residents are also receiving social security and public assistance income.

Southside Key Facts



Table 5: Southside Key Facts. Created by Alex Janke

This reflects a high likelihood that many of these residents may be struggling to fulfill their needs.

Data show that residents are spending approximately 35% 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, this would greatly increase the number of income residents could save and use for other needs.







Southside	Indiana	Muncie
 <p>\$29,844 Median Household Income</p>	 <p>\$54,181 Median Household Income</p>	 <p>\$41,255 Median Household Income</p>
 <p>\$17,330 Per Capita Income</p>	 <p>\$28,323 Per Capita Income</p>	 <p>\$26,672 Per Capita Income</p>

Table 6: Per Capita/Median Household Income: Southside, Indiana, Muncie. Created by Alex Janke

Marital Status

The graphs below show Southside residents' marital status compared to Indiana and Muncie. The majority of Southside residents are married, although this is only 38% of the population. Another

34% have never married, 19% are divorced, and 9% are widowed. In comparison, 32% of Muncie's total population is married, and 49% of Indiana's population is married.

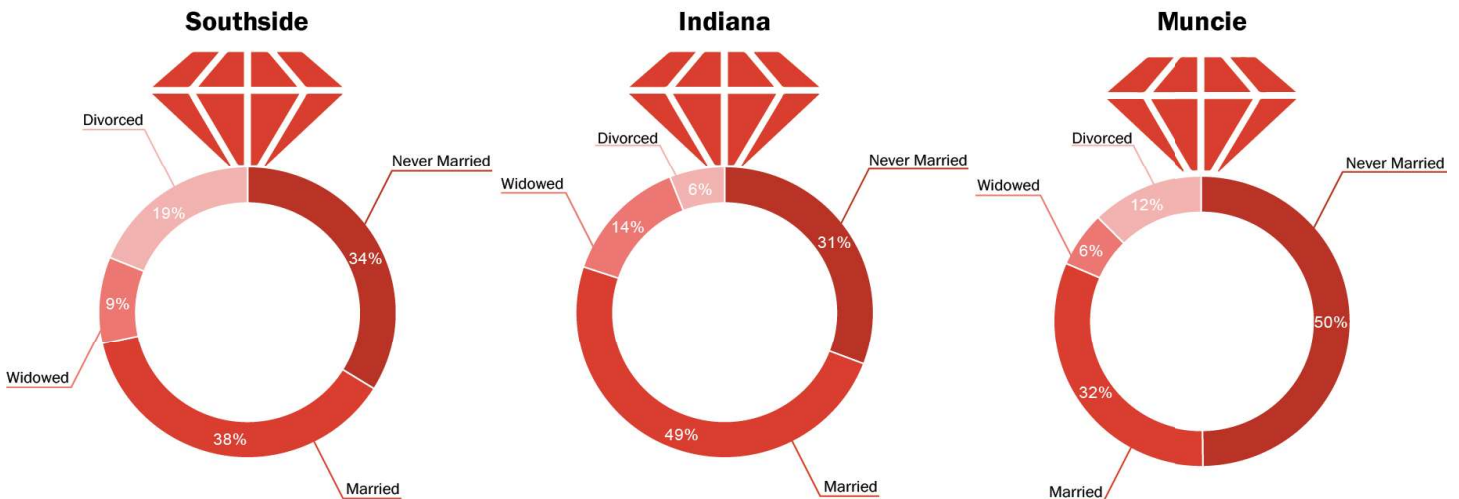


Table 7: Marital Status Based on Population: Southside, Indiana, Muncie. Created by Alex Janke

Education

Table 8 shows the level of educational attainment in 2017 for Southside and Indiana residents. There is a large segment of Southside residents who are high school graduates but the numbers begin to decrease. Although there are not many, there are equal numbers of Southside residents with GEDs and associate degrees.

There is a need for continuing education programs within the community, particularly post-secondary education. Currently no education centers, besides the elementary and middle schools, exist in the Southside area

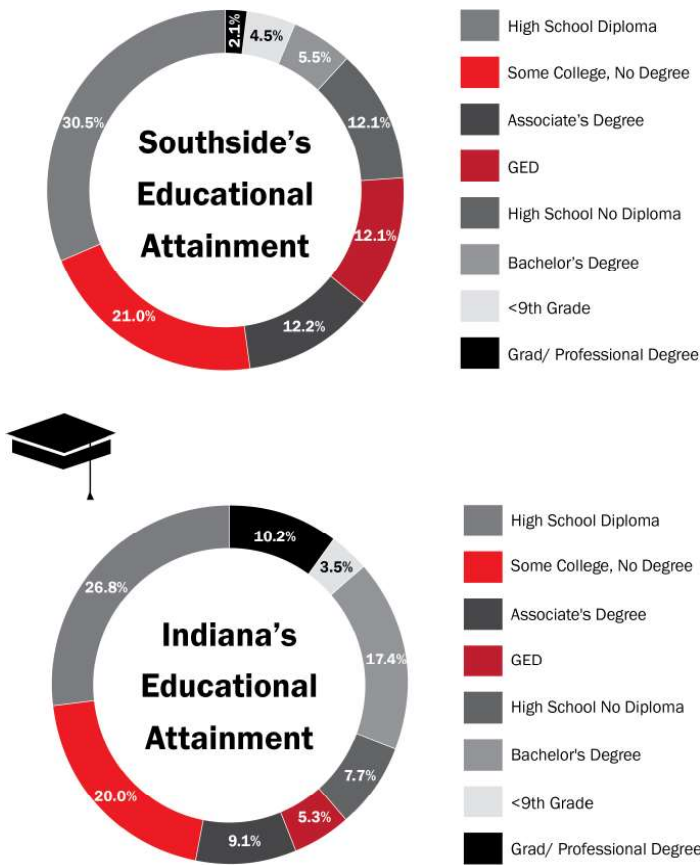


Table 8: Educational Attainment: Southside, Indiana. Created by Alex Janke

Crime

Crime rate Table 9 depicts the 2017 crime rates of Southside and Indiana respectively. (Are there any crime rate stats for 2018? Did anyone check to see if these stats are available?) The total crime rate index of 114 in Southside is smaller than Muncie's crime rate index of 143 but larger than Indiana's crime rate index of 103. The data indicates that larceny, assault, and property crime are prevalent in the Southside community. The data also indicate that rape and burglary equally occurs and both are the largest and most prevalent crimes in the Southside Neighborhood.

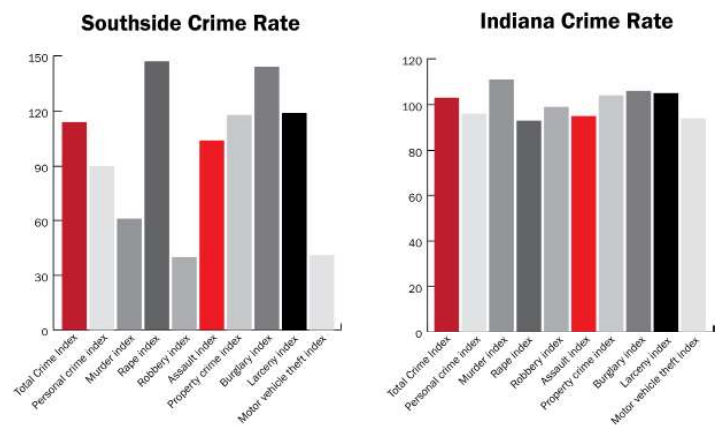


Table 9: Crime Rates: Southside, Indiana. Created by Alex Janke

Existing Conditions



This section provides descriptions of existing neighborhood conditions regarding businesses, schools and churches; housing, infrastructure, parks and vacant lots. SWOT analyses are also included in this section for each of the existing conditions. Recommendations, case studies, and resources are also provided.

Businesses, Schools, and Churches

The Neighborhood Analysis studio analyzed the development of businesses, churches, and schools in the Southside neighborhood. Through the collection of data, the studio was able to identify five schools, 22 churches, and 125 businesses within the neighborhood.

Strengths

1. Variety of businesses
2. Accessibility
3. Lots of churches and schools
4. Strong presence of Southside Middle School
5. Church presence in the community
6. Cornerstone businesses
7. School spirit
8. Inspire Academy
9. Gathering spaces

Listed above are the strengths identified in the Southside neighborhood pertaining to the growth and prosperity of businesses, churches, and schools. This list was created using feedback from community members at the Southside Neighborhood Association meetings that the studio attended. Businesses in the Southside vary in services but are fairly accessible to everyone. There are lots of churches and schools in the area as well. The strong presence of Southside Middle School in matters pertaining to the neighborhood continues to make a lasting impact on the well-being of its citizens. The church presence in the community serves as a backbone for harvesting communities and bringing people together. Many businesses in the neighborhood are well-established and have been around for decades. There is a lot of school spirit that flows throughout Southside as a source of pride for residents. Inspire Academy also serves to be a strong positive influence in the community. The amount of gathering spaces in the neighborhood serves as a great strength to the Southside neighborhood.

Southside has a variety of different churches, each their own individual entity. Many of the social benefits of having churches in the neighborhood include the assistance they provide for the local

Types of Business

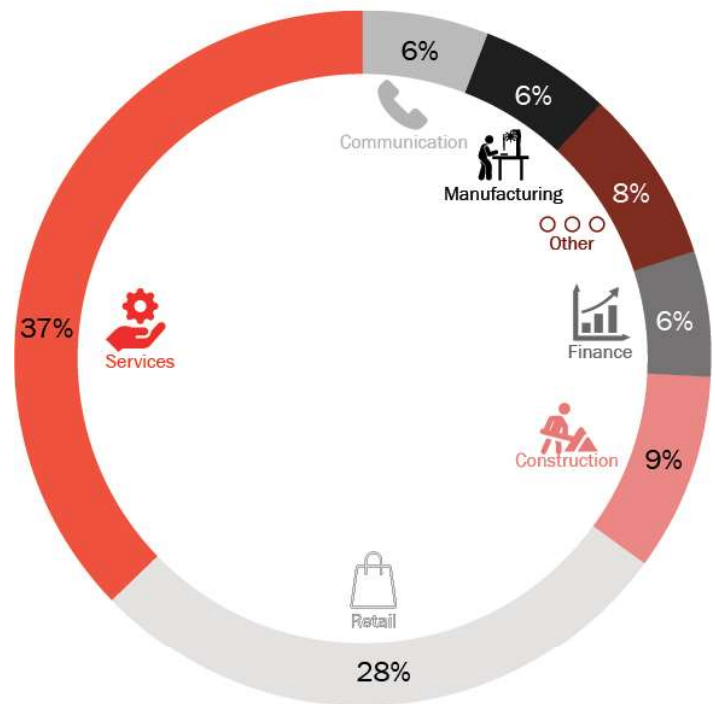


Table 10: Types of Business. Created by Alex Janke community through volunteerism, charitable opportunities, and helping those in need.

Many churches provide opportunities for civic engagement that can include after school care, tutoring, and skill development. These programs are typically offered at a low-cost or no cost, making them affordable and accessible to all neighborhood citizens. Additionally, churches help to offset crime rates and establish social order in the community through the practice of worship. In recent studies, church attendance has been shown to help decrease any form of drug/alcohol abuse. Churches also decrease any levels of stress or anxiety, while helping to build character and self-esteem for many individuals seeking to better themselves.

School engagement is also an excellent opportunity in terms of providing Southside with resources and being a hub of community leadership. Southside Middle School does the neighborhood a great service by holding the monthly Southside Neighborhood Association meetings. There is ample potential to take things a step further and hold more community events at not only

Southside Middle School, but other schools in the neighborhood. A collaboration with schools and churches would provide a great stepping stone for further community engagement.

Neighborhood schools are valuable in helping to create a balanced community. This lies in the fact that they are close to home for local residents, with a short walking distance. Transportation is also provided for those who would need it. These schools also help to establish a sense of neighborhood pride. They represent all families regardless of socioeconomic status, number of children, or any prevailing language barriers.

It is important to recognize the power of social

cohesion in the neighborhood. Churches and schools play a significant role in building a healthy neighborhood community. This is due to the immense value of the legacies of these organizations and their impact on families, especially those that have been living in the neighborhood for many generations. Social cohesion is the glue that holds individuals and their communities together through the power of church and school engagement.



Figure 24: 12th St. Cafe. Source: Erick Portillo



Figure 25: Southside Middle School
Source: Erick Portillo



Figure 26: Gibson Skating Arena. Source: Erick Portillo



Figure 27: Heritage Apostolic Tabernacle. Source: Carter Solivan

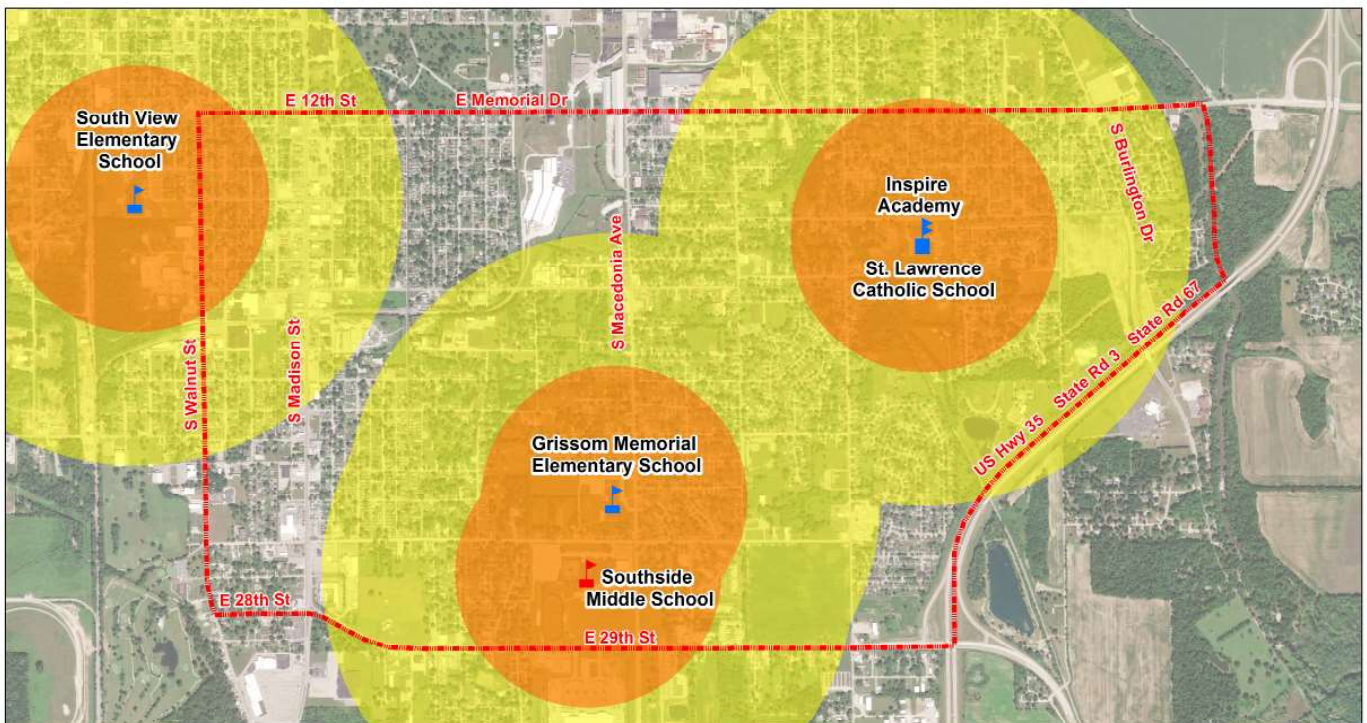
Weaknesses

1. Lack of Business Diversity
2. Not many grocery stores
3. Schools closing

The lack of business diversity, closing schools and the reduced number of grocery stores surfaced as weaknesses in the Southside Neighborhood. The lack of business diversity can be tied to the need for more grocery stores. While there are convenience stores on the neighborhood boundaries, segments of Southside have been defined as “food deserts” due to the lack of proximity and accessibility to food. This can be a pressing issue for families, in particular.

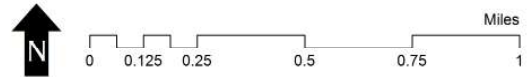
“taken away from the spirit of the neighborhood”. Education is a pinnacle of community development and it serves as an important gateway to better living. Illustrated below is a map that identifies schools and their locations. This map shows South View Elementary School which is several blocks West of Walnut. Schools inside the Southside Neighborhood are Grissom Memorial Elementary School, Southside Middle School, Inspire Academy, and St. Lawrence Catholic School. The orange circles depict the areas that are within a five-minute walking radius to each school, and the yellow represents a ten-minute walk.

Schools closing over the past decade have



Legend

- Elementary School
- Middle School
- 5 Minute Walk
- 10 minute walk



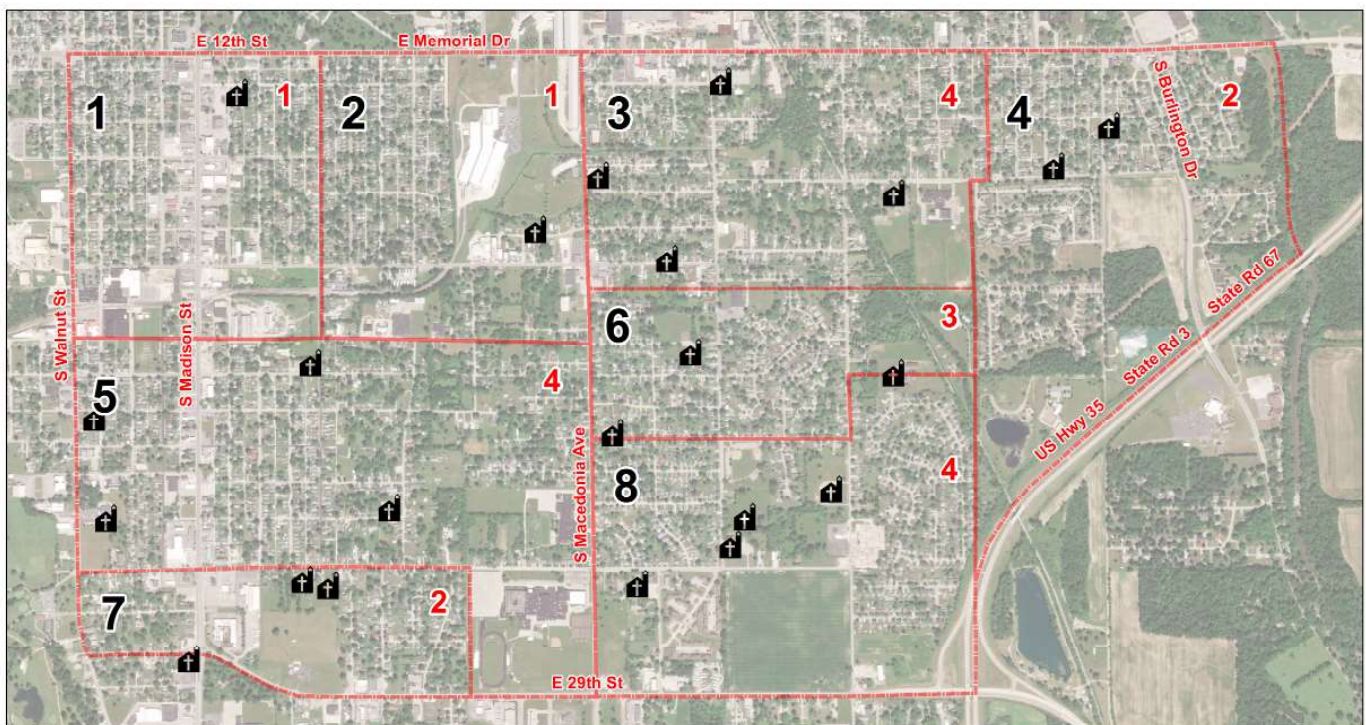
Map 2: Walking Distance to Schools. Created by Esteban Leguizamo

Opportunities

1. Church/school engagement
2. Entrepreneurship
3. More small and local businesses

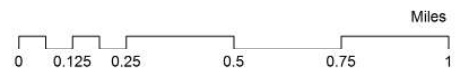
The community narrowed down the top three opportunities for businesses, churches, and schools in the neighborhood. These include further church and school engagement, entrepreneurship, and more small, local businesses.

The map below depicts the churches within the neighborhood. It is clear that churches are evenly dispersed throughout Southside. Churches are significant institutions and they play a pivotal role in establishing communities within the neighborhood and bringing people together. They are places of worship, community builders, and they provide greater opportunities to benefit the common good.



Legend

- 8** Neighborhood Zone
- 22** Number of Churches



Map 3: Churches Throughout Southside Neighborhood. Created by Esteban Leguizamo

School engagement is also an excellent opportunity in terms of providing Southside with resources and its schools serving as gathering places for the community. For example, Southside Middle School does the neighborhood a great service by allowing the Southside Neighborhood Association to meet every month in its cafeteria. There is ample potential to take things a step further and hold more community events at not only Southside Middle School, but other schools in the neighborhood. There is a great opportunity for collaboration with schools and churches.

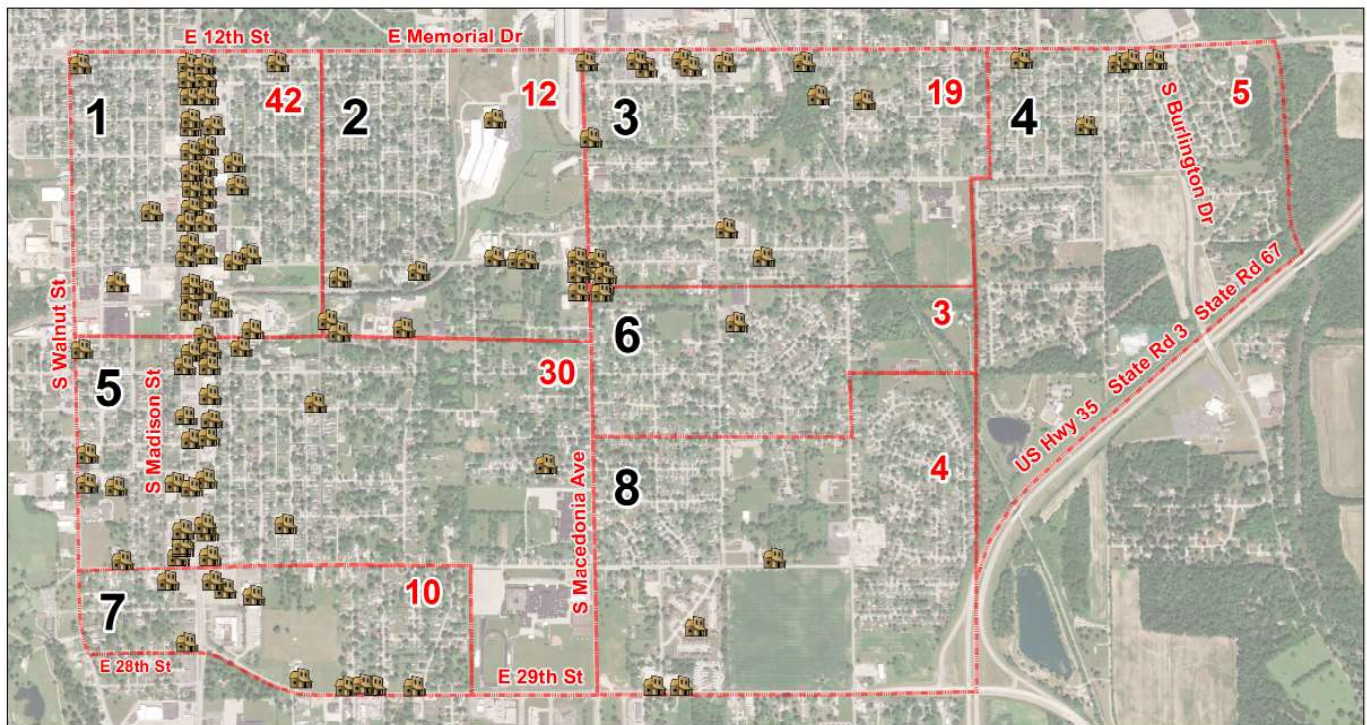
Entrepreneurship continuously plays a pivotal role in business development. It spurs economic growth and provides many amenities for residents in the neighborhood. This would be a great opportunity to not only help residents but allow emerging business owners to grow as professionals. Going off of the idea of entrepreneurship, more small well-established businesses in the area have the potential to heighten growth and create more opportunity for further business-seekers. More local

businesses would bring a lot of positive attention and recognition to Southside as a potential hub of development and growth.

Threats

1. Lack of business diversity
2. Food desert
3. Lack of high school/limited transportation to schools

Threats to businesses, churches, and schools include the lack of business diversity, the emergent food desert, and a lack of transportation to some schools. The lack of business diversity and food deserts were mentioned previously in the weakness analysis section. However, they are also included in this section because of the growing concerns and threats they pose to the future of the neighborhood. Also identified as a threat was the limited amount of bus transportation to some schools. Residents stated this posed a threat to students and to their families particularly when there is inclement weather and when this is a crime problem in the community.



Legend
 🏠 Business 8 Neighborhood Zone
 125 Business Count

Map 4: Businesses in Southside Neighborhood. Created by Esteban Leguizamo

Recommendations

Opportunities that have been identified can be used to address weaknesses and threats in the Southside Neighborhood. To encourage entrepreneurship in the area, residents can access Muncie's Innovation Connector. It is a company that provides resources and services for East Central Indiana entrepreneurs who want to create businesses and expand businesses.

There are vacant buildings and strip malls that businesses once occupied. One location for business development is the Southway Plaza.

This area was revitalized over a decade ago and it was considered a vibrant hub of activity. Located at the south entryway into the city on Madison, this area is a great opportunity for business development.

Residents have concerns about the number of grocery stores that have left the area. While there is a Walmart grocery store on 29th Street, for some it is not easily accessible due to their lack of transportation. Residents want grocery stores that are in close proximity to their homes. This is an opportunity for mom and pop grocery stores.



Figure 29: New Restaurant Business in Southside Neighborhood. Source: Jake McQueen



Figure 30: New Retail/Grocery Businesses in Southside Neighborhood. Source: Jake McQueen



Figure 30: Innovation Connector
source: munciejournal.com



Figure 31: Southway Plaza. Source: Alex Pope

There is also a strong opportunity to turn vacant, abandoned buildings into small businesses. This would save a lot of money for both business owners and the neighborhood at whole, creating the potential for further revitalization. The two images below show this concept.



Figure 32: Abandoned Building Currently. Source: Carter Solivan



Figure 33: Proposed Use of the Current Property. Source: Jake McQueen

Elements that make up the spirit of Southside neighborhood can be embedded within every facility. Shown in this image of a gas station, there is a “Welcome to Southside” sign that creates a connection between travelers and residents in the neighborhood, whether they are traveling from far away or close to home.



Figure 34: Current Gas Station in Southside Neighborhood. Source: Erick Portillo



Figure 35: Gas Station in Southside Neighborhood with a “Welcome to Southside” Sign Implemented. Source: Jake McQueen



Case Studies

Case studies are provided because they are examples of how to create opportunities out of weaknesses and threats.

City of Portland Neighborhood Economic Development Strategies

The Neighborhood Economic Development (NED) strategies are ways to address the lack of economic growth in communities that need more commercial investment. The city has a few goals and objectives through NED. Some of these begin to build local capacity to achieve economic development outcome, drive neighborhood business growth, and to align and coordinate resources that promote neighborhood economic development. The economic development program allows new partnerships to form between the citizens of the neighborhood, new businesses, and the city.

<https://prosperportland.us/wp-content/uploads/2016/08/Neighborhood-Economic-Development-NED-Strategy.pdf>

Improving School Leadership

Improving school leadership is a case study that focuses on the outcome of teachers and leaders working beyond the school borders. It involves multiple uses of the same principle used in five different countries. The principles involve a deeper understanding of collective sharing of skills, expertise and experience to create a rich learning experience, promoting overall more sustainable opportunities for children in large communities.

<http://www.oecd.org/education/school/44375122.pdf>

Local and State Resources

- Community Development Block Grants (CDBG)
- Industrial Development Grant Funds (IDGF)
- Indiana Economic Development Corporation
- TIGER Grant (BUILD grant) U.S. Department of Transportation

Housing Strengths

1. Many well maintained houses
2. Historic houses
3. Affordable housing
4. Accessibility
5. Housing density
6. Large housing market
7. Owner-occupied
8. Neighborly and friendly homeowners

This section will highlight the housing conditions, housing values, types of houses, and homeownership within Southside Neighborhood. It will show ways in which residents can improve their houses and increase housing values through resources and implementation steps. Housing is the biggest part of the neighborhood, since houses take up the majority of land in the area.

The majority of the houses in the neighborhood are well maintained by local homeowners and prices for these homes are affordable. This gives the people of Muncie options for accessing affordable housing. The neighborhood also has a high density of houses. In addition, Southside has an area of historic houses which gives the neighborhood a certain charm. Residents consider their neighbors “neighborly” and “very friendly”.

Housing Conditions

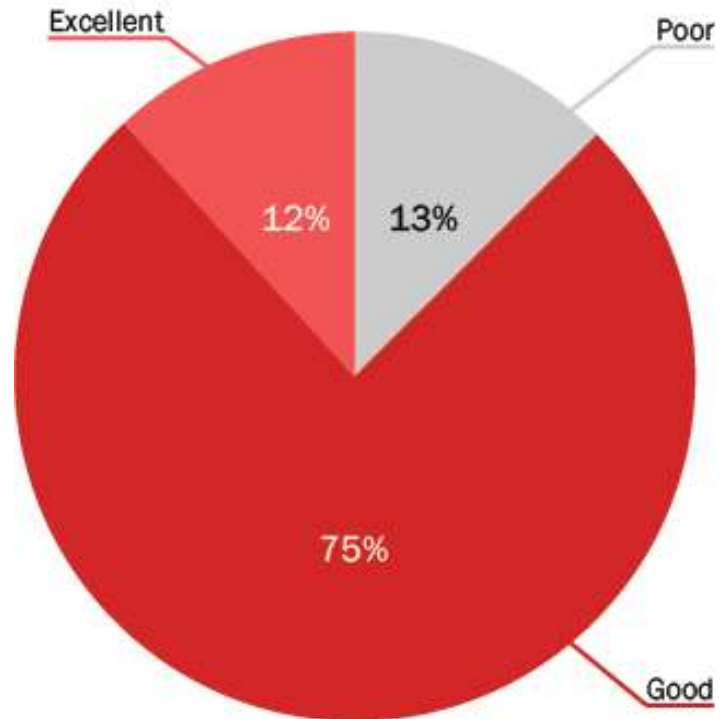


Table 11: Housing Conditions. Created by Alex Janke

Housing conditions are described in three categories: poor, good and excellent.

- The criteria for these conditions are as follows:
- Excellent: All elements of the house are well maintained and there are well-kept yards.
 - Good: The house is overall in good shape requiring a few minor improvements.
 - Poor: Limited to no visibility of the house, boarded up windows, over-grown yards, and vacant properties.

The majority (76%) of the housing within the neighborhood we found to be in good condition. From what we can tell, there are about the same amount of homes in poor and excellent condition.

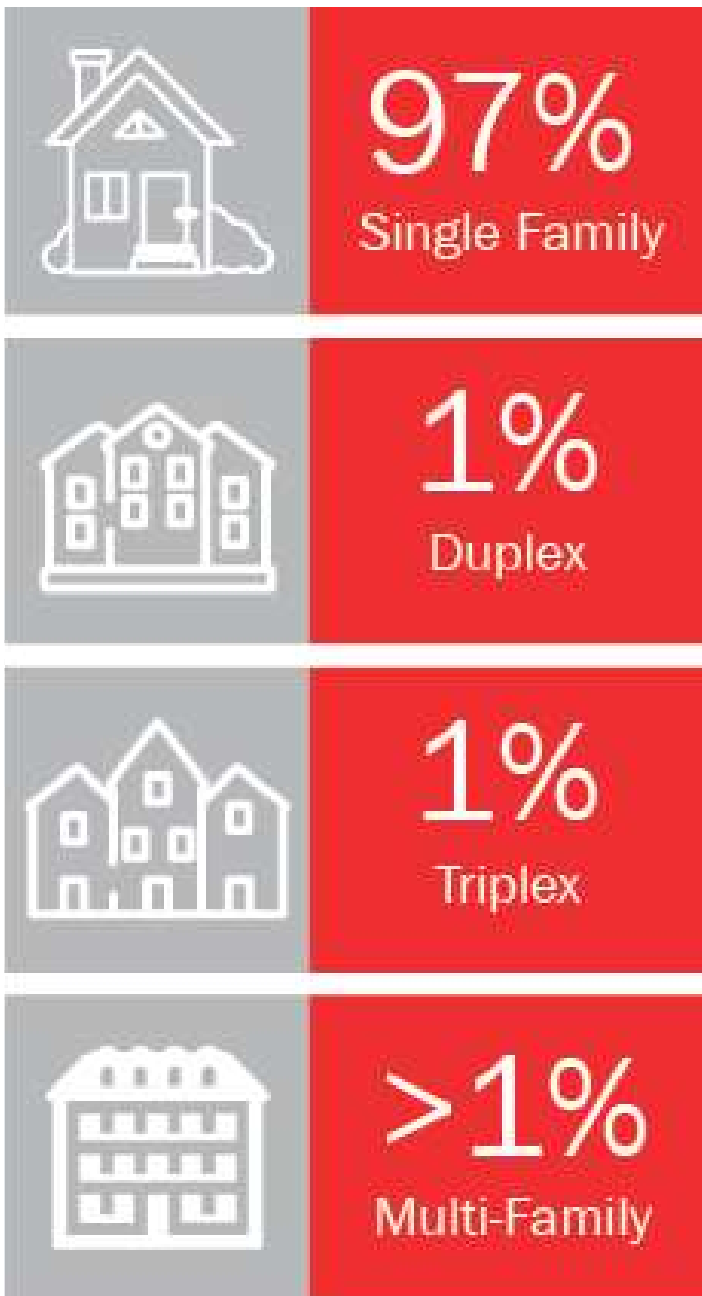


Table 12: Types of Housing in the Southside Neighborhood. Created by Alex Janke

Almost the whole neighborhood (about 97%) is a single family household, only 2% of the neighborhood is duplex housing, and multifamily housing takes up 1% of the neighborhood. This shows the density of the neighborhood. When most of the houses are single family, one family takes up more space than they would in an apartment for example.

Weaknesses

1. Meth Houses
2. Vacant houses
3. Yard Clutter/Unkempt Lawns

The increasing rate of meth houses is a major weakness of the neighborhood. When a house is used as a meth lab, the meth seeps into the walls and the only way to get rid of it is by demolishing the house or completely gutting it.

Another weakness regarding housing is out of state people are buying houses, leaving many vacant or renting them out while being absentee landlords. This negatively impact housing values when houses are left vacant to deteriorate. Some of the houses have unkempt, cluttered yards. Overall, these are weaknesses that lower the visual quality of the neighborhood.

Ninety seven percent of the households in the neighborhood are single family households. In contrast, two percent of the neighborhood is duplex housing, and the remaining one percent is multifamily housing. This shows the density of the neighborhood.

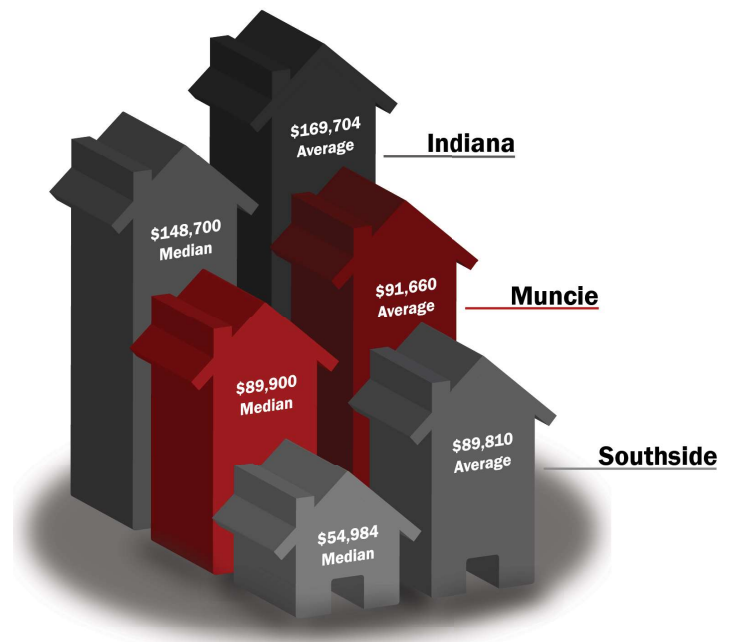


Table 13: Housing Values in the Southside Neighborhood. Source: Alex Janke

Opportunities

1. Housing revitalization
2. Housing affordability
3. Homeownership
4. Vacant lots for housing development

There are opportunities for houses that are in good or poor condition to be revitalized. This effort would create curb appeal and stabilize property values.

Housing is affordable in the Southside Neighborhood. As a result, this creates housing opportunities for those wanting to be homeowners. In addition, this is an opportunity for the Neighborhood to encourage people to live in their community.

Southside has many vacant lots that can be used for housing development. This is an opportunity for the neighborhood.

Threats

1. Drug epidemic
2. Lack of safety and police presence
3. Out of state homeowners

A constant threat to the neighborhood is the steady increase of meth houses. As a result, people do not feel safe because of this drug activity. There are also houses owned by absentee landlords, whom many don't maintain their houses, which create an unsafe environment. Vacant, un-kept housing creates a negative perception of the neighborhood which in turn negatively impacts others' perception about the Southside. In addition, residents feel there is a lack of a police presence in the community. This could lead to more crime.

Recommendation



Figure 36: Example of an Excellent House Condition
source: https://www.usfa.fema.gov/current_events/041718.html



Figure 37: Example of a Poor House Condition
source: https://www.usfa.fema.gov/current_events/041718.html



Figure 38: Example of taking a house in poor condition and fixing it up.
source: <https://www.landlordology.com/single-family-homes-vs-multifamily-housing/>



Case Studies

The following case study illustrates a potential to improve housing conditions and the collective safety of the neighborhood through the implementation of a Neighborhood Watch program.

National Neighborhood Watch

The goal of the National Neighborhood Watch is to unite entities such as law enforcement, private organizations, and neighborhood citizens to improve local communities by reducing crime rates. This program gives citizens the opportunity to be active in their own communities. Even though law enforcement should be called if there is crime happening in the neighborhood, extra eyes and ears are good to help to report suspicious activities. The goal of the Neighborhood Watch is to re-establish control of the neighborhood, increase the quality of life, and reduce crime rates within the area.

<https://nnw.org/about-neighborhood-watch>

Delaware-Muncie Metropolitan Planning
Commission

Resources

- HUD Community Focus Funds Grant and OCRA Stellar Communities Grants
- U.S. Department of Housing and Urban Development
- Habitat for Humanity
- Lowe's Home Improvement
- Menards Home Improvement
- Muncie Housing Authority
- Community Development Block Grants (CDBG)

Infrastructure

Introduction

The following section will cover, expand, and explain the SWOT analysis of infrastructure within the Southside neighborhood. By having this information, the leaders of the development process will be able to properly budget time and resources that cater to the community's needs.

Strengths

1. Well maintained roads
2. Signage
3. Residential maintenance
4. Accessible roads
5. Conditions of main corridors
6. Existing sidewalks
7. Good public transit
8. Coverage of roads
9. Good sidewalk use

In terms of strengths, the infrastructure within the neighborhood consists of fairly well-maintained roads and adequate signage. It is clear that many residents in the area work hard to maintain their local roads. The accessibility aspect is also prevalent. The existing sidewalks are also used heavily by neighborhood residents. The main roads going through the area are in great condition and the city takes great care of them, some of them being freshly repaved in the last year.



Figure 39: Bus Stop on Madison and Memorial. Source: Alex Pope

On the corner of Madison and Memorial is a bus stop in great shape to give shelter to those waiting on the bus.



Figure 40: South Madison St. Source: Alex Pope
The image above was taken on Madison. This road is the main corridor in Southside and is in great condition.

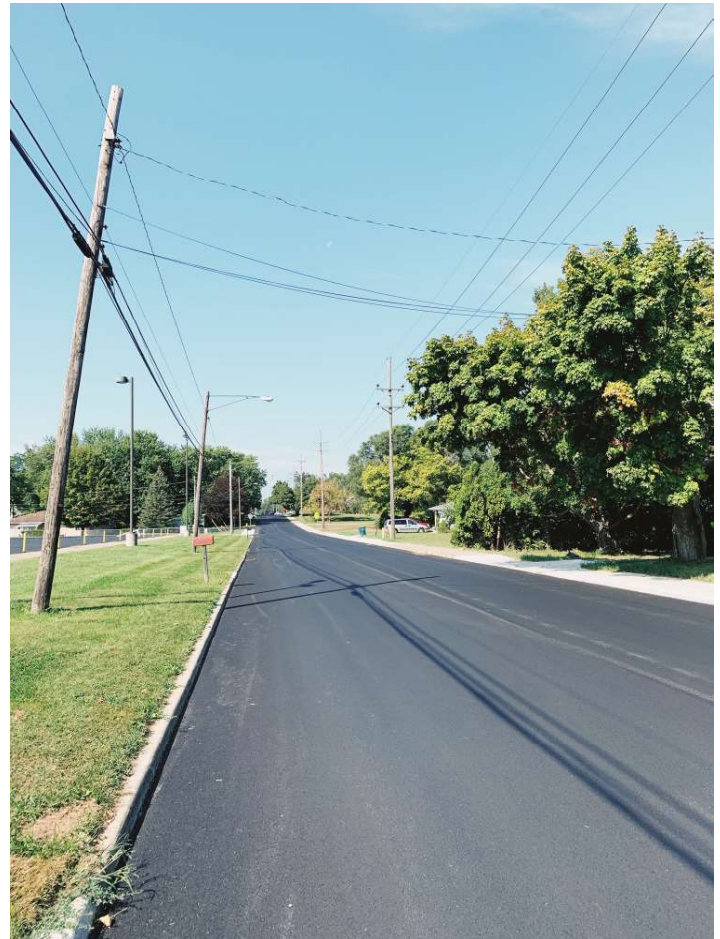


Figure 41: West 26th St. Source: Alex Pope
This picture was taken on Madison. This road is the main corridor in Southside and is in great condition.



Weaknesses

1. City maintenance
2. Unclean/Poorly Maintained Roads
3. Lack of Lighting

City maintenance, dirty roads, poorly maintained roads, and lack of lighting are the aspects of infrastructure prioritized by the community. By showing what the community feels is most important, the development process can easily identify what and where resources should be spent.

City maintenance encompasses all the tasks related to cleaning, repairing and maintaining city structures, roadways, and other public areas. Ideal city maintenance services help citizens achieve a safer and prouder feeling. This may also attract new businesses and help with the retention rate of existing ones. These events will eventually cause more investment back into the community through tax dollars. Some forms of city maintenance include repairing roads, public parks, and government buildings.

Unclean roads possess more dangers than anyone can afford. In addition, unclean/poorly maintained roads hold the potential to cause serious accidents and vehicle damage. Expanding on what was discussed under city maintenance, having clean, usable roads will allow residents to feel prouder of their neighborhood. Paved road maintenance could include crack sealing, pothole repair, and the repair of paved edges.

Lack of lighting can become an enabling factor for high crime rates. Increasing the amount of lighting throughout the neighborhood may also play a role in keeping the roads safer. Drivers will be able to see potholes or bumps in the road easier, at night. In addition, more lighting will allow pedestrians to feel safer while walking at night.



Legend

- Great
- Cardinal Greenway
- Fair

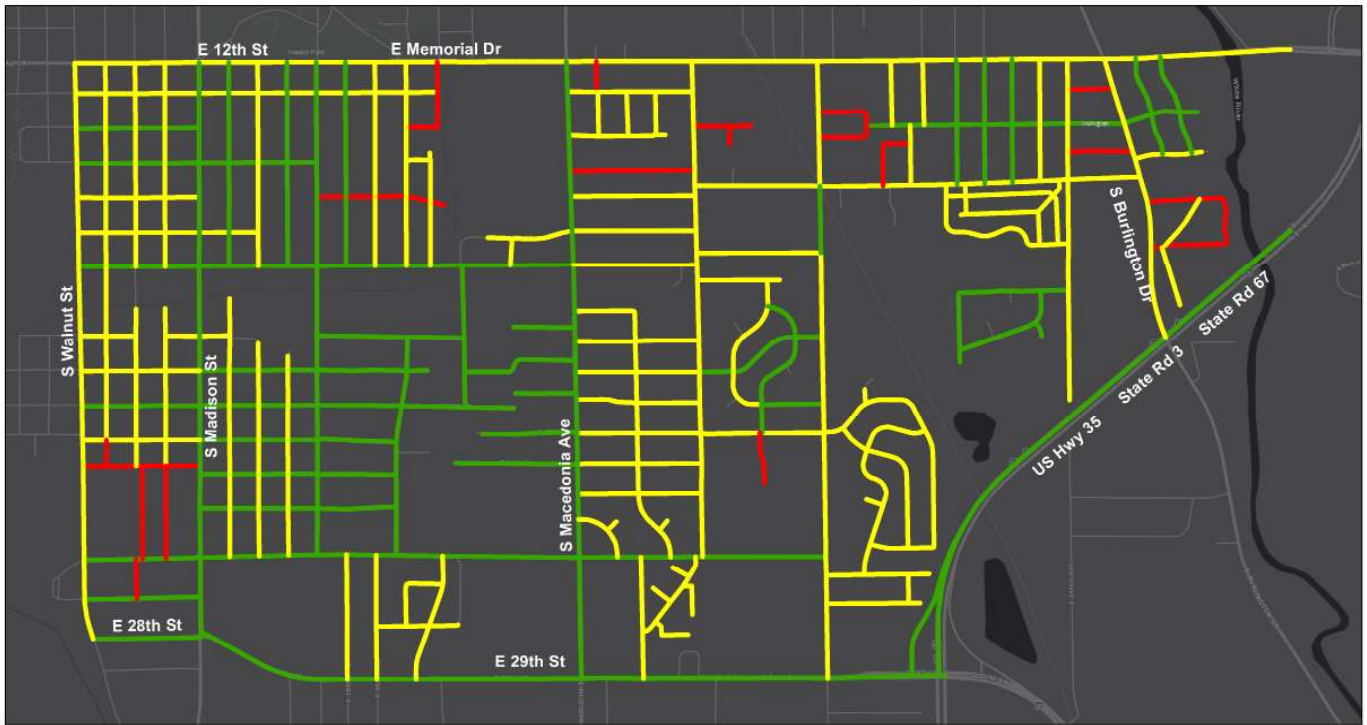
Map 5: Sidewalk Quality. Created by Esteban Leguizamo

The map above illustrates the quality of sidewalks in the Southside neighborhood. It is clear that most sidewalks are in fair condition, but there is still room for improvement. Making the sidewalks wide enough so they are accessible to all residents is also important to consider moving forward.

The image to the right shows an overgrown sidewalk. Most of the streets do not have sidewalks, but the ones that do are overgrown and broken.

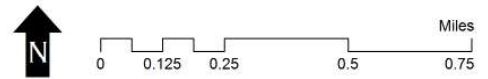


Figure 42: Overgrown Sidewalk. Source: Erick Portillo



Legend

- Great
- Needs Improvement
- Fair



Map 6: Road Conditions. Created by Esteban Leguizamo

The map above illustrates the road conditions in the neighborhood. The green roads are in great condition, freshly paved, no potholes. The yellow roads are in fair condition and could use some improvement but are in overall good condition. The red roads require major improvement due to many potholes. While these type of roads are minimal, they create a bad perception of the Neighborhood.



Figure 43: Side Road in Southside Neighborhood. Source: Carter Solivan

The image to the left shows the condition of one of the side roads in the neighborhood. This is what many of the sideroads looked like. Many are in need of new paving or pot hole filling.

Opportunities

1. Additional biking and walking paths
2. Better side streets
3. Additional lighting

Neighborhood residents were able to identify three main opportunities to address weaknesses and threats for their neighborhood. By providing a few main opportunities, one can conclude an overall understanding of what the neighborhood community wants in their area.

Additional biking and walking options provide a series of undeniable benefits. This creates an opportunity for residents in the neighborhood to enjoy the outdoors in a way that is safe and structural.

Side streets give both drivers and pedestrians auxiliary options in terms of navigating through their neighborhood. Often times side streets are forgotten. Trash begins to build up and conditions of the side streets start to decline. When maintained properly, side streets become a helpful aspect of traveling. Side streets can even help relieve traffic stops by serving the purpose of channeling traffic around construction on roadways. These paths can also be used by pedestrians who wish to avoid frequently used roads. Any individual who prefers biking over driving will have these options of side streets as well.

As discussed earlier in the text, additional lighting brings its own benefits to improving a neighborhood. Lighting throughout the neighborhood is seen as another major opportunity by the community. As previously stated, lighting increases safety for pedestrians. Additional lighting serves the potential to decrease crime rates as well.

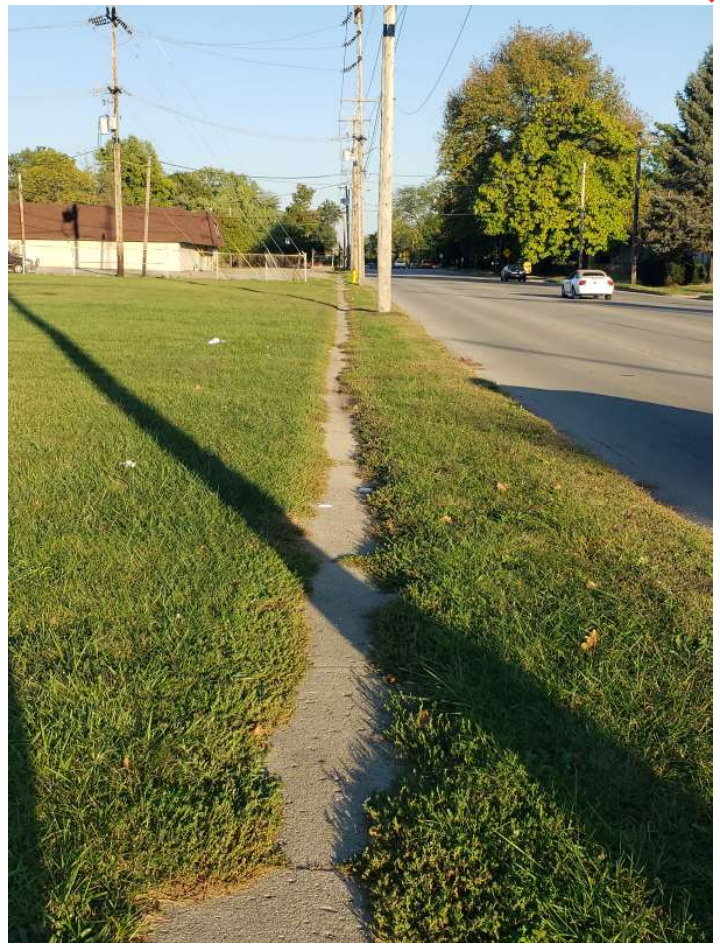


Figure 44: Extremely Overgrown Sidewalk. Source: Alex Pope

The image above is an unrecognizable sidewalk.

Threats

1. Crime
2. Speeding
3. Municipal Disinvestment

The Southside neighborhood community pointed out the three biggest threats they believe can be extinguished or decreased in their neighborhood.

Crime is a threat in and of itself. However, when crime rates are high in a neighborhood or even a specific part of a neighborhood, a domino effect of other obstacles begin to occur. For example, if crime rates are high, property values may decline. Residents may also move away from the area, leaving abandoned houses and vacant lots.

Speeding is another big threat, as claimed by the community. Speeding drivers create a very dangerous environment for children, other drivers, and pedestrians. This also discourages families from letting their children play outside or walk around without being accompanied by an adult in fear of drivers not watching out for them.

Disinvestment harms more than just the residents directly affected. It is a threat to both neighborhoods and cities as a whole. Disinvestment leaves people unemployed. It also raises the poverty percentage. Southside's threat of disinvestment is a core issue affecting various categories within the collective neighborhood that must be addressed.



Figure 45: Deconstructed Building. Source: Erick Portillo

The image above shows a deconstructed building that has been left in this condition due to disinvestment in both the building and the site.



Figure 46: Old Red Carpet Inn & Suites Hotel. It has been left abandoned for years after hotel attractions increased near McGalliard. Source: Alex Pope

Recommendations

In terms of implementation, there is potential for more bike lanes installed within the neighborhood. Southside lacks bike safety. With the addition of bike lanes, Southside will have better access for those that ride their bike to work. The image below shows an example of bike lanes in the neighborhood.

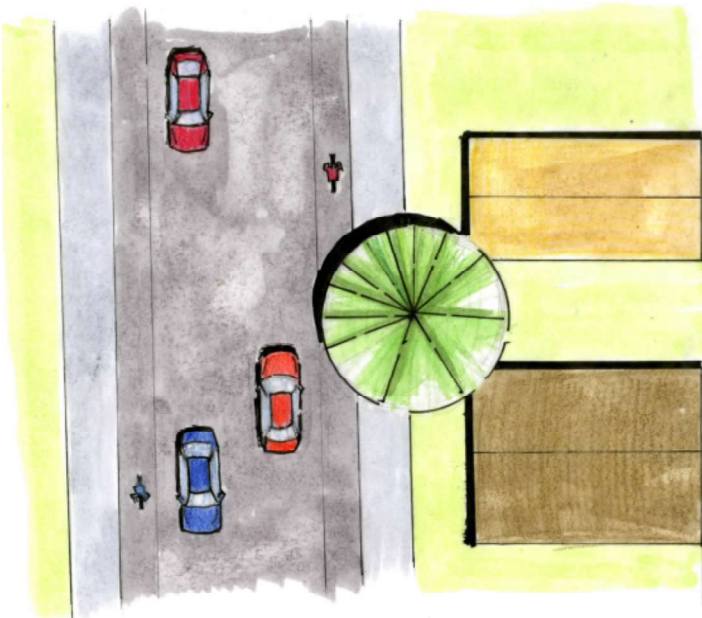


Figure 47: Adding Bike Lanes. Created by Daniel Grinspan

Additional bus stops can be added to increase transportation accessibility for Southside residents. The benefits to this are endless, from giving people

more opportunities to travel and decreasing traffic dangers. The image below shows an example of a bus stop in the Southside.



Figure 48: New Bus Stop. Created by Daniel Grinspan

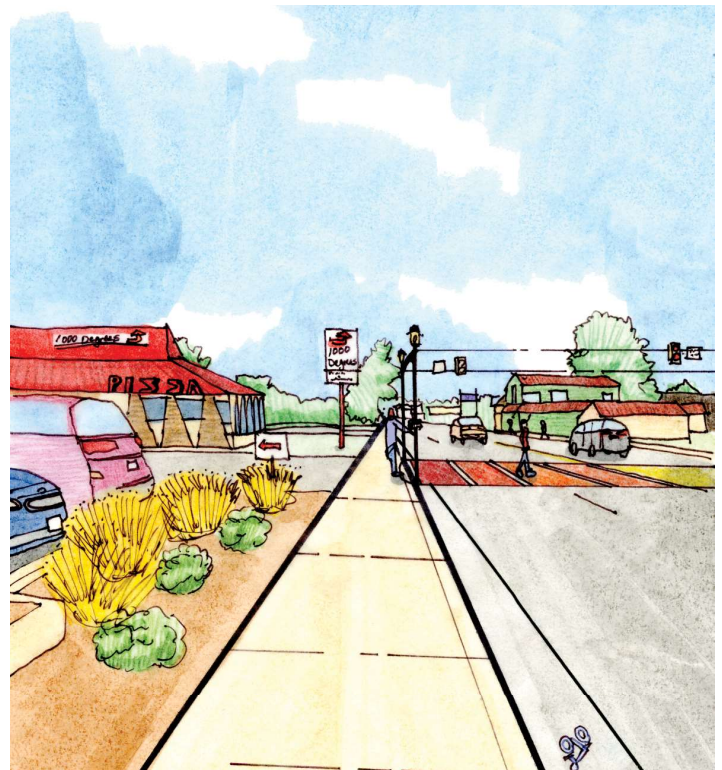


Figure 49: New Crosswalk. Created by Jake McQueen

Madison Ave is a main corridor in Southside and while the road is in great condition, it lacks pedestrian crosswalks and safety. The image above shows that adding a crosswalk with a stop sign would be a great and easy way to slow the traffic down, and most importantly give a safe way for pedestrians to cross the road.

Case Studies

The city of Oakland, California has over 38,000 street lights throughout the city. Oakland's purpose of putting these lights into their infrastructure is to produce a safe and comfortable view at nighttime. Some of the benefits that these street lights create for Oakland are that they reduce accidents, facilitate traffic flow, and increase safety and security for the public. The city of Oakland requires there to be lighting on walkways, roads, parking lots, and alleys, as these places can be dangerous without it.

<https://pdfs.semanticscholar.org/2475/e62d2017e67be439743a280d035f0b41cb59.pdf>
<http://www2.oaklandnet.com/government/o/PWA/o/IO/s/SL/index.htm>

The city of St. Petersburg, Florida created a streetscape and connectivity concept plan in 2017. The purpose of this project is to introduce multimodal and streetscape to help to make the neighborhood more cohesive with the city and downtown as well as to allow more interaction throughout the city. This will turn in to creating a sense of place for the neighborhood, which will lead to more economic opportunities. One of the concepts that St. Petersburg has decided to complete is to reduce the width of the traffic lanes from 12 feet to 11 feet. As a result of this, the traffic will slow down and make it safer. With the extra foot on both sides, the city plans on creating a landscaped median. This will contribute to slower car speeds as well as beautification of the neighborhoods and a safe location for pedestrians who are crossing the street.

https://www.stpete.org/economic_development/redevelopment/docs/ID_Streetscape_Concept_Plan.pdf

Resources

- Muncie Indiana Transit System (MITS)
- Delaware-Muncie Metropolitan Planning Commission
- Indiana Department of Transportation
- U.S. Department of Housing and Urban Development
- Lowe's Home Improvement
- Menards Home Improvement
- Delaware County GIS Department
- Muncie Sanitary District
- Industrial Development Grant Funds (IDGF)
- Indiana Economic Development Corporation



Figure 50: Example of a Vacant Lot. Source: Carter Solivan

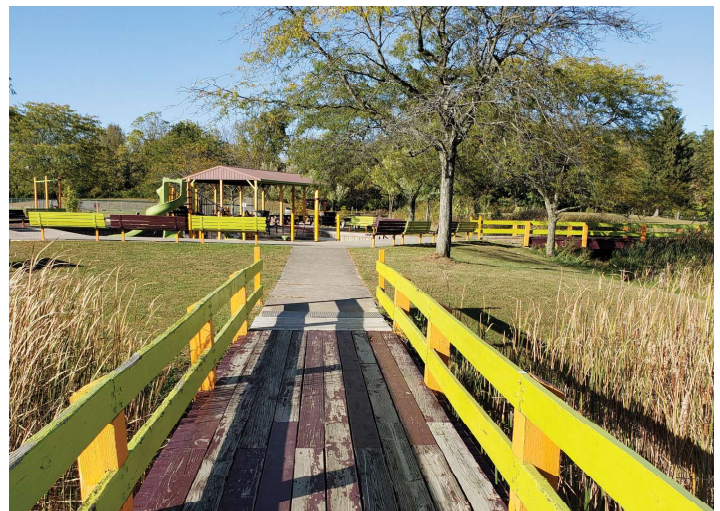


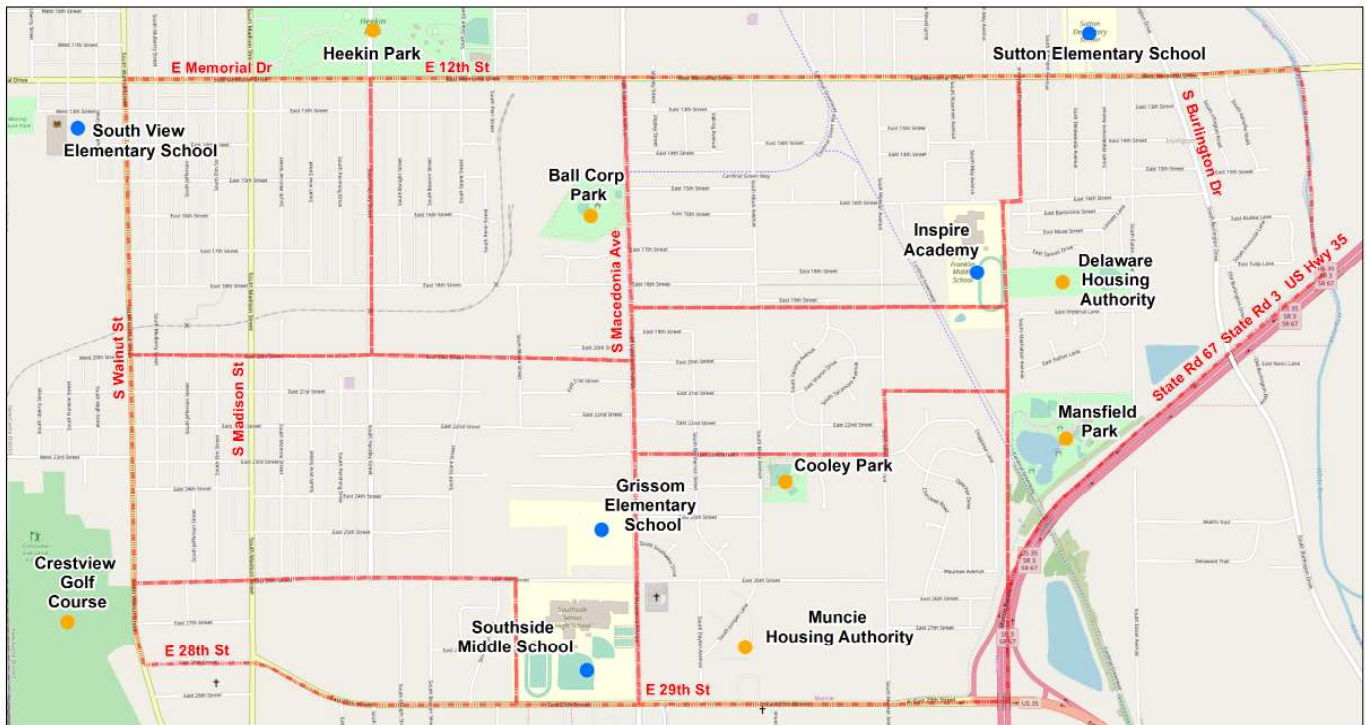
Figure 51: Mansfield Park. Source: Erick Portillo

Vacant Lots and Parks

Introduction

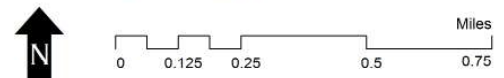
The two main points of this section are highlighting parks and vacant lots. There are 12 parks accounted for in the Southside of Muncie and directly surrounding it. The largest park is Mansfield park and the smallest could be identified as any of the school parks. The map below shows all the parks in the neighborhood. In the Southside, there

are 215 vacant lots total. The largest of these lots are located on 18th and Hackley and is 4.18 acres in size. The smallest sized lot is located on Biltmore Avenue and is only .0054 acres of 235 square feet. The map to the right includes most of the vacant lots, however, some are not visible because of their minuscule size.

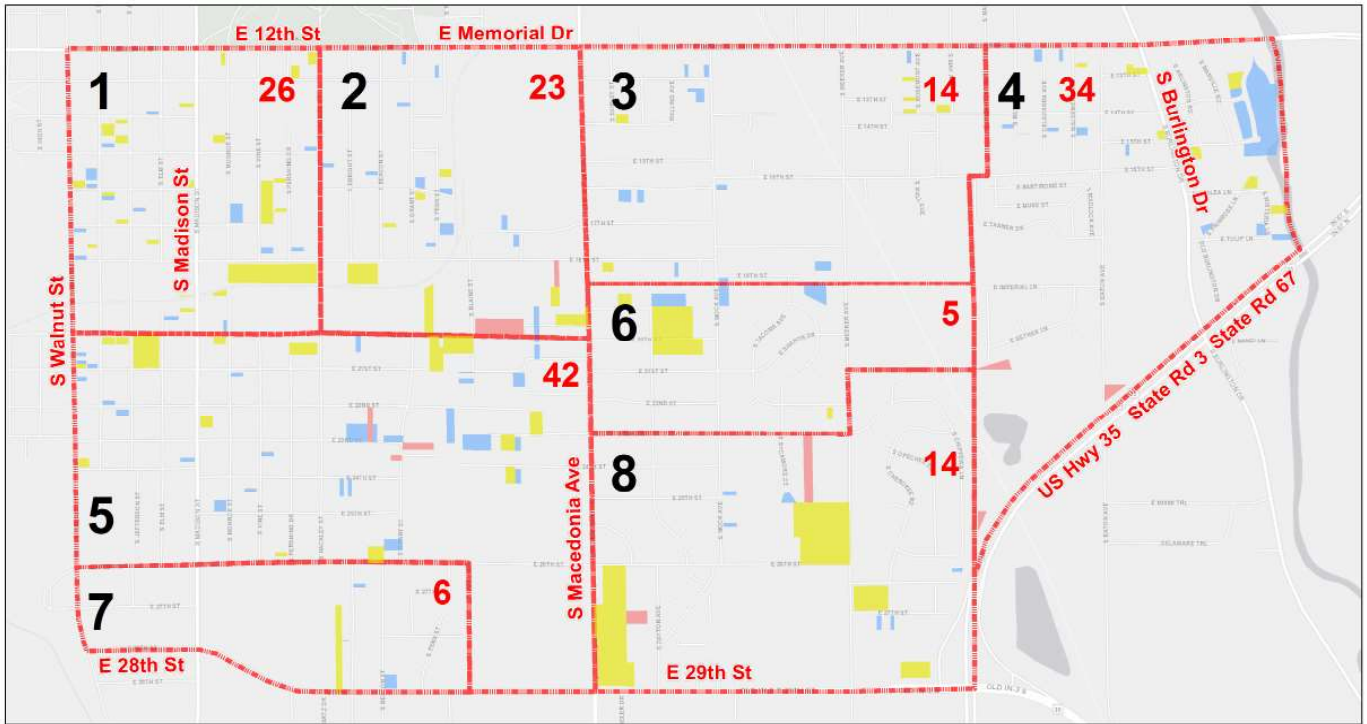


Legend

- School
- Regular



Map 5: Location of Parks. Created by Esteban Leguizamo.



Legend

- Vacant - Platted Lot
- Vacant Land
- 8** Neighborhood Zone
- 229** Vacant Land Total



Map 6: Location of Vacant Lots. Created by Esteban Leguizamo

The map above shows eight zones and the number of vacant lots in each zone. In zone 1, 6.47% of the land is vacant. In zone 2, 4.83% of the land is vacant. In zone 3, 1.33% of the land is vacant.

In zone 4, 4.43% of the land is vacant. In zone 5, 5.34% of the land is vacant. In zone 6, 6.73% of the land is vacant. In zone 7, 1.83% of the land is vacant. In zone 8, 8.90% of the land is vacant. In total, 5.14% of the land is vacant.

Strengths

1. A variety of many parks
2. Places for people to be active
3. Well maintained parks
4. Lack of contamination (in some)
5. Size
6. Location (both)
7. Vacant lots are for sale
8. Homeowners have purchased vacant lots
9. Economic growth
10. Decent location
11. Opportunity to grow
12. Lots are inexpensive

Most of the vacant lots are well maintained and there is no obvious contamination. Most vacant lots are for sale and homeowners have bought up some of the vacant lots already. Because the vacant lots are all mainly next to houses and quite small, they are easy to maintain and homeowners are already utilizing the space. Lots are quite cheap to purchase, so if homeowners have an interest in purchasing these lots, it would be relatively feasible.

The parks in the Southside overall have newer park equipment. There are also a variety of parks, although most of them are school parks, for the community to use as a play place and gathering center. These parks are pretty evenly spaced throughout the community and allow most members to visit them easily. Sizes in parks vary, and it seems as if there is something for everyone. There are also several open land spaces within the parks that have places for people to be active and exercise with plenty of space.

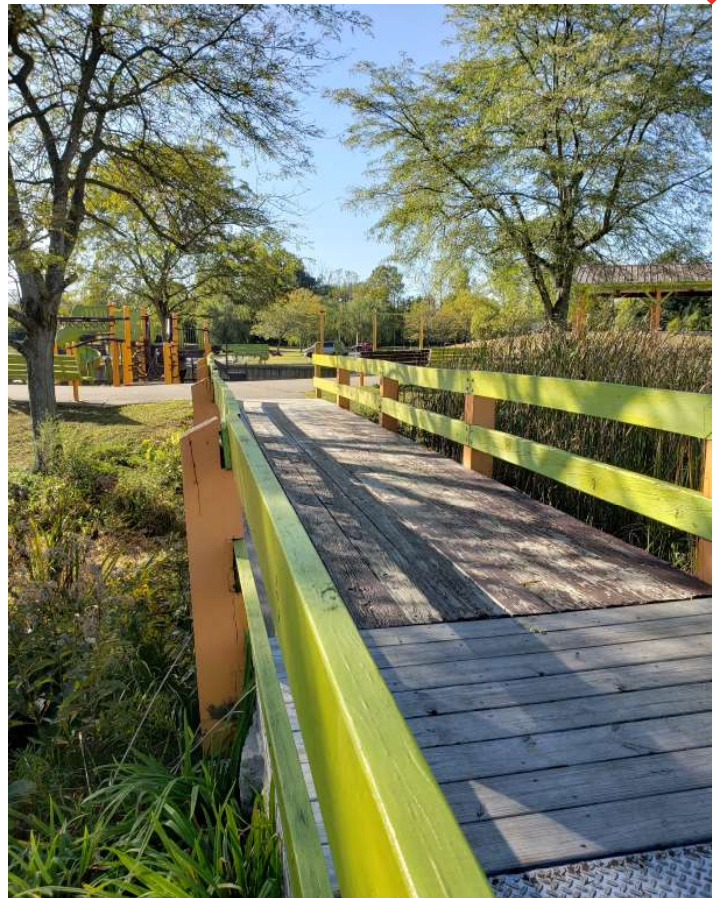


Figure 52: Mansfield Park. Source: Erick Portillo



Figure 53: Ball Corporation Park. Source: Alex Pope

Weaknesses

1. Lack of maintenance for vacant lots
2. Crime
3. Little to no shade in parks
4. Lighting

The fact that there are several vacant lots is a large weakness. The location can sometimes be an additional weakness due to the lots being right next to houses. Also, the recording of the purchasing of lots is not clear and there is no accurate record of who owns which lots that are up to date. Additionally, there are some owners of the lots that live out of state, which is unfortunate because they are not there to maintain it. Also, even though most of the lots are well maintained there are still a few that are overgrown and don't get taken care of until they are out of control.

Some parks in the neighborhood have older, unmaintained playground equipment which is a threat to the safety of children who play on this equipment. Residents have complained that some parks are unappealing and they can be an attraction for crime at night when no one is utilizing them. There is a lack of benches and gathering spaces in some parks and no places to sit in the shade. Lastly, there are no amenities for the disabled in the parks.



Figure 54: Well Maintained Vacant Lot. Source: Alex Pope



Figure 55: Not Well Maintained Lot. Source: <https://www.bid4assets.com/mvc/auction/781401>



Opportunities

1. Neighbors who want to buy vacant lots
2. Community gardens
3. Mansfield Park

Vacant lots can become community gardens, gathering spaces for residents, and housing development. The lots have a low value, making them affordable. There are a few lots marked as vacant in the total that are actually agricultural land, which takes away from the total amount of vacant lots. Overall, the ability of these vacant lots to be used positively is an important asset for the neighborhood.

The parks in the Southside Neighborhood create many opportunities for residents. Most are well maintained which is an attraction to the area. There is a great opportunity for shelters, trees, swings, and benches for parents. As parents bring their children to these locations to play, they need a place to relax as well. Better lighting is an additional option to improve these areas and possibly decrease the crime rate at night as well. Something that should not be ignored is the exciting opportunity to transform these places into event spaces for people to utilize for community-centered programs and performances. Because these areas are already well known, the community would be familiar and more willing to attend events in these locations.

Threats

1. Crime/Drug Epidemic
2. Loss of local investment
3. Lower property values

The threat of a large number of vacant lots is the upkeep of them. Although most of the lots can be maintained by residents, some are further from residential areas and will not be maintained as well. Also, there is a loss of local investment in the overall city when businesses notice how many vacant lots there are. Some of the lots are also brownfields, which are contaminated sites, and are a major threat to the environment and surrounding area. There are absentee landlords near or on some of these properties which mean none of the areas are being maintained economically and financially either. Out of state property owners are a major threat to this area. Also, with these property owners being gone it makes it more difficult to use this property for anything other than vacancy because it is more difficult to get into contact with the owner. Last, the number of vacant lots can negatively impact property values in the area.

The threats for the park areas include the crime rate which is exponentially increasing. The rate of crime is especially high at night and makes the community feel unsafe. The drug epidemic in the area is also tied to the crime issue and is causing community safety issues as well. Once again, another threat to the parks is the existing unsafe equipment that could cause potential contamination.

Recommendations

The studio not only researched existing threats and weaknesses as far as vacant lots are concerned but delved into how to fulfill the opportunities discovered as well. We have illustrated these methods through renderings, case studies and examples of people completing these projects in the past in their cities, and lastly, resources and



Figure 56: Community Garden. Created by Daniel Grinspan

The rendering above is proposing a possible community garden in place of one of the larger



Figure 57: Utilizing the Space of Vacant Lots. Created by Daniel Grinspan

This rendering proposes current house owners buying the smaller vacant lots on either side of them, and utilizing this space as an extension of their households.



Figure 58: New Use of Vacant Lots. Created by Jake McQueen

This last rendering addresses a larger vacant lot that could be used as a sitting and relaxation area.



Figure 59: Improvement in Ball Corp Park. Created by Jake McQueen

This final rendering provides an image as to how Ball Corp Park could be improved through nicer playground equipment and community involvement.



Figure 60: Farmers Market in a Vacant Lot. Created by Jake McQueen

This rendering suggests a farmers market that can be implemented in the Southside community in place of a vacant lot.



Figure 61: Community Movie in Heekin Park. Created by Daniel Grinspan

This rendering shows the potential for a community event in Heekin Park.

Case Studies


The studio also researched possible opportunities for vacant lots and parks through case studies that have already been completed in other areas. These examples can give an idea of how to implement new designs and improve areas. Examples below include the crime neighborhood watch, the addition of benches in parks, vacant lot solutions, and land banks.

Park Seating Furniture Design in Hong Kong

In Hong Kong, an organization of designers came together to develop 'park furniture.' By implementing different furniture and designs throughout Cornwall Street Park, they can identify just how important the use of seating in an outside setting is. It represents the user interaction between the park usage and the usage of the park furniture. This project is known as 'Park Deco'.

<https://pdfs.semanticscholar.org/2475/e62d2017e67be439743a280d035f0b41cb59.pdf>
Vacant Lot Toolkit

Pittsburgh, Pennsylvania has created a Vacant Lot Toolkit through its Open Space Plan (2013). The strategy for this plan is to permanently and temporarily reuse vacant lots to help achieve the financial, social, and economic goals of the



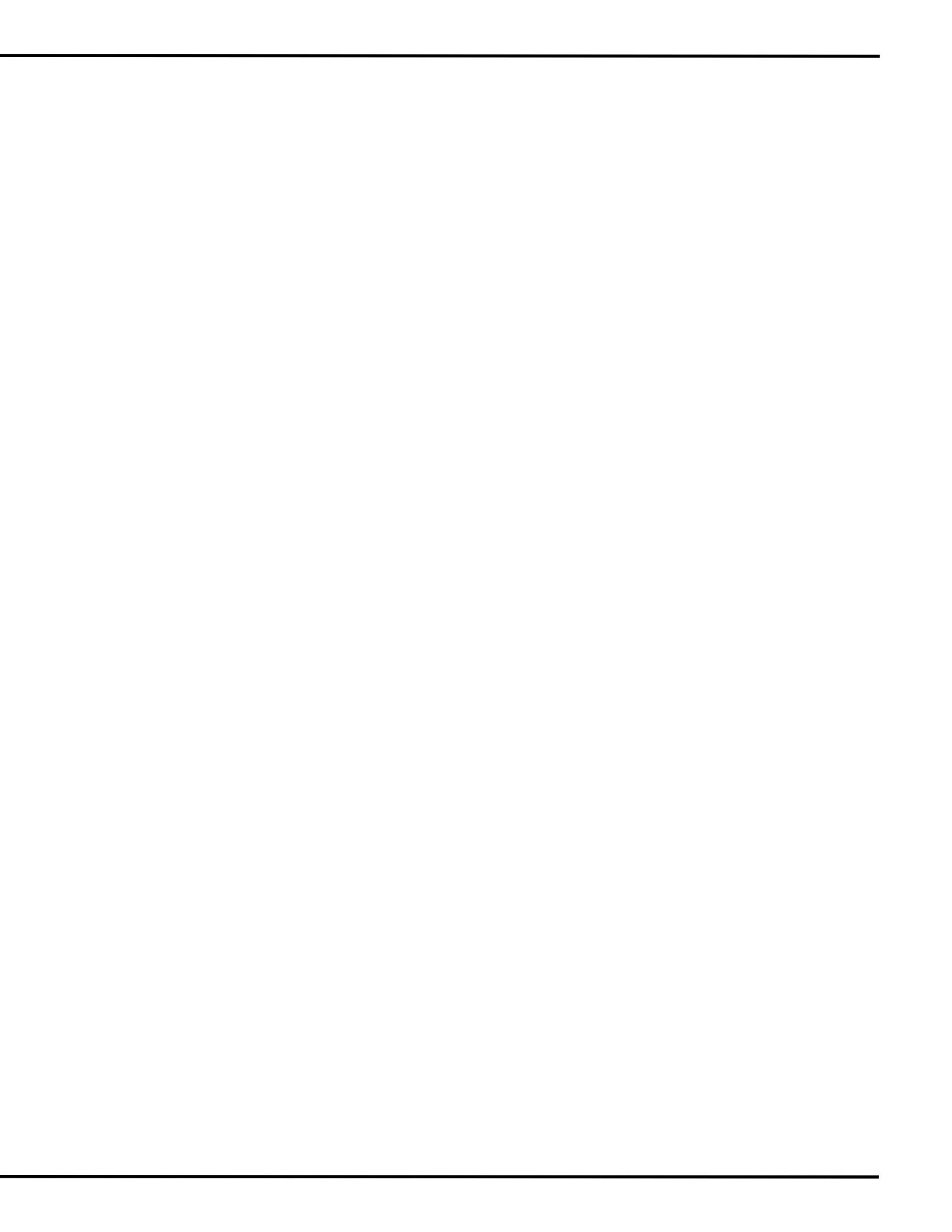
community. Through these goals, Pittsburgh has been able to beautify, add fresh food sources, and manage stormwater runoff issues. It involves neighbors and the community to come together to work on lots with equipment and resources needed at hand. Created in these spaces are edible gardens, flower gardens, and rain gardens, allowing residents to become active in the community and provide beautification to their neighborhoods. <https://planningpa.org/wp-content/uploads/3.-Pittsburgh-Vacant-Lot-Toolkit.pdf>

Clean and Green

Clean and Green is a program working in Genesee County in Flint, Michigan to provide maintenance of vacant lots throughout the community held by the Land Bank. They develop groups of the community to seasonally focus on clusters of vacant properties. Each group maintains about 25 lots every three weeks and receives a stipend of \$3,000. To join these groups, there is an application process to ensure a spot in helping to clean up the vacant lots and beautify the community. http://www.thelandbank.org/clean_green_prog.asp

Resources

- Harry and Janet Kitselman Fund Grants
- Ball Brothers Foundation
- FMCSA High Priority Grant



Action Plan



The residents of Southside are eager to make positive changes and continue the spirit of the neighborhood. In doing so, the Southside Neighborhood Association is working with Ball State University Planning students to implement ideas and recommendations that will lead to a cohesive plan. The Urban Planning students have gathered an abundance of inventory from the residents through a series of public meetings and field research in order to ensure further actions that reflect the vision of Southside residents.

In order to take full advantage of future grant and business opportunities, the Southside Neighborhood Association is encouraged to become a nonprofit organization. This organizational structure will help the neighborhood leverage funding resources to address some of the opportunities to help combat any threats and/or weaknesses to the community with grant dollars. A strong volunteer base of community leaders will be integral in turning this into a fully actionable plan, making more residents aware of what the organization is trying to accomplish, and implementing their goals and objectives in order to further address any pertinent issues.

Designing a plan that makes changes accordingly to what is needed in Southside consists of building a sense of community in the neighborhood that would further encourage its residents to take pride in where they reside. Funding will require the creative use of resources, strategic partnerships, and leveraging opportunities. This plan recognizes the need for the creation of new subcommittees and partnerships while strengthening existing partnerships with local, state, and federal organizations. A collective approach between residents, leaders, and partners will help to fulfill the recommendations that have been identified in the Southside Neighborhood Analysis and Action Plan.

Resource Guide



The resources provided are to give residents of the Southside neighborhood information on what amenities are available to them. It ranges from local contacts to businesses, authorities, and services of the Southside neighborhood and Muncie as a whole. Also listed are foundations and funding opportunities to help aid in implementing ideas that the Southside neighborhood has set forth.



Government

Mayor's Office
Dennis Tyler, Mayor
Address: Muncie City Hall: 300 N High St. Muncie IN, 47305
Phone Number: 765-747-4845
Email: mayor@cityofmuncie.com
Website: <http://www.cityofmuncie.com/muncie-mayor-office.htm>

Animal Shelter
Melissa Blair, Director
Address: 901 W Riggin Rd. Muncie, IN 47303
Phone Number: 765-747-4851
Email: mblair@cityofmuncie.com
Website: <http://www.cityofmuncie.com/muncie-animal-shelter.htm>

Fire Department
Edward Bell, Fire Chief
Address: 826 E Memorial Dr. Muncie, IN 47302
Phone Number: 765-747-4870
Email: ebell@cityofmuncie.com
Website: <http://www.cityofmuncie.com/fire-department-muncie.htm>

Police Department
Chief Joseph R. Winkle
Address: Muncie City Hall: 300 N High St. #215 Muncie, IN 47305
Phone Number: 765-747-4822
Email: chiefofpolice@cityofmuncie.com
Website: <http://www.munciepolice.org/>

Parks and Recreational Department
Harvey Wright, Superintendent of Parks
Address: 1800 S Grant St. Muncie, IN 47302
Phone Number: 765-747-4858
Email: muncieparks@cityofmuncie.com
Website: <http://www.cityofmuncie.com/parks-department-muncie.htm>

Department of Public Works
Duke Campbell, Superintendent of Public Works
Address: 5790 W Kilgore Ave. Muncie, IN 47304
Phone Number: 765-747-4847
Email: cityeng@cityofmuncie.com
Website: <http://www.cityofmuncie.com/department-public-works-muncie.htm>

Department of Human Resources
Sarah Beach, Personnel Director
Address: Muncie City Hall: 300 N High St. 2nd Floor, Muncie, IN 47305
Phone Number: 765-747-4846
Email: personnel@cityofmuncie.com
Website: <http://www.cityofmuncie.com/human-resources-department-muncie.htm>

Building Commissioner
Rick Lorrison, Building Commissioner
Address: Muncie City Hall: 300 N High St. Muncie IN, 47305
Phone Number: 765-747-4862
Email: rlorrison@cityofmuncie.com
Website: <http://www.cityofmuncie.com/building-commissioner-muncie.htm>

City Controller
Kevin Nemyer, City Controller
Address: Muncie City Hall: Muncie City Hall: 300 N High St. 3rd Floor, Muncie, IN 47305
Phone Number: 765-747-4828
Email: knemyer@cityofmuncie.com
Website: <http://www.cityofmuncie.com/city-controller-muncie.htm>

Community Development
Terry Whitt Bailey, Director
Address: Muncie City Hall: 300 N High St. 3rd Floor, Muncie, IN 47305 Phone Number: 765-747-4825
Email: tbailey@cityofmuncie.com
Website: <http://www.cityofmuncie.com/muncie-community-development.htm>

Delaware County GIS Department
Kyle Johnson, GIS Coordinator
Address: 100 W Main St. #204 Muncie, IN 47305
Phone Number: 765-213-1269
Email: kjohnson@co.delaware.in.us
Website: <https://www.co.delaware.in.us/department/?fDD=25-0>

Muncie Sanitary District
William B. Smith, Board Member
Address: 300 N High St. Muncie, IN 47305
Phone Number: 765-747-4894
Website: <https://www.munciesanitary.org/>

Department of Human Rights
Yvonne Thompson, Director
Address: Muncie City Hall: 300 N High St. Muncie IN, 47305
Phone Number: 765-747-4854
Email: ythompson@cityofmuncie.com
Website: <http://www.cityofmuncie.com/muncie-human-rights-office.htm>

Health

Indiana University Health Ball Memorial Hospital
Address: 2401 E University Avenue Muncie, IN 47303
Phone Number: 765-747-3111
Website: <https://iuhealth.org/find-locations/iu-health-ball-memorial-hospital>

SIA Foundation Grants
Address: SIA Foundation, P.O. Box 6479, Lafayette, IN 47903
Phone Number: 765-449-6565
Website: <https://siafoundation.wixsite.com/sia-foundation/apply>

Ball Brothers Foundation
Address: 222 S Mulberry St. Muncie, IN 47305
Phone Number: 765-741-5500
Email: info@ballfdn.org
Website: <https://www.ballfdn.org/>

Delaware County Health Department
Donna Wilkins, Health Officer
Address: 125 N Mulberry St. Muncie, IN 47305
Phone Number: 765-747-7721
Email: dwilkins@co.delaware.in.us
Website: <https://www.co.delaware.in.us/department/?fDD=7-0>

Transportation

Muncie Indiana Transit System (MITS)
Address: 1300 E Seymour St. Muncie, IN 47302
Phone Number: Routes & Schedules: 765-289-MITS
Website: <http://www.mitsbus.org/>

TIGER Grant (BUILD grant) U.S. Department of Transportation
Elaine L. Chao, Secretary of Transportation
Address: 1200 New Jersey Ave, SE Washington, DC 20590
Phone Number: 855-368-4200
Website: <https://www.transportation.gov/BUILDgrants/about>

FMCSA High Priority Grant
Elaine L. Chao, Secretary of Transportation
Address: 1200 New Jersey Ave, SE Washington, DC 20590
Phone Number: 855-368-4200
Website: <https://www.fmcsa.dot.gov/grants/mcsap-high-priority-grant/motor-carrier-safety-assistance-program-mcsap-high-priority-grant>

Indiana Department of Transportation
Daniel Brassard, Chief Financial Officer
Address: 32 South Broadway Greenfield, IN 46140
Phone Number: 855-463-6848
Email: eastcentralin@indot.in.gov
Website: <https://www.in.gov/indot/>

Education

Muncie Area Career Center
Caleb J. Beasley, Principal
Address: 2500 N Elgin St. Muncie, IN 47303
Phone Number: 765-747-5250
Email: MACC-Info@muncieschools.org
Website: <http://macc.muncie.k12.in.us/>

H.W. Wilson Foundation Staff Development Grant (American Library Association)
Address: 50 E Huron St. Chicago, IL 60611
Phone Number: 312-944-6780
Website: <http://www.ala.org/awardsgrants/hw-wilson-library-staff-development-grant>

SIA Foundation Grants
Address: SIA Foundation, P.O. Box 6479, Lafayette, IN 47903
Phone Number: 765-449-6565
Website: <https://siafoundation.wixsite.com/sia-foundation/apply>

Ball State University
Address: 2000 W University Ave. Muncie, IN 47306
Phone Number: 765-289-1241
Website: <http://www.bsu.edu>

Ball Brothers Foundation
Address: 222 S Mulberry St. Muncie, IN 47305
Phone Number: 765-741-5500
Email: info@ballfdn.org
Website: <https://www.ballfdn.org/>

Business Lowes Home Improvement
Address: 4401 W Clara Lane Muncie, IN 47304
Phone Number: 765-287-1606
Website: <https://www.lowes.com/store/IN-Muncie/0116>

Industrial Revolving Loan Fund
Todd Donati
Address: 401 S High St. PO Box 842 Muncie, IN 47308
Phone Number: 765-751-9106
Email: tdonati@muncie.com
Website: <http://www.cityofmuncie.com/industrial-revolving-loan-fund.htm>

Habitat for Humanity Restore
Address: 4640 W Bethel Ave Muncie, IN 47304
Phone Number: 765-288-1814
Email: restore@munciehabitat.org
Website: <https://munciehabitat.org/>

Menards Home Improvement
3401 N Nebo Rd. Muncie, IN 47302
Phone Number: 765-287-9130
Website: <https://www.menards.com/main/storeDetails.html?store=3138>

Housing

Muncie Housing Authority
Joseph Anderson, Chief Executive Director
Address: 409 E 1st St. Muncie, IN 47302
Phone Number: Office: 765-288-9242
Website: <https://www.muncieha.com/>

HUD Community Focus Funds Grant and OCRA Stellar Communities Grants
Jodi Golden, Executive Director
Address: Indiana Office of Community and Rural Affairs: 1 N Capitol Ave. #600, Indianapolis, IN
Phone Number: 317-233-3762
Email: jgolden@ocra.in.gov
Website: <https://www.in.gov/ocra/2763.htm>

U.S. Department of Housing and Urban Development (HUD)
Address: 575 N Pennsylvania St. #655 Indianapolis, IN 46204
Phone Number: 317-226-6303
Email: IN_Webmanager@hud.gov
Website: <https://www.hud.gov/states/indiana/offices>

Habitat for Humanity
Eric Scherrer, Director
Address: 1923 S Hoyt Ave. Muncie, IN 47302
Phone Number: 765-286-5739
Email: info@munciehabitat.org
Website: <https://munciehabitat.org/>

Community Development Block Grants (CDBG)
Susie Bruce, Central Region Community Liaison
Address: 1 N Capitol, #600 Indianapolis, IN 46204
Phone Number: 317-233-3597
Email: sbruce@ocra.in.gov
Website: https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs



Community Focus Funds

Susie Bruce, Central Region Community Liaison
Address: 1 N Capitol, #600 Indianapolis, IN 46204
Phone Number: 317-233-3597
Email: sbruce@ocra.in.gov
Website: https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs

Community Funding

Community Foundation of Muncie and Delaware County, Inc.
Address: 201 E. Jackson St. #100 Muncie, IN 47305
Phone Number: 765-747-7181
Website: www.cfmdin.org

Arts

Ball Brothers Foundation
Address: 222 S Mulberry St. Muncie, IN 47305
Phone Number: 765-741-5500
Email: info@ballfdn.org
Website: <https://www.ballfdn.org/>

SIA Foundation Grants
Address: SIA Foundation, P.O. Box 6479, Lafayette, IN 47903
Phone Number: 765-449-6565
Website: <https://siafoundation.wixsite.com/sia-foundation/apply>

Harry and Janet Kitselman Fund Grants
Carol E. Seals, Officer : Linda Gregory, Vice Chair
Address: The Community Foundation of Muncie & Delaware County, Inc. P.O. Box 807 Muncie, IN 47308
Phone Number: 765-747-7181
Website: <https://www.cfmdin.org/harry-and-janet-kitselman-fund-grants>

Culture

Ball Brothers Foundation
Address: 222 S Mulberry St. Muncie, IN 47305
Phone Number: 765-741-5500
Email: info@ballfdn.org
Website: <https://www.ballfdn.org/>

Environment
Ball Brothers Foundation
Address: 222 S Mulberry St. Muncie, IN 47305
Phone Number: 765-741-5500
Email: info@ballfdn.org
Website: <https://www.ballfdn.org/>

Recreation
Harry and Janet Kitselman Fund Grants
Carol E. Seals, Officer : Linda Gregory, Vice Chair
Address: The Community Foundation of Muncie & Delaware County, Inc. P.O. Box 807 Muncie, IN 47308
Phone Number: 765-747-7181
Website: <https://www.cfmdin.org/harry-and-janet-kitselman-fund-grants>

Safety

FMCSA High Priority Grant
Elaine L. Chao, Secretary of Transportation
Address: 1200 New Jersey Ave, SE Washington, DC 20590
Phone Number: 855-368-4200
Website: <https://www.fmcsa.dot.gov/grants/mcsap-high-priority-grant/motor-carrier-safety-assistance-program-mcsap-high-priority-grant>