

THE INDUSTRY NEIGHBORHOOD ASSOCIATION HANDBOOK

A GUIDE TO STRENGTHENING COMMUNITY
AND CREATING NEIGHBORHOOD CHANGE





Table of Contents

Contents

Table of Contents	1
What is a Neighborhood?	2
About Industry	3
Annual Neighborhood Survey	4
Sample Survey	5
Successful Neighborhood Asstn	6
Attracting New Members.....	8
Community Outreach	9
Robert’s Rules of Order	12
Brainstorming Sessions	14
Meeting Activities.....	15
Activities for Kids.....	18
Fundraising.....	24
Root of the Problem.....	28
Flowchart for Tasks	30
Walking & Bike Audit.....	32
Tenant & Landlord Rights	34
Volunteer Questionnaire.....	38
Contact Information.....	39
Notes	41

What is a Neighborhood?

Is a neighborhood just a place, a location with boundaries defined by what is convenient to map? Or is it instead the people who live there? When asked to explain the neighborhood you live in, you may talk about where you grew up, where your friends and neighbors live, and where you have strong social ties. Socially, a neighborhood is a place where people interact with one another, identify with one another, and share common values. A neighborhood also consists of an interconnected system of physical elements, such as the houses, streets, and special characteristics that define your neighborhood. A shared history, physical similarities, social connections, boundaries, and relationships are all the ingredients that make up a neighborhood and give its residents a unique identity. Neighborhoods are essential to cities because they provide citizens with a sense of community and enable strong relationships to develop.

Like the pieces of a puzzle, neighborhoods are the building blocks of a city. Individual neighborhoods share the same street system, similar

architectural characteristics, land uses, and boundaries that define the area. Together, these neighborhoods represent a shared identity with the city by bringing together their unique characteristics and features. Muncie is fortunate to have many strong neighborhoods with rich histories, Industry among them. These neighborhoods should be celebrated, protected, and encouraged to not only promote the quality of life in the neighborhoods, but in the Muncie community as a whole.

As vital components to the city, Muncie's neighborhoods need planning to ensure that they grow efficiently, remain sustainable for many generations, and provide a high quality of life for their residents. In the neighborhood planning process, it is important to first identify the key assets within a community and then capitalize on them to make a difference. Making small differences in individual neighborhoods can result in large positive changes for the greater Muncie community.

About Industry

The Industry Neighborhood was established as housing for the workers of nearby factories including Kistleman Brothers, Hemingray Glass, Ball Corporation, and the Indiana Bridge Company, among others. Many of the companies that employed Industry Neighborhood residents contributed to the allied efforts of World War I.

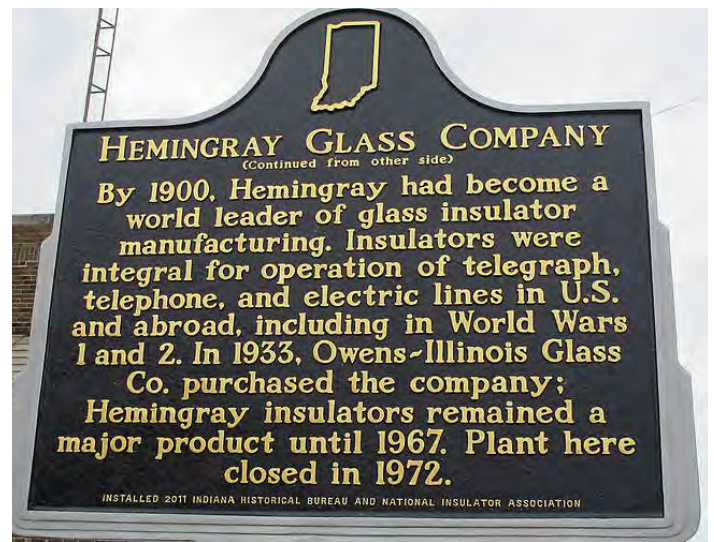
While much of the manufacturing has left, there are several notable features of the Industry Neighborhood today. Garfield Elementary was built in 1901 as a neighborhood school and today houses the Unity Center, where residents can find youth and senior programming.

Industry is also home to Heekin Park, built in 1913 for residents of the neighborhood to enjoy and included a wading pool, campsite and cabins, concerts and a small zoo. Current residents can still utilize Heekin Park as a place for recreation and gathering for community events. The Boys and Girls Club of Muncie is also located next to the park.

The Industry Neighborhood Association (INA) received non-profit

status in December 2014, meaning it is now eligible for grant funding from many different sources in order to address issues and finance projects that improve conditions throughout the community.

The Industry Neighborhood Association meets the fourth Thursday of every month at 6pm at Price Hall (704 S. Madison St.). Meetings are open to anyone interested in getting involved in the association and neighborhood.



Hemingray Glass Historical Marker
Source: in.gov

Annual Neighborhood Survey

About

This survey is intended to help the Industry Neighborhood Association (INA) improve how they serve the neighborhood by understanding residents' point of view. This survey (or a variation of this survey) may be distributed on a yearly basis to determine how well the INA is catering to the needs of residents in the neighborhood. By collecting up-to-date information on the association's performance, members of the INA can understand which programs/projects are worth continuing and which need to be altered or stopped altogether.

This survey could be distributed by hand, by using [surveymonkey.com](https://www.surveymonkey.com), a free survey website, or through a combination of the two. The survey can be advertised through the neighborhood association's Facebook page or on the Action Plan website. Feel free to rewrite and modify the survey as necessary as past issues become resolved and new issues arise.

Sample Survey

The first 5 questions refer to the Industry Neighborhood Association and its performance in the community.

1. How many neighborhood association meetings have you attended?
 - a) 0
 - b) 1 – 2
 - c) 3 – 4
 - d) More than 4
2. Why would you come to a neighborhood meeting?
 - a) Because there is food
 - b) Because they are discussing an important topic
 - c) To socialize
 - d) To better your neighborhood
3. What do you think could be done to bring more people into the neighborhood meetings?

4. What events would you like to see in Industry?
 - a) Social events
 - b) Community service/volunteer days
 - c) Neighborhood yard sales
 - d) Holiday gatherings
5. Rank how well the neighborhood association is serving your needs, 1 being the least, 5 being the most.
 - a) 1 They aren't serving my needs at all
 - b) 2
 - c) 3 Neutral
 - d) 4
 - e) 5 They are doing a great job

The next 4 questions refer to the implementation stage of the Industry Neighborhood Action Plan (iNAP).

6. Rank the iNAP goal groups in order of importance, 1 being the most important and 5 being the least:
___ Business/Economy
___ Housing
___ Infrastructure
___ Safety
___ Social/Community
7. Do you have any ideas on new community projects that could be implemented in Industry?

8. Of the 27 individual initiatives in iNAP, which do you think would initially provide the most benefit to the neighborhood?

9. Do you feel that the action planning process has helped you get to know your neighbors and neighborhood better?
 - a) Yes
 - b) NoIf you replied with no, how can we can change this?

Successful Neighborhood Asstn

Components to a Successful Neighborhood Association

A neighborhood association is a group of individuals who come together to encourage the investment of time, energy, and funding in a particular neighborhood. While the majority of association members will live within the neighborhood, keeping membership open to others fosters a collaborative environment and allows the neighborhood to benefit from the skills of individuals who may otherwise not have been capable of contributing.

Outlined below are five key components to operating a successful neighborhood association.

Leadership

A clearly designated and approachable leadership allows neighborhood association meetings and events to run smoothly. Maintaining clear and open communication between the leadership and association members keeps goals and objectives free of ambiguity and ensures there is never any doubt regarding who is responsible for tasks.

Public Input

Actively requesting input from neighborhood association and community members gives them a sense of ownership of the process of improving their environment. This sense of ownership helps ensure that residents do not abandon the jobs set before them as well as allowing them to see their ideas transition to the real world.

Volunteers

Organizing a consistent and inclusive group of volunteers helps ensure that volunteer events run smoothly and allow the neighborhood association to benefit from the diverse skill set present in the community. Allowing any individuals to become involved will help spread interest and investment in the neighborhood. To ensure adequate volunteer participation, it is important to make the need for volunteers known well in advance.

Partnerships

Partnering with community organizations can provide the neighborhood association with access to specialized skills it may be lacking. Pursuing event sponsorships

Successful Neighborhood Asstn

from local businesses can make the neighborhood feel like a part of the larger Muncie community as well as make neighborhood residents aware of everything the wider community has to offer.

Funding

Most events and projects require some source of funding to operate. Luckily, the Industry Neighborhood Association is already registered as a 501c3, allowing it to pursue grants limited to nonprofit organizations. This, combined with the large percentage of educated residents should make pursuing grant money to fund projects simple and attainable.

Attracting New Members

The INA has many contributions to offer given that it has been a thriving neighborhood association. Three of Industry's greatest assets are community pride, active residents, and vision. Attracting new members to the INA will help continue the progress of making positive neighborhood growth and change that residents desire. With each additional member the INA's resources expand. Some of these resources may include funding, volunteers, future leaders, and creative minds. Every member has ideas, skills, or assets to bring to the table, which helps strengthen the neighborhood association. Although attracting new members is not an easy task, there are plenty of items that can make it easier.

Tips and Steps to Attracting and Retaining New Members:

1. Survey current residents who are not involved to identify what is keeping them from joining the organization.
2. Make membership information conveniently available to new residents.
3. Consider creating a "Welcome to Industry" newsletter that includes

membership information.

- Market and publicize your goals and neighborhood vision.
 - Explain the benefits of paying membership dues.
 - Explain to each new member how he/she specifically can contribute to the association.
 - Some members may contribute volunteer time, financially, or by only choosing to attend meetings.
 - Not every member has to be an active voice.
4. Get to know each member and what interests he/she may share with current members.

Methods to Market and Publicize the Neighborhood Association:

1. Sell items such as:
 - Association t-shirts
 - Window decals
 - Logo stickers
 - Logo magnets
2. Create and maintain a public bulletin board.
3. Publish accomplishments and neighborhood efforts in the newsletter and the local newspaper.

Neighborhood Meetings and Workshops

Neighborhood association meetings allow the community to gather and discuss how to organize efforts to continue improving the neighborhood. These meetings may occur weekly, monthly, or whenever works best for the community in general. Additional neighborhood workshops are another way to assemble residents and allow for a creative time to brainstorm ideas and collectively work on specific projects to improve the neighborhood.

Suggestion Box

A suggestion box provides an opportunity for residents to anonymously voice their opinions on neighborhood-related topics. They can be placed in multiple places around the neighborhood, such as intersections of

major streets, businesses, churches, or schools. The community center or meetinghouse itself would also be an excellent place for an anonymous suggestion box. Suggestion boxes are also useful during meetings, as not every person in attendance might be comfortable speaking in public or with officials face-to-face.

Bulletin Board

Bulletin boards are excellent ways for neighbors to inform each other of social events, garage sales, missing pets, job offers, and more. Bulletin boards can be placed similarly to suggestion boxes in neighborhood community centers, schools, churches, and any place that accommodates heavy foot traffic.

Surveys

Surveys are helpful in drawing conclusions about what types of people live in the community, and what interests and concerns they may have. Neighborhood associations can distribute surveys at meetings or even door-to-door to obtain more information about their community.

Media

Quick Tip



Make sure the suggestion box is clearly marked and placed in a highly visible area!

Community Outreach

Many residents will find it easy to remain involved in the community through media. Social media sites such as Facebook and Twitter provide a casual and easily accessible way for neighbors to get to know each other outside neighborhood meetings, and allowing them to share thoughts, photos, concerns, and suggestions. An official neighborhood website can also provide a means for neighborhood communication, including citizens who may be outside the neighborhood. Additionally, potential homebuyers and business owners can get to know the neighborhood through an informative and easily accessible website.

Guest Speakers

Guest speakers may be invited to neighborhood meetings and functions. These guest speakers may provide expertise or knowledge on certain subjects that concern the neighborhood. They may also offer alternative points of view that will allow for interesting insight and conversation. Neighborhood associations may contact organizations that interest them, and invite a representative to a

neighborhood association meeting or workshop.

Volunteer Speakers

Members of the neighborhood may want to share their knowledge. It is important to open up the floor at meetings, and give residents a chance to educate their neighbors on topics that would benefit them. Be sure to carry this out in an orderly fashion to avoid confusion and prevent too many people from speaking at one time.

Fundraising

Several opportunities for fundraising present themselves in neighborhoods. Fundraising activities can be fun for all members of the neighborhood, from youth to senior citizens to business owners. Below is a brief list of some ideas to raise money for the neighborhood.

Community Yard Sale

Proceeds generated from a neighborhood yard sale can be donated to benefit the neighborhood association and other neighborhood groups.

Mural Project

Community Outreach

Depending upon the business owner, sections of local businesses' exterior walls may be sold for mural projects, which will both beautify the neighborhood and help to raise funds.

Something-A-Thon

From the classic walk-a-thon to a dance marathon, these events are a great way to involve all members of the community in a physically active and healthy way. Choose a date, create pledge forms, and advertise. Have participants gather donations or pledges using their pledge forms, and then participate in the activity.

Buy-A-Brick

If constructing a new building, path, or park, offer an opportunity for residents and businesses to purchase bricks that may be inscribed with their names. The bricks give residents a greater sense of pride and ownership in the neighborhood, and the funds raised can be used to pay for the new structure.

Fish Fry or Barbecue

Sell tickets to a delicious community dinner held at a local school, church, or other community building. Ask

residents in the neighborhood to invite their friends and family from other communities.

Welcome Baskets for New Residents

There are few things more exciting and nerve-racking than moving to a new home and neighborhood. Welcome new residents the old-fashioned way with a friendly smile and some thoughtful gifts. The gifts don't have to be expensive; a basket with some baked goods and something that can be used in their new home will do and is enough to show a new resident that they're welcome. Don't forget to invite them to the next neighborhood association meeting or event!

Robert's Rules of Order

The purpose for having a set of rules or etiquette in conducting a meeting is pretty clear. Certain agenda items will be debated with more energy and vigor than others, and sometimes well intentioned individuals (or groups) can abuse their right to speak. Roberts Rules give a clear and streamlined way of keeping control of meetings, and allowing people to use the same language so no one is misunderstood.

The table below consists of the most common motions used in a meeting. They are listed in an order of precedence, meaning the higher on the chart, the quicker that motion is realized. The leader of the meeting has discretion over how he/she would like to be communicated with, and has the authority to call the meeting to order at any point.

The individual columns represent how they are carried out. The 'Interrupt' column means that at any point in the meeting someone can raise their hand to be recognized by the leader of the meeting, they are not permitted to shout over people. To '2nd' means that another person must agree the motion

should be pursued. If there is a need to debate the issue usually there are two people for, and two people against, they will speak for a predetermined amount of time. Finally, certain motions require a vote, either of a simple majority (more than 50% of attendees) or 2/3 of attendees. Motions not requiring the vote are up to the leader of the meeting to decide.

Robert's Rules of Order

Purpose	What to say	interrupt	2nd	Debate	Vote
Bring business to the floor	I move to	no	yes	yes	majority
Kill main motion	I motion its postponed indefinitely	no	yes	yes	majority
Modify wording of motion	I move to amend the motion by	no	yes	yes	majority
Refer to committee	I move to refer the motion to	no	yes	yes	majority
Postpone to a certain time	I move to postpone the motion to	no	yes	yes	majority
Limit or extend debate	I move that debate be limited to	no	yes	no	2/3's
Close debate	I move the previous question	no	yes	no	2/3's
Lay aside temporarily	I move to table the question	no	yes	no	majority
Make follow agenda	I call for the orders of the day	yes	no	no	none
Register complaint	I rise to a question of privilege	yes	no	no	none
Take a break	I move to recess for	no	yes	no	majority
Close the meeting	I move to adjourn	no	yes	no	majority
Enforce rules	point of order	yes	no	no	none
Cancel previous action	I move to rescind	no	yes	no	majority

Brainstorming Sessions

Brainstorming sessions can be held for members and visitors to identify ideas, concerns, and desires within the neighborhoods. This gives the community a voice and helps steer progress. Here are a few brainstorming activities that can be done:

Flipcharts

A flipchart can be used to jot down notes quickly while allowing everyone the chance to give their opinions and get involved. All you need for this is a large pad of paper, a marker, people, and someone to write the ideas legibly. Make sure that the person writing down what people say uses enough words to clearly understand the thought or idea. Encourage discussions amongst the participants and allow everyone to feel included, important, and welcomed to the decision-making process.

Charettes

A charette is an activity that allows everyone involved the ability to create their own idea and present them; this also allows others to give their thoughts on ideas. For this you will need paper for everyone, a collection of drawing

supplies (anything from crayons, color pencils, to markers), people, and a decided common goal or problem. Set a time for everyone to draw and create their ideas or solutions. At the end of that time, let everyone present his or her ideas, one at a time in front of everyone. It may help to take notes in a notebook of everyone's ideas to reference later and compile into a plan.

Brainstorming Can Also Help with the Root of the Problem Section of This Workbook.

Meeting Activities

Organization is the most important aspect of a neighborhood's ability to accomplish goals and initiatives. With a solid organizational structure already in place, the INA is well on its way to meeting current and future community needs.

The first step in this process is building and maintaining relationships both inside and outside the neighborhood. Taking measures to recruit and involve more community members, businesses, and organizations is a great start. Interconnected relationships should be formed between local institutions, such as churches, educational facilities, libraries, etc. Through effective publicity, the INA can attract these entities by asking them to contribute to specific tasks.

A regular meeting schedule establishes a reliable system for organization and problem solving within Industry. Having meetings in the same place, at the same time, on specific dates encourages residents to consistently plan around them, thus increasing both attendance and participation. Currently, the INA does a good job of conducting

regular meetings. However, higher participation rates within the community would significantly increase its ability to accomplish goals.

A strong executive board will help to set priorities for coordinating, recommending, and implementing the initiatives developed for Industry. The board consists of a president, vice-president, treasurer, and secretary. The INA already has this type of organization in place, giving outside entities an established and professional impression of the association. This board should use its power to elect/appoint various people to be responsible for certain projects, permitting their individual interests and talents. These appointed individuals should take it upon themselves to engage other residents, to create committees, and to complete certain tasks of a project. The executive board should oversee and advise throughout this process.

Work Plans

Setting up a work plan will allow the neighborhood to have a visual timeline, helping to create a schedule for initiative completion. This schedule should

Meeting Activities

be based upon the priority rankings determined by neighborhood residents. The duration of each initiative will also be measured, in order to see which ones will take the greatest amount of time to complete. These should then be ordered so that the plan can be implemented in a timely fashion. From there, initiatives will be placed onto a timeline and guided by the executive board.

Raising Funds

The optimal route to receiving funding is by obtaining a 501(c)(3) status. The INA has obtained this designation as of March 2015. The 501(c)(3) will allow the Association to acquire the resources needed to fund initiatives and projects.

Mandatory dues from residents can be an especially useful fundraising tactic. As an added bonus, residents who actively pay into their neighborhood will be more likely to become engaged in the community-building process later on. Special fundraising events can be initiated within the neighborhood, including dances, sports tournaments, garage/rummage sales, or raffles. All proceeds should directly benefit the

Association.

Also, writing donation-request letters to local businesses, both in the neighborhood and around Muncie, could be a great way to generate funds for the neighborhood. It would also create relationships between local businesses and the community and hopefully, bridge relationships between residents, customers, and local businesses.

Lastly, federal, state, and local grants can be administered to neighborhoods that follow required application processes.

Bookkeeping

The INA should maintain its own financial account. A treasurer should be placed in charge of overseeing the accurate and complete financial records for the association. All cash going in and out of the bank account must always be recorded and accounted for. Additionally, maintaining a general ledger is essential for any neighborhood association. This tool records the amounts owed to the association (receivables) and the amounts owed

by the association (payables). A monthly financial report that includes breakdowns of total receipts and disbursements through the month should be provided by the treasurer as public record to residents. This will ensure transparency and responsibility between the INA and its residents.

Publicity

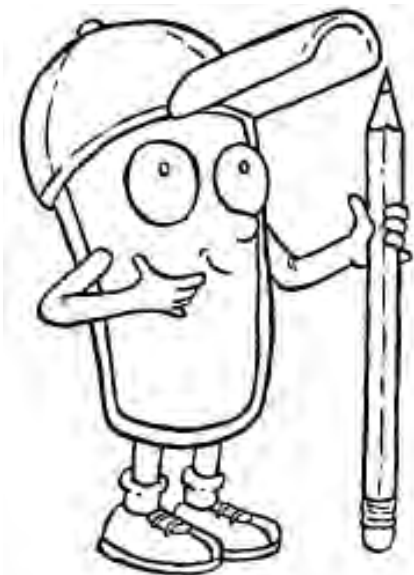
The INA should publicize the new plan so that inactive residents have the chance to contribute to its initiatives. Effective publicity will entice a larger number of residents to become involved in what the association is doing, and help it complete initiatives on time.

Projects

Special projects can take place prior to completing initiatives, contributing to their overall success. Neighborhood walks, cleanups, meet and greets with new residents, and other such activities can take place to effectively engage residents in finding their “voice,” as well as encouraging residents to meet their neighbors. These projects will help keep residents focused on the action plan and help them gain more interest in their neighborhood’s quality of life.

Activities for Kids

P M A E R T S B G T
X O B F L A K E H R
W T L I D J O Q T E
P A X L L L E W L A
I N T T U G V P U T
P F O E Y T D W C M
E V S R R A I M K E
S T R Z B N P O Y N
N E F A S K W A N T



Find and circle these words:

STREAM

WELL

FILTER

TREATMENT

PIPES

TANK

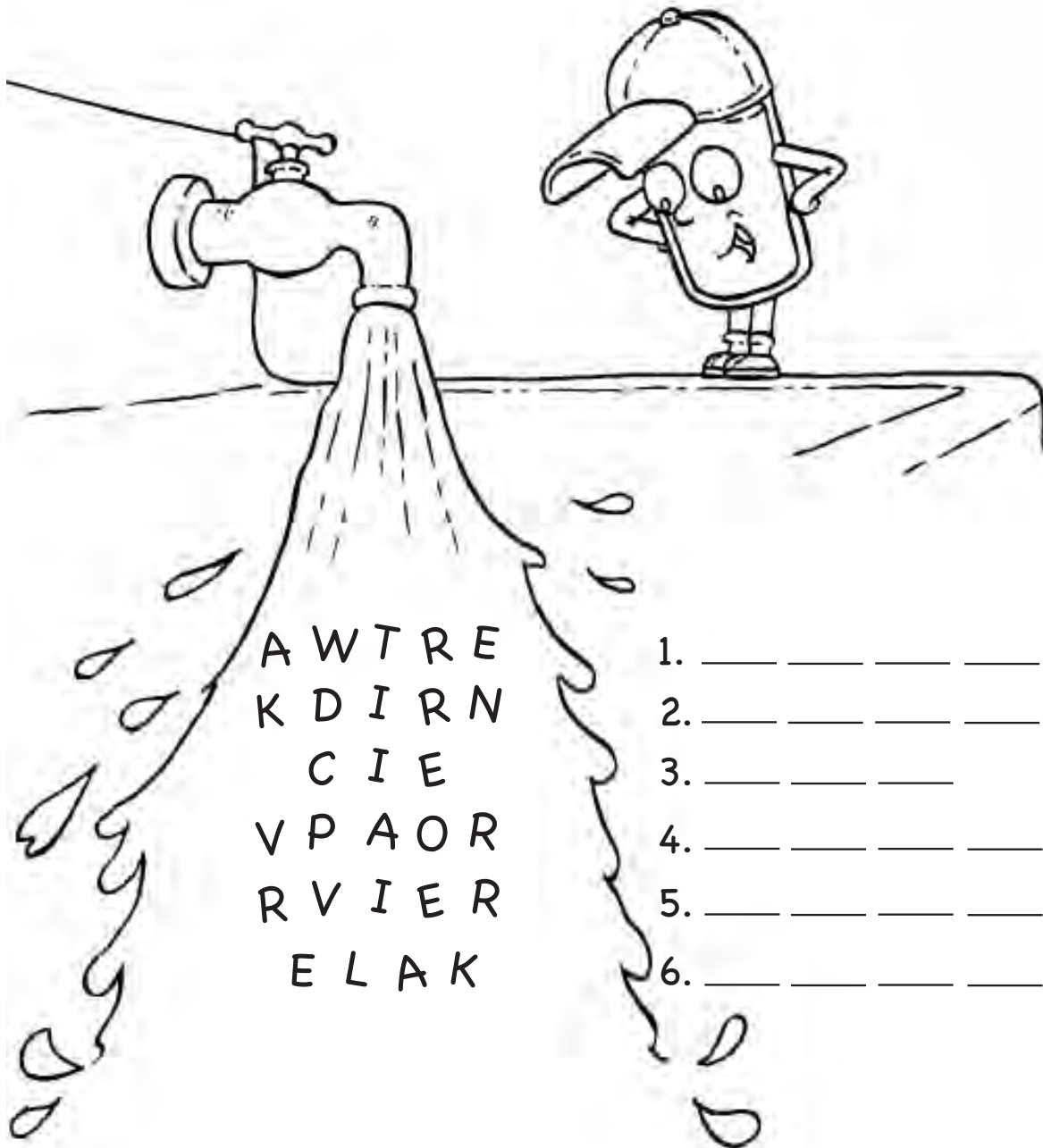
SAFE

POLLUTION

WATER

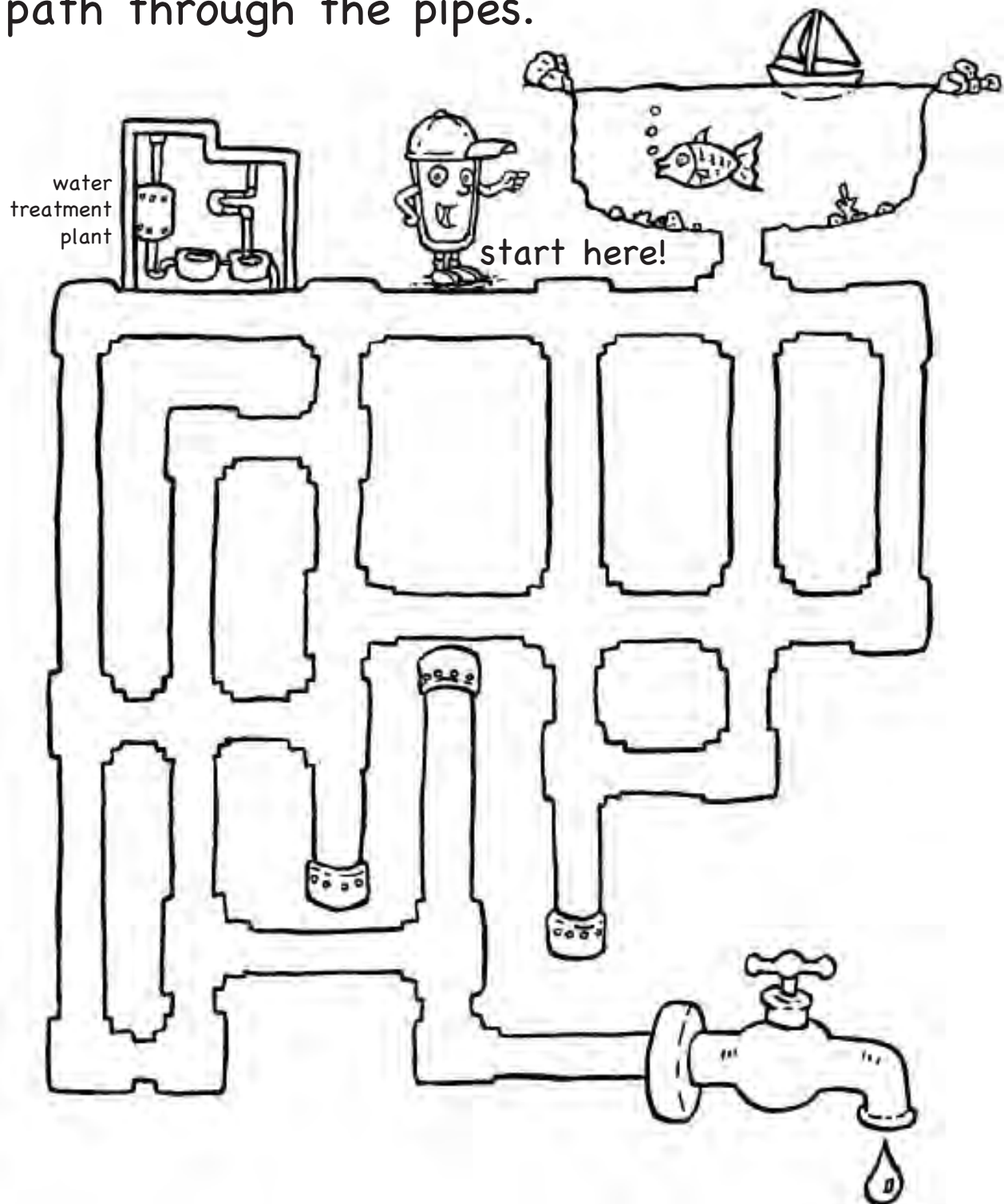
LAKE

Unscramble the letters:



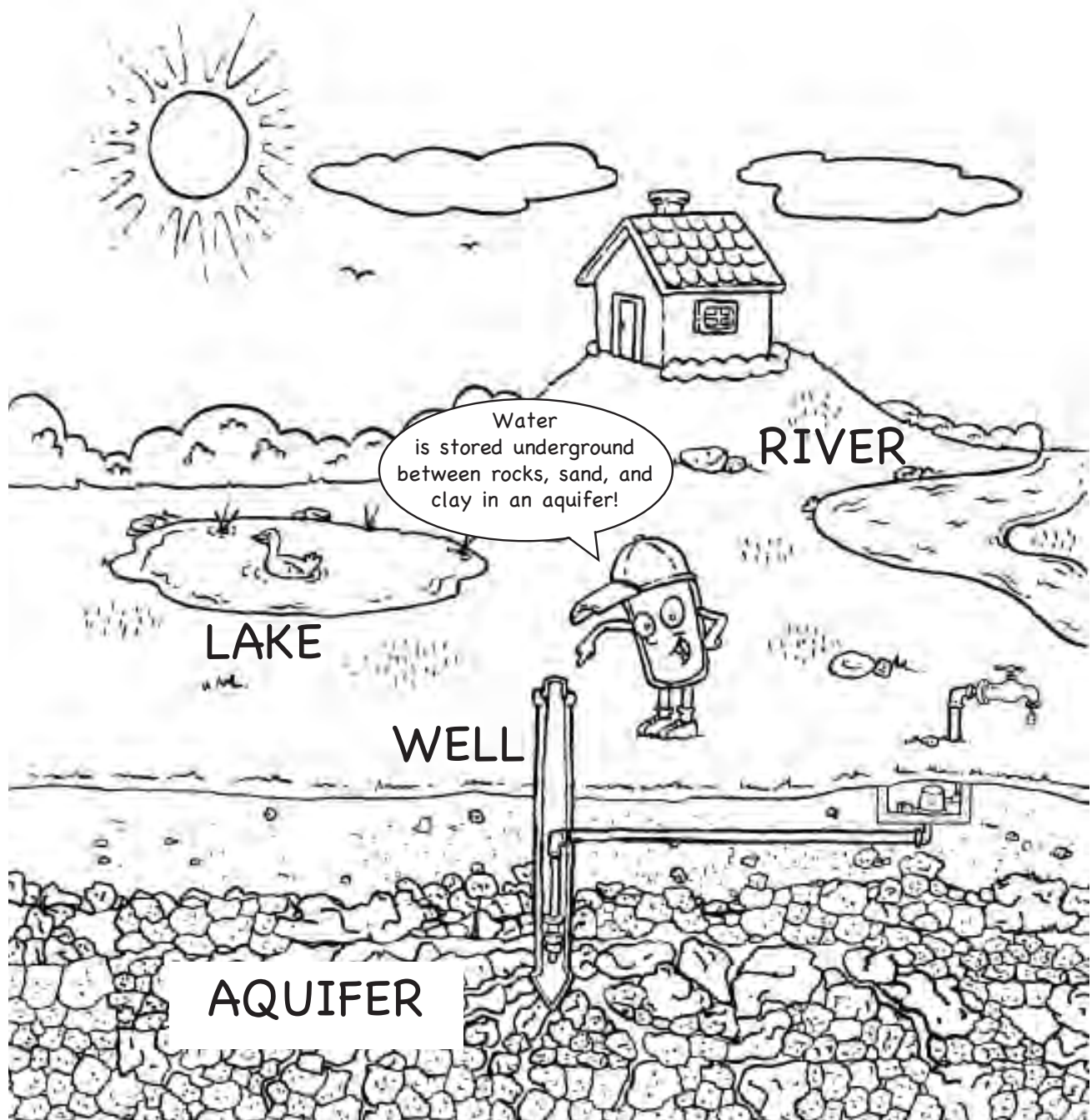
Activities for Kids

Help the water find its way from the lake to your faucet by following the correct path through the pipes.



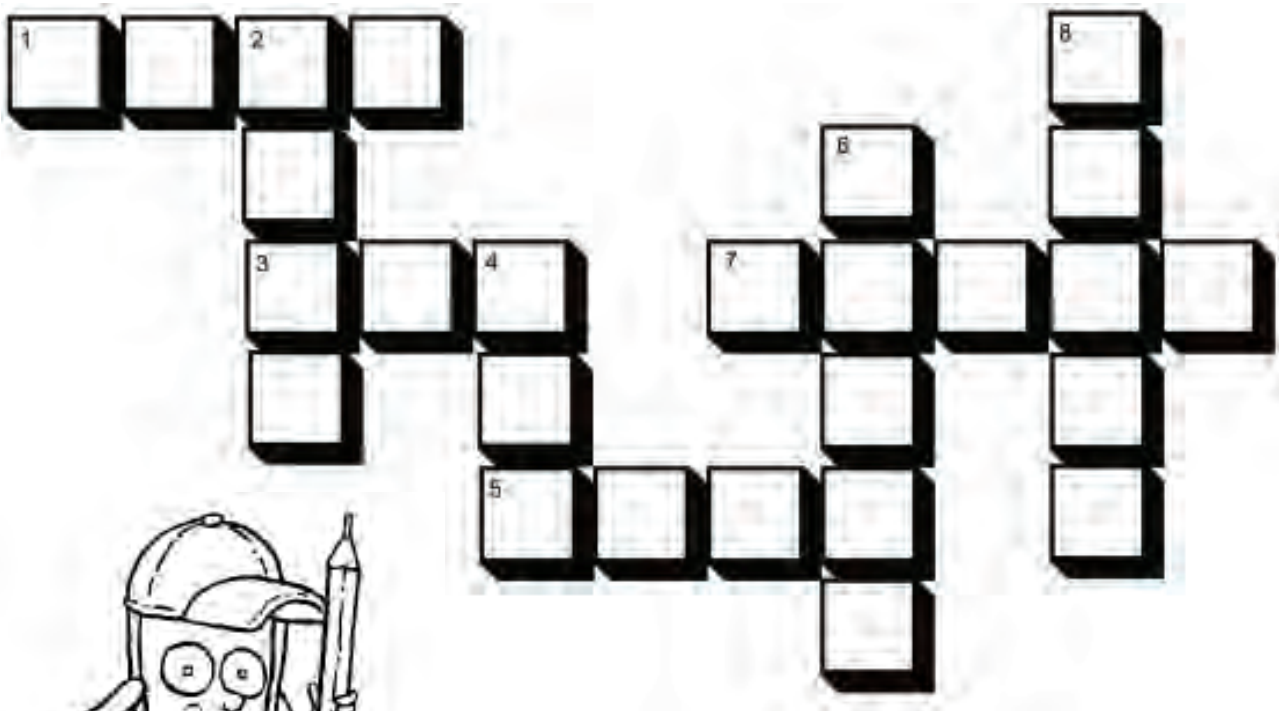
Activities for Kids

Drinking water comes from lakes, rivers, streams, or under the ground (ground water).



Activities for Kids

Complete the crossword puzzle to test your knowledge of water.



ACROSS

1. Always _____ your hands before dinner.
3. Add this to water to make it cold.
5. Big body of water.
7. If you have a leaky faucet, get it _____.

DOWN

2. People go to the beach to _____.
4. Snake-like fish.
6. Water travels through these.
8. When you boil water, _____ rises out of the pan.

Activities for Kids

Because we need water to live, it is important to conserve as much water as we can.

You can help by:

turning off the water when you're not using it, and . . .



telling an adult when you see a leak.

Fundraising

Fundraising is necessary to help the community move forward in its projects and programs. In order to implement many of the sub-initiatives and other goals for Industry, the Neighborhood Association will need funding in the form of grants, sponsorships, donations and events.

Neighborhood fundraising can be an easy, fun and serve as a community-building activity. Many fundraisers take little or no initial costs to get started. This section includes several easy-to-implement fundraising ideas for Industry. Residents may have more creative fundraising ideas to offer, so brainstorming together about fundraising at neighborhood meetings is a good idea. With a little enthusiasm, commitment and time, neighborhood fundraising can become a successful regular activity for Industry. These are some beginning, low maintenance, ideas that can be implemented by the Neighborhood Association for additional funding.

Neighborhood Newsletter

The Industry Neighborhood Association can produce a newsletter

to let neighborhood residents know what is going on in neighborhood meetings, what fundraising opportunities are coming up and what community projects are going on which the residents may be interested in. Fundraisers can also be a way for neighbors to get to know each other better. A volunteer from the neighborhood (especially with writing experience) can serve as the writer or editor. This can also be an opportunity for children to be involved in their community by sending in drawings, poems, or information about what the local school is doing and getting it published in the paper. Have a monthly “Kid of the Month” column and write about one of the kids in the neighborhood. Sell advertising in the neighborhood newsletter to local businesses or individuals in the neighborhood who have a service or product to sell.

Seminars/Workshops

All residents in the Industry neighborhood have a special talent in something, whether it is in technology, gardening, sewing, cooking, playing

an instrument, etc. These valuable talents can be shared with the rest of the residents for a small fee. The fee will then be placed into the neighborhood account. By holding a seminar or workshop at the Unity Center or other community gathering place, residents can volunteer to teach others about their talent. This will encourage a close-knit community, people will learn about other hobbies and skills and provide money for the Neighborhood Association.

Neighborhood Yard Sale

Invite residents to contribute belongings and materials to a yard sale. Have everyone dig through their closets and garages and clean out useable but unwanted items. Potential donors include many groups such as individuals, businesses, and institutions. Make big signs advertising ‘neighborhood yard sale’ and post on surrounding major streets and in different businesses around the community. The neighborhood association can also ask local radio stations to make an announcement, and/or running an ad in the Star Press.

This will attract not just residents of the neighborhood but also those outside the Blaine-Southeast.

Planning for the sale day and recruiting volunteers can be done at neighborhood meetings. To offset the costs local businesses could donate, allow them the option of placing signs in their businesses and/or providing money for the sign-making supplies. Have neighborhood members volunteer to work different jobs (pricing, sales, set-up, etc.). Depending on the amount of donated items, the sale might require many or only a few workers. The sale could be held at a large, open, and central location within the neighborhood—a church or community center parking lot with permission from the owner would be ideal. The neighborhood association can borrow tables to use to display items on the day of the sale. Alternatively, asking a local restaurant to donate to the event and feed the workers would provide some incentive for residents to help volunteer. The Blaine-Southeast neighborhood yard sale is a fundraiser that could be repeated every month, every few

Fundraising

months, or even annually. Recognition often takes time. Therefore, the Industry officials and residents should not be let down by a low turnout. With each neighborhood yard sale, people would become more aware of the Industry neighborhood event and residents could build a culture around the idea and in turn increase resident participation. Selling items are not the only revenue building resource in such events, selling drinks and snacks is another way to generate revenue.

Neighborhood Cookbook

Create a neighborhood cookbook. Collect favorite recipes from everyone in the neighborhood and compile them in groups to organize in a cookbook. Different themes of groups could be breakfast, snacks, dinner, desserts, or any combination of the above. Sell the cookbook back to everyone in the neighborhood or at other neighborhood events. This could be printed by a local business and the project could be headed up by a volunteer community member.

Community Concert

Organize a community concert. Have one or more talented musicians perform in the community center, school auditorium or church hall. The concert could also include comedy routines, dances, and poetry reading. Such an event in the neighborhood would bring people from outside the neighborhood also. Advertising would be similar if not the same as the neighborhood yard sale, saying when, where, how much the tickets are and what the proceeds are going towards. Sell tickets either in advance or at the door. Have a dessert reception or bake sale after the performance, which would bring in even more revenue for projects in the neighborhood. This is a fundraiser that would require a little more planning and manpower, getting the performers together for practice and the performance and the design, printing, and distribution of flyers will need dedicated group of volunteers to pull it off but the concert can be a very lucrative fundraising opportunity.

Coin Canisters

Coin canisters can be set up in local businesses to collect donations for the neighborhood association. Stress how important the association is to the businesses in the neighborhood and how the groups should work together. The coin canisters can be made from recycled cans or bottles, so there is virtually no cost involved. The first step would be to make the coin canisters at a neighborhood meeting. Each canister would have the fundraising group's information, the logo developed for this plan, and the reason for the fundraiser. The next step would be to approach businesses both within and outside of the Industry neighborhood about the fundraiser and to ask each business manager for permission to place a canister at the register or other prominent location inside the business. As customers patronize the business, they might choose to leave their spare change in the coin container. Volunteers would need to check the containers often for donations. Otherwise, this fundraiser requires little human-power and is simple to implement.

Grants

One of the great things about the State of Indiana, and Muncie in particular is that the Eli Lilly Foundation has set up a community foundation in each county throughout the state. These foundations provide money to their local communities for a variety of projects, programs and initiatives. Industry could easily work together with The Community Foundation of Muncie & Delaware County to implement several projects. Program officers are also a great resource to help a group organize the implementation phases of their projects.

Root of the Problem

Solving a problem involves not only recognizing the symptoms, but treating the root of the problem. Often times when a problem is addressed, only the symptoms are fixed, not the underlying cause. If this is done, the problem will almost always resurface. This exercise is designed to help community members find the true causes of problems and effectively find solutions to combat them.

Determine the Problem

In order to solve a problem, it is important to fully understand the problem. What problems have you come up with? Who or what do they affect? What are the immediate symptoms of the problems? Is this a new problem or an old problem? Asking these questions will help determine what the problem is, and help determine the next step: determining the possible solutions to the problem.

Determine the Causes of the Problem

Often times there are no single answers to why a problem is occurring. Problems may have many different causes. These causes may be interrelated or completely independent of one another. Why did

this problem happen? What conditions led to the cause or causes of the original problem? Consider physical, social, and functional causes.

Determine Possible Solutions to the Problem

What are some solutions to these newfound root causes that can help prevent the problems from happening again? Remember that solutions to problems may not always be large in nature. Often times a simple change in policy or behavior can help solve several problems at once.

What's Next?

After completing this exercise and filling out the attached flowchart, decide how these solutions can be implemented. What person or group will be held responsible for carrying out any changes involved in the solution? Who will follow up with the solutions in order to ensure they are working or being implemented correctly? Does this solution solve or create any other problems? How can secondary problems be solved? It may be wise to appoint a person or group to analyze how successful a solution is.

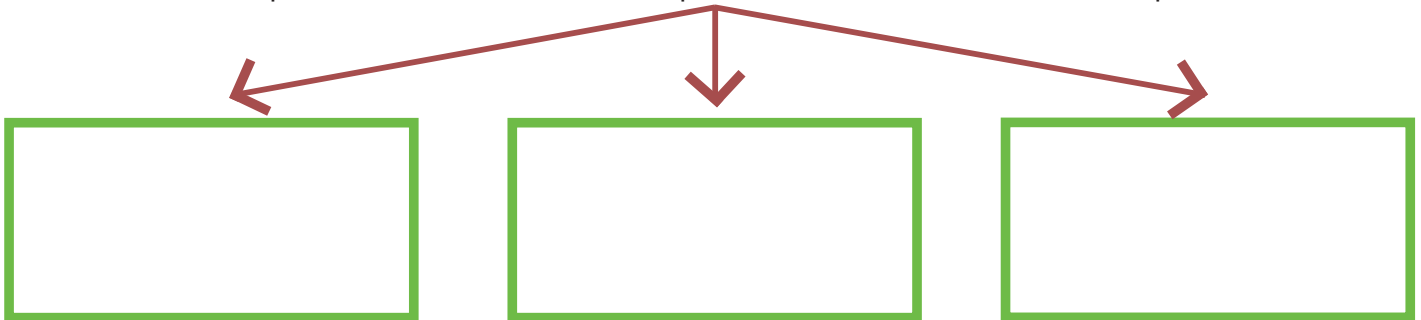
Root of the Problem

What is the Problem?

What are the symptoms? How long has it been happening? What are the effects?

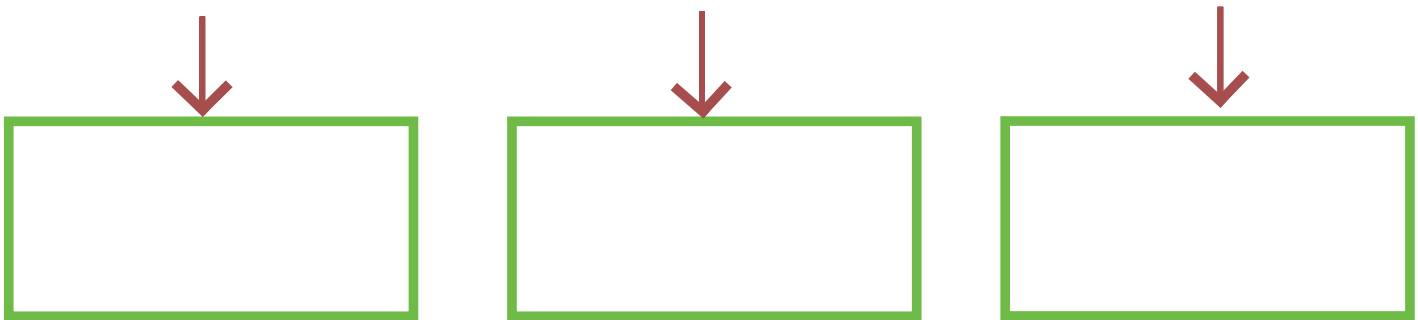
Why is it happening?

What sequence of events led to the problem? Give reasons for the problem.



Why is it happening?

What sequence of events led to the problem? Give reasons for the problem.



What are some potential solutions?

How can we deal with the problem at its early or basic stages?

A central point has three red arrows pointing downwards and outwards to a large empty rectangular box with a green border.

Flowchart for Tasks

The purpose for these flow charts is to provide a template for residents to work efficiently on the Neighborhood Action Plan initiatives. These flow charts offer a step-by-step method of following initiative goals, objectives, and strategies that are provided in each initiative. For example, if you are interested in working on the Infrastructure goal area, navigate to the Infrastructure page in the Action Plan. Next, locate an initiative that you are interested in working on and write that initiative in the “Goal” box in the template. Then, by following the instructions and steps provided in the initiative itself, fill out the “Objectives” box by writing what objectives should be completed. Finally, fill out the “Strategies” box to help clarify what the next steps will be needed to further complete the initiative.

BUSINESS/ECONOMY

- Grocery
- Laundromat/Dry Cleaner
- Restaurants

HOUSING

- Encouraging Home Ownership
- Home Weatherization and Energy Efficiency
- Homeowner Landscaping and Sustainability
- Low and Moderate Income Housing Maintenance Assistance
- Neglect of Property

INFRASTRUCTURE

- Drainage
- Lighting and Alleys
- Road Sightlines
- Streets, Sidewalks, and Curbs
- Street Lights
- Street Trees

SOCIAL/COMMUNITY

- Building Neighborhood Relationships and Events
- Community Classes
- Community Garden Program
- Drug Abuse
- Improved Police Relations and Patrols
- Neighborhood Task Force
- Noise Nuisance
- Public Art
- Senior Center
- Signage Locations

SAFETY

- Abandoned/Vacant Redevelopment
- Speeding
- Stray Dogs

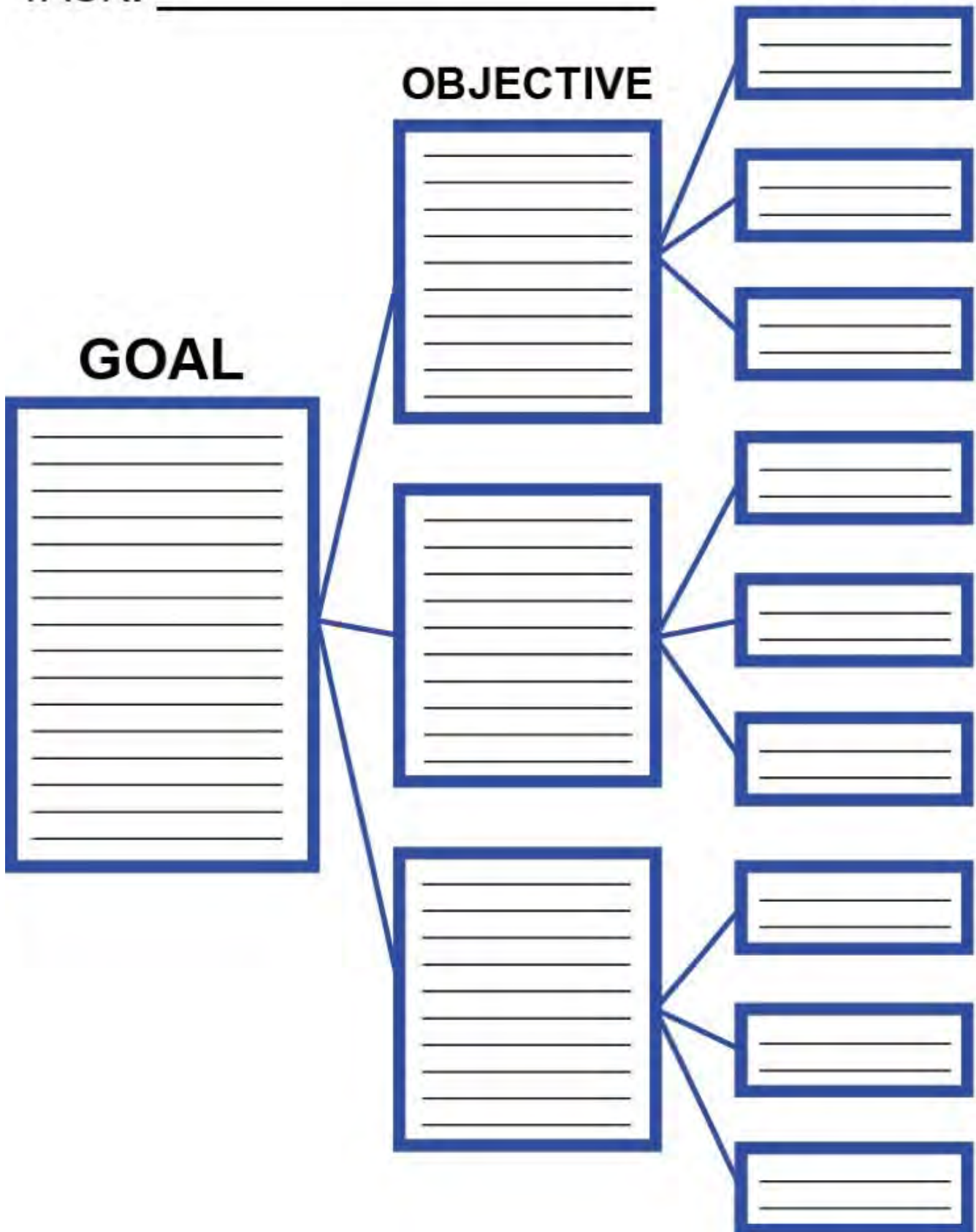
Flowchart for Tasks

TASK: _____

STRATEGY

OBJECTIVE

GOAL



Walking & Bike Audit

A walking and biking audit is used to evaluate the current conditions on an area, in this case, the Industry neighborhood. It evaluates the safety, aesthetics, and convenience of neighborhood streets and sidewalks, and allows conditions to be changed. Audits need to be conducted regularly in order to document progress and continue to bring problems to attention. Conducting an audit of walking and biking conditions of the neighborhood will help make the neighborhood easier to walk, safer to bike, and promotes healthy living in the neighborhood.

The first step to conducting a walking and biking audit is to choose a route. This could be a route you regularly take to work, a store, your friend's or relative's house, to walk the dog, or any other route you would like. Take the worksheet below, a writing utensil, and a camera if you have one.

Step One: Choose Your Path

Draw a map:

Details about route (reason for traveling, walking or biking, time of day, weather condition, season, etc.)

Step Two: Evaluate Your Route

1. Was your walk or bike ride pleasant?
 - a) Yes
 - b) No

2. What did you observe during your walk or ride (note the location of the problem as well)?
 - a) Needs more landscaping
 - b) Needs more lighting
 - c) There was too much traffic
 - d) Litter and/or trash
 - e) My destination is out of the way
 - f) Other: _____

3. What type of facilities did you pass by?
 - a) Houses and/or apartments
 - b) Shops and/or restaurants
 - c) Grocery store
 - d) Services (laundry mat, car repair, post office)
 - e) Offices
 - f) Schools, churches or other community centers
 - g) Recreation trails, parks or forested areas

Walking & Bike Audit

- h) Neighborhood gathering space (coffee shop, plaza or other popular hangout)
- i) Other: _____

4. What paths did you take, and how were their conditions?

- a) Sidewalk
- b) Trail
- c) Bike path/ shared path
- d) Street

5. How did drivers behave during your audit?

- a) Just fine
- b) Had some problems
- c) Drivers didn't yield to pedestrians
- d) Drivers didn't obey speed limits
- e) I was cut off by a motorist
- f) Drivers weren't aware of me
- g) Other:

6. Did you stop somewhere along your route?

- a) No
- b) Yes

Where and why: _____

7. Did you discover anything new?

- a) No, I am very familiar with this route
- b) Yes

What and where:

8. What would encourage you to walk or bike more frequently?

- a) Nothing
- b) Dedicated path to my destination
- c) My destination was closer
- d) There were more things to do along the route
- e) The weather was better
- f) If I had more time
- g) If I could run errands easier by walk/bike
- h) If it were safer
- i) Other: _____

Step Three: Share your Evaluation

Share your findings at the Industry Neighborhood at the Neighborhood Association monthly meeting or with a board member of the association.

Tenant & Landlord Rights

Landlord and tenant rights are covered in the Indiana Code. The code is covered in nine (9) chapters outlining the legal rights and responsibilities of both landlords and tenants in possession of a residential rental unit.

Tenant Rights

Safe, Clean, and Habitable

According to Indiana Code 32-31-8-5, tenants have a right to a habitable rental unit. It is the landlord's responsibility to "deliver the rental premises to a tenant in compliance with the rental agreement, and in a safe, clean, and habitable condition." Landlords must comply with all state and municipal building and health codes in providing a safe and clean residence for the tenant(s). The rental unit is required to be clean with functioning toilets, sinks, utilities, and other appliances. Locks must be installed on all outside doors or doors leading to common areas. The building must also be well maintained to insure structural integrity. This also includes weatherproofing with suitable doors and windows. Landlords are required to provide heating and water appliances, as well as sanitary, plumbing, and

electrical systems. Reasonable amounts of hot water and heat are also required on the part of the landlord. These tenant rights are known as "implied warranty of habitability." If these standards are not met prior to moving in, the habitability clause is breached.

Privacy and Access

Landlords have the right to access the rental unit, however, landlords must give the tenant(s) advance notice before entering the unit. Exceptions to this include emergency situations, such as fire, flood, or loss of heat. Residents have the right to 24/7 access to the rental unit. Landlords are prohibited from changing locks, barring windows, or removing doors. Landlords may only deny entry to a tenant through a court order. The tenant also has a right to continuous use of utilities (such as gas, water, electric, etc.). The landlord is prohibited from interrupting utility services except in the case of a court order.

Maintenance of Common Areas

Tenants have the right to well maintained common areas on the rental property. Maintenance of common areas

Tenant & Landlord Rights

(those areas shared by all tenants in the rental unit) is the responsibility of the landlord. Common areas include parking, fencing, recreational areas, and landscaping. Common areas must also adhere to municipal and state building and health codes.

Deposit

The tenant has the right to collect his or her deposit if the rental property is returned to the landlord in good, working order. It is illegal for landlords to use a tenant's deposit for the purpose of repairing the rental unit as part of normal wear and tear (i.e. carpet cleaning or painting walls). It is also the landlord's responsibility to return the tenant's deposit within 45 days of the end of the lease agreement.

Right to Legal Action

If a landlord is neglecting his or her duties in keeping a habitable rental unit, the tenant is encouraged to seek further guidance from a tenant's rights attorney to determine if legal action is necessary. Indiana tenants have the right to use rent payments for fixing repairs that the landlord has neglected to address in a timely fashion. Tenants also have the

right to terminate a lease agreement if the rental unit is deemed uninhabitable. Any financial damages incurred from the negligence of the landlord can be pursued in small claims court. The tenant is also protected against retaliatory action by a landlord who discriminates against a crime victim. In this case, the tenant has the right to change locks or terminate the lease agreement with 30-days' notice.

Fair Housing

Tenants are protected through the federal Fair Housing Act. Title VIII of the Civil Rights Act of 1968, as amended, prohibits discrimination in the sale, rental, and financing of dwellings, and in other housing-related transactions, based on race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents of legal custodians, pregnant women, and people seeking custody of children under the age of 18), and disability.

Tenant & Landlord Rights

To File a Complain, Contact:

Muncie Human Rights Commission

765-747-4854

300 North High Street

Muncie, Indiana 47305

Indiana Civil Rights Commission

317-232-2600

www.in.gov/icrc

100 North Senate Avenue Room N-103

Indianapolis, Indiana 46204

Affordable Housing

Some rental units may use federal or state subsidies to reduce the cost of housing. In affordable housing, rents are limited based on average median income for the county (in this case, Delaware County). Rents must not be more than 30 percent of the tenants' monthly income, including utilities. Because these rental units are subsidized, tenants are required to provide proof of annual income.

Access to Property

Landlords are permitted to enter the rental unit only if he or she has given advance notice to the tenant(s). Indiana law does not define advance notice, but it is generally accepted as 24 hours,

with the landlord only entering during normal business hours. Landlords may enter the rental unit to fix requested repairs, inspection, maintenance, court order, abandonment, touring the rental unit to prospective tenants, or emergencies.

Landlord rights

Termination of Tenancy

Landlords have the right to terminate a tenant for non- payment of rent. However, termination requires a 10- day written notice. The notice template is provided in the Indiana code.

Tenant Obligations

As landlords are responsible for maintaining building and health codes, the tenant is equally responsible for keeping the rental unit in a habitable condition. Tenants have the responsibilities of following the rules outlined and agreed upon in the lease agreement, keeping the rental unit reasonably clean, using utilities (such as water and electric) in a reasonable manner, and maintaining smoke detectors throughout the unit. Also, damage of the property is strictly

Tenant & Landlord Rights

prohibited. At the end of a lease, tenants are responsible for handing back the rental unit as close to the original condition as possible, with the exception of normal wear and tear. If the landlord judges the rental unit to be in poor condition, he or she has the right to withhold the tenants' deposit.

Volunteer Questionnaire

Below are questions that can help you choose what kind of volunteer work you would like to be involved in for the development of the Industry Neighborhood. Complete the form below and turn it in to the Industry Neighborhood Association if you would like to become a volunteer.

1. Which area of the neighborhood are you located in? _____
2. Are you interested in volunteering in a leadership position?
 - a. Yes
 - b. No
3. Are you interested in being a part of a volunteer committee that meets on a regular basis?
 - a. Regularly
 - b. Fairly Regularly
 - c. Not Regularly
4. Do you prefer to work alone or as part of a team?
 - a. Alone
 - b. Team

5. What special skills, talents or interests do you have that will be valuable as a volunteer?

6. Would you prefer an outdoor or indoor volunteer position?

- a. Indoor
- b. Outdoor

7. Are you capable and willing to help with volunteer work that requires physical activity?

- a. Physical
- b. Non-physical
- c. Either

8. Which of these do you feel strongly about and would like to see changed within the Industry Neighborhood? (Choose all that apply)

- a. Housing
- b. Beautification
- c. Fundraising
- d. Social and Community Events
- e. Empowering Youth
- f. Safety

Contact Information

Ball Brothers Foundation

222 S. Mulberry St
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Donna Munchel, Grant
Process Manager
Email: info@ballfdn.org

Community Foundation of Muncie and Delaware County

201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Cheryl Decker, Executive
Assistant
Email: cdecker@cfmdin.org

Muncie Sanitary District

300 N. High St. City Hall
Muncie, IN 47305
Contact: Jason Donati, Stormwater/
Recycling Educator
Phone: (765) 747-4894
Email: j.debo.donati@gmail.com

Department of Community Development

300 N. High St. City Hall
Muncie, IN 47305-1639
Phone: (765) 747-4825
Fax: (765) 747-4898
Contact: Terry Whitt Bailey
Email: tbailey@cityofmuncie.com

American Electric Power (AEP)

Phone: (888) 710-4237
Muncie City Street Department
5790 W Kilgore Ave
Muncie, IN 47305
Phone: (765) 747-4847

Department of Public Works

5790 W. Kilgore Ave.
Muncie, IN 47304
Phone: (765) 747-4847
Email: cityeng@cityofmuncie.com

Muncie Urban Forestry Office

1800 South Grant Street
Muncie, Indiana 47302
Contact: Kellie McClellan
Phone: (765) 747-4858
Email: kmcclellan@cityofmuncie.com

Building Better Communities

Ball State University
Carmichael Hall (CA), room 104
Muncie, IN 47306
Email: bbc@bsu.edu
Phone: 765-285-2773
Fax: 765-285-1817

Ball State Recreation Services

Ball State University
1700 Neely Ave., SRWC 201A
Muncie, IN 47306
(765) 285-1753

Contact Information

Ivy Tech Community College-Muncie

4301 Cowan Rd.
Muncie, IN 47302
Phone: 888-489-5463

Urban Gardening Initiative

Jason Donati
201 E. Jackson St.
Muncie, IN 47305
Phone: (765) 273-3714
Email: j.debo.donati@gmail.com

Office of the Mayor

300 N. High St., City Hall
Muncie, IN 47305
Phone: (765) 747-4845

Delaware County Prevention Council

3595 North Briarwood Lane
Muncie, Indiana 47304
Phone: (765) 282-7988
Fax: (765) 289-8020
Contact: Patricia Hart, Executive Director
Email: Pat.Hart@dcpreventionpartners.org

Muncie Police Department

300 N. High St. City Hall
Muncie, IN 47305-1639
Phone: (765) 747-4822
Contact: Chief Steve Steward
Email: chiefofpolice@cityofmuncie.com

National Endowment for the Arts

400 7th Street, SW
Washington, D.C. 20506
Phone: (202) 682-5400
Contact: Nicki Jacobs, Grants & Contracts
Email: jacobsn@arts.gov

The Star Press

345 South High Street
Muncie, IN 47305
Phone: (765) 213-5701
Contact: Ms. Cheryl Lindus, General Manager and Advertising Director
Email: clindus@muncie.gannett.com

State & Community Outdoor Recreation

Planning Section
Division of Outdoor Recreation
Indiana Department of Natural Resources
402 West Washington Street, Room 271
Indianapolis, Indiana 46204-2782
Phone: (317) 232-4070
Fax: (317) 233-4648
Contact: Bob Bronson, Chief Planner
Email: bbronson@dnr.IN.gov

Muncie Animal Shelter/Animal Control

2401 S. Gharkey Street
Muncie, IN 47302
Phone: (765) 747-4851
Contact: Mr. Phillip Peckinpaugh, Director
Email: ppeckinpaugh@cityofmuncie.com

iNAP Handbook

Industry Neighborhood Action Plan