DECEMBER 2018

MUNCIE
ACTION
PLAN
3

INTRO

A message from the Co-Chairs of the MAP Board:

Before you read this MAP3 report, take a moment to look up—at the blue sky, at clouds out the window—and envision the future of Muncie. Where do you want us to go? "What is needed for Muncie to be the best it can be in the coming years?" This is the question that the Muncie Action Plan (MAP) asks citizens—first in 2009, again in 2013, and again this year in MAP3. Our 12 public input meetings throughout Muncie attracted 360 engaged citizens, who gathered to voice their concerns about our present and their aspirations for our future. They volunteered their time to join over 3,000 participants over the years, and we thank you for sharing your vision. Your voices form MAP3, the third update to this grassroots community development guide for elected officials, organizations, philanthropic entities, and action-oriented individuals who want to make a difference in improving quality of life for all residents of Muncie.

Now, take a moment to look down. Your hands and feet are instruments of action. MAP3 embodied the rejuvenated spirit of participation and collaboration that has been an ongoing legacy of the first two MAP plans. The Muncie Dinner on the Bridge, Neighborhood Leadership Council, Arts Walk, and education partnerships from pre-kindergarten to university are all examples of people and groups devoting their hearts and hands to community building. No project is too overwhelming when we work together to follow a vision. MAP3's data collection process was itself an unprecedented collaboration between MAP and Ball State University: Instructor Lisa Dunaway and nine specially selected students from the Department of Urban Planning worked the MAP Board to organize meetings, hold discussions, tabulate data, and produce the final Plan report. On behalf of the MAP Board and our Muncie neighbors, we thank Lisa and her students for their hard work.

Like its predecessors, the 27 action steps of the MAP3 report are grouped under five initiatives and are prioritized. Citizens again emphasized the importance of education to the well-being of the community, are concerned about levels of poverty, and feel a new urgency about helping offenders reintegrate into society. As a community, we want to work together in civil and productive ways. We want more citizens to participate in activities and civic processes. We want to enjoy events that bolster our community pride as well as to transform our neighborhoods through identity, safe infrastructure, and revitalization of blighted areas.

Since its beginning, MAP has operated in three ways: engaging in direct action, facilitating collaborative efforts between individuals and groups, and sharing the good work of many hearts and hands in all areas of Muncie. All of this work brings us closer to the aspirations you have shared and embodied in this MAP3 report. On behalf of the MAP Board, we thank everyone who has stepped forward to be an actor for positive change: volunteers, businesses and employees, groups and organizations, and members of local government. Each of us in an instrument of change, and—together—we'll get there.

Sincerely,

Donna Browne and John Craddock
Co-Chairs, MAP Board of Directors

CONTENTS

MAP3

EXECUTIVE SUMMARY

INTRODUCTION

The third Muncie Action Plan (MAP3) is the result of a resident-driven planning process started in December 2017 and completed in August 2018. MAP3 builds off MAP1 and MAP2, which were completed in 2010 and 2013, respectively, to answer the question "What is needed for Muncie to be the best it can be in the coming years?"

It is hoped that MAP3 will help continue a holistic and collaborative plan for the future of the city. MAP3 is a strategic guide to achieving the goals of Muncie residents for the future, to be used alongside other local planning documents such as the Muncie-Delaware County Comprehensive Plan and the Bicycle-Pedestrian Master Plan.

MOTIVATION FOR MAP3

The city of Muncie is is like many other "rustbelt communities" in that more prosperous times have come and gone. There are many opportunities to improve the community in new and innovative ways that respond to the current economic, demographic, and cultural conditions.

The success of MAP3 will depend on continued collaboration between local government, not-for-profits, business and community leaders, and educational institutions. The main goal of MAP3 is to initiate positive long-term benefits for the entire community by acting as a "hub" for all many non-profit organizations and agencies around Muncie. helping to best utilitize existing resources and not duplicate efforts.

THE TASK FORCES

Since MAP1, the driving organization of the plans has been the five Task Forces, also referred to as Initiatives, which are the overarching areas of focus for the community. Addressing each of these initiatives is necessary to fully achieve the community's vision for the future. The five Task Forces are:

- Linking Learning, Health, and Prosperity
- Fostering Collaboration
- Strengthening Pride and Image
- Creating Attractive and Desirable Places
- Managing Community Resources

More information on the Task Forces can be found in the "Task Forces" section later in this document.

Actions

Actions are programs, policies, or projects that are the specific recommendations of the Plan. They are the activities the community is going to pursue to achieve its goals. MAP includes 27 actions, which are organized into the five Task Forces.

Strategies

Each set of actions has a series of Strategies, the purpose of which is to give the MAP Board and its community partners very specific ideas for how to implement the actions. Strategies include steps for implementation, organizations already working on related activities, potential funding sources, case studies, and other helpful information.

IMPLEMENTATION

MAP3 represents the continued aspirations for the future and strategies for achieving them. Success depends on the committed, ongoing implementation of the recommendations, called "Strategies," found later in this document.

ACKNOWLEDGMENTS

We would like to thank the people of Muncie
for their tremendous enthusiasm, participation,
and support of the MAP3 planning process.

MAP VOLUNTEER BOARD OF DIRECTORS (AUGUST 2018):

Donna Browne, Co-Chair and Grant Writer, Center for Energy Research/Education/Service at Ball State University

George Branam, Director, Pathology Residency Program IU Health-Ball Memorial Hospital

Terry Whitt Bailey, City of Muncie Community Development

Dale Basham, retired, Muncie Community Schools

Betty Brewer, CEO/President, Minnetrista Cultural Center

John Craddock, Co-Chair, Director Emeritus, Bureau of Water Quality

Cornelius Dollison, Whitely Community Council

William Hughes, Partner, Beasley and Gilkison

Mitch Isaacs, Executive Director, Shafer Leadership Academy

Roni Johnson, retired, Community Foundation of Muncie & Delaware County

Tom Kinghorn, retired, Ball State University

Traci Lutton, Muncie-Delaware County Economic Development Alliance

Jenni Marsh, President/CEO, United Way of Muncie and Delaware County

Marta Moody, Director, Muncie-Delaware County Metropolitan Plan Commission

Ana Pichardo, Director of Communications, Muncie Community Schools

Kelly Shrock, President, Community Foundation of Muncie and Delaware County

Heather Williams, Program Manager, Ball STate University, Building Better Neighborhoods

MAP ADMINSTRATIVE COORDINATOR

Alex Romoser

COMMUNITY PARTNERS:

Ball State University

Buley Center

BY5

Cornerstone Center for Arts

City of Muncie

Delaware County GIS Department

Downtown Development

Chamber of Commerce

EcoRehab

Huffer Daycare

IU Health

Ivy Tech Community College

Muncie Arts & Culture Council

Minnetrista Cultural Center

Muncie Civic Theatre

Muncie Public Library

Pathstone

Ross Center

Serenity Club

Unitarian-Universalist Church of Muncie

United Daycare

YMCA

Youth Opportunity Center

BALL STATE UNIVERSITY DEPARTMENT OF URBAN PLANNING NEIGHBORHOOD STUDIO:

Lisa Dunaway, AICP, LEED AP, Instructor of Urban Planning

Students from the Neighborhood Studio, from left to right (Photo: Lisa Dunaway):

Steven Stransky

Mary Banning

Mallory Thatch

Kenta Lanham

Tiffany Gehrke

Josh Campbell

Alec Pormen

Matt Dixon

Suhui "Sophia" Xu

"We seek to be a community which respects diversity, manages resources effectively and efficiently, and works together to provide an attractive, desirable place for individuals, families, and businesses."
- MAP1

First public outreach meeting at Ross Center. (Photo: Lisa Dunaway)

PLANNING PROCESS

MAP

The first Muncie Action Plan (MAP) was the result of a holistic planning process for the city of Muncie, driven by residents and completed in 2010. The purpose was to answer the question: "What is needed for Muncie to be the best it can be in the coming years?" Over 2,000 residents collaborated and participated in the effort, organized by the MAP Steering Committee and facilitated by ACP Planning and Visioning, generating over 10,000 ideas to answer that question. 47 action steps were compiled from those ideas by the Steering Committee. Then a volunteer MAP Board of Directors was created from the Steering Committee and they began facilitating the implementation of the 47 actions. The actions were organized under five Task Forces (also referred to as "Initiatives"), each chaired by a member of the board, as follows:

- Linking Learning, Health, and Prosperity
- Fostering Collaboration
- Strengthening Pride and Image
- Creating Attractive and Desirable Places
- Managing Community Resources

In summer 2010, the Muncie City Council and various community partners adopted the MAP.

MAP2

Over the next three years, the members of the MAP Board of Directors worked with community partners on the various initiatives. Significant progress was made in many areas, but not all. In 2013, a reassessment of MAP, called MAP2, helped determined just how much progress had been made. Included in that progress was more public participation, in which over 200 residents assisted the MAP board in updating the first MAP, reorganizing the original action steps and removing or adding new ideas.

Report Card

Summarized From MAP2:

ACP Planning and Visioning was hired to assist with public meetings to move MAP2 forward. The meetings were held at Southside High School and Central High School on March 13- 14, 2013.

At each meeting, particpants were presented with five tables, each displaying a large poster focusing on one of the five MAP initiatives by outlining that initiative's action steps, the progress on it, and the Board's commitment to future action.

Participants saw a presentation on the state of MAP's progress, named the "Report Card," as seen in Figure 1.

Participants were provided with three avenues for feedback: 1) sticky notes to post comments on posters delineating MAP Initiatives and Actions 2) comment cards to comment on MAP actions or the meetings themselves, and 3) roundtable discussions where ideas and opinions were recorded by volunteers.

If participants wanted to volunteer they could leave their name, phone number, email, and a brief description of how they wanted to contribute.

Breakout sessions were opportunities for participants to identify areas where MAP was making good progress, areas where the direction should be changed, and add new ideas.

After the public sessions, all input was compiled and analyzed, resulting in revised action steps for the five initiatives.

MAP3

Given the pace of change in Muncie in recent year, the MAP board decided in 2017 that a third iteration of MAP was needed, even though MAP2 had been completed in 2013. They approached Lisa Dunaway, Instructor in the Department of Urban Planning at Ball State University, to lead the public outreach process and ultimately write the final plan.

Ms. Dunaway gathered a group of nine students from her department to assist with the public outreach and research phases, and those students signed up for an immersive learning elective to get academic credit for their work. The class began on January 11, 2018, and students were introduced to the MAP3 project in detail and began reading previous MAP documents. Some members of the board met with the students on January 18, 2018, to get to know the students, go over the project, and ask questions. The students began to prepare for the public outreach meetings in the final week of January 2018.

In February 2018, four public outreach meetings were held around Muncie in strategic locations, in an effort to have at least one meeting near every resident of the city. Notice for the meetings was advertised in the local newspapers, on social media, and through the Ball State

Communication Center. The meetings were held as follows:

> 2/1/18 - 6:30-8:30pm
> Ross Community Center
>
> 2/8/18 - 6:30-8:30pm
> Unitarian Universalist Church
>
> 2/15/18 - 6:30-8:30pm
> Buley Center
>
> 2/22/18 - 6:30-8:30pm
> Serenity Club

On March 3, 2018, Ms. Dunaway was invited to be the keynote speaker for the 2018 Intentional Development and Education for Association Members (IDEA) Conference held at the L.A. Pittenger Student Center on the campus of Ball State University. She gave an overview of MAP1 and MAP 2 and explained the goals and current progress of MAP3. Participants were then asked to vote for all the current action items, as created by Muncie residents during the February meetings. All participants were allowed to vote for the three action times they thought were the highest priority in each Task Force. Those votes were used to determined the priority rankings for the action steps found later in this document.

> "The beauty of map is that it gets a lot of people on the same page and united."
> - IDEA 2018 Conference participant

It was important to everyone involved in the creation of MAP3 that efforts around the community be given credit where credit was due and not to duplicate efforts that were already ongoing and successful. In order to find out what different organizations and people in Muncie were already working on that was related to the goals of the Task Forces, a number of local experts were invited to focus group meetings in March 2018. Those meetings were all held at Minnetrista Cultural Center, as follows:

3/1/18
Economic Development - 6:00-7:00pm

3/15/18
Health - 6:00-7:00pm
Youth - 7:00-8:00pm

3/22/18
Celebration - 6:00-7:00pm
Housing - 7:00-8:00p

More detailed information about the public outreach and focus group meetings can be found in Table 1 later in this document.

In April 2018, Ms. Dunaway and the students compiled data, gathered research, and drafted the outline of MAP3. She then presented their preliminary findings to the board early in May.

Two public open houses were conducted in June 2018 to gather public comment on the draft of the plan Notice for the meetings was advertised in the local newspapers, on social media, and through the Ball State Communication Center, as seen in Figure 2.

Students and board members helped Ms. Dunaway facilitate those events The open houses were held as follows:

> 6/13/18 – 7:00-9:00pm
> Kennedy Library
>
> 6/14/18 – 7:00-9:00pm
> Maring-Hunt Library

Feedback from the open houses was incorporated into the final draft and that document was made available to board for comment in early July. The board had ntil early August to send their comments to Ms. Dunaway, who edited the plan accordingly.

The final plan was presented to the board in mid-August 2018 for adoption. The final MAP3 plan was given to the board in December 2018 along with the accompanying MAP3 WorkBook.

MAP REPORT CARD

Initiative 1: Linking Learning, Health and Prosperity

ACTION		STATUS	ACCEPTABLE PROGRESS?	BOARD COMMITMENT TO FUTURE ACTION?
1.1	Create an awareness-building coalition to promote the importance of education.	BK effort underway	🙂 Yes	✓+
1.2	Create and implement an economic development plan to expand the number of competitive-wage jobs.	Coordination with vision 2016	🙂 Yes	—
1.3	Augment school curriculums to address both basic and career-oriented skills.	Ongoing	🙂 Yes	—
1.4	Evaluate community-based mentoring programs.	Not initiated	😐 Cannot be evaluated	✓+
1.5	Develop a plan to coordinate with and capitalize on the relocation of Ivy Tech to downtown.*	Part of downtown plan	🙂 Yes	✓
1.6	Create a Muncie Delaware Economic Development Council (MDEDC).	Not needed	😐 Cannot be evaluated	—
1.7	Develop an initiative to promote community-based learning for early childhood development.	BK effort underway	🙂 Yes	✓+
1.8	Conduct a community-wide poverty awareness campaign.	In process	🙂 Yes	✓
1.9	Conduct a campaign to raise awareness about community services offered through 211.	No longer funded	😐 Cannot be evaluated	—
1.10	Create a healthy community initiative.	In process	🙂 Yes	✓
1.11	Create a prisoner re-entry program with support from local businesses.	In process	🙂 Yes	—

ACCEPTABLE PROGRESS?

🙂 Yes   ☹ No   😐 Cannot be evaluated

BOARD COMMITMENT TO FUTURE ACTION?

✓ Supportive   ✓+ Very Supportive   — Board Action not needed

*Actions marked as community priorities at the 2008 MAP Open House

Figure 1: Page from the "Report Card" from MAP2 (pg. 62).

PUBLIC PARTICIPATION

EVENT / MEETING	NUMBER OF PARTICIPANTS
Public Outreach 1 Ross Center	42
Public Outreach 2 Unitarian-Universalist Church	48
Public Outreach 3 Buley Center	41
Public Outreach 4 Serenity Club	31
Focus Group 1 Economic Development	5
Focus Group 2 Health	7
Focus Group 3 Youth	8
Focus Group 4 Celebration	5
Focus Group 5 Housing	5
IDEA Conference	~120
Open House 1 Kennedy Library	28
Open House 2 Maring-Hunt Library	20
Table 1: Number of participants from various MAP3 events and meetings.	

MAP3 OPEN HOUSES

WE WANT TO HEAR YOUR IDEAS!

PLEASE JOIN US FOR ONE OF THE FOLLOWING:

WED. JUNE 13TH: 7-9PM @ KENNEDY LIBRARY
THU. JUNE 14TH: 7-9PM @ MARING-HUNT LIBRARY

REFRESHMENTS WILL BE PROVIDED
CHILDREN ARE WELCOME!

PLEASE SEE MUNCIEACTIONPLAN.NET FOR MORE INFO

¡SE HABLA ESPAÑOL!

Figure 2: Advertisement for the open houses.
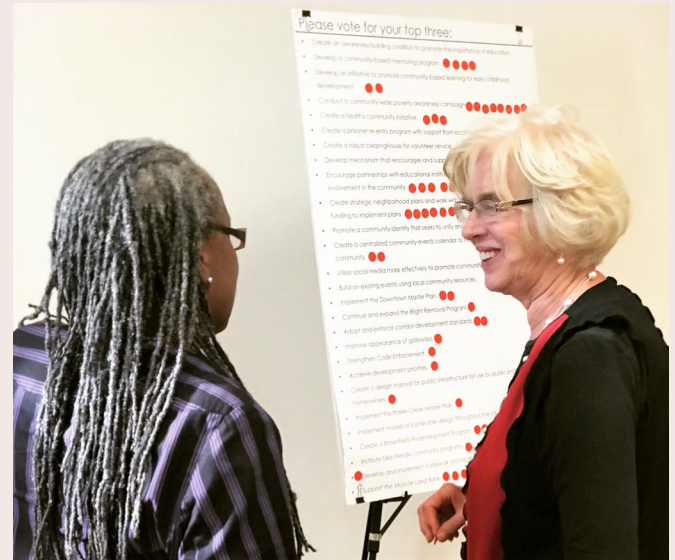
Photos above: Each of the four public outreach meetings.
(Photos: Lisa Dunaway)

Photos above: Open house participants.
(Photos: Lisa Dunaway)
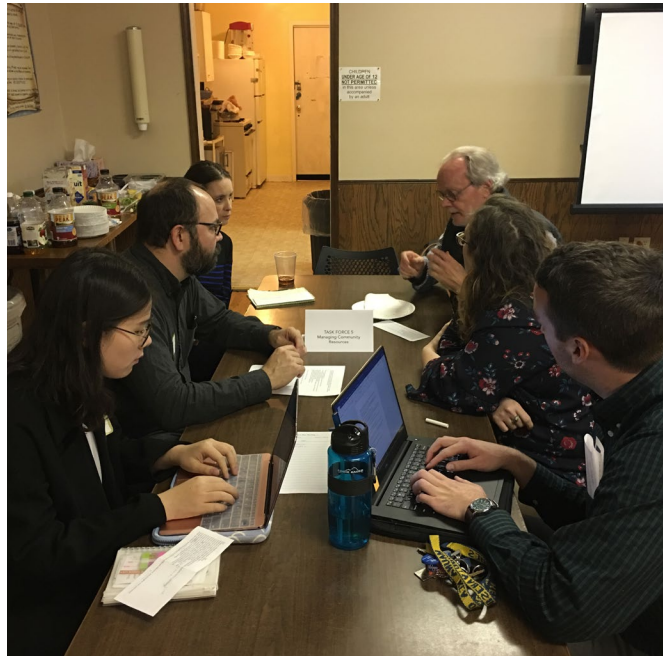
Photos above: The four public outreach meetings. (Photos: Lisa Dunaway)

Photos above: Priority voting at the 2018 IDEA conference. (Photos: Lisa Dunaway)

COMMUNITY PREFERENCES

Photo above: Open house 2 participants voting on the actions. (Photo: Lisa Dunaway)

FROM MAP1

Through voting at the public MAP1 open house, 13 actions were identified as resident preferences for the most important steps. These preferences have continued to drive the order in which various actions have been started by the MAP Board and their community partners. MAP1 contained 47 actions, which are organized into the five Task Forces. The 13 community preferences are listed below, ranked in order of most votes received at the public MAP1 Open House:

- Develop a uniform code of ethics for local government (Action 2.4).
- Develop and implement a sidewalk and recreational paths plan (Action 4.2).
- Develop and implement a plan to coordinate with and capitalize on the relocation of Ivy Tech to downtown (Action 1.5).
- Continue and expand the blight removal program (Action 4.3).
- Create and implement an economic development plan to expand the number of competitive-wage jobs (Action 1.2).
- Renovate and re-open Tuhey Pool (Action 5.3).
- Develop a Council of Neighborhoods to build and support the capacity of neighborhood organizations (Action 2.1).
- Develop a city brand identity and marketing campaign (Action 3.1).
- Create and implement a downtown plan (Action 4.1).
- Institute a bike-friendly community program (Action 5.9).
- Create an awareness-building coalition to promote the importance of education (Action 1.1).
- Promote and expand community-based neighborhood enhancement programs (Action 4.9).
- Implement the Prairie Creek Master Plan to protect the ecological health of the reservoir and watershed (Action 5.2).

FROM MAP3

The list of actions at the public outreach meetings and the IDEA Conference came from MAP1 (as seen above). That list, voted upon by the conference participants, helped the Ball State students determine how each action should be researched and moved through the remainder of the MAP3 process. As research was gathered, data compiled, and local experts consulted, the list of actions changed somewhat. Some were renamed, combined with other actions, or determined to not need more investigation for MAP3.

The new actions were listed for the public to prioritize by voting for their favorite three during the open houses.

For the final MAP3 list of actions, community members suggested better names for the actions and those were used. That final list, complete with priority level rankings, can be seen on .

All the priority voting exercises can be seen in the Appendices at the end of this document.

TASK FORCE 1 PRIORITY VOTING
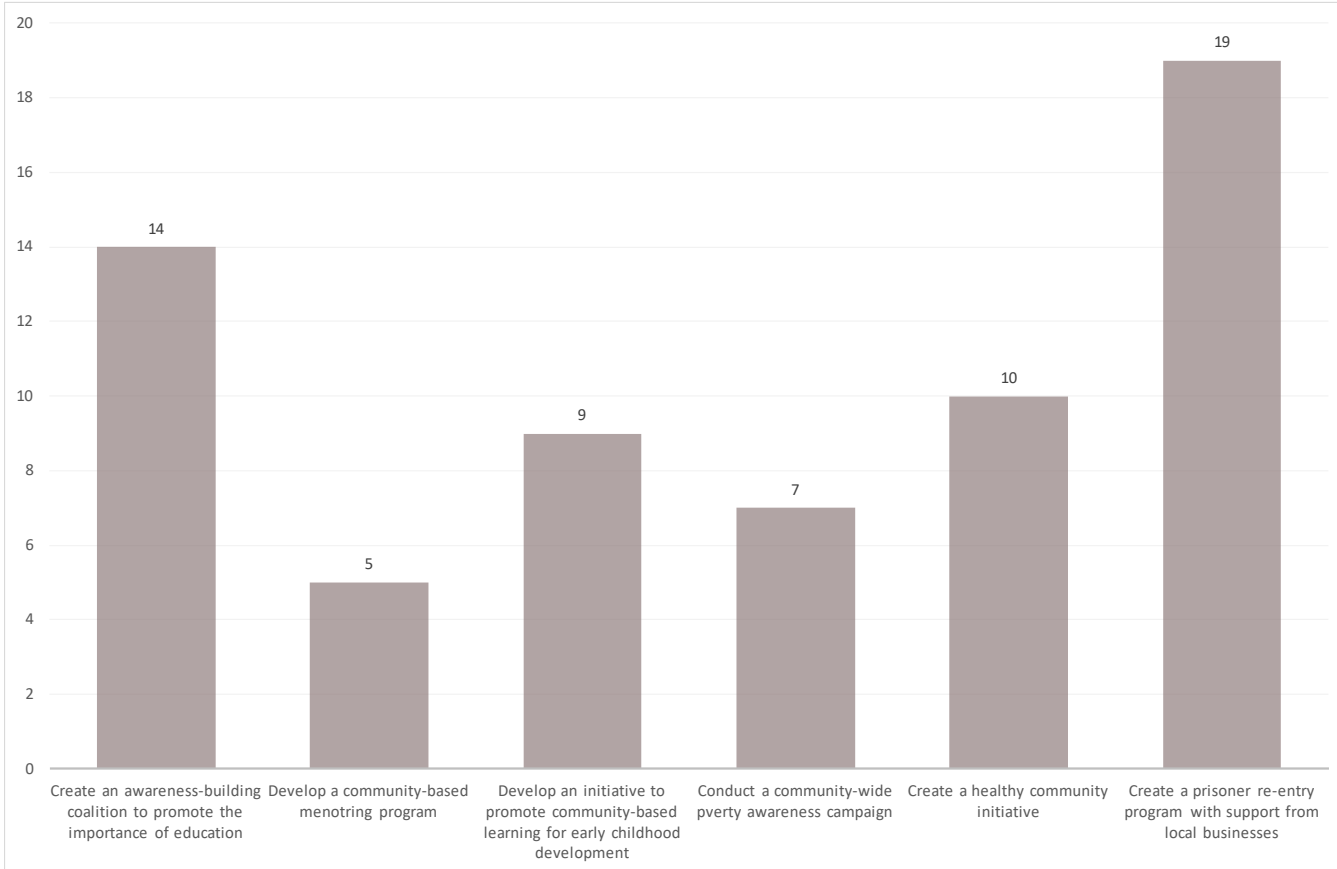
Chart 1: Number of votes for Task Force 1 actions at the IDEA Conference.

TASK FORCE 2 PRIORITY VOTING
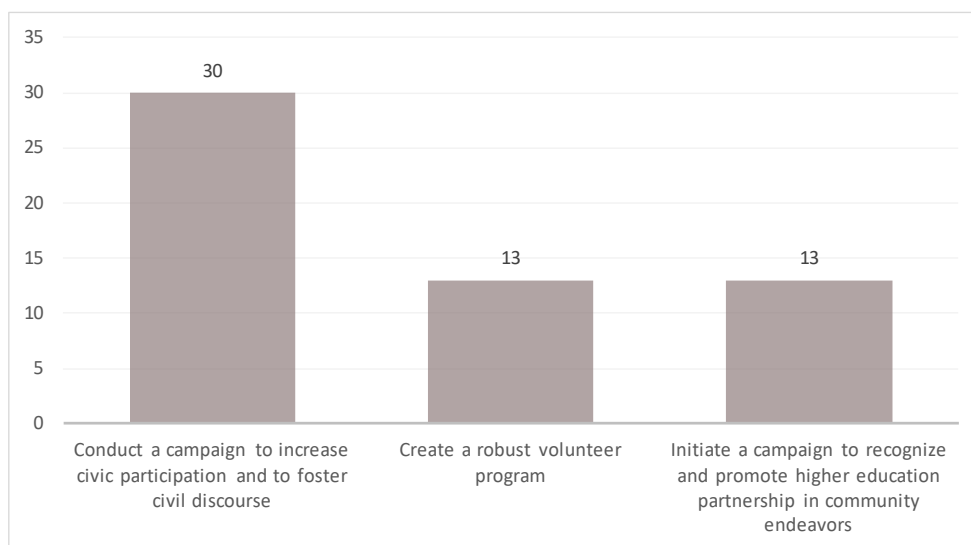
Chart 2: Number of votes for Task Force 2 actions at the IDEA Conference.

TASK FORCE 3 PRIORITY VOTING

Chart 3: Number of votes for Task Force 3 actions at the IDEA Conference.

TASK FORCE 4 PRIORITY VOTING

Chart 4: Number of votes for Task Force 4 actions at the IDEA Conference.

Chart 3: Number of votes for Task Force 5 actions at the IDEA Conference.

Action	Votes
Develop and maintain a Five-Year Capital Improvement Plan	5
Create an infrastructure design manual	6
Implement the Prairie Creek Master Plan	3
Implement models of sustainable design around the city	4
Contribute funding to support the Central Indiana Transportation Authority (CITRA)	4
Institute a Bike-Friendly Community Program	8
Develop and implement a sidewalk and recreational paths plan	18
Create a Muncie Energy Office and Advisory Committee	5
Adopt a carbon footprint reduction goal and supporting policies	5
Promote and support the land bank program	25
Create incentives to achieve development priorities	5
Adopt new outdoor advertising regulations for signs	10

Chart 4: Number of votes for all strategies at Open House 1.

The chart shows the following strategies and their vote counts:

- Support the Muncie Land Bank — 5
- Develop and implement a sidewalk and recreational paths plan — 14
- Institute bike-friendly community programs — 7
- Create a Brownfields Redevelopment Program — 9
- Develop and implement sustainable design throughout the city — 5
- Create a design manual for public infrastructure for use by public utilities, developers, and homeowners — 1
- Implement the Prairie Creek Master Plan — 2
- Achieve development priorities — 1
- Strengthen code enforcement — 1.5
- Create an enforce of gateways — 1
- Improve the appearance of gateways — 2
- Adopt and enforce corridor development standards — 1
- Continue and expand the Blight Removal Program — 2
- Implement the Downtown Master Plan — 0
- Build on existing community resources — 1
- Create event awareness using local community events calendar to increase event awareness — 4.5
- Promote community pride and advance pride in the community — 2
- Utilize social media more effectively to promote community identity and secure funding to implement plans — 8.5
- Create a centralized community identity that seeks to unify and support civil, respectful public dialogue — 8
- Promote a community involvement in the community — 3
- Develop a mechanism that will expand their influence and support for local businesses — 1
- Create a robust clearinghouse for volunteer service — 2
- Create strategic neighborhood institutions that encourages volunteer service — 4
- Create a healthy community initiative — 9.5
- Develop a prisoner re-entry program with support from local businesses — 3
- Conduct a community-based learning for early childhood education — 5
- Develop a community coalition to promote the importance of education — 3
- Create an awareness-building coalition to promote community-wide poverty awareness campaign — 5
- Develop an initiative to promote the importance of education — 0

Chart 5: Number of votes for all strategies at Open House 2.

Create an awareness-building coalition to promote the importance of education — 2
Develop a community-based mentoring program — 0
Develop an initiative to promote community-based learning for early childhood education — 2
Conduct a community-wide poverty awareness campaign — 1
Create a healthy community initiative — 4
Create a prisoner re-entry program with support from local businesses — 2
Develop a mechanism that encourages and support civil, respectful public dialogue — 0
Create a robust clearinghouse for volunteer service — 2
Promote a mechanism that will expand their influence and involvement in the community — 3
Encourage partnerships with educational institutions that seeks to identify and secure funding to implement plans — 1
Create strategic neighborhood plans and work with neighborhoods to identify and advance pride in the community — 5
Create a centralized community events calendar to increase event awareness in the community — 2
Utilize social media more effectively to promote community pride and event awareness — 4
Build on existing events using local community resources — 1
Implement the Downtown Master Plan — 3
Continue and expand the Blight Removal Program — 2
Adopt and enforce corridor development standards — 1
Improve the appearance of gateways — 0
Strengthen code enforcement — 2
Achieve development priorities — 0
Implement the Prairie Creek Master Plan — 0
Implement models of sustainable design throughout the city — 0
Create a design manual for public infrastructure for use by public utilities, developers and homeowners — 0
Create a Brownfields Redevelopment Program — 2
Institute bike-friendly community programs — 1
Develop and implement a sidewalk and recreational paths plan — 2
Support the Muncie Land Bank — 8
— 2

Priority levels based on voting during the open houses

Based on the priority levels listed here, the MAP Board may want to simply start at the top of the list and focus their efforts there first, working their way down as sufficient progress is made.

However, some medium and low priority actions are already in progress from MAP 1 and 2 and could be continued as long as the board still supports those actions.

ACTION	NAME	PRIORITY LEVEL
1.8	Support a community-wide poverty awareness campaign	High
2.6	Encourage partnerships with educational institutions that will expand their influence and involvement in the community	High
5.8	Encourage the development of a sidewalk and recreational paths plan*	High*
1.10	Support the healthy community initiative	Medium
2.7	Support the neighborhood action plans and work with neighborhoods to identify and secure funding to implement plans	Medium
3.1	Promote a community identity that seeks to unify and advance pride in the community	Medium
3.2	Support a centralized community events calendar to increase event awareness in the community	Medium
5.4	Encourage and promote models of sustainable design throughout the city	Medium
5.6	Support a brownfields redevelopment program	Medium
5.7	Support bike-friendly community programs	Medium
5.9	Support the Muncie Land Bank	Medium
1.1	Support the awareness-building coalitions that promote the importance of education	Low
1.4	Develop a community-based mentoring program	Low
1.7	Support community-based learning initiatives for early childhood education	Low
1.11	Encourage a prisoner re-entry program with support from local businesses	Low
2.4	Create a robust clearinghouse for volunteer service	Low
2.5	Encourage and support civil, respectful public dialogue	Low
3.3	Utilize social media more effectively to promote community pride and event awareness	Low
3.4	Build on existing events using local community resources	Low
4.1	Support the implementation of the Downtown Master Plan	Low
4.2	Continue and expand the Blight Removal Program	Low
4.3	Adopt and enforce corridor development standards	Low
4.5	Encourage improvement of the appearance of gateways	Low
4.6	Help strengthen code enforcement	Low
4.9	Support the achievement of development priorities	Low
5.1	Encourage the creation of a design manual for public infrastructure	Low
5.2	Support the implementation of the Prairie Creek Master Plan	Low

*Highest priority action per total votes

01

Linking Learning, Health, and Prosperity

Task Force 1 focuses on linking organizations and institutions to develop comprehensive systems for strengthening life-long educational attainment, well-being, and prosperity. The education level of a community's workforce is one of the most important factors in the health of that community's economy.

The research is clear that the foundation for an individual's future academic success is built between birth and age five. As youngsters enter kindergarten, local schools must have the knowledge, resources, and human capital to cultivate talented young people. Area universities and vocational schools must be prepared to help students achieve the skills they need to contribute and adapt to dynamic businesses and industries.

Tom Kinghorn, Chair

02

Fostering Collaboration

The mission of Task Force 2 is to help grow strong neighborhood associations across Muncie. Since the 2010, 25 neighborhoods have started and/or strengthened their associations, and that list is growing.

In 2014, the Ball Brothers Foundation awarded a three-year, $200,000 grant to establish the Building Better Neighborhoods initiative, connecting expertise and resources from Ball State University with neighborhood development efforts.

With additional funding from the Ball Brothers Foundation, Task Force 2 has created the Project Fund to support new neighborhood associations and projects initiated by established associations throughout Muncie.

Heather Williams, Chair

TASK FORCES / INITIATIVES

The five Task Forces came out of the first MAP effort. Resident ideas were turned into action items and lumped into similar categories, which became the Task Forces. Each of the five MAP task forces is comprised of community leaders and volunteers who believe passionately in Muncie's bright future.

03

Strengthening Pride & Image

Task Force 3 is tasked with finding creative solutions to unify the community's identity, celebrate Muncie's assets, increase awareness and participation in community events, and generate excitement and optimism in Muncie's future.

04

Creating Attractive & Desirable Places

This task force seeks to better manage Muncie's physical environment in order to guide future land development, improve accessibility, and create a place that people can be proud of—a place in which people want to live, work, play, and visit.

Efforts include creating a vibrant downtown with a mix of amenities, attractions, and gathering places; improving infrastructure quality and connectivity; providing parks and recreational opportunities; and managing the redevelopment of underutilized land.

05

Managing Community Resources

This initiative aims to protect natural and cultural resources, improve the community's essential facilities and infrastructure, and promote environmentally sustainable practices. In short, we want to make the most of what we have and minimize duplicate efforts.

Roni Johnson, Chair

Betty Brewer, Chair

Marta Moody, Chair

MAP3 Task Forces

17

SCORE CARD

As shown on pages 3-4, MAP2 had a "Score Card" where the status of all the actions from MAP1 was updated for MAP2.

To the right is an update of the Score Card for MAP3, using the final version of the actions in comparison to their most similar action from MAP2; keeping in mind that some actions were reworded slightly from MAP2 to MAP3, and some actions are entirely new to MAP3.

Task Force 1: Linking Learning, Health and Prosperity

ACTION	NAME	STATUS	ACCEPTABLE PROGRESS?	PRIORITY LEVEL	BOARD COMMITMENT TO FUTURE ACTION?
1.1	Support the awareness-building coalitions that promote the importance of education	In progress	Yes	Low	Yes
1.4	Develop a community-based mentoring program	In progress	Needs more work	Low	Yes
1.7	Support community-based learning initiatives for early childhood education	In progress	Yes	Low	Yes
1.8	Support a community-wide poverty awareness campaign	Forthcoming	Needs more work	High	Yes
1.10	Support the healthy community initiative	In progress	Yes	Medium	Yes
1.11	Encourage a prisoner re-entry program with support from local businesses	Forthcoming	Needs more work	Low	Yes

Task Force 2: Fostering Collaboration

ACTION	NAME	STATUS	ACCEPTABLE PROGRESS?	PRIORITY LEVEL	BOARD COMMITMENT TO FUTURE ACTION?
2.4	Create a robust clearinghouse for volunteer service	Forthcoming	Needs more work	Low	Yes
2.5	Encourage and support civil, respectful public dialogue	Forthcoming	Needs more work	Low	Yes
2.6	Encourage partnerships with educational institutions that will expand their influence and involvement in the community	In progress	Yes	High	Yes
2.7	Support the neighborhood action plans and work with neighborhoods to identify and secure funding to implement plans	In progress	Yes	Medium	Yes

Task Force 3: Strengthening Pride and Image

| ACTION	NAME	STATUS	ACCEPTABLE PROGRESS?	PRIORITY LEVEL	BOARD COMMITMENT TO FUTURE ACTION?
3.1	Promote a community identity that seeks to unify and advance pride in the community	In progress	Needs more work	Medium	Yes
3.2	Support a centralized community events calendar to increase event awareness in the community	In progress	Needs more work	Medium	Yes
3.3	Utilize social media more effectively to promote community pride and event awareness	In progress	Yes	Low	Yes
3.4	Build on existing events using local community resources	In progress	Needs more work	Low	Yes

Task Force 4: Creating Attractive and Desirable Places

ACTION	NAME	STATUS	ACCEPTABLE PROGRESS?	PRIORITY LEVEL	BOARD COMMITMENT TO FUTURE ACTION?
4.1	Support the implementation of the Downtown Master Plan	Forthcoming	Yes	Low	Yes
4.2	Continue and expand the Blight Removal Program	In progress	Needs more work	Low	Yes
4.3	Adopt and enforce corridor development standards	In progress	Yes	Low	Yes
4.5	Encourage improvement of the appearance of gateways	In progress	Yes	Low	Yes
4.6	Help strengthen code enforcement	Forthcoming	Needs more work	Low	Yes
4.9	Support the achievement of development priorities	New action	n/a	Low	Yes

Task Force 5: Managing Community Resources

ACTION	NAME	STATUS	ACCEPTABLE PROGRESS?	PRIORITY LEVEL	BOARD COMMITMENT TO FUTURE ACTION?
5.1	Encourage the creation of a design manual for public infrastructure	Forthcoming	n/a	Low	Yes
5.2	Support the implementation of the Prairie Creek Master Plan	In progress	Yes	Low	Yes
5.4	Encourage and promote models of sustainable design throughout the city	In progress	Yes	Medium	Yes
5.6	Support a Brownfields Redevelopment Program	In progress	Yes	Medium	Yes
5.7	Support bike-friendly community programs	In progress	Yes	Medium	Yes
5.8	Encourage the development of a sidewalk and recreational paths plan	In progress	Yes	High*	Yes
5.9	Support the Muncie Land Bank	New action	n/a	Medium	Yes

*Highest priority action per total votes

MAP3 Task Forces   19

MAP3 BREAKDOWN

MAP3

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Task
Forces

↓

Actions

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Strategies
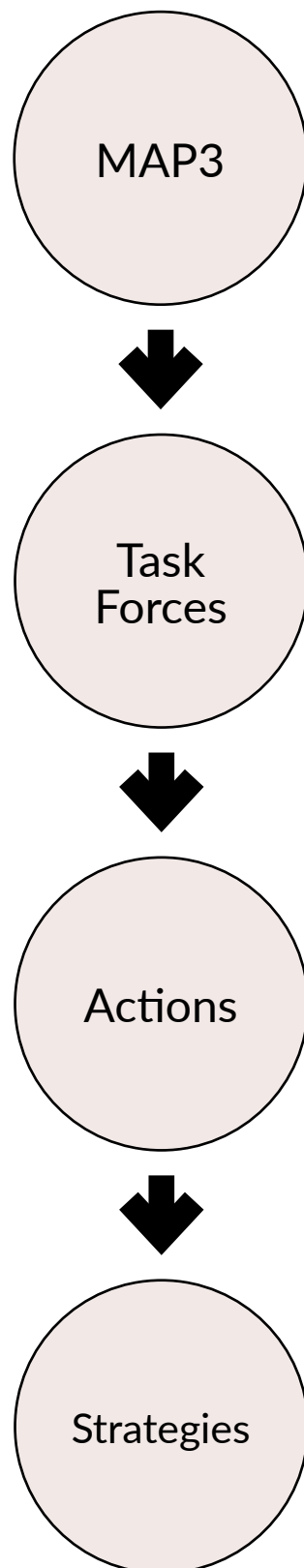
TASK FORCE 1

LINKING LEARNING, HEALTH AND PROSPERITY

The health of a local economy is one of the most important factors to a city's success. Available jobs attract and retain residents and help bring in tax dollars that can be spent on improving the community. Ideally, the economy would be diverse enough to serve the basic needs of residents, businesses and visitors. Local educational institutions can help supply the knowledge, assistance, and resources to attract good jobs. Finally, when residents are healthy, they can be productive and invest their income through the local economy instead of spending large amounts on their healthcare.

This initiative area seeks to strengthen the local economy by creating more employment opportunities and innovative collaboration efforts; developing a comprehensive, career-oriented, life-long educational system; and promoting a community-based approach to health and wellness.

This Task Force has contained 11 actions since the MAP2, seen below. For MAP3, some of the actions were already in progress, generally completed, or have been tabled. Actions highlighted in red were determined to still need more work in MAP3 and have strategies to help move them forward, found on pages 22-36.

1.   Support the awareness-building coalition to promote the importance of education.

2.   Create and implement an economic development plan to expand the number of competitive-wage jobs.

3.   Augment school curriculums to address both basic and career-oriented skills.

4.   Develop a community-based mentoring program.

5.   Develop and implement a plan to coordinate with and capitalize on the relocation of Ivy Tech to downtown.

6.   Create a Muncie Delaware Economic Development Council (MDEDC).

7.   Support community-based learning initiatives for early childhood development.

8.   Support a community-wide poverty awareness campaign.

9.   Conduct a campaign to raise awareness about community services offered through 211.

10. Support the healthy community initiative.

11. Encourage a prisoner re-entry program with support from local businesses.

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ACTION 1.1

SUPPORT THE AWARENESS-BUILDING COALITIONS THAT PROMOTE THE IMPORTANCE OF EDUCATION

Creation of an awareness-building coalition promoting the importance of education exists under Task Force 1 Action 1. This action was first introduced with MAP1 to show the connection between educational attainment and community prosperity. It continued with MAP2 under Task Force 1, Action 1, and was identified as achieving acceptable progress between MAP1 and 2 with the MAP Board supporting further action. The community deemed this action vital for the future of Muncie and its residents, and therefore it was kept for MAP3. Muncie residents voted it a low priority at the open houses because this action has already been very successful and should continue, where other priorities have not yet been started or need more work, comparatively. This action is closely related to Strategy 1.7.1: Continue Early Childhood Development efforts (see page 26).

STRATEGY 1.1.1: SUPPORT THE EARLY CHILDHOOD AND ADULT EDUCATION COALITIONS

Importance

The community identified education attainment levels of those in the community to be crucial to the overall well-being of Muncie, as the education level of the workforce can determine the future of employment opportunities. It is important to residents that educational opportunities for both students and adults continue to grow.

There is a strong relationship between an educated community and the prosperity of that community. High educational attainment levels help attract business and development, allowing for job growth for both blue and white-collar jobs. A balance between the two can help contribute to a self-sustaining community, one that offers residents all they need to live, work, and play.

Steps

MAP2 placed an emphasis on strengthening early childhood education and the prosperity of the community and continued efforts to form partnerships with institutions and both private and public schools. MAP3 aims to give more attention to school age children as well as adults through the same partnerships, such as the existing partnership with BY5.

Based on the community meetings and public input, MAP3 needs to reach out to diverse subcommunities

and give more power to both the instructors and students in order to improve upon the existing efforts. These coalitions will help to form a concise vision of what the community wants education to be. Part of the job of the coalition would be to "get the word out," communicating to the public the importance of education. This may come in the form of flyers available in various locations open to the public and through churches.

Much of the community input is about giving more power to students and teachers. The teachers and schools must first have a voice within the community. More voices means more opinions and concerns to be addressed. Teachers, schools, and administration experience the shortcomings of the education system first hand and have valuable input.

Student encouragement is also a valuable method to spreading awareness on the importance of education. Some students may be lost as to what their future holds as schools may not be able to offer placement opportunities to give students a sense of direction. To help, partnerships between Muncie public schools and colleges or universities could encourage college students to act in outreach programs. For example, college students may come to the classrooms, allowing the middle and high schools to see themselves in the shoes of a college student, something more immediate

and relatable than someone older and established in the workforce.

In addition to communicating the importance of education, this action also strives to encourage adults to get their associate's degree or a certification. Increasing the number of residents who are highly educated will prove beneficial in helping the community prosper. MAP3 could continue the campaign in forming partnerships with educational and community-based entities.

Encouraging adults to attain degrees or a certification will rely on providing opportunities to do so. Several entities may aid in providing such opportunities and resources, including religious institutions, Ivy Tech, the Ball State University EXCEL program, etc. While the EXCEL program is primarily for adults who did not receive their high school diploma, it may serve as the first step of many for adults who wish to further their education. It is important to create a comfortable and safe learning environment, one that helps to remove the possible intimidation factor.

For many, education beyond high school is difficult. This may be due to issues relating to finance, family, time, etc. Some of these barriers can be worked around. Financing can come from a number of sources within the community. Although more for current students rather than adults, programs such as Project Leadership and 21st Century Scholars Indiana can help students plan and prepare for post-secondary education. Scholarships awarded to selected students also exist with both programs. In addition, College Choice 529 is a program that helps parents to save money to aid in financing higher education for their child.

Family and time are other factors that prohibit many adults from attaining certification. Adults who have children may find it difficult to attend classes. To remedy this, affordable childcare is needed. Many working adults can only attend classes in the evenings. Childcare can lift a burden from students trying to better themselves for their families. Partnership with Ivy Tech and Ball State may benefit both sides. Students majoring in childhood development may be able to take the time to watch and provide an educational environment for the children. This benefits both the parents and students; the parents are able to invest the time towards a degree/certification and the students attain real-world experience and may even receive course credit.

Contact information

BY5
201 E Jackson Street, Suite 400
Muncie, IN 47305
Phone: (765) 216-7423
Contact: Missy Modesitt, Executive Director
Web: muncieby5.org

Project Leadership
316 W. Howard Street
Muncie, IN 47305
Phone: (765) 896-8616
Contact: Tammy Pearson, Director
Email: tpeterson@projectleadership.org
Web: projectleadership.org

21st Century Scholars
Phone: (888) 528-4719
Fax: (317) 232-3260
Email: scholars@che.IN.gov
Web: scholars.in.gov

CollegeChoice 529 Direct Savings Plan
P.O. Box 219418
Kansas City, MO 64121
Phone: (866) 485-9415
Email: clientservice@collegechoicedirect.com
Web: collegechoicedirect.com

Case study

Economic Challenges Awareness Initiative

The Peter G. Peterson Foundation aims to address various economic challenges in the U.S. and to do so has begun to educate Americans, raise awareness and inspire action, primarily through events and meetings. In addition, efforts to empower college students have been made so that they may educate their peers on the growing concerns of the national debt. While the initiative itself does not relate to education, it does provide an excellent example of what kind of efforts can be made to spread awareness about the importance of education.

Source: pgpf.org/what-we-are-doing/education-and-awareness

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ACTION 1.4

DEVELOPING A COMMUNITY-BASED MENTORING PROGRAM

Developing a community-based mentoring program is under the MAP Task Force 1: Linking Learning, Health and Prosperity. Mentorship programs provide learning and opportunities of prosperity for young adults. While residents voted it as a low priority at the open houses, this strategy holds a role in MAP3 as the education level of the community's workforce is one of the most important factors in the health of the community's economy.

STRATEGY 1.4.1: CREATE PARTNERSHIPS TO PAIR MENTORS WITH MENTEES

Importance

The interest in developing a mentor program came from the MAP Board members. After evaluating the community-based mentor programs in MAP1, the idea was later established in MAP2 and continues in MAP3. This strategy focuses on linking people in different organizations and institutions to form relationships that can strengthen life-long educational attainment, well-being, and prosperity. These relationships may be to learn business skills and/or other life skills.

Steps

Creating and operating a community-based mentoring program will be an on-going task because there will always be new organizations and groups appearing within the community that will need to be brought on board. For this reason, there is no existing time/date established for the completion of this action. There are, however, deadlines that could be established for coordinating with existing community programs. Depending on the level of intensity MAP places on the action, the deadline might be approximately one year. After completing the initial creation of the mentor program, the person designated to head this action could contact new organizations and individuals as they appear within the community.

When seeking funding for the community-based mentor program, it is important to connect existing resources with the community because there are many opportunities for partnerships with foundations, such as the Ball Brothers Foundation. Foundations not only provide opportunities for mentorship but also funding.

Foundation grants could also come from large national corporations, local store managers of large national retailers, local business of all sizes, independent foundations, corporate foundations, community foundations, and the local United Way.

Funding can also be sought after through conducting community fundraising strategies. Such strategies include annual giving appeal, special events, unrelated business income, capital campaigns, planned giving, and shared revenue appeals. Read below for further details on each strategy.

Annual Giving Appeals – Comprehensive efforts to bring in funds throughout the year, typically from a large and varied group of donors, to support both general operating expenses and programing.

Special Events – Can be an engaging way to raise restricted or unrestricted funds for an initiative, increase a program's visibility, and build community support.

Unrelated Business Income – Can be earned through a wide range of activities, including selling merchandise, renting and leasing office space and entering business ventures, whether these activities are part of the organization's mission-driven activities or constitute a separate business.

Capital Campaigns – Raise money for a specific capital project, such as purchasing or renovating a building.

Planned Giving – This strategy includes activities focused on securing gifts to sustain an organization over the long term (e.g. a one-time gift or contributions as part of an estate).

Shared Revenue Appeals – An efficient and generally low-maintenance strategy for raising unrestricted funds or raising funds for specific purposes or projects. This strategy entails partnering or pairing with another entity, such as a local business to present a joint fundraising appeal that benefits both organizations

Contact Information

Ball Brothers Foundation
222 S. Mulberry St.
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Donna Munchel, Grant Process Manager
Web: ballfdn.org

United Way of Delaware County
400 N. High Street, Suite 300
Muncie, IN 47305
Phone: (765) 288-5586
Fax: (765) 288-5588
Email: unitedway@uwdcin.org
Web: invitedtoliveunited.org

Case study

Big Brother Big Sisters and Canutillo Independent School District

To combat the issues of substance abuse, teen pregnancy, gang involvement, and violence found within the rural community where the average annual household income was $7,800 and more than 70 percent of the youth reside in single-parent households, the Canutillo Independent School District partnered with the local Big Brother Big Sister organization (see Figure 3).

Funding and support came from the U.S department of Education, Office of Safe and Drug-Free Schools since Muncie residents see some of the same issues here: this case study offers an example of a way mentorship could help address problems.

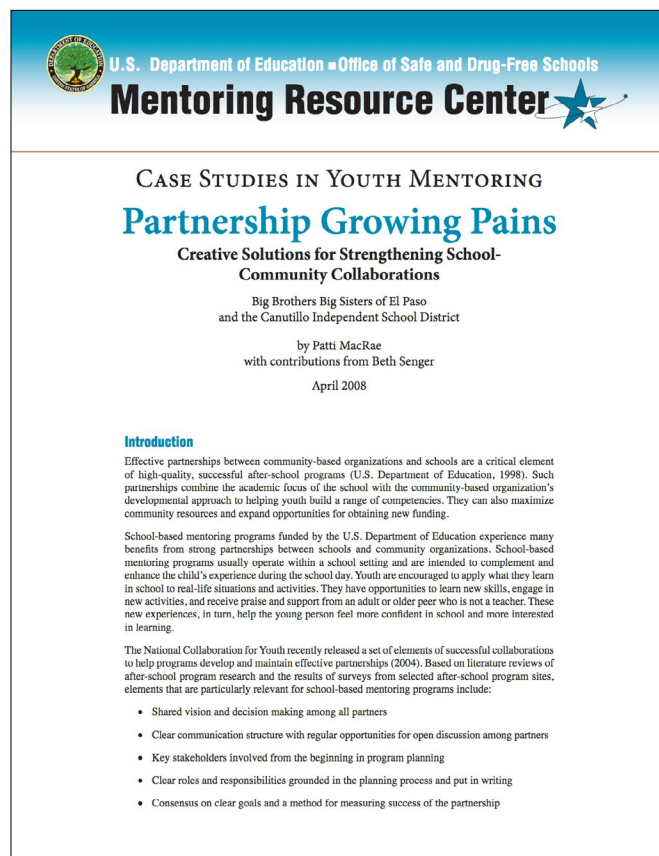Source: educationnorthwest.org/sites/default/files/case-studies-youth-mentoring.pdf

Figure 3: Cover of the "Case Studies in Youth Mentoring." (Source: educationforthwest.org)

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ACTION 1.7

SUPPORT COMMUNITY-BASED LEARNING FOR EARLY CHILDHOOD DEVELOPMENT

Community-based learning for early childhood development exists under MAP3, Task Force 1. This action was first introduced with MAP1, Task Force 1, Action 7, to ensure that every child is prepared to learn before reaching kindergarten. It continued with MAP2 under Task Force 1, Action 2, and as was identified as achieving acceptable progress between MAP1 and 2, with the MAP Board strongly supporting further action. The community deemed this action vital for the future of Muncie and its residents, and thus continued into MAP3. Locals voted this to be a low priority at the open houses because previous efforts have been so successsful, but this is part of ongoing partnerships and can still be supported. This action is closely related to Strategy 1.1.1: Support the Early Childhood and Adult Education Coalitions (see page 22).

STRATEGY 1.7.1: CONTINUE EARLY CHILDHOOD DEVELOPMENT EFFORTS

Importance

At each of the four community forums, the topic of community-based learning for the purpose of early childhood development was discussed. Many participants were eager to share their opinions on the subject, revealing the positive attitudes of the community towards promoting childhood development. Residents expressed their beliefs that early childhood brain development plays a large part in the education and future success of the child, essentially giving Muncie youth a head start.

Research shows that high-quality early childhood development programs help lead to a healthy, self-sustainable, and prosperous community. The time between birth and age five helps shape the child's social, cognitive, and language skills. Extensive development within this five-year period will often propel the child towards a successful life. These early childhood development programs help prepare children for kindergarten and the learning their school career will require. Some will remain within the community and contribute their time and effort into improving their hometown.

Steps

MAP1 prioritized setting age-sensitive evaluations to ensure children are ready to learn by kindergarten.

MAP2 built upon these efforts and concentrated on improving partnerships, mading extensive efforts to communicate with families, and offering additional opportunities for at-risk youth. BY5 played an extensive role in MAP2, suggesting that activities like reading, singing, being a positive role model, etc. all help with brain development in the early stages of life. The program is likely to continue its leading role into MAP3.

Much of the community input relied on encouraging families to take action fo improve early childhood development. Parents or older siblings are encouraged to engage and interact with children not yet old enough for kindergarten, either at home or in public. These interactions range from regular reading as well as conversations on an educational level with the purpose of having the child participate.

While some progress of this action is dependent families, getting this information to parents was frequently discussed. Attendees suggested distributing brochures and information packets to various locations within the community to help spread awareness. These locations may be the hair salon, grocery stores, pediatrician offices, schools, recreational areas, daycares, etc. These locations may have trained employees who can interact and engage with the children of the customers/visitors.

To ensure the children are receiving the specific attention and engaging interactions, neighborhood associations may pinpoint the families that might

miss this information. Social groups tend to form within these sub-communities due to childcare and transportation services. It is important to reach these sub-communities so that the children may benefit from early development.

Contact information

BY5
201 E Jackson Street, Suite 400
Muncie, IN 47305
Phone: (765) 216-7423
Contact: Missy Modesitt, Executive Director
Web: muncieby5.org

Case study

BY5 Muncie

The BY5 organization is a local organization that has done much to ensure the children of Muncie receive adequate early childhood development. The organization suggests several activities to help promote early brain development. The organization has played a key role in the efforts to spread awareness and encourage early childhood development. It is important that BY5 continues its efforts (see Figure 4).

Source: muncieby5.org

Additional information

* nasagcdc.org

Figure 4: Early childhood education classroom. (Source: flickr.com)

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ACTION 1.8

SUPPORT A COMMUNITY-WIDE POVERTY AWARENESS CAMPAIGN

The community-wide poverty awareness campaign is under MAP3, Task Force 1 (Linking Learning, Health, and Prosperity). Introduced in MAP1 as part of Task Force 1, Action 8, this action aims to bridge the gap between families with differing incomes. It continued with MAP2 under Task Force 1, Action 5, and was identified as achieving acceptable progress between MAP1 and 2; the MAP Board supported further action. The community deemed this action vital for the future of Muncie and its residents, and thus continued into MAP3. It was one of three actions voted to be a high priority by residents at the Open Houses.

STRATEGY 1.8.1: SUPPORT A COMMUNITY-WIDE POVERTY AWARENESS CAMPAIGN

Importance

Residents expressed their concerns on the subject of poverty in Muncie at the public meetings, stating that efforts to raise awareness should continue. Residents expressed the belief that communication is vital to the success of the campaign.

More than 54,280 individuals in Delaware County live in poverty. Delaware County has the highest rate of children living in poverty in Indiana at 31.2% (source). Despite this, many are unaware of this issue within our community. Families living in poverty may have limited access to fresh foods, and even fewer opportunities for childcare and education, both of which are essential for a prosperous community.

Steps

The strategy's steps presented within MAP3 are similar to those presented in MAP2 of the same action. These steps include, first eliminating the stigma of poverty and encouraging a greater understanding of the presence poverty has within the community. Much like with MAP1 and 2, this would involve the MAP board backing the existing partnerships and organizations that have begun to raise awareness of poverty.

Efforts are already underway by Second Harvest Food Bank and its Forward S.T.E.P.S. (Support Transforming Empowerment Pathways to Sustainability) program. The Second Harvest Poverty Simulation is an interactive event that simulates life in poverty in order to "bridge

the gap from misconception to understanding." To build upon this already impressive effort, attendees of the public meetings suggested encouraging Second Harvest to branch out to different communities within Muncie and possibly organize activities at local churches.

Attendees of all four public meetings identified communication as being key to addressing the poverty within the community. To spread awareness, start a conversation through phone calls, flyers, newspapers, etc. High traffic areas could be prioritized for flyers and other awareness-building efforts. For example, at the end of the checkout line in the grocery store, a poster might depict a heavy impact statement or image with the purpose of stirring a reaction in the audience.

Task Force 1 could organize and have Muncie residents living in poverty speak out and tell their stories. In 2012, the Facing Project confronted poverty in Muncie with a week-long poverty awareness series. The series aimed to help residents of Delaware County understand the issues and prevalence poverty plays in our community. The project published a series of stories, poems, and writings from residents who experience the struggles of poverty. Similarly, in 2016, The Indiana Historical Society debuted a traveling exhibit A Visual Journey: From AIDS to Marriage Equality. This exhibit celebrated 30 years of LGBT history, featuring video recordings of LGBT volunteers and their stories. Taking inspiration from this and utilizing probable partnerships with Ball State, Task Force 1 could oversee a project similar to the stated projects; images or video recordings of real members of the community struggling with poverty displayed on various websites or possibly

through local radio stations. Combining a face with a story will have a strong impact to audiences that might otherwise not be aware. The Ball State theater and/or telecommunications department may be a valuable asset and aid in preparing this project.

There are other opportunities to stir conversations and discussions that do not require spending money. As one attendee stated, "It doesn't always take money. Sometimes it takes healthy relationships and showing where the resources are." Churches and schools can be a catalyst for starting conversations within the community. The various neighborhood associations can serve as a building block, perhaps sending volunteers door to door to inform residents how they can help or where resources lie.

Contact information

Second Harvest Food Bank of East Central Indiana
6621 N. Old SR 3
Muncie, IN 47303
Phone: (765) 287-8698
Fax: (765) 287-2036
Web: curehunger.org

Ball State Department of Telecommunications
Ball Communication Building (BC)
Room BC 201
Muncie, IN 47306
Phone: (765) 285-1480
Fax: (765) 285-9278
Email: welovetcom@bsu.edu
Web: bsu.edu/tcom

Ball State Department of Theatre and Dance
Arts and Communications Building
Room AC 306
Muncie, IN 47306
Phone: (765) 285-8740
Fax: (765) 285-4030
Email: hreatrestu@bsu.edu
Web: bsu.edu/theatre

Case studies

From Poverty to Progress: Alberta Teachers' Association

A partnership between Public Interest Alberta and the Alberta Teacher's Association has led to the campaign From Poverty to Progress. The campaign aims to spread awareness of the issues of poverty within the Alberta Community. The campaign recognizes the most susceptible types of individuals, single parents and minimum wage workers. To bring awareness and improve the poverty rates within their community, the campaign advocates for greater access to affordable and

quality childcare, better support systems, language and employment training, etc. By breaking down barriers, the campaign aims to reduce the poverty rate and spread awareness.

Source: pialberta.org/from_poverty_to_progress

Johnson Space Center "Knock Out Hunger"

In 2014, Johnson Space Center in Texas held a series of events to meet their goal of donating 60,000 pounds of food for the Galveston County Food Bank (see Figure 5).

Employees were encouraged to donate food to help reach the goal. They also partnered with local organizations to increase awareness of and involvement in the cause, which could serve as a model for MAP and its partners in Muncie. One idea from the effort include a silent auction where the "entry fee" was a 10 pound bag of non-perishable food.

Source: roundupreads.jsc.nasa.gov

Figure 5: "Knock Out Hunger" campaign poster. (Source: jsc.nasa.gov)

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ACTION 1.10

SUPPORT THE HEALTHY COMMUNITY INITIATIVE

Creating a Healthy Community Initiative falls under Task Force 1 (Linking, Learning, Health, and Prosperity) as it involves promoting healthy lifestyles to members of the community. It was voted to be a medium priority during the open houses. Whie significant progress has been made on this action through the efforts of IU Ball Memorial Hospital employees and the Delaware County Wellness Professionals, residents recognize the need for this action to continue. This action has two strategies.

STRATEGY 1.10.1: SUPPORT PARTNERSHIPS TO ENCOURAGE HEALTHIER LIFESTYLES

Importance

This strategy was created as it is important to combat the health issues that have been brought up at meetings with residents and stakeholders, such as childhood obesity, worksite wellness, drug awareness, and the need for more active lifestyles.

Steps

Figure 6 shows supporting and promoting a healthy community, which can be explained in six steps:

1. Work with healthcare institutions and organizations, physicians, and schools to educate the community about and to reduce childhood obesity.

2. Facilitate meetings between worksite wellness stakeholders.

3. Celebrate organizations and individuals working to create a healthier community.

4. Develop information that shows the connection between healthier employees and a healthy bottom line.

5. Work with organizations and providers on drug awareness and its impact on brain development and educational and career attainment.

6. Support workshops to promote walking, bicycling, running, swimming and other activities that encourage healthy living.

MAP can help promote the healthy community initiative by approaching the Muncie School System, YMCA and YWCA, Wysor Street Depot, IU Ball Memorial Hospital, BikeMuncie and other similiar groups (see Strategy 1.10.2 on page 33).

It will be important for MAP to maintain the current partnerships it has, and to bring in more groups and businesses within one to three years of the publication of MAP3 to keep momentum going.

Sources of funding can be found at different levels of government and around the community. There are many programs that serve multiple purposes; it's a matter of picking and choosing which programs MAP feels will serve the community to its greatest potential. It is then important to follow the guidelines that are listed and respect the deadlines that are placed upon the applications.

Contact Information

Walmart Foundation Community Grant Program
Email: cgsupport@cybergrants.com (if issues arise)
Web: giving.walmart.com/apply-for-grants/local-giving

W.K. Kellogg Foundation Grants
Phone: (269) 969-2329
Email: conciergedesk@wkkf.org
Web: wkkf.org

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Donna Munchel, Grant Process Manager
Web: ballfdn.org

Case studies

The YMCA

The Healthier Communities Initiatives of the YMCA are built on the concept that local communities can work together to provide healthy choices and support the pursuit of healthy lifestyles. Y's across the county work in collaboration with community leaders to challenge policies and physical surroundings to bring healthy living within reach of all people. Since this work began in 2004, local leaders reported having influenced more than 39,000 changes which have impacted up to 73 million lives. The issues they address are:

- Transformations
- Out of School and Afterschool Programs
- Access to Healthier Foods
- Access to Physical Activity
- Improving School Food
- Increasing Physical Activity in Schools
- Community Impact

Y-USA received funds from Community Transformation Grants, a Centers for Disease Control and Prevention initiative developed to support public health efforts to reduce chronic diseases, promote healthy lifestyles, and lower health care costs.

Source: ymca.net/healthier-communities

Cleveland Clinic

Case Western Reserve University and Cleveland Clinic partnered to provide a Six-Week Health Challenge Event between Glenville and Hough residents. Over 200 residents signed up for the challenge taking advantage of the various programs and services. Many commented that they made lifestyle changes such as increasing exercise, learning to count calories, reading food labels and cooking healthy food.

This Healthy Communities Initiative is an ongoing collaborative effort between Cleveland Clinic and various community partners to promote optimal health and wellness. Based on the community health needs

Figure 6: Active and healthy community lifestyle. (Source: www.army.mil)

MAP3 Task Force 1

assessment report and utilizing combined resources, the programs are customized to meet the needs of these specific communities.

Source: portals.clevelandclinic.org/ungc2016/ Community/Community-Relations/Healthy-Communities-Initiative#288451476-hci-spotlight

Additional information

- ruralhealthinfo.org/topics/wellness-and-prevention/funding
- rwjf.org/en/how-we-work/grants-explorer/funding-opportunities.html

Figure 7: The BikeMuncie cargo bike at the Cardinal Greenway BikeFest in 2017. (Photo: Josh Campbell)

STRATEGY 1.10.2: SUPPORT BIKEMUNCIE & OTHER BICYCLE-FRIENDLY COMMUNITY EFFORTS

Importance

This strategy is a part of efforts to address health issues that have been brought about through community such as childhood obesity and lack of active lifestyles. Creating a bike-friendly community also supports economic opportunities created from biking events (see Figure 7).

Steps

When designing and implementing a bike-friendly community, it is important to assess what is already supporting the cause. The City of Muncie, Delaware County, and BikeMuncie are in the process of creating a Bicycle Pedestrian Master Plan.

The Delaware-Muncie Bicycle and Pedestrian Plan will continue the current efforts of the County to encourage biking and walking by providing a plan to increase the safety and mobility of residents who bike and walk. The project will engage residents and community leaders to provide recommendations that seek to improve pedestrian and bicycle circulation. The plan's recommendations will focus on infrastructure improvements, but will also address policy and program updates to support and encourage pedestrian and bicycle travel through further implementation of bicycle infrastructure, education, and safety awareness.

Continued support of this action could come from local government leaders, Cardinal Greenway staff, Planning Department staff, Ball State University, public safety representatives, bike-related business owners, and local cycling enthusiasts. These groups have already spearheaded the Delaware-Muncie Bicycle and Pedestrian Plan. Keeping this strategy close to the groups overseeing the plan ensures that action will work in accordance and alongside of the plan once implemented.

Contact Information

Bicycle-Pedestrian Advisory Committee & BikeMuncie
Contact: Kyle Johnson, Chair
Email: kyle@bikemuncie.org
Web: bikemuncie.wordpress.com

Indiana Department of Health
100 N. Senate Avenue, Room N955
Indianapolis, IN 46204
Phone: (317) 232-5496
Contact: Jeanette P. Wilson, Transportation, Bicycle &
              Pedestrian Coordinator
Email: jqilson@indot.in.gov
Web: in.gov/indot/2828.htm

Ball Brothers Foundation
222 S. Mulberry Sreet.
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Donna Munchel, Grant Process Manager
Web: ballfdn.org

Case study

Town of Hanover, New Hampshire

The town of Hanover is combating the issues of bicycle usage and transportation within their town by creating an experience that will suit four different levels of riders:

1.   Not interested

2.   Strong and fearless

3.   Enthused and confident

4.   Interested but concerned

To appeal to these different levels, Hanover is introducing different types of bike lanes around town.

Source: hanovernh.org/sites/hanovernh/files/uploads/pedestrian_bicycle_master_plan.pdf

Additional information

- bikewalkplan.com
- peopleforbikes.org
- bikeleague.org/content/resources-building-bicycle-friendly-community

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ACTION 1.11

ENCOURAGE A PRISONER RE-ENTRY PROGRAM WITH SUPPORT FROM LOCAL BUSINESSES

This action was first introduced with MAP1, Task Force 1, Action 11, to provide stability to ex-offenders by assisting in the provision of housing and employment. The action was not continued under MAP2 as it was identified as achieving acceptable progress between MAP1 and 2, with further action by the MAP Board deemed "not needed." Despite the absence of this action in MAP2 and being voted a low priority in the open houses, participants of the 2018 IDEA Conference felt it was very important and gave more votes than any other action, as seen in Figure 8).

STRATEGY 1.11.1: ENCOURAGE A PRISONER RE-ENTRY PROGRAM

Importance

Attendees of the four public meetings largely agreed that the program would help improve the well-being of the community. Many came to the consensus that a strong mentorship-like program would help kick-start the prisoner re-entry action.

In many cases, ex-offenders will be released from jail and attempt to integrate back into the community. The steps to do so involve finding a job and a place to live. Unfortunately, many ex-offenders looking to turn their lives around struggle with this and, instead of contributing to the community, end up back into the prison system. Rather than have the ex-offenders fall back into the prison system, the prisoner re-entry program would help them find a job and a home, providing the needed support they may lack to turn their lives around.

Steps

This action under MAP1 emphasized collaboration with several programs and entities related to the topic of prisoner re-entry, including the Weed and Seed program, Muncie Alliance for the Prevention of Substance Abuse, and local businesses. The goal was to create a program that provides ex-offenders with stability by means of housing and employment. While this action was absent from MAP2, it has resurfaced with many of the same goals.

Members of the community expressed the importance of relationship building, communication, and access to resources. To begin, prisoners should be given resources while they are still incarcerated. This may come in the form of a list of businesses willing to hire ex-offenders, information regarding a training workplace, or housing opportunities. This will allow a smooth transition from jail to a positive environment, preventing the individual from feeling lost when released.

The Delaware County Jail has a variety of programs to help inmates transition back into the community. One such program allows inmates to receive GED credit. This could be extended further to allow for university credit, possibly from Ball State or Ivy Tech. This would allow inmates to obtain school credit and be on their way to a degree.

Re-entry can be intimidating for ex-offenders and thus, mentor and support programs are available. The program could begin mentorships early while the soon to be ex-offenders are still incarcerated in order to build strong relationships. The mentorship may comfortably keep the ex-offenders "from falling back into their original reasons of struggle and imprisonment," as one public forum attendee suggested.

Once released, the mentors could take the ex-offender out to meet people, help find potential jobs and living arrangements, help build a resume, etc. The program would pride itself on having multiple people readily available for support and may act similarly to the Road to Rehabilitation organization for those struggling with substance addiction.

 MAP3 Task Forces

The program would also aim to ease the transition for both ex-offenders and businesses. The program would operate underneath an umbrella that would provide relief for both parties. Businesses could be incentivized to hire an ex-offender. Partnerships with the local churches would also prove useful as ex-offenders may be able to find jobs within the church or churches may also be able to provide additional support and friendship to the individual.

Contact information

Delaware County Sheriff
100 W. Washington Street
Muncie, IN 47305
Phone: (765) 747-7885
Web: delawarecountysheriff.org

RecyleForce Indy
1255 Roosevelt Avenue
Indianapolis, IN 46202
Phone: (317) 532-1367
Fax: (317) 532-1369
Email: infor@recyleforce.org
Web: recycleforce.org

Case studies

Delancey Street Foundation

The Delancey Street Foundation is a nonprofit organization that provides support and rehabilitation services for substance abusers and ex-offenders. The organization has several locations in the U.S., each offering vocational training and rehabilitation opportunities. Residents wholly operate and manage various businesses, such as restaurants and moving companies. In addition to workforce training, the organization provides on-site housing and a supportive community. The organization has received awards and gained international recognition.

Source: delanceystreetfoundation.org

RecycleForce Indy

RecycleForce is a 501c3 organization in Indianapolis, that recycles electronic waste. The organization prides itself on cleaning the environment and breaking down barriers of employment for formerly incarcerated individuals. The revenue generated from the recycling business allows the organization to provide workforce training, social support, and job placement. In addition, employees of RecycleForce have access to programs assisting with substance abuse and mental health counseling; high school equivalency and literacy tutoring; assistance with housing, etc. Following the model of RecycleForce, Task Force 1 might create a similar organization, one that provides employment opportunities and support systems to ex-offenders while also encouraging environmental health.
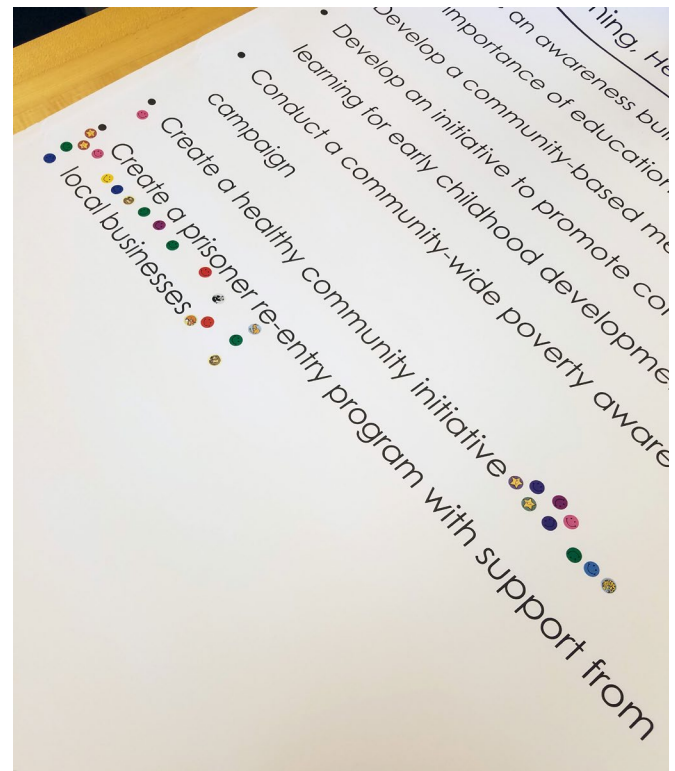
Source: recycleforce.org

Figure 8: Prison re-entry action received the most votes of all the Task Force 1 actions during the 2018 IDEA Conference. (Photo: Kenta Lanham)

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Above: The second public outreach meeting at the Unitarian-Universalist Church. (Photo: Lisa Dunaway)

TASK FORCE 2

FOSTERING COLLABORATION

There have been considerable efforts to bring the community closer ince MAP1. While cooperation is on the rise, Muncie still faces challenges in terms of disinvestment, deterioration, and poverty.

This initiative addresses efforts to promote inclusion, engagement, participation, and to utilize assets to build the capacity of the greater community.

This Task Force has contained seven actions since MAP2, seen below. For MAP3, some of the actions are already in progress or generally completed. Progress on Action 1-3 have been particularly successful and should continue as is. Actions highlighted in red were determined to still need more work in MAP3 and have strategies to help move them forward, found on page 38-50.

1. Build on Neighborhood Presidents Council efforts to support and encourage neighborhood organizations.

2. Develop materials and expertise to help neighborhoods organize, identify and train emerging leaders and connect them with resources in the larger community.

3. Work with Building Better Communities at Ball State University to expand the Neighborhood Presidents Council's role in developing neighborhoods, securing grants and educating residents about issues of concern.

4. Create a robust clearinghouse for volunteer service.

5. Encourage and support civil, respectful public dialogue.

6. Encourage partnerships with educational institutions that will expand their influence and involvement in the community.

7. Support the neighborhood action plans and work with neighborhoods to identify and secure funding to implement plans.

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ACTION 2.4

CREATE A ROBUST CLEARINGHOUSE FOR VOLUNTEER SERVICE

Create a Robust Volunteer Program is under the MAP3, Task Force 2 (Fostering Collaboration). The action was originally proposed in MAP1 and was proposed again in MAP2, Task Force 2, Action 4 (Create a Robust Clearinghouse for Volunteer Service). Although this action was voted a a low priority during the open houses, the public meetings held for MAP3 in February 2018 verify that a need to attract more volunteers and effectively connect volunteers to opportunities exists.

STRATEGY 2.4.1: CREATE A DATABASE FOR VOLUNTEER OPPORTUNITIES

Importance

Volunteers are essential to accomplish the necessary tasks of non-profit organizations and neighborhood associations. The public outreach meetings for MAP3 revealed that although there is an abundant supply of volunteers and over 800 nonprofit community organizations nearby, there is often difficulty in connecting them and also ensuring that efforts are not overlapping between non-profit organizations. To address this difficulty, this strategy proposes an online database of organizations in need of volunteers. In addition, one neighborhood association discussed the difficulties associated with getting teenage volunteers. Using popular games as an incentive to volunteer is also proposed to motivate more student volunteers.

Steps

In a day when people do everything from finding coupons, banking, gaming, and socializing through applications, smartphone apps are the way of the future and may provide the best possible outcome in terms of number of users. However, Muncie may have a unique opportunity to be a leader in volunteer application services.

Currently an application is being designed with the Human Communications Class at Ball State University. The class has been working to design wire frames for civic engagement. An application for volunteerism has the opportunity to connect volunteers based on interests and create incentives (such as bronze, silver,

and gold status) for volunteers. An application can also showcase and connect nonprofit agencies based on purposes and efforts to allow for more effective outcomes.

Like Facebook, Instagram, LinkedIn, or countless other social networking apps, a volunteer application can potentially connect civic-minded individuals who are able to compete and motivate one another to compete for volunteer hours. Making the efforts of this class and Ball State University known as well as finding additional funding is encouraged.

The Muncie community attempted other volunteer databases in the past which no longer exist primarily due to lack of resources and funding. According to input from public meetings, additional staffing would have been helpful in keeping the database current and functioning.

The idea of using existing volunteers or paying a staff person has been recommended by the public. Weaknesses brought up regarding the use of volunteers included the reliability as well as knowledge required. A hired staff member is preferred but requires funds which are currently unavailable.   The hired staff member may work under the umbrella of Building Better Neighborhoods or Muncie Action Plan and initially could be funded by local foundation dollars. If a successful application is created, there is an opportunity for funding through monthly membership fees paid by local nonprofits or through advertising. GiveGab, an NY database provider, charges monthly "premium service" fees of $39 for non-profits to have access to the benefits.

In addition to utilizing a new application to motivate and connect volunteers, existence of current gaming applications such as "Pokemon Go" or others are encouraged to get more teen volunteers (see Figure 9).

During one public meeting for MAP 3, the idea of using Pokemon Go was brought up to assist in neighborhood cleanups and flyer distribution. Many youth and community members are looking for safe outlets to walk and play the game while also being able to connect with other players. The game itself encourages walking greater distances and collaboration between members. Consequently, by creating such volunteer events, the neighborhood associations may also be creating safe outlets for players to do what they want: walk more and connect with other players.

To add an additional incentive, the neighborhood association can reward outstanding performance with Pokemon Go related items such as a Pokemon Go Plus ($39 retail value) or Google Play or Apple itunes cards ($10+ retail value). These incentives will encourage the desired task (trash pickup, flyer distribution, etc.) to get accomplished successfully. MAP may choose to share this idea with the neighborhood associations to encourage more involvement. In addition, there are existing Pokemon Go networking groups such as the Muncie Pokemon Go Players Facebook page, Muncie Pokemon Go Discord group, and BSU Raids GroupMe that can be used to quickly disperse information of upcoming events to many devoted players.

The neighborhood associations may also consider utilizing the next big hype that is soon expected to release: Harry Potter: Wizards Unite a.k.a. Harry Potter Go. This game is expected to release in 2018 and will be accompanied by a large initial interest which can be of benefit when hosting volunteer events.

Contact Information

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Jud Fisher, President and COO
Email: info@ballfdn.org
Web: ballfdn.org

Ball State University, College of Communications, Information and Media
David Letterman Communication and Media Building
Muncie, IN 47306
Phone: (765) 285-6000
Fax: (765) 285-6002
Contact: Glen Stamp, Chairperson of the Dept. of Communication Studies

Email: gstamp@bsu.edu
Web: cms.bsu.edu/academics/collegesanddepartments/communicationstudies

Building Better Neighborhoods
Rose Court Building
125 E. Charles Street
Muncie, IN 47305
Phone: (765) 285-2773
Fax: (765) 285-4989
Contact: Heather Williams
Email: hlwilliams@bsu.edu
Web: muncieneighborhoods.org

George and Frances Ball Foundation
222 S. Mulberry Street
P.O. Box 1408
Muncie, IN 47308
Contact: Shannon Cline, Executive Assistant
Web: gfballfoundation.org/content/index.html

The Community Foundation of Muncie & Delaware County, Inc.
201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Kelly Shrock, President
Email: kshrock@cfmdin.org
Web: cfmdin.org

Case studies

GiveGab

GiveGab was created in 2010 as GiveGab.com in Ithaca, New York, by Charlie Mulligan. Beyond purely listing volunteer opportunities, the app also provides a social networking space. The users are able to build a profile, search for opportunities based on interest, log hours, and post on the newsfeed. The app was released in 2014.

The founder based the startup phase of the project in his Scranton, Pennsylvania, with volunteerism was relied on for recruitment. After the operation moved to Ithaca, recruitment help was provided with the help of Cornell students. The app and site now include access to over 400,000 nonprofits in the United States and over 50,000 users. In 2014, the entity locked in over $2.65 million of funding. GiveGab hopes to expand worldwide.

Source: givegab.com

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Pokemon Go

Many websites such as frontstream.com boast the benefits that can come about by utilizing Pokemon Go. These benefits can include: "luring" pokestops near you to attract Pokemon Go players, encouraging walking and collaboration by employees, drawing attention to historic elements in your community that matter to your cause, and workplace fundraising.

Recognizing that Pokemon Go already encouraged walking, and needing assistance walking dogs, the Muncie Animal Shelter requested help from Pokemon Go players through Facebook in 2016. The post went viral and was shared over 22,000 times within 24 hours. Within an hour of launching the program dozens of volunteers were lined up outside the shelter. The initiative even made the national news.

Sources:

- frontstream.com/pokemon-go-for-nonprofits-charities-yes-really
- abc13.com/pets/pokemon-go-fanantics-volunteer-to-walk-dogs/1426089
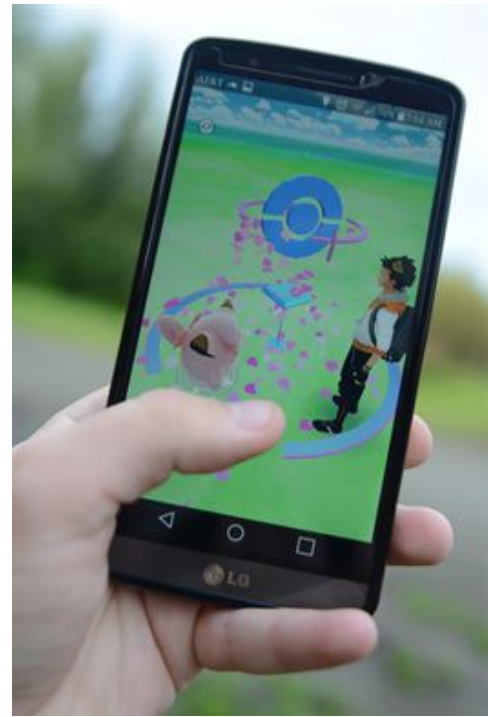
Figure 9: Pokemon Go game. (Source)

ACTION 2.5

ENCOURAGE AND SUPPORT CIVIL, RESPECTFUL PUBLIC DIALOGUE

Conduct a Campaign to Increase Civic Participation is under MAP3, Initiative 2 (Fostering Collaboration). It originated in MAP1 and was reiterated in MAP2 under Initiative 2 (Fostering Collaboration), Action 5 (Develop Mechanism that Encourages and Supports Civil, Respectful Public Dialogue). After input from public meetings for MAP3, it became clear that respectful civic discourse was heavily interconnected with a citywide positivity challenge that was proposed in MAP1, Initiative 3, Action 7. Consequently, civic, respectful dialogue has been included in MAP3, Initiative 2 (Strengthening Pride and Image), Action 5 (Positive Communication). While residents voted this action as a low priority during the Open Houses, a need for more civic participation among residents has been identified through other MAP3 public input as an ongoing issue.

STRATEGY 2.5.1: CONDUCT A CAMPAIGN TO INCREASE CIVIC PARTICIPATION

Importance

During the Health Focus Group on March 15, 2018, experts identified mental health as the city's greatest health challenge. Many residents in Muncie report that they often experience poor mental health days. A potential reason could be a lack of engagement in resident's daily lives. So much focus within our society is engagement at work or in school, but very little seems to be put into engagement in the rest of life. There are many positive outcomes from a more engaged community. These include more collaboration, increased safety, better productivity, and a stronger and more resilient community. Given the current health issues within Muncie, more public participation may help to address this concern.

Public meetings held in February 2018 for MAP3 reiterated the need for increased civic participation. With limited resources, neighborhoods and organizations rely heavily on volunteers and resident participation. Lack of participation has created a decline in attendance for some neighborhood associations. Without these individuals, neighborhoods find it difficult to reach goals and accomplish projects.

Steps

There is no single solution to increasing public participation but employing many methods may accomplish it. These include marketing, adding a variety of outlets, increasing awareness, and educating the public on local government practices. Giving residents fun opportunities to be civically involved may act to increase public participation. Because traditional meetings can be considered unwelcoming to some, more informal outlets could be effective.

For example, one resident talked of putting basketball hoops on every block to get people outside and talking to one another. Other fun opportunities might be considered to get public input and engagement. Taking cues from the City of St. Paul, Minnesota's, "Pop Up Meetings," a city truck or van could drive around to neighborhoods and set up temporary, informal meetings where community residents and families can provide input and be involved in community charrettes in exchange for a locally-produced treat like a popsicle. As children and families get excited over the music and appearance of an ice cream truck in the summer months, the same is the desired response from the Pop Up Meeting vehicle. This sort of project may be undertaken by the Muncie Arts and Culture Council and Building Better Neighborhoods with the assistance of local neighborhood associations to assist in arranging the best dates as well as funding from the local community foundations. The project would require approval by the Department of Public Works (contact information below) to allow for parking in the public right-of-way.

Community education on local government practices

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was a repetitive theme throughout the public meetings. To allow for such, the existing schools as well as community centers could be used as spaces to conduct educational workshops. Providing a meal, childcare, and transportation is encouraged to increase participation. To allow for a community-wide impact, training facilitators may be necessary. These workshops can act as places for residents to become well-informed and ready to assist and also to provide knowledgeable feedback on important local topics. Within these regular workshops, public officials and organizations may take some time to get input from residents, as well. The residents who attend these workshops are also prepared to act as knowledgeable advocates within their own neighborhoods, with the knowledge of the tools necessary to create the change they hope to see. The educational workshops could be a collaboration between the City of Muncie, Muncie Community Schools, Muncie Action Plan, Ball State University, and Building Better Neighborhoods with the meals and childcare provided by churches and nonprofits.

Increasing access to public meetings and local government news is also encouraged through the use of technology such as social media, an all-encompassing website, recording, and even live streaming. Many residents spoke of how public meetings are often inconvenient due to the allocated times. However, creating an online outlet may allow for those whose work shifts are not conducive to participating via traditional methods to be included. Ball State University can work with the City of Muncie and the local newspapers, the Star Press and the Muncie Journal, to create and maintain this web-based portal.

Contact Information

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Jud Fisher, President and COO
Email: info@ballfdn.org
Web: ballfdn.org

Ball State University, College of Communications, Information and Media
David Letterman Communication and Media Building
Muncie, IN 47306
Phone: (765) 285-6000
Fax: (765) 285-6002
Contact: Glen Stamp, Chairperson of the Dept. of
               Communication Studies
Email: gstamp@bsu.edu
Web: cms.bsu.edu/academics/
collegesanddepartments/communicationstudies

Building Better Neighborhoods
Rose Court Building
125 E. Charles Street
Muncie, IN 47305
Phone: (765) 285-2773
Fax: (765) 285-4989
Contact: Heather Williams
Email: hlwilliams@bsu.edu
Web: muncieneighborhoods.org

Delaware-Muncie Metropolitan Plan Commission
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

George and Frances Ball Foundation
222 S. Mulberry Street
P.O. Box 1408
Muncie, IN 47308
Contact: Shannon Cline, Executive Assistant
Web: gfballfoundation.org/content/index.html

Muncie Area Career Center
2500 North Elgin Street
Muncie, IN 47303
Student Service Office: (765) 747-5250
Adult Education Office: (765) 747-5257
Fax: (765) 751-0500
Web: macc.muncie.k12.in.us/contact

The City of Muncie, Mayor's Office
300 N. High Street
Muncie, IN 47305
Phone: (765) 747-4845
Contact: Mayor Dennis Tyler
Email: mayor@cityofmuncie.com
Web: cityofmuncie.com

The Community Foundation of Muncie & Delaware County, Inc.
201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Kelly Shrock, President
Email: kshrock@cfmdin.org
Web: cfmdin.org

Case studies

St. Paul Pop Up Meeting

The "Pop Up Meeting" began in St. Paul, Minnesota in 2014 by artist Amanda Lovelee. The idea of the project was to meet people where they were and promote involvement of those that otherwise are unable to attend the typical meetings at City Hall or public libraries. The Pop Up Meeting, via its signature little red van, disperses surveys to the public, and in exchange for completing, the community members receive a free icy treat.

The project was started with the assistance of a grant from ArtPlace America and works with Public Art St. Paul. Through this outlet, over 1,000 people were surveyed during the first summer within 17 appearances of the vehicle. According to survey results, 70 percent of the participants responded that they had never been to a city meeting. Consequently, the project has been successful in reaching an otherwise untapped audience.

The little red van makes appearances at events and has the most success at local festivals. Popsicles are provided by a local establishment known as St. Pops. The little red van is a spruced up former Public Works Department van. Because of the success of the project, the city divvied up $35,000 to cover the second year costs and $40,000 was budgeted for the third year.

Source: startribune.com/st-paul-brings-discussion-and-treats-to-residents-with-pop-up-meeting/394868091

Akron, Ohio, Community Learning Centers

After a 0.25 percent income tax increase in 2003 to partially fund the remodeling of Akron Public Schools, the schools have been designed as Community Learning Centers. These facilities provide year-round educational programing for youth and adults while also providing workforce development and community activities. One of the Community Learning Centers clusters has become an outlet for revisioning local neighborhoods with the help of the Akron Neighborhood Trust. Over 40 people have been trained to facilitate community engagement dialogues. These meetings include representatives from the mayor's office and from city council. Community meetings have been conducted in many of the Community Learning Centers and host an average of between 30 and 60 resident attendees. The high numbers were expected due to the the provision of childcare and meals.

Source: consensus.fsu.edu/Civic-Advance/pdfs/BrightSpots-FINAL_4-26.pdf

Richmond Times-Dispatch's Public Square

The Richmond (VA) Times-Dispatch Public Square was developed in 2005 by the publisher of the Richmond Times-Dispatch, Tom Silvestri. The Public Square provides an outlet for community members to discuss important community issues. The topics discussed have included crime, affordable housing, mental health, immigration, public schools, and even celebrity behavior. The Public Square is an open forum held at a public place periodically. However, to make the conversations available to those who otherwise cannot attend, live broadcasts and podcasts are available through the newspaper's website. The project utilizes strategic marketing and outreach efforts to create a diverse audience. From its creation to 2013, the Public Square hosted 38 conversations, each having an attendance of between 75 and 100 people.

Source: consensus.fsu.edu/Civic-Advance/pdfs/BrightSpots-FINAL_4-26.pdf

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ACTION 2.6

ENCOURAGE PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS THAT WILL EXPAND THEIR INFLUENCE AND INVOLVEMENT IN THE COMMUNITY

Higher Education Partnerships is under MAP3, Initiative 2 (Fostering Collaboration), Action 6. It originated in MAP1, Initiative 2, Action 5, which called for a campaign that would recognize higher education institution's involvement in the community. It was continued into MAP2, Initiative 2, Action 6, that encouraged partnerships with higher education institutions that would expand these institutions' influence and involvement with the Muncie community. After hearing from residents at the community meetings that there is more potential for higher education's involvement with the community, this action was continued into MAP3. It was voted to be a high priority at the open houses, as well.

STRATEGY 2.6.1: PROMOTING HIGHER EDUCATION PARTNERSHIPS

Importance

Thousands of Ball State University and Ivy Tech Community College students live in Muncie. Ball State continues to expand its campus footprint across adjacent neighborhoods with students leasing off-campus housing. Ivy Tech has moved many of its operations to downtown over the past few years and recently announced it would greatly expand its downtown presence. Purdue Extension is also expanding its efforts in the community. Muncie's higher education institutions are growing and are becoming even more prominent among the city's neighborhoods, workforce, volunteer base, and economy.

With all of the higher education institutions pursuing local expansion, it is important that Muncie is partnering with these institutions so that their growth also compliments local efforts. Residents at community meetings identified areas in which these institutions were successful in improving the community and also highlighted areas where more progress could be made.

This action was created through the input gathered at the community meetings with consideration of what both MAP1 and MAP2 have already done to strengthen higher education partnerships.

Steps

As MAP1 described, it is important to involve higher education institutions with members of the public--including those who are not enrolled or employed by those institutions. The institutions have a positive ripple effect across the city's economic activities, cultural events, and public amenities. Yet, there is still a sense of division between some members of the public with Ball State and Ivy Tech.

Community partnerships could be a way to increase the public's appreciation of these institutions and to get these institutions more involved in the lives of community members. Ball State University in particular has been heavily involved in community outreach. This includes University President Geoffrey Mearns' Better Together initiative that resulted in community forums across the city and a scholarship program for Muncie Central graduates. Building Better Communities is another Ball State resource which uses the university's technical expertise for the advancement of Indiana communities. Immersive Learning classes at Ball State have involved students and faculty in hundreds of real-world projects--many of which were done in Muncie. Ivy Tech and Purdue Extension have also done many things in the community that deserve recognition and appreciation.

Task Force 2 could take the lead in expanding the partnerships between the higher education institutions and local organizations. MAP has connections across

the community and many members are aware of projects that could use the institutions' assistance. Task Force 2 could connect local organizations with the appropriate higher education resource to foster their collaboration. This could include Immersive Learning projects with Ball State and other volunteer activities between the higher education institutions and local organizations.

Residents at the community meetings also discussed ways to involve higher education institutions in people's lives. These included possibly allowing public access to recreational facilities and parking over the summer or on particular community outreach days, encouraging the faculty to be more involved with local organizations of interest to their research disciplines, and incentivizing employees to live locally and not commute into Muncie from other cities. With admission departments, Task Force 2 could also organize a student orientation to Muncie where incoming students are informed about, and possibly shown, local assets, resources, businesses, etc. This could get more students out in Muncie and further strengthen the bonds between the students, their institutions, and residents.

This initiative may not require much funding as it is primarily coordinating partnerships between Ball State University, Ivy Tech, and Purdue Extension with local organizations and the community at large. However, if funding is necessary, one way to obtain it could be with a grant from the Community Foundation of Muncie & Delaware County. The Community Foundation provides grants to local organizations that improve the quality of life within Muncie and Delaware County through arts & culture, community betterment, economic development, education, and human services. A grant from the foundation's Quarterly Competitive Grants program could cover funding needs. Letters of interest and applications are accepted quarterly.

Contact information

The Community Foundation of Muncie & Delaware County, Inc.
P.O. Box 807
Muncie, IN 47308
Phone: (765) 747-7181
Web: cfmdin.org

Building Better Neighborhoods
Rose Court Building
125 E. Charles Street
Muncie, IN 47305
Phone: (765) 285-2773
Fax: (765) 285-4989
Contact: Heather Williams
Email: hlwilliams@bsu.edu
Web: muncieneighborhoods.org

Immersive Learning Program
Office of Entrepreneurial Learning
Ball State University
305 N. College Avenue
Muncie, IN 47306
Phone: (765) 285-2790
Web: cms.bsu.edu/about/administrativeoffices/entrepreneurial-learning/immersive-learning

Better Together Campaign
Office of the President
Ball State University
Muncie, IN 47306
Phone: (765) 285-1461
Email: president@bsu.edu
Web: cms.bsu.edu/about/administrativeoffices/president/better-together

Ivy Tech Community College-East Central
4301 S. Cowan Road
Muncie, IN 47302
Phone: (888) 489-5463
Web: ivytech.edu/muncie

Purdue Extension-Delaware County
Delaware County Building, Room 202
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7732
Web: extension.purdue.edu/Delaware/Pages/aboutus.aspx

Case studies

Miami Soup, Oxford, Ohio

Annually, the Office of Community Engagement and Service at Miami University holds Miami Soup. Community members, university faculty, and students pay a minimal, suggested admission fee to attend the event. Participants converse about ongoing and proposed projects within the greater community as they enjoy bowls of soup. Those attending also vote on finalists for mini grants sponsored by the community engagement department. These grants are submitted by community members, students, and faculty in support of projects within the area. The first place winner receives $2,000 and the second receives $1,000. These grants are primarily funded by the admission fee to the event. The event is a wholesome way to bring the community members and the university together and support projects that will better the community. For more information, see this link.

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Lincoln, Nebraska

Encouraging the youth to be actively involved in the community could be a key starting point for furthering enthusiasm about Muncie. The University of Nebraska-Lincoln has focused on attracting high school students to campus recreation center classes, intramural sports, fitness programs, and other campus recreational resources. The university's outreach not only strengthens students' awareness and interest in it but also improves the students' health and appreciation of living in the Lincoln community. For more information on UNL's outreach, see the following this link.

Additional information

- Better Together
  cms.bsu.edu/about/administrativeoffices/president/better-together
- Building Better Communities
  cms.bsu.edu/academics/centersandinstitutes/cote/sustainability/bbc
- Immersive Learning
  cms.bsu.edu/about/administrativeoffices/entrepreneurial-learning/immersive-learning

ACTION 2.7

SUPPORT THE NEIGHBORHOOD ACTION PLANS AND WORK WITH NEIGHBORHOODS TO IDENTIFY AND SECURE FUNDING TO IMPLEMENT PLANS

Continue to Support Neighborhood Action Plans and Work with Neighborhoods to Identify and Secure Funding to Implement Plans is under the MAP3, Task Force 2 (Fostering Collaboration). The action originated in MAP2, Task Force 2 (Fostering Collaboration), Action 7 (Creating Strategic Neighborhood Plans and Work with Neighborhoods to Identify and Secure Funding to Implement Plans). With the help of MAP volunteers and the Ball State University Neighborhood Studio, a dozen plans have been written so far. The public input from the meetings held in February 2018 for MAP3 has identified shortcomings including resources, access to knowledge on how to attain unused and available spaces and resources, and resident participation. Public input reflects an appreciation of this effort and a hope for ongoing planning within all neighborhoods. This action was given a medium priority by the voting at the open houses.

STRATEGY 2.7.1: CONTINUE TO SUPPORT NEIGHBORHOOD ACTION PLANS AND WORK WITH NEIGHBORHOODS TO IDENTIFY AND SECURE FUNDING TO IMPLEMENT PLANS

Importance

Neighborhood action plans are powerful tools to create a community and environment that is fitting and desired. The plans allow residents to have direct input in the planning for the future of their neighborhoods. This kind of endeavor creates more beautiful, safe, and desirable neighborhoods as well as more engaged and loyal residents. With the help of Ball State University, the creation of many thorough and engaged plans has been possible. However, implementation is key in maintaining community engagement and respect for the projects. Neighborhood association presidents are encouraged to respond to the yearly follow-up meetings offered by the Neighborhood Studio or seek out assistance from the Building Better Neighborhoods staff. Asking for assistance with implementation after the creation and adoption of plans is encouraged.

Steps

To have successful creation and implementation of neighborhood plans there must be strong community participation, available funding and resources, and knowledgeable partnerships. With the assistance of Ball State University, the third factor is achieved. However, some neighborhoods struggle to bring in community members. Following Strategy 2.4.1 Create a

Robust Database for Volunteer Opportunities may help address this shortcoming. MAP can assist in additional recruitment efforts needed to gain neighborhood association leaders and board members.

According to those in attendance at the February 2018 public outreach meetings, the biggest limitation is resources. Funding and resources not only will allow for the implementation of projects, it will also allow for events that can better engage residents. One neighborhood association in particular had voiced that they were interested in some of the materials and furniture from the recently closed Sutton Elementary School but were uncertain who to contact. An option would be for local schools to offer old materials through public auction, donation, or sale through an outlet accessible to nonprofits and neighborhood associations when they come avabile. An inexpensive way to advertise would be through social media. This may be achieved through a partnership with Muncie Community Schools, Muncie Action Plan, and Building Better Neighborhoods.

Another opportunity lies within public data-sharing that is fulling accessible to neighborhood associations and non-profits. At the Health Focus Group, it was pointed out that data is currently not accessible. Many

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organizations and entities have conducted studies and researched to acquire thorough spatial data sets; however, most are unaware of the data's existence and would not know how to acquire it if they did.

With everyone retrieving their data from different sources and analyzing them separately, the local foundations are bombarded with data sets that they are uncertain of. However, if a single outlet was used to collect and maintain all the retrieved data from the separate entities; there would be no need to recreate data sets that have already been posted (unless outdated). Consequently, local nonprofits and neighborhood associations could access datasets that already exist without requiring extra manpower to do so, to assist them in applying for grants. The foundations can then feel more confident in the sources of the datasets while the neighborhood associations have more leverage to promote their requests.

Such an outlet could be run through the creators of ScoutMuncie (Muncie Historic Preservation and Rehabilitation Commission and Delaware County Historical Society) with the assistance of the Delaware County GIS Department, Delaware County Assessor's Office, Muncie Sanitary District, IU Ball Memorial Hospital, and/or Ball State University.

Opportunities to train neighborhood association members on uncovering and securing funding are also encouraged. Currently, there is a leadership seminar held annually as well as an I.D.E.A. Conference. However, expansion is encouraged to include smaller-scale approaches more frequently as a follow-up to the creation of the neighborhood action plans. These training seminars can be hosted by MAP with the assistance of the local foundations and Ball State University.

Contact Information

Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Jud Fisher, President and COO
Email: info@ballfdn.org
Web: ballfdn.org

Ball State University
Department of Urban Planning
Phone: (765) 285-193
Contact: Christine Rhine, Administrative Coordinator
Email: crhine@bsu.edu
Web: bsu.edu/planning

Building Better Neighborhoods
Rose Court Building
125 E. Charles Street
Muncie, IN 47305
Phone: (765) 285-2773
Fax: (765) 285-4989
Contact: Heather Williams
Email: hlwilliams@bsu.edu
Web: muncieneighborhoods.org

Delaware County Assessor's Office
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7710
Contact: James Carmichael, Assessor
Web: co.delaware.in.us/department/index.php?structureid=6

Delaware County Geographic Information Systems
100 W. Main Street, Room 204 Br
Muncie, IN 47305
Phone: (765) 213-1269
Contact: Kyle Johnson, GIS Coordinator
Email: kjohnson@co.delaware.in.us
Web: co.delaware.in.us

Delaware County Historical Society
120 East Washington Street
Muncie, IN 47305
Phone: (765) 282-1550
Email: contact@delawarecountyhistory.org
Web: scoutmuncie.wordpress.com

George and Frances Ball Foundation
222 S. Mulberry Street
P.O. Box 1408
Muncie, IN 47308
Contact: Shannon Cline, Executive Assistant
Web: gfballfoundation.org/content/index.html

IU Ball Memorial Health
2401 University Avenue
Muncie, IN 47303
Phone: (765) 747-3420
Fax: (765) 751-2757
Contact: John Disher, Manager of Community Benefit
             & Outreach
Email: jdisher1@iuhealth.org
Web: iuhealth.org/in-the-community/east-central-region

Muncie Area Career Center
2500 North Elgin Street
Muncie, IN 47303
Student Service Office: (765) 747-5250
Adult Education Office: (765) 747-5257
Fax: (765) 751-0500
Web: macc.muncie.k12.in.us/contact

Muncie Sanitary Department
300 N High St.
Muncie, IN 47305
Phone: (765) 747-4894
Web: munciesanitary.org

The Community Foundation of Muncie & Delaware
County, Inc.
201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Kelly Shrock, President
Email: kshrock@cfmdin.org
Web: cfmdin.org

Case study

Open Data Philly

Recognizing the need for a unified place to access
public data, Azavea's (a small geospatial and geographic
data application development company located in
Philadelphia) creator Robert Cheetham established
OpenDataPhilly.org in 2011. By having easy access to
public data, the community can better hold their officials
accountable. The City of Philadelphia has not spent
a dime; instead the entire website was constructed
through pro bono work by Azavea. The intention of
the project is to make it easier for people to use data
in useful and inspiring ways. Assistance came from the
following:

- An open government organizer and hobbyist from
  national VoIP carrier Voxeo, Mark Headd
- The founder of virtual currency startup Superfluid,
  Nathan Solomon
- User-experience designer, Roz Duffy
- Designer Johnny Billota
- Technically Philly

The open data portal was an initiative that aligned with
the local government body's goals and a movement that
had begun in 2008 by Chief Technology Officer Allan
Frank. OpenDataPhilly.org, although only reliant on a
few volunteers and six months of work, is considered a
huge success in the city's digital movement.

Source: technical.ly/philly/2011/04/25/how-open-
data-philly-got-done

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Above: The second public outreach meeting at the Unitarian-Universalist Church. (Photo: Lisa Dunaway)

TASK FORCE 3

STRENGTHENING PRIDE AND IMAGE

Muncie has the opportunity to create a unified community identity that links the identities of smaller geographic areas like neighborhooods. Muncie has a strong set of assets—most notably its institutions and people—which can be leveraged to redefine Muncie and generate the excitement necessary to raise optimism and change some of the negative perceptions that exist.

This initiative focuses on creative solutions to improve Muncie's image, develop a unified identity that will promote the community, increase awareness and participation in events, and encourage more positive attitudes.

This Task Force has contained five actions since MAP2, seen below. One action has made good progress and other actions, highlighted in red, were determined to still need more work in MAP3 and have strategies to help move them forward, found on pages 52-63.

1. Promote a community identity that seeks to unify and advance pride in the community.

2. Support a centralized community events calendar to increase event awareness in the community.

3. Utilize social media more effectively to promote community pride and event awareness.

4. Build on existing events using local community resources.

5. Encourage signage using the way-finding signage initiative.

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ACTION 3.1

PROMOTE A COMMUNITY IDENTITY THAT SEEKS TO UNIFY AND ADVANCE PRIDE IN THE COMMUNITY

Promote a City Identity that Seeks to Unify and Advance Pride in the Community is under Task Force 3 (Strengthening Pride and Image). Both Task Force 3 and this action focus on celebrating and creating Muncie's identity. At the open houses, this action was voted to be a medium priority. It can create opportunities that community members can get behind, promote, and find pride in.

STRATEGY 3.1: SUPPORT THE CITY IDENTITY MARKETING CAMPAIGN

Importance

From the public outreach meetings, focus groups, and survey results, residents stated their support for the city identity marketing campaign and its expansion. When communities can get behind something that makes them proud, they are able to easily identify with and promote their community. Without this identity, some residents struggle to become involved and may feel unwelcome or diconnected.

As the city's identity marketing campaign thrives, residents and visitors may see pride in unexpected areas of the community. This pride relates to the community's image from not only the inside but also from outside perspectives. As pride continues to grow, those who hadn't yet noticed it will begin to see the positive results and may want to participate in these actions. Ultimately, improving the community's ability to come together could improve quality of life for residents.

Steps

Branding is important for providing community identity. A brand tells outsiders what they can expect to see in a community. It also differentiates the community from another place. A marketing campaign should identify Muncie as what it is and what it will become.

Building upon the current marketing campaign is a first step in maintaing a successful marketing campaign. A consistent look and message allow for people to better remember the campaign. Then, as the campaign gains widespread recognition, the message can evolve to adapt to the changing times. It is important to research,

learn, and know the wants, needs, desires, and activities of existing residents who love Muncie. Ask:

- What's the community's mission?
- What are the benefits and features of Muncie?
- What do community members already love and appreciate about Muncie?
- What qualities do you want individuals to associate with the City of Muncie?

Figure 10 displays the "DWNTWN Muncie" marketing. Expanding into something similar may continue to promote pride in the community as a whole. To gain ideas and suggestions from others, consider partnering with local arts clubs, schools, or educational institutions.

Next, design templates and create standards for future marketing materials. During this process, remain consistent so all mailers and event materials connect to the same mission and vision for the city of Muncie.

Integrate the final brand and marketing information into all aspects of the community: local newspapers, organizations, schools, and businesses. Reach out to everyone and use it to promote positive images.

MAP Task Force 3 could be the lead partner on this initiative. Since it includes the city's image, it may be helpful to gather city officials' expertise and opinion on additional branding and marketing suggestions. It is also important to include Muncie businesses, organizations, and institutions. To gain employees and ultimately encourage people to live in the community, these entities are essential partners when promoting this marketing strategy.

Figure 10: Existing Muncie marketing promoting Downtown. (Source: downtownmuncie.org/#welcome)

Sources:

- logogarden.com/logo-design/10-logo-design-tips-for-beginners
- citybranding.typepad.com/city-branding/community-branding/
- marketing-schools.org/types-of-marketing/community-marketing.html

Contact information

Muncie Arts & Culture Council
608 E. Main Street
Muncie, IN 47305
Contact: Braydee Euliss, Executive Director
Email: info@munciearts.org
Web: munciearts.org

Cornerstone Center for the Arts
520 E. Main Street
Muncie, IN 47305
Phone: (765) 281-9503
Contact: Jeff Robinson, Director of Community Relations
Email: jrobinson@cornerstonearts.org
Web: cornerstonearts.org/about

Department of Visual Communication (Graphic Design)
Ball State School of Art
Art and Journalism Building (AJ) Room 401
Ball State University
Muncie, IN 47306
Phone: (765) 285-5838
Fax: (765) 285-5275
Email: art@bsu.edu
Web: bsu.edu/art

Muncie Community Schools
2500 N. Elgin Street
Muncie, IN 47303
Phone: (765) 747-5211
Fax: (765) 747-5341
Email: mcsinfo@muncieschools.org
Web: muncie.k12.in.us/home

Case studies

Kumamoto Prefecture, Japan

Kumamoto Prefecture is located on the island of Kyushu, Japan. It was an unimpressive region until the Kyushu Shinkansen line opened in 2010. However, even though the operation of Shinkansen line increased the rate of visitors, the prefecture remained a pretty common region without its own identity.

To brand their district, the government of Kumamoto created a mascot named "Kumanon" to attract attention from around the world. The figure of this mascot is a black bear because the "Kumamoto" in Japanese orthography means "origin of the bear," and the main color of the historical castles in the region is black. The mascot constantly appears in the public eye through social media and events. The government also gave a unique personality to the Kumamon Bear. Sometimes, Kumamon can attend ceremonies and connect with people. The Kumamon Bear has become one of the most popular mascots in Japan.

The mascot created both economic and cultural value for Kumamoto Prefecture. According to the data from the Bank of Japan, the Kumanon earned US $1.2 billion in two years from tourism and product sales. Kumanon's impact on the culture was so significant that most people think of the bear when they think of the region.

Figure 11 shows Kumanon next to and on the community's public transportation. A simple mascot or brand similar to Kumanon may improve pride in the Muncie community.

Source: en.wikipedia.org/wiki/Kumamon

Québec City, Canada

Quebec City is the second largest city in Quebec Province. Based on its geographical condition, the city can be divided into two parts, upper and lower town. The most popular tag of the city is a "French-style town", which is closely related to the upper town because there are many old buildings with rich history and culture of the city, like Vieux-Quebec. By contrast compared to many modern cities, the lower town is ordinary.

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Figure 11: Kumamon Bear. Source: japantimes.co.jp

The Quebec City government has clearly branded the upper town by keeping its French-style environment and promoting the public infrastructure in the old area. Visitors can enjoy the old French surroundings with convenient modern facilities. The city features murals in every corner of the historical area. This art increases the fun in visiting.

Tourisme Quebec, a government agency that provides a series of services for visitors, also created a slogan: "Quebec: Providing emotions since 1954." with a smiling woman's figure and hearts. Both the slogan and image connect this old town with the romantic spirit and increase the diversity of old town's image. The Quebec City travel website is used to attract visitors. Suggestions above are possible actions Muncie may take to promote the community.

Source: academia.edu/8744400/Re-branding_Quebec_City_Analysis_challenges_and_strategies

ACTION 3.2

SUPPORT A CENTRALIZED COMMUNITY EVENTS CALENDAR TO INCREASE EVENT AWARENESS IN THE COMMUNITY

A Central Community Calendar is under MAP3, Initiative 3 (Strengthening Pride and Image), Action 2. It originated in MAP1, Initiative 3, Action 2, which encouraged the creation of a centralized guide for local events. MAP2, Initiative 3, Action 2, continued it by specifically calling for a centralized community events calendar. After many members of the public expressed their desire for a community calendar of local events, this action has been continued into MAP3. This action was voted to be a medium priority at the open houses and momentum is already underway, as there are multiple websites devoted to Muncie events.

STRATEGY 3.2.1: PROMOTE A CENTRAL COMMUNITY CALENDAR

Importance

Muncie is a small city with some big city amenities. With a strong civic community and Ball State University, Muncie residents enjoy perks that elude similarly-sized cities. Neighborhood associations, the Muncie Symphony, the Civic Theatre, the David Owsley Art Museum, Emens Auditorium, Minnetrista Cultural Center, Muncie Community Schools, city parks, and Ball State Athletics are only a few examples of the many organizations that regularly put on events for the public. These events are often free or at a much more affordable rate than in larger cities. Muncie's smaller size also makes these events much more accessible and comfortable than in big cities.

Despite Muncie's large number of events, there is not yet one centralized place where residents, students, and visitors can find these activities. There are a varity of event calendars for specific organizations or themes. Efforts have been made but one widely-recognized, centralized website is needed where people can view events across all topics and take advantage of what Muncie has to offer for entertainment, culture, art, sports, volunteerism, civic engagement, etc.

This strategy was continued from MAP1 and MAP2. Community members discussed a calendar at the four public meetings. Some residents discussed how they would search for events they knew were happening but could not find them on local event calendars. Other residents discussed searching for events happening in Muncie when family came to visit but came up short on finding something to do. Members of the focus groups also discussed the challenge of finding events that are currently dispersed across social media and websites with little coordination on the type of events happening or scheduling conflicts with sure-to-be-popular happenings.

To strengthen Muncie's pride and image, people need to feel involved and connected with their city. A centralized community calendar could provide residents and students with one place to discover how to engage with the community. It will also show visitors and businesses that Muncie has much to offer its residents and is a quality place to visit, study, or locate firms.

Steps

For this action to be successful, it is essential that organizations recognize the need for a centralized community calendar and are willing to participate in MAP's creation of just one, which then becomes widely promoted.

Task Force 3 could reach out to organizations across a variety of topic areas and secure their participation in a community calendar. This would ensure that the events displayed on the calendar are applicable to people with many different interests.

If local support is secured for MAP to centralize a community calendar, Task Force 3 could drive the partnership towards a calendar's creation. Designated volunteers could upload events as they become aware of them and approve events submitted by members of

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the public. Once the community calendar is established, it could be linked on the MAP website and other websites. MAP and local partners could also routinely share the calendar on social media and in paper form.

There are many types of community calendars. Some are composed of publicly-submitted events while others are completely managed by staff. Since MAP does not have staff solely-dedicated to maintaining a community calendar, it may require a mix of the two. WordPress is a tool that could be used to create a centralized community calendar. Some events could be placed on the calendar by MAP members who are administrators of the community calendar. Those who do not have access to the Wordpress calendar account, such as leaders of other organizations or members of the public, could submit events by using a form on the community calendar. These events would need approval from a calendar administrator before appearing on the publicly-accessible calendar. For detailed instructions on how to create a Wordpress community calendar, see this link.

WordPress does not provide community calendars with publicly-submitted events for free. The link above suggests that the WordPress Pro account fee could be at least $199 annually. Other online community calendar providers are likely to be at least this much as well. Given the importance of having a monitored, centralized place for all Muncie events, the fee could be covered in several ways.

Crowdfunding is one way to fund a community calendar. This is when members of the public contribute small donations to a specified goal. People can use nearly any major form of payment and contribute any amount they please. Given the exceptionally charitable nature of the Muncie community, this could be an effective way to fundraise the account fee. If crowdfunding links were provided on social media sites, it would also raise awareness among the community that a community calendar is on its way. GoFundMe is a widely-used crowdfunding tool that is free to use and provides links to share on popular social networks, websites, and in printed form. For more GoFundMe information, see the contact information for funding sources section below.

Another way to fund it could be with a grant from The Community Foundation of Muncie & Delaware County. The Community Foundation provides grants to local organizations that improve the quality of life within Muncie and Delaware County through arts & culture, community betterment, economic development, education, and human services. A grant from the The foundation's Quarterly Competitive Grants program could cover the account fee and/or any additional costs in setting up the community calendar. Letters of interest and applications are accepted quarterly. For more information, see the contact information for funding sources section below.

Contact information

The Community Foundation of Muncie & Delaware County, Inc.
P.O. Box 807
Muncie, IN 47308
Phone: (765) 747-7181
Web: cfmdin.org

Go Fund Me
Web: gofundme.com

Case studies

Santa Fe, New Mexico.

The Santa Fean magazine in Santa Fe, New Mexico, has an interactive community calendar that provides residents and visitors with an interactive view of events happening in the community. It allows users to select event types, regions of the city, and dates when searching for events or allows users to view all of the events happening. The calendar is up-to-date and allows users to receive email reminders about upcoming events or add specific events to their own calendars. Events can be posted to the calendar by the calendar's administrators or submitted by members of the public and then approved by administrators. For more information on the calendar, see this link.

Wenatchee, Washington

The Wenatchee Valley Chamber of Commerce has developed an interactive, updated community calendar that provides an interactive way to search for events happening in the area. It is crisp, visually-appealing, and can be customized for individual needs. For instance, events can be viewed comprehensively or filtered by arts & entertainment, business events, eat & drink, educational, enrich, explore, featured, non-profit, and sporting events. Members of the public can also submit events to the community calendar. For more information on the calendar, see this link.

Additional information

- Visit Fort Wayne Calendar of Events
- Office of Neighborhood Involvement Events Calendar, City of Portland, Oregon

ACTION 3.3

UTILIZE SOCIAL MEDIA MORE EFFECTIVELY TO PROMOTE COMMUNITY PRIDE AND EVENT AWARENESS

This action is under the MAP3 Task Force 3 (Strengthening Pride and Image). Both Task Force 3 and the Social Media Outreach strategy focus on increasing participation and awareness for local activities and events. Action 3.3 was voted to be a low priority at the Open Houses in part because efforts in this area have already been successful, but interest in the continuation of these efforts was clear during the public outreach meetings. This action is closely related to Action 2.5, Encourage and Support Civil, Respectful Dialogue as well as the other actions from Task Force 3. This action has two strategies.

STRATEGY 3.3.1: SOCIAL MEDIA OUTREACH

Importance

From the public outreach meetings, focus groups, and survey results, residents shared their ideas about the need for more community outreach on social media sites. Social media is a common platform for individuals to discover events, restaurants, and places to visit. Through hashtags and general Facebook, Instagram, Twitter, and Google searches, residents and visitors can learn a lot about the community. Without this promotion on social media, community events and surprises the wide variety of people daily searching on social media.

As social media outreach becomes more common, activities and events will become popular places for people to visit and experience. Focusing again on the positive aspects of Muncie could ultimately improve the image of the community as a whole. Utilizing social media to engage individuals encourages residents to try new things and visit new places. As more people search and use social media to make their plans, community activities will be busier and ultimately enhance the city's spaces and the quality of life.

What this will involve

Social media outreaches may be accomplished in many ways. This action specifically focuses on how to utilize and post media to social platforms. Begin by encouraging community members to post photos when they attend social outings. Have photo booths for individuals to utilize at events and invite them to post these pictures as well. Be sure to encourage residents

to use positive language and especially the community's hashtag *#LoveMuncie* in order to gain a following.

A hashtag is a short link that organizes content and tracks topics based on the keywords found after the pound symbol (#). The pound symbol turns all words and phrases into a link that anyone can follow and find similar posts connected to this tag. Only certain characters can be used in a hashtag. Spaces do not work in hashtags. To include a long phrase, be sure to capitalize the phrases initial letters so all words are understood, read, and communicated. Numbers are also supported in hashtags. Hashtags can be used on Facebook, Instagram, Twitter, and Google.

To create a hashtag for a specific event or campaign, try to select one that has never been used before. Use that hashtag when promoting the event and ask others to use it as well. Use an informative but short approach to creating this hashtag.

Promoting the information on MAP social media will also help, making sure to include the community branding and hashtags for consistency. Have other community members/followers reaffirm this understanding by encouraging them to follow back, share, and like content posted on the MAP social media platforms. The more people who share and like posts, the more that post will trend and gain further attention, generating a buzz and people start talking about the media.

The Muncie Action Plan already has a Facebook page, an Instagram account, and a Twitter account. The more posts that are made on these accounts, the more MAP can help promote community pride and event

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awareness. MAP could make a goal to post one thing about Muncie a week, including a positive message and the designated hashtag.

Community members could be encouraged to post to the MAP Facebook group and use #LoveMuncie (see the next strategy) on social media outlets. If residents do not post and share about the places they live and regularly enjoy it is impossible to promote events and/or a community positively on social media.

Since this action is all online, it does not require any funding.

Sources:

- facebook.com
- instagram.com
- twitter.com
- mashable.com
- blog.hootsuite.com/how-to-use-hashtags

Case studies

Roanoke, VA

Roanoke, Virginia's, social media sites intend to make getting and sharing information easy. Not only can citizens question things on the city's social media site, but they can also notify the city about problems. There are many social media platforms throughout the city departments. Furthermore social media not only improved connections between the city and its residents, but it also boosted the economy. An increase in tourism traffic and free publicity is generated by citizens posting photos. Roanoke spends $100 a month advertising on Facebook. Each month the campaign encourages between 300 and 600 additional Facebook likes.

Muncie may not desire to pay for similar Facebook advertising, however by encouraging visitors and residents to post, like, and share Muncie related things, the community could also see a positive increase in community pride and image.

Source: governing.com/columns/tech-talk/gov-integrating-social-media-roanoke.html

Additional information

- myberlinconnect.de
- activenetwork.com/blog/2012/05/6-great-community-organization-websites-you-can-learn-from

STRATEGY 3.3.2: POSITIVE ONLINE COMMUNICATION

Importance

There are many good things to say about Muncie. Many residents at the community forums remarked on the improvements to downtown over the past several years as an example. When a vocal minority starts a negative misperception about the community it could be addressed through a positivity campaign that works to express Muncie in a better light in everyday conversations and online.

Residents at the four community forums raised the need to emphasize Muncie's positive attributes both within the community and to the outside world. Residents emphasized that any positivity campaign should focus on both the values that Muncie shares and on specific features that make Muncie unique. The residents also discussed how a positivity campaign should reach the platforms where people are communicating a lot like social media, but could be extended to print media as well.

Positive communication is very important for Muncie. If residents receive a positive community message, they may appreciate more of Muncie's good qualities and feel prouder about living here. The same applies for visitors, students, and entrepreneurs. When researching Muncie, if these people or businesses see good things, they may be inclined to visit, study, or locate their firm in the community. It is important for Muncie to be even more proactive about emphasizing the city's positive features within its communications.

Steps

For this action to be successful, it is essential that its message comes from the grassroots. Muncie has vibrant organizations that promote many activities and encourage community involvement. Task Force 3 could reach out to these organizations and organize a positivity campaign with them.

Residents at the community forums identified Muncie's strong record of volunteerism, charitable giving, recreational opportunities, and cultural amenities as among the city's strongest positive features. These features are all supplemented by countless local organizations. Everyone involved had a strong interest in representing Muncie in a positive light.

A positive communication campaign could be based around social media. Residents at the community forums indicated that they received most of their local information from social media sites. Strategy 3.3.1 has ideas for using social media more, which could be very

effective when combined with the ideas for positivity found in this strategy.

For example, residents at the community forums identified #LoveMuncie as a recent theme for a positive communication campaign. The hashtag is not widely used yet but residents have occasionally used it during cultural events and to describe the city's natural beauty. Residents also suggested adding supplemental messages to highlight what local organizations are doing in appreciation of Muncie. For example, posts could display #LoveMuncie and could also add #BikeMuncie, #BrewMuncie, #InvestMuncie, #PaintMuncie, #ServeMuncie, #SingMuncie, #WorkOutMuncie, etc. depending on their activities. Task Force 3 could work with its community partners to ultimately decide what would be an effective message for communicating with the community. Positive hashtags could also be used to stop cyber-bullying and promoting civil discourse on social media platforms.

Little funding is required to fulfill this action. But if Task Force 3 determined that paid advertising was necessary, either on social media, print media, etc., there are many ways MAP could raise necessary funds. Crowdfunding and The Community Foundation of Muncie & Delaware County are two ways MAP could raise funds for fulfilling this action.

Crowdfunding is when members of the public contribute small donations to a specified goal. People can use nearly any major form of payment and contribute any amount they please. Given the exceptionally charitable nature of the Muncie community, this could be an effective way to fundraise for any necessary advertising. If crowdfunding links were provided on social media sites, the positivity hashtag and/or message could be communicated in the links. This would further raise awareness about the action. GoFundMe is a widely-used crowdfunding tool that is free to use and provides links to share on popular social networks, websites, and in printed form. For more information on GoFundMe, see the contact information for funding sources section below.

Another way to fund the action is through a grant from The Community Foundation of Muncie & Delaware County. The Community Foundation provides grants to local organizations that improve the quality of life within Muncie and Delaware County through arts & culture, community betterment, economic development, education, and human services. A grant from the The foundation's Quarterly Competitive Grants program could cover funding needs. Letters of interest and applications are accepted quarterly. For more information, see the contact information for funding sources section below.

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Contact information

The Community Foundation of Muncie & Delaware County, Inc.
P.O. Box 807
Muncie, IN 47308
Phone: (765) 747-7181
Web: cfmdin.org

Go Fund Me
Web: gofundme.com

Case study

Topeka, Kansas

The City of Topeka, Kansas, wanted to increase citizens' awareness of the good works that the city did throughout the community. The city had recently been embroiled in some negative press, and there was a need to increase positivity in the community. The Topeka Tweet Alongs (#Topekatweetalongs) campaign was started on Twitter by the city. Posts with the hashtag initially were good things city employees were doing on the job. Over time, the posts became a resource for the City to demonstrate the positive things that city employees were doing across the city. Members of the community became engaged with the hashtag campaign and even community gatherings were arranged based on the community's use of the hashtag. For more information, see this link.

Above: Toni Vans positivity campaign graphic.
(Source: tonivans.com/choose-positivity)

ACTION 3.4

BUILD ON EXISTING EVENTS USING LOCAL COMMUNITY RESOURCES

The Collaborative, Locally-Driven Community Events strategy is under the MAP3 Task Force 3 (Strengthening Pride and Image). This strategy relates specifically to MAP2 Strategy 4 (Build on existing events using local community resources) by providing resources that encourage local organizations to collaborate and create events for community members to enjoy. Although it was voted as a low prioity in the open houses, it remains important because of its relationship to other actions like Action 3.2 Support a Centralized Community Calendar and Action 3.3 Utilize Social Media More Effectively to Promote Community Pride and Event Awareness.

STRATEGY 3.4.1: SUPPORT COLLABORATIVE, LOCALLY-DRIVEN COMMUNITY EVENTS

Importance

During the public particpation process, residents stated they wanted more collaborative and locally-generated community events. Without the help of a collaboration, many organizations struggle when promoting events to gain partnerships and members. Without these connections, activities and events are less known around the community, creating barriers for unique or small community organizations to survive.

As collaborative and locally-driven community events begin to thrive, Muncie's vibrancy and image may also improve, ultimately fostering additional improvements around the city.

Steps

One increasingly successful event is the "Walk a Mile in Her Shoes" an annual event organized by the Muncie Mission. The intention of the event is to prevent violence by asking people to another person's conditions. For example, the event invites men to walk a mile in women's high-heeled shoes (as seen in Figure 12) and the man who goes fastest may win an award.

In the public outreach meetings, some participants mentioned that some residents cannot understand the lives or opinions of others in the community. This event is one way to promote understanding through experiences and similar events could be created and supported.

The Muncie community includes many organizations, interests, and communities. These include religious institutions, makers, artists, musicians, students, families, neighborhoods, and many more. Each of these groups desire to grow and share their specific ideas and interests, whether that be through community events or through promotional actions. Each organization also plays a role in collaborating and creating locally-driven community events. To begin conversations about this, MAP could bring these community members together to find similarities and ways to collaborate.

To form partnerships, Muncie organizations should define the need for a partnership. By coming together, organizations can achieve more than they may on their own. Similar to the MAP 3 public outreach meetings, organization leaders could come together to discuss these factors. When first meeting, each potential partner could answer two questions:

1. What are your short-term interests and goals? To stay engaged, what does our organization need to gain from this partnership?

2. What are your long-term interests and goals? To stay engaged, what does our organization need to gain from this partnership?

Answers to these questions may include additional members and volunteers, more resources, community support, and access to local businesses and foundations.

Partnerships recognize everyone involved. This means that the second step includes encouraging respect and recognition for each collaborative partner. A set of

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ground rules for the partnership could be determined to value and respect participants. After establishing rules and partnerships, individual organizations can collaborate, plan, and promote at different events.

When organizing grassroots efforts, organizations may begin by developing event goals and objectives. This step is as simple as determining why a group is organizing an event, for what purpose, and to achieve what? Next, organization leaders could form a team. It may require many individuals to successfully create and run an event. Identify an event manager, who coordinates the technical and conventional aspects of each event, and chairpersons, who organize, form, and lead the subcommittees. Some subcommittees may include

- Venue management
- Speakers
- Entertainment
- Publicity
- Sponsors
- Volunteer management

Next, the team could set a date. To ensure that you are not overlapping with existing or pre-existing activities, collaborate and check with partner organizations (especially easy once there is one centralized community calendar). Gain additional participants by promoting at existing events and other activities. However, be sure to recognize other community events and first ask to promote the new effort. Also, consider and schedule the time to plan the event. Four to six months is a common amount of time to plan and prepare for an event. Be aware of:

- Statutory and religious holidays
- School holidays and time periods, e.g. winter, spring, and summer breaks/holidays
- The key participants schedules, e.g. speakers, presenters, guests, etc.

To remain organized and on track, the planning team could create a master event plan. One element of this plan could include the venue. When considering the venue, also consider catering and required contracts, permits, and insurance. Potential speakers and presenters may also be included in this plan. Within the plan identify, confirm, and work out logistics and pay for each of them. Also, include the activities and entertainment as well as ways to promote and publicize the event. This may include online, offline, event calendars, signage, and social media.

Many of the promotional aspects are also be addressed in previous strategies, particularly in Task Force 3. Be sure to also determine registration strategies. Ask yourself whether there will be a registration process

and if so, will this occur online, will there be payments, or do both of these occur at the event? To ensure financial success, define sponsors and event partners. When considering event partners, refer back to Muncie individuals and organizations who committed to collaborating and partnering to improve the community. Finally, consider volunteer management. This includes the number of people who are necessary to successfully run this event and how you will find these volunteers. Consider reaching out to local schools and higher education to capture students in need of community service hours.

Next to promote awareness, the organization could brand the event. To attract individuals, choose a theme that sets this event apart from others but brings attention to the organization. Brainstorm names with the planning participants. Consider how the event differs from other community events and what this event intends to communicate. During this process, it is also important to create a tagline. Short memorable slogans are great for quickly understanding what the event is about. Finally, it is important to design a logo. Logos allow viewers to recognize the event and should be used on all promotional and publicity items. A logo is a great way to collaborate with local artist and entities. Consider seeking design help from the artistry community like Muncie Arts & Culture, Cornerstone Center for the Arts, Ball State University, or others.

Community organizations and MAP Task Force 3 are both in charge of the success of this action. The Task Force 3 could plan an event that gathers organizations to understand and determine their wants, desires, and needs. Community members and organizations are also essential for the success of this action. They must be willing to work together and promote events throughout their organizations and community.

Sources:

- nutcache.com/blog/benefits-of-collaboration-between-organizations-and-teams
- wildapricot.com/articles/how-to-plan-an-event
- votility.com/blog/bid/321743/8-Steps-to-Successful-Grassroots-Advocacy-Campaigns

Contact information

Muncie Arts & Culture Council
608 E. Main St.
Muncie, IN 47305
Contact: Braydee Euliss, Executive Director
Email: info@munciearts.org
Web: munciearts.org

Cornerstone Center for the Arts
520 E. Main St.
Muncie, IN 47305
Phone: (765) 281-9503
Contact: Jeff Robinson, Director of Community
           Relations
Email: jrobinson@cornerstonearts.org
Web: cornerstonearts.org/about

Department of Visual Communication (Graphic Design)
Ball State School of Art
Art and Journalism Building (AJ) Room 401
Ball State University
Muncie, IN 47306
Phone: (765) 285-5838
Fax: (765) 285-5275
Email: art@bsu.edu
Web: bsu.edu/art

Case study

Hidden City

Hidden City is a website to help a city to organize a Puzzle Event. The event trades on human curiosity. By solving puzzles, local people are able to explore their city with friends, neighbors and family members.

The organizer needs to pick a route for the "adventure" and create some puzzles on the route with clues, the answer of those puzzles should be found in the city's history or culture. The awards can be set for the first group who answered all puzzles.

The puzzle event would not only increase the sense of belonging to the residents but also strengthen the relationship between neighborhoods. This is an example of an event that Muncie communities could organize and run together.

Source: inthehiddencity.com

Additional information

- familypeacecenter.org
- greatgorillarun.org/faqs.html
- edp24.co.uk/news/photo-gallery-could-you-eat-this-giant-norfolk-burger-in-one-sitting-1-3933707?usurv=skip
- exchange.youthrex.com/blog/power-bringing-people-together-four-strategies-intentional-event-design

Figure 12: "Walk a Mile in Her Shoes" event. (Source)

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Above: The third public outreach meeting at the Buley Center. (Photo: Lisa Dunaway)

TASK FORCE 4

CREATING ATTRACTIVE
AND DESIRABLE PLACES

Muncie has the opportunity to develop large areas of land left vacant because of the post-industrial economy. Improving the quality of place throughout the city is an essential task in moving forward, including: improving infrastructure quality and connectivity, providing parks and recreational opportunities, and managing the redevelopment of underutilized land. This initiative seeks to better manage the physical environment of the city in order to guide future land development, improve accessibility, and create a place in which people want to live, work, play, and visit.

This Task Force has contained eight actions since MAP2 and a one new action, all seen below. For MAP3, some of the actions are already in progress or generally completed. Actions highlighted in red were determined to still need more work in MAP3 and have strategies to help move them forward, found on pages 66-79.

1. Support the implementation of the Downtown Master Plan.

2. Continue and expand the blight removal program.

3. Adopt and enforce corridor development standards.

4. Implement City of Munce's Five-Year Parks and Recreation Master Plan.

5. Encourage improvement of the appearance of gateways.

6. Help strengthen code enforcement.

7. Promote and expand community-based neighborhood enhancement programs.

8. Adopt new outdoor advertising regulations for signs, including billboard restrictions, and strengthen code enforcement.

And one new action was added during the MAP3 public outreach process:

9. Support the achievement of development priorities.

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ACTION 4.1

SUPPORT THE IMPLEMENTATION OF THE DOWNTOWN MASTER PLAN

Implement a Downtown Plan falls under Action 1 in MAP Task Force 4, Creating Attractive and Desirable Places. This action first appears in MAP1, was continued in MAP2, and is still underway. In the face of more pressing issues, this action was voted as a low priority at the open houses but generated interest at the February public outreach meetings.

STRATEGY 4.1.1: SUPPORT THE IMPLEMENTATION OF A DOWNTOWN MASTER PLAN

Importance

This strategy calls for promoting infill and developing a stakeholders group to help support downtown, among other things, to have a clear path for creating attractive and desirable places. During the Outreach meetings, residents expressed a desire for more outdoor community spaces for hosting events. Residents also expressed a need for direction in creating these spaces. Implementing a downtown master plan will create a clear path for how to begin and follow through with this process. This is important for Muncie because creating a plan is a great place to start creating attractive and desirable places. A downtown plan can help mitigate vacancies and create areas in the downtown that are important to the community. There an excess of parking downtown that could be consolidated and repurposed for other uses. A downtown master plan can also help create connections between community groups and help undervalued resources and amenities within the city become more appreciated.

Steps

Creating and implementing a downtown plan involves a few steps that outline how to accomplish the plan. "The Heart of the City Action Plan" was created in 2011 as a plan to create a downtown environment that results in sustainable economic growth.

First, residents must recognize areas that have opportunity for improvement throughout the city. This is done through public meetings or surveys. Understanding areas that residents would like to change

and what they would like to see is important. When community voices are recognized, residents really begin to appreciate a place. Once these ideas are heard and recorded, they must be organized. Categorizing items that were mentioned in the meetings or surveys will help the plan fall together easier. These items might be organized in things to be changed throughout the city, and new ideas for the city. Take note and support current efforts like the Muncie Cultural Trail, which will help bring people to downtown. Continue to support efforts like the DWNTWN campaign will create a more cohesive downtown (see Strategy 3.1: Support the City Identity Marketing Campaign).

After the ideas are organized, it is time to recognize how to accomplish them. This step may require assistance from MAP volunteers. The process includes what might be necessary to complete the plan. For example, if a community would like to implement a new downtown park, this is where the who, what, when, where, and how of that proposal should be found within the plan. The "how" might contain information about funding and logistics of creating the park. The "why" explains the need and want for the park, and so on. The final step is revisions, which can be a joint effort between the MAP Board and a designated writer. Talking with MAP members and getting feedback on the plan is a good idea before the plan is finalized.

The timeline for this project depends on when the plan gets started and how much the community is involved. A rough timeline might include meetings and surveys for about a month, writing and revisions for 2-3 month, and compiling the final document for 1-2 months. The whole process could be done in less than six months - a great amount of time to get the ball rolling quickly.

To create the plan, funding may be required, depending on the breakdown between volunteers and paid consultants. However, research on how to fund each of the projects proposed is important to include as well.

Case studies

City of Columbus Downtown Plan

The City of Columbus, Ohio has an excellent downtown plan from 2010. The plan clearly lays out ten principles, twelve ideas, and eight strategies for the city for the next ten years and beyond. Including a clear number of things that will be discussed in a plan makes it more palatable for readers.

This plan discusses how ideas were gathered through public meetings with over 1,000 voices recognized. The plan focuses on downtown Columbus, however it includes ways to interact and connect with surrounding neighborhoods and other parts of the city. The plan also breaks down the way the city has changed over the past 50 years. This can be helpful for residents to understand exactly how the city became what it is today. The structure of this document can be replicated almost anywhere which makes this case study very applicable to the city of Muncie (see Figure 13).

Source: columbus.gov/uploadedFiles/Columbus/ Departments/Development/Planning_Division/ Document_Library/Library_Documents/PDFs/2010-DCSP-exec-sum-and-intro.pdf

Figure 13: Cover of Downtown Columbus Strategic Plan. (Source: www.columbus.gov)

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ACTION 4.2

CONTINUE AND EXPAND THE BLIGHT REMOVAL PROGRAM

Continue and Expand the Blight Removal Program is under MAP3, Initiative 4 (Creating Attractive and Desirable Places). It originated in MAP1 and was continued in MAP2, Initiative 4, Action 2. The action in MAP2 called for a city plan to rehabilitate, restore, and/or demolish blighted properties, a partnership with BSU design students to create a mitigation plan, and the establishment of incentives to repurpose or reuse vacant lots. Although this action was given a low priotiy at the open houses, residents at public outreach meetings for MAP3 confirmed that blight continues to be a concern that needs addressing. Efforts are on-going.

STRATEGY 4.2.1: CONTINUE AND EXPAND THE BLIGHT REMOVAL PROGRAM

Importance

Blight has many negative impacts on neighborhoods and communities. These impacts include safety hazards, increased criminal activity, property devaluation, and an increased cost to the city for code enforcement and for police and fire protection. One study conducted by Delta Development Group for Tri-COG communities in Pennsylvania found that homes within 150 feet of blight had a conservative devaluation of 15 percent (source).

As seen from the mentions in MAP1 and 2, as well as in 10 out of the 12 neighborhood plans created to date, blight and its negative impacts have been recognized by the community. The Muncie Redevelopment Commission (MRC) has been working to combat the problem and demolish properties when federal funds are available. EcoRehab, PathStone, and others have rehabilitated homes but some more remain (see Figure 14).

Considering these figures, the map in Figure 14 was created showcasing the homes (not blighted) that are impacted. The map was created by first selecting all of the properties considered in "poor" condition by Scout Muncie. Then, a 150-foot buffer was created and all homes intersecting the buffer were selected. Using this method, the analysis resulted in 7,076 affected homes. Using the county assessor's data on property values for these affected homes, the 15 percent property devaluation equates in an overall loss of $71,593,216.59. Assuming a 1 percent biannual property tax, the county loses over $1.4 million annually in property tax revenue.

In order to make the biggest impacts on blight, a targeted approach is suggested with support of the Land Bank (see Strategy 5.9.1: Promote and Support the Land Bank Program on page 101) and increased code enforcement. The input provided from the public outreach meetings supports this approach as well as encouraging beautification measures, improving community education on blight removal, and infilling development in lieu of new development on the outskirts of town.

This strategy is also related to Strategy 4.6.1: Support Code Enforcement (see page 77) and strategy 4.9.1: Achieving Development Priorities (see page 80). Blight removal could become a priority within all agencies and organizations well as they choose new locations, expansions, and community projects. Incentives are encouraged in addition to more readily-available community education on available resources, and low-cost remediation measures for homeowners and business owners.

Steps

By supporting the creation and success of the land bank, expanding code enforcement, and incentivizing infill development, blight has the opportunity to be more successfully mitigated. However, all entities are recommended to work together and target their individual efforts to locations where the issues causing blight can be more efficiently remedied. By looking at demographic and housing data found on ESRI Community Analyst, US Census data, data uncovered
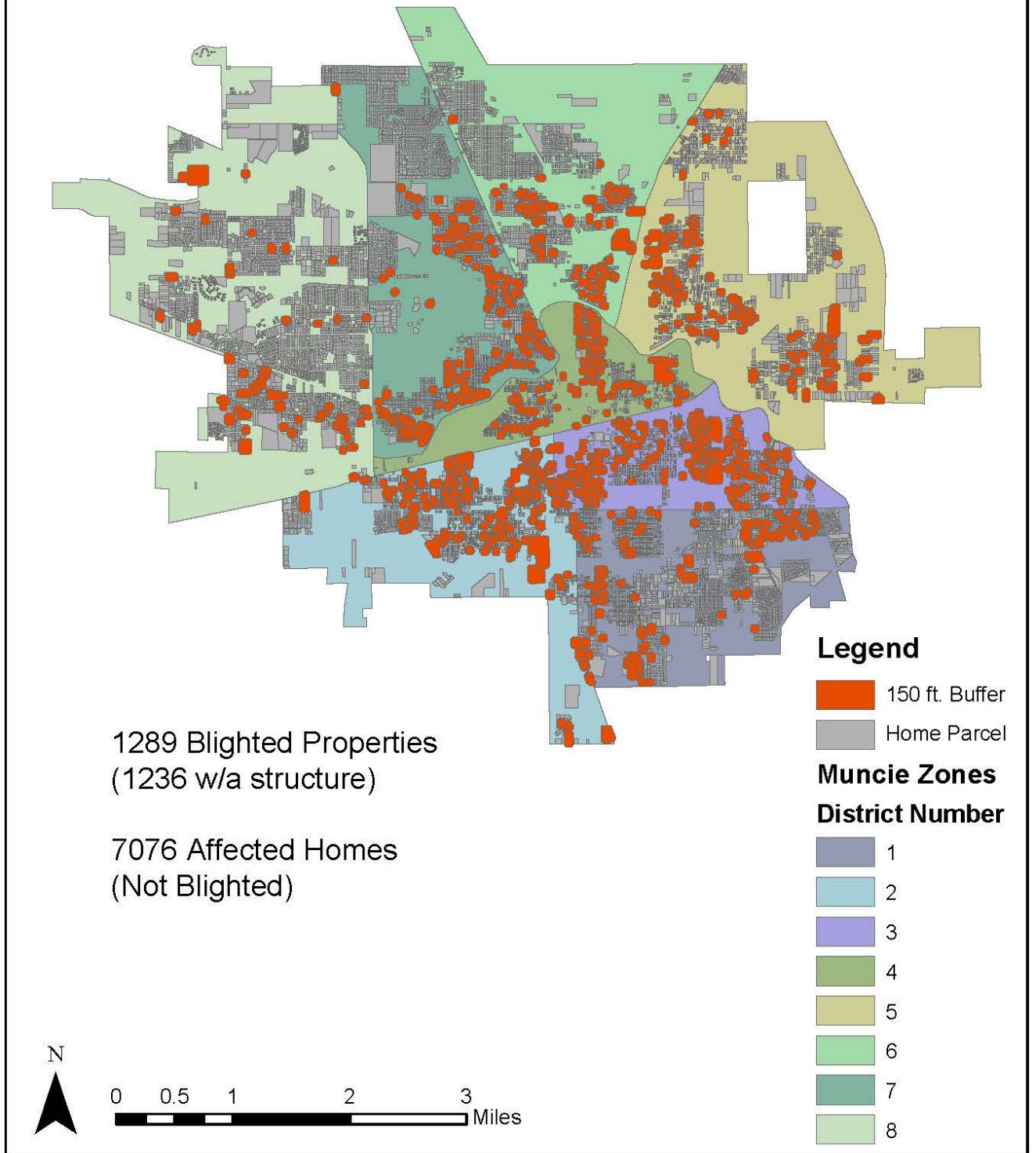
Homes Affected by Blight within Muncie

1289 Blighted Properties
(1236 w/a structure)

7076 Affected Homes
(Not Blighted)

Legend

150 ft. Buffer
Home Parcel

Muncie Zones
District Number
1
2
3
4
5
6
7
8

N

0   0.5   1   2   3
Miles

Figure 14: Blighted and non-blighted home in Muncie. (Source: Tiffany Gehrke)

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from ScoutMuncie, and the Delaware County Assessor's office data, it is clear that certain areas are suffering different problems that lead to blight more than other areas. Certain areas within Muncie have high vacancy rates that are increasing, while other areas have similar conditions with the trends slowing. Other areas have high rates of blight with low vacancy and low owner occupancy, and yet another area is subject to low home values and high rates of blight. Considering the data, the following strategies are recommended:

1. Increase code enforcement (in all areas)

2. Establish landlord registration and stricter regulations (in all areas, but will address blight most in areas with low owner occupancy and high rates of blight)

3. Provide community education on low-cost maintenance solutions and available resources (in areas with low home values and high rates of blight)

4. Work with local nonprofits for quick transfer and maintenance of clusters of vacant properties in areas where there is no foreseeable demand (in areas where vacancy and blight are abundant and trending upward)

5. Promote and better market the side-lot program (in areas where blight and abandonment are abundant and trending upward)

6. Promote an adopt-a-lot program for community organizations and members (in all areas to assist with temporary maintenance)

7. Utilize the land bank to ensure that properties are well marketed, transfer is simplified, and speculation is avoided (addresses blight best in areas where blight and abandonment are abundant but trending downward)

8. Better market properties in areas trending upwards in values and demand to those interested purchasing for establishing a business or using it as residence

9. Demolish blighted homes and structures in areas with no foreseeable demand

10. Target rehabilitation efforts in areas where blight and abandonment are abundant but trending downward

Many communities and land banks are relying more heavily on data to direct their decisions for demolition and rehabilitation. The hopes of such practices are to stimulate the private market and suppress the increasing blight and abandonment and subsequent impacts while working within limited budgets and timeframes. The land bank, county, city, educational institutions and local nonprofits are advised to work together to combat this publicly identified problem. The land bank can act as the convener for the necessary and relevant entities which may include the following:

• Muncie Building Commissioner's Office
• Muncie- Delaware County, Indiana Economic Development Alliance
• Nonprofits
• EcoRehab
• PathStone
• YMCA
• YWCA
• Bridges Community Services
• Habitat for Humanity
• Neighborhood Associations
• Red-Tail Land Conservancy
• Ball State University
• Ivy Tech
• City of Muncie, Historic Preservation & Rehabilitation Commission
• Delaware- Muncie Metropolitan Plan Commission
• Local Foundations
• Community Foundation
• Ball Brothers Foundation
• George and Frances Ball Foundation
• Muncie Redevelopment Commission

Contact Information

Ball Brothers Foundation
222 S. Mulberry St.
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Jud Fisher, President and COO
Email: info@ballfdn.org
Web: ballfdn.org

Ball State University
Department of Urban Planning
Phone: (765) 285-1963
Contact: Christine Rhine, Administrative Coordinator
Email: crhine@bsu.edu
Web: bsu.edu/planning

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

EcoRehab
P.O. Box 137
Muncie, IN 47308
Phone: (765) 702-5966
Contact: Craig Graybeal, Executive Director
Email: craig@ecoREHAB.org
Web: ecoREHAB.org

George and Frances Ball Foundation
222 S. Mulberry Street
P.O. Box 1408
Muncie, IN 47308
Contact: Shannon Cline, Executive Assistant
Web: gfballfoundation.org/content/index.html

Ivy Tech Community College, Muncie
345 S. High St.
Muncie, IN 47305
Phone: (765) 289-2291
Fax: (765) 284-8275
Contact: Jeff Scott, Muncie Campus Chancellor
Email: jdscott@ivytech.edu
Web: ivytech.edu/admin-directory/index.html

Muncie Building Commissioner
300 N. High Street
Muncie, IN 47305
Phone: (765) 747-4862
Contact: Rick Lorrison, Interim Building Commissioner
Email: rlorrison@cityofmuncie.com
Web: cityofmuncie.com/building-commissioner-muncie.htm

Muncie-Delaware County, Indiana Economic
Development Alliance
P.O. Box 842
Muncie, IN 47305-1639
Phone: (765) 751-9126
Fax: (765) 751-9151
Contact: Traci Lutton, Vice President
Email: tlutton@muncie.com
Web: muncie.com/home.aspx

PathStone
420 S. High St. Suite 101
Muncie, IN 47305
Phone: (765) 286-2162
Contact: Chris Allen, Homeownership Counseling
          Manager
Email: callen@pathstone.org
Web: pathstone.org

Red-Tail Land Conservancy
125 E. Charles St. Suite 200
Muncie, IN 47305
Phone: (765) 288-2587
Fax: (765) 288-2597
Contact: Julie Borgmann, Executive Director
Email: julie@fortheland.org
Web: fortheland.org

The City of Muncie, Historic Preservation &
Rehabilitation Commission
300 N. High St. City Hall
Muncie, IN 47305-1639
Phone: (765) 747-4825
Contact: Brad King, Historic Preservation Officer
Email: bking@cityofmuncie.com
Web: cityofmuncie.com/boards-historic-preservation-rehabilitation-commission-muncie.htm

The City of Muncie, Muncie Redevelopment
Commission
Office of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
Phone: (765) 747-4825
Contact: Zane Bishop, Residential Program
          Administrator
Email: zbishop@cityofmuncie.com
Web: cityofmuncie.com/muncie-redevelopment-commission

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The Community Foundation of Muncie & Delaware
County, Inc.
201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Kelly Shrock, President
Email: kshrock@cfmdin.org
Web: cfmdin.org

Case study

Chicago's Land Bank

In 2013, the Cook County Land Bank Authority (CCLBA)
decided to work with the University of Chicago's Data
Science for Social Good to create a tool to assist in
determining where different approaches were best
fit for addressing vacancy. The county recognized
that although blight and vacancy were problems in
many neighborhoods, the underlying causes were
unique. Cook County's foreclosures topped out at
between 50,000 and 60,000 properties annually. The
County recognized that certain neighborhoods were
subject to high vacancy purely due to the complicated
process of messy titles and liens associated with
foreclosed properties while others were subject to no
foreseeable demand. Consequently, the land bank is
able to determine the needed solutions within different
neighborhoods through the data. The data also acts to
potentially show the outcomes of neighborhoods over
time to reflect the benefits received.

Source: nextcity.org/daily/entry/applying-big-data-to-
vacants-and-other-steps-taken-by-chicagos-land-bank

ACTION 4.3

ADOPT AND ENFORCE CORRIDOR DEVELOPMENT STANDARDS

This action falls under Action 3 in Task Force 4 (Creating Attractive and Desirable Places). Corridor development standards are created to define and maintain corridors in Muncie. Creating these standards will help keep developers to specific timelines, and create continuity among Muncie corridors. This action was voted to be a low priority at the open houses, but that may be because the public doesn't yet fully know the purpose and potential of corridor development standards. MAP may need to be involved in educational outreach concerning this action.

STRATEGY 4.3.1: ADOPT AND ENFORCE UPDATED CORRIDOR DEVELOPMENT STANDARDS

Importance

This action was first mentioned in MAP1 and has also been brought up by residents at community meetings. Corridor standards will include: enhanced landscaping around corridors, green infrastructure, and, outdoor advertising regulations for signs. Residents have been very vocal about how distracting and unattractive pole signs are for business advertisements, and corridor landscaping often helps with speed reduction and green infrastructure can help mitigate flood water.

Steps

Currently, there is a county ordinance that contains corridor development standards. This ordinance should be used as the basis for creating additional corridor standards (source). This document includes roads where the standards will apply to development, and additional development standards can help expand this effort into new areas.

To create new standards, the vision for a corridor must be understood. Community meetings and surveys can help determine what residents would like to see in these new corridors. For example, new corridors might include monument signs, bike lanes, street trees, street lights, and sidewalks. This can be done with outreach meetings to see what residents like and dislike about the corridors they have currently, and how that can change. Community groups like Muncie-Delaware Clean and Beautiful and MAP can help facilitate and provide ideas for corridor standards. However, some of these characteristics might not be applicable for every corridor. To help determine where these ideas can be applied, the corridors must first be defined. Resident imput will be important for determining which corridors need updated the most.

Development standards should outline what a corridor should look like and from there other elements might be added. For example, some roads are too narrow for both bike lanes and sidewalks, in which case a decision needs to be made. In another example, pole signs can be removed and made to monument (ground) signs, which is a more attractive option.

After the corridors are defined, the next step is to work with the Public Works Department to understand where these updated standards can be applied and what that process will look like. Public Works will be able to give an approximate cost of the project and a timeline.

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Contact information

Muncie-Delaware Clean and Beautiful
201 East Jackson Street
Muncie, IN 47305
Phone: (765) 273-3714
Web: beautifulmuncie.org

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-muncie.htm

Delaware-Muncie Metropolitan Plan Commission
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Case study

City of Fort Wayne

The city of Fort Wayne, Indiana created a corridor planning document to revitalize and maintain corridors. The city has concise, but detailed information about all of the corridors would like to revitalize. Having different standards for each corridor is important because each corridor is different. Although these efforts are just beginning, the city has seen great improvement in the corridors as well as gateways because of the revitalized corridors. Emphasis on gateways and corridors can help make people really appreciate a place.

Source: fwcommunitydevelopment.org/planning/corridor-plans

Improving the Appearance of City Gateways falls under Action 5 in Task Force 4 (Creating Attractive and Desirable Places). Gateways help create a sense of place and allow people to understand where they are in a city. The expansion of gateways throughout the city helps to create neighborhood pride and recognition. This action appeared first in MAP1 under Task Force 4, Action 7. While this action was given a low priority at the open houses, it has been a priority for local officials and non-profit organizations like Muncie-Delaware Clean and Beautiful for many years, and efforts should be continued.

STRATEGY 4.5.1: IMPROVING THE APPEARANCE OF CITY GATEWAYS

Importance

In MAP 1, this action was written to increase wayfinding signage and to help wayfinding and the overall appearance of neighborhoods. Currently, the boundaries between some neighborhoods would be more easily known if signs were placed to welcome people to each neighborhood. Thoroughfares could include signage that helps with these distinctions and wayfinding. Along with that, gateways provide opportunities to install landscaping and attractive infrastructure.

Steps

Gateways can be implemented in a number of ways; however, recognizing where the gateway should be located is the best place to start. To do so, community members must recognize the boundaries between neighborhoods. Understanding boundaries will help make clear distinctions among different areas. The next step is determining which areas receive the highest amount of exposure to people, for example, several of the neighborhood action plans contain maps of where gateway signage could be located based on traffic volume. A similar approach could be taken to determine other locations for gateway signage. The gateways should be very visible to help with neighborhood identification and wayfinding.

The next step is designing and planning. The gateway should be something that everyone in the neighborhood is proud of. Hosting meetings to get ideas from the neighborhood is a good way to understand what residents would like to see in their neighborhood. This can be done with neighborhood associations partnered with MAP.

Once the gateway has been designed, it is then necessary to determine how much it will cost and where funding will come from. Determining what the sign will be made out of and where it can be created will help with cost assessments. Working with the Department of Public Works is important in determining whether the structure can be built at the named location. Working with local artists can make this gateway a local gem that the community really appreciates, or work can be commissioned by a professional builder. Communities can apply for grants to make this gateway possible. Fundraising throughout the neighborhood and local stakeholders can also help ensure the project has proper funding.

One example of a new gateway is the Kitselman Trailhead that will be added to the City in the near future. The trailhead will provide a gateway to State Road 67, which is a major corridor and entrance to the city. This will provide visitors with a positive outlook on the city and help people recognize the positive changes happening.

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Contact information

Muncie-Delaware Clean and Beautiful
201 East Jackson Street
Muncie, IN 47305
Phone: (765) 273-3714
Web: beautifulmuncie.org

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-
works-muncie.htm

Delaware-Muncie Metropolitan Plan Commission
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Case studies

Kitselman Trailhead

The Kitselman Trailhead is a new redevelopment gateway on the southeast side of the city. This trailhead will be apart of Phase V of the Cardinal Greenway. With this redevelopment, the Kitselman Energy Park will be created on the site. This project is the redevelopment and remediation of a former brownfield.

Source: cityofmuncie.com/Projects--
KitselmanTrailheadandPark.htm

City of Fort Wayne

The city of Fort Wayne created a plan to enhance city gateways called Front Door Fort Wayne. This 90 page document emphasizes the importance of gateways in cities and how it can benefit them. The plan dictates principles that should be found in each gateway in the city. This plan also lightly underlines standards for corridors. Gateways and corridors go hand in hand in a way that they can help define areas and create a more beautiful city. Fort Wayne has outlined different neighborhoods that could use new gateway signage and corridor standards. Signage ideas included in the case study help with defining areas as well and wayfinding systems to help people get around the city. This plan outlines property maintenance and design standards and how to adopt and implement different resources.

Source: fwcommunitydevelopment.org/images/
community_planning/docs/FrontDoor_Fort_Wayne_
Plan.pdf

ACTION 4.6

HELP STRENGTHEN CODE ENFORCEMENT

Support Code Enforcement is under MAP3, Initiative 4 (Creating Attractive and Desirable Places), Action 6. It originated in MAP1, Initiative 4, Action 8, which called for strengthened code enforcement on weeds, trash, and litter. It was continued into MAP2, Initiative 4, Action 6, which called for community partnerships in cleaning up litter, enforcing codes, and empowering organizations to report violations. While it was voted to be a low priority at the open houses, residents at the public outeach meetings stated that code violations are still common.

STRATEGY 4.6.1: SUPPORT CODE ENFORCEMENT

Importance

There are many codes that address issues raised by residents. These include anti-littering ordinances, building standards, and more. But some code violations go unreported and no improvements are made because City of Muncie employees are not aware of the issue.

The more code violations go unreported, the less desirable a neighborhood becomes. Areas with litter, sidewalks in disrepair, building code violations, potholes, etc. are not attractive and desirable places to purchase or rent a home, locate a business, etc. Over time, areas in disrepair with many code violations could lead to a decline in property values and even more code violations.

Residents at the open houses discussed several issues that could be resolved with increased code enforcement. MAP2 emphasized community partnerships as a possible way to increase code enforcement. This action continues this concept and suggests local organizations as a possible resource to strengthening code enforcement in Muncie.

Fortunately, the City of Muncie has an online reporting resource for submitting code violations and infrastructure that is in disrepair. The city provides a link for every submission, providing accountability that the reported problem is being addressed. Spreading the word about this resource will help ensure that problems are reported.

Steps

As MAP2 described, there are many possible ways to strengthen code enforcement. All of MAP2's strategies emphasized partnerships with the City of Muncie, Building Better Neighborhoods at Ball State, and neighborhood associations. Task Force 4 could take the lead in continuing these relationships and building new partnerships for code enforcement in MAP3.

At the public meetings, residents expressed concern with weeds, sidewalk disrepair, potholes, litter, rental housing quality, and other topics. All of these concerns can be reported to the City of Muncie's online code enforcement reporting webpage. Anyone can report concerns with building codes, parks, public works, streets, weeds, and other many other issues using this link.

This action could focus on getting the word out about the City of Muncie's code enforcement reporting page. The online resource is how the city learns of many possible code violations, and it takes action on the concerns submitted. Task Force 4 is advised to continue to partner with neighborhood associations on reporting code enforcement concerns to the city. These associations are made up of local residents who have a deep understanding of their surroundings. MAP could train association leaders on how to use the city's concern reporting system. These leaders could then take the initiative to report neighborhood residents' concerns to the city. MAP and neighborhood associations could also work together on a messaging campaign about how to report concerns or together meet with city leaders to discuss revising codes when necessary.

Task Force 4 could also reach out to Ball State housing administrators and partner on a strategy to inform students about code enforcement. Some students live

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in rental housing that fails to meet City codes or State of Indiana habitation requirements. If students were empowered to report concerns on code violations, they could both improve their own living situations and their neighborhood surroundings. The university could inform students of local housing ordinances and of their rights as off-campus residents. This would help ensure that Ball State students have a positive living experience while in Muncie.

If any funding is needed, such as for advertising, a grant from The Community Foundation of Muncie & Delaware County could be an option. The Community Foundation provides grants to local organizations that improve the quality of life within Muncie and Delaware County through arts & culture, community betterment, economic development, education, and human services. A grant from the The foundation's Quarterly Competitive Grants program could cover costs. Letters of interest and applications are accepted quarterly.

Contact information

The Community Foundation of Muncie & Delaware County, Inc.
P.O. Box 807
Muncie, IN 47308
Phone: (765) 747-7181
Web: cfmdin.org

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-muncie.htm

Building Better Neighborhoods
Rose Court Building
125 E. Charles Street
Muncie, IN 47305
Phone: (765) 285-2773
Fax: (765) 285-4989
Contact: Heather Williams
Email: hlwilliams@bsu.edu
Web: uncieneighborhoods.org

Housing and Residence Life
Ball State University
LaFollette Complex, Room N-10
Muncie, IN 47306
Phone: (765) 285-8000
Web: cms.bsu.edu/campuslife/housing/contactus

Case studies

Cleveland, Ohio

The City of Cleveland's Building and Housing Department is in charge of code enforcement for the city. It was struggling to keep up with the violations as reported nuisances increased while the budgets for code enforcement staff decreased. The department partnered with local Community Development Corporations (CDCs) to broaden the scope of code enforcement in the city. Nineteen of the city's CDCs began to operate code enforcement programs. These organizations were already deeply involved in the community and oftentimes had deeper connections with residents on neighborhood concerns. Many of the CDCs even worked with property owners to bring them to compliance with the city's codes. For more information on the City of Cleveland's Code Enforcement partnership, see this link.

San Antonio, Texas

The City of San Antonio addressed code enforcement through its Code Ranger Volunteer Program. A city employee trained volunteer Code Rangers on how to identify code violations and empowered them to remove graffiti, inventory vacant lots and abandoned structures, identify illegal dumping, and spot code violations associated with public events. The Code Rangers also partnered with neighborhood associations and informed them about the program and about code enforcement in general. For more information on the program, and a similar version in Ft. Worth, Texas, see the following links: https://www.mysanantonio.com/community/southside/news/article/Graffiti-Ranger-vehicles-to-scour-city-streets-3471850.php and http://www.communityprogress.net/filebin/pdf/toolkit/Fort_Worth_San_Antonio_code_rangers.pdf.

Additional information

- Community Code Enforcement Partnerships communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php
- Report a Concern to the City of Muncie cityofmuncie.com/concerns-muncie.htm

ACTION 4.9

SUPPORT THE ACHIEVEMENT OF DEVELOPMENT PRIORITIES

Create Incentives to Achieve Development Priorities falls under Initiative 4 (Create Attractive and Desirable Places). Since current development practices may leave parts of the city with gaps in resources, inconsistent development, and strained infrastructure, this strategy was created to expand upon the related action in MAP1 even though it was not included in MAP2 and was voted to be a low priority in the open houses.

STRATEGY 4.9.1: ACHIEVING DEVELOPMENT PRIORITIES

Importance

This strategy was created through public input and participation. Muncie residents have made it clear that they are frustrated when some areas of the city are redeveloped but others are not. Incentivizing even development will help make investment more even across the city and encourage high quality development.

Steps

With help from the Muncie Redevelopment Commission, the Muncie Department of Community Development, and the Delaware-Muncie Metropolitan Plan Commission, specific policy actions can be taken to move toward even development to mitigate urban sprawl, the unchecked and sometimes unnecessary expansion of urban areas. Here are two that Muncie in particular can benefit from:

Fix-It-First Strategy

1.   What is a fix-it-first strategy?

Capital infrastructure expansion often takes precedence over simple maintenance and operation practices in conventional transportation planning. In turn, this encourages cities to continue to annex new land and pave new roads, leading to inconsistent infrastructure and favoritism among consumers and developers. "Fix-it-First" initiatives encourage transportation management bodies to give top priority to the maintenance and operations of existing arterials rather than new and expensive projects.

2.   How can Muncie utilize it?

The Delaware - Muncie Metropolitan Plan Commission could work with the Mayor and Department of Public Works to implement this strategy. An accompanying social media or marketing campaign could be launched to inform citizens that the city's priorities are with fixing the existing roadways.

Incentivized Infill Development

1.   What is incentivized infill development?

Tax incentives, fee reduction, preservation credits, and increased demand are all reasons developers should not overlook downtown areas.

2.   How can Muncie utilize it?

The city can enact tax incentives for urban or downtown development. If a developer has to pay less overall for a project, they may be more inclined to do it. Impact fees may be completely eliminated in a downtown development project, since the infrastructure is already in place. Downtown Muncie is full of historic properties, so credits to encourage historic redevelopment in the downtown area could be a useful tactic. Additionally, many people today want to live in a dense area where they can walk to bars, restaurants, and shops. Increased demand for more urban development could be a viable incentive as well.

This list is not every action that could be taken, but is a great start:

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Transportation Oriented Development Policy Actions

Access Management Programs

An access management program is the coordination between land use and access to existing highways. Programs like this incentivize development near roads, alleviating implementation and maintenance stresses on public works departments.

Bus Oriented Transit Development

Concentrating development near existing MITS routes to provide users with efficient and reliable transportation close by.

Gasoline Tax Increase

An increase in gasoline tax can mitigate automobile use, and increased revenue can be used to fund infrastructure maintenance projects.

"Live Near Your Work" Program

Providing assistance or tax incentives for those who live in designated neighborhoods surrounding major employers.

Location Efficient Mortgages

If a homebuyer lives near work, the perception is that they would spend less money on a car and maintenance. This money as a percentage would qualify as income and allow them to qualify for a better or larger mortgage.

Traffic Calming

Techniques for keeping cars moving at speeds that are safe for all road users. Examples include T-intersections, on-street parking, brick pavers, zig-zag curves, road narrowing, raised crosswalks, speed bumps, median islands, stop signs, street trees, and more.

Growth Management Policy Actions

Agriculture and Forest Zoning Programs

Choosing to preserve existing agriculture or forestry zonings is a viable way to mitigate sprawl.

Brownfield Redevelopment

Investing in brownfield development, especially solar fields, encourages other development (see Action 5.6 for more information about brownfield redevelopment).

Cluster/Compact Development Strategies

Clustering development and incorporating density minimums.

Area Development Caps

Suburban/outskirt caps can divert investment to denser areas.

Development Exactions

Development exactions require developer contributions toward parks, schools, roads, and other infrastructure.

Differential Assessment Programs

Choosing to assess agriculture land in terms of agricultural productivity instead of raw market value.

Minimum Density Zoning

Setting minimum units per acre standards.

Urban Containment Strategies

Incentivizing urban growth and investment.

Contact information

Muncie Redevelopment Commission
401 S. High Street
Muncie, IN 47305
Phone: (765) 288-6681
Contact: Todd Donati, Director
Email: tdonati@cityofmuncie.com
Web: cityofmuncie.com/muncie-redevelopment-commission

Department of Community Development
300 N. High St. City Hall
Muncie, IN 47305
Phone: (765) 747-4825
Contact: Terry Whitt Bailey, Director
Email: tbailey@cityofmuncie.com
Web: cityofmuncie.com/muncie-community-development.htm

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Case study

University of Maryland, Baltimore, Live Near Your Work Program

University of Maryland, Baltimore's "Live Near Your Work" Program is a home buying assistance benefit for university employees that offers money toward the down payment and closing costs of homes in select Southwest Baltimore neighborhoods, including the purchase of a home requiring major renovations. UMB can contribute up to $16,000 for each eligible participant.

The program is a partnership between the city of Baltimore and the University of Maryland, Baltimore. Regular full-time or 50%+ full-time equivalent employees are eligible, and must be in good standing with the school. Employees must apply to be a part of this program, and participants must choose a home in specified target neighborhoods.

Source: umaryland.edu/live-near-your-work/qualifying-neighborhoods/

Additional information

- ctr.utexas.edu/wp-content/uploads/pubs/0_4420_1.pdf

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Above: The third public outreach meeting at the Buley Center. (Photo: Lisa Dunaway)

TASK FORCE 5

MANAGING COMMUNITY RESOURCES

There is a growing recognition that achieving and maintaining a prosperous future means making the most of what you have. This kind of resource management must go beyond government fiscal restraint to include conservation and reuse of existing resources and coordination to minimize duplicate efforts. A community with a positive outlook to the future will invest in itself to ensure the health of its assets.

This initiative addresses the protection of natural and cultural resources, improving the community's essential facilities and infrastructure, and promoting environmentally sustainable practices.

This Task Force has contained 11 actions since the MAP2, seen below. For MAP3, some of the actions are already in progress, generally completed, or have been tabled for now. Actions highlighted in red were determined to still need more work in MAP3 and have strategies to help move them forward, found on pages 84-103.

1. Encourage the creation of a design manual for public infrastructure.

2. Support the implementation of the Prairie Creek Master Plan.

3. Create a Muncie Energy Office and advisory committee.

4. Encourage and promote models of sustainable design throughout the city.

5. Contribute funding to support Central Indiana Regional Transportation Authority membership.

6. Support a Brownfields Redevelopment Program.

7. Support bike-friendly community programs.

8. Encourage the development of a sidewalk and recreational paths plan.

And one new action was added during the MAP3 planning process:

9. Support the Muncie Land Bank.

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Creating an infrastructure design manual falls under MAP3, Initiative 5 (Managing Community Resources), Action 1. It originated in MAP1, Initiative 5, Action 1, to lay a foundation for how public entities, private developers, and homeowners designed and maintained the infrastructure on and around their property. This action was carried over to MAP2, yet remains unfinished as deemed by the MAP Board. While it was voted as a low priority at the open houses, its importance to members of the community has ensured its continued support in MAP3 and plans to begin this effort in fall 2018 are underway. This action contains two strategies.

STRATEGY 5.1.1: SUPPORT A DESIGN MANUAL FOR PUBLIC INFRASTRUCTURE FOR USE BY LOCAL GOVERNMENT, PUBLIC UTILITIES, DEVELOPERS, AND HOMEOWNERS

Importance

Creating an infrastructure design manual for either Muncie or Delaware County is a step towards more consistency amongst design requirements for the City and developers. This consistency ensures that sidewalks, streets, curbs, utilities, streetscapes, etc. will be similar around Muncie and possibly surrounding communities. Creating these guidelines will not only streamline the design process, by providing a guide for anything built in the public right-of-way, but also ensurie the City will have a more consistent look throughout.

While this may sound restrictive at first, the idea is in the public's best interests. The manual will allow for quick property improvements because owners will understand how things should be designed, cutting down time spent attempting permit approval. This speeds up the building process and could increase the amount of development seen in Muncie and surrounding communities. These guidelines also ensure that a new development has safe public access, wide sidewalks, and other attractive characteristics.

It is important to note that this manual does not dictate how a property owner designs a building or landscape. While it might give restrictions such as height or setbacks, owners will still have the freedom to build how they wish.

Steps

A typical infrastructure design manual can easily exceed over 200 pages, so a great amount of effort is needed to complete a full document. Multiple groups must come together for this manual to take shape. These groups include; the Plan Commission, Engineering and Highway departments, Public Works, Building Commissioner, Sanitary Department, and any other group that deals with development and building enforcement. Approval must be made by either the county or City Council, depending on if the manual is just for Muncie, or all communities in Delaware County. Responsibility will likely lie with the Department of Public Works, with the job of ensuring compliance on any new construction.

Each group should be involved as this manual affects how they all judge or create new developments. Since this document will dictate most construction for the city or county, it will be a process of deciding which regulations best fit each group. This does not mean that the document will include entirely new regulations and material; most of these regulations are already in place, just under city ordinances or laws. A design manual is the way to consolidate all information into an easily accessible guide to find, view, and understand the changes.

While there aren't funding sources needed for this action, extra funds would be needed if hiring an outside consultant. Hiring someone from outside the city is

helpful if that individual has prior experience with the creation of these documents. Typically, outside help comes from engineering firms or other qualified groups.

Contact information

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Muncie Building Commissioner
300 N. High Street
Muncie, IN 47305
Phone: (765) 747-4862
Contact: Rick Lorrison, Interim Building Commissioner
Email: rlorrison@cityofmuncie.com
Web: cityofmuncie.com/building-commissioner-muncie.htm

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-muncie.htm

Case studies

Below are links showing infrastructure design manuals from two different communities. While they might differ in length and layout, they address similar issues. Some of these include: easement requirements, water line design, street paving design, and gradients.

Arapahoe County

The Arapahoe County manual consists of regulations and laid out in writing, with graphs adding additional information periodically. There are hardly any diagrams in the Arapahoe Plan, showing that a manual does not need to have detailed drawings to be effective.

Source: co.arapahoe.co.us/DocumentCenter/View/963

Houston

The Houston Plan does have those diagrams and uses them often to explain the written guides. It also includes diagrams, such as a diagram for utility easements in a residential area. Having diagrams may not be needed, but can prove useful for developers looking to build within the city as seen in
Figure 15.

Source: edocs.publicworks.houstontx.gov/documents/design_manuals/idm.pdf

Additional information

- designmanual.com.au/assets/files/documents/idm/IDM_Version_5.10_.pdf
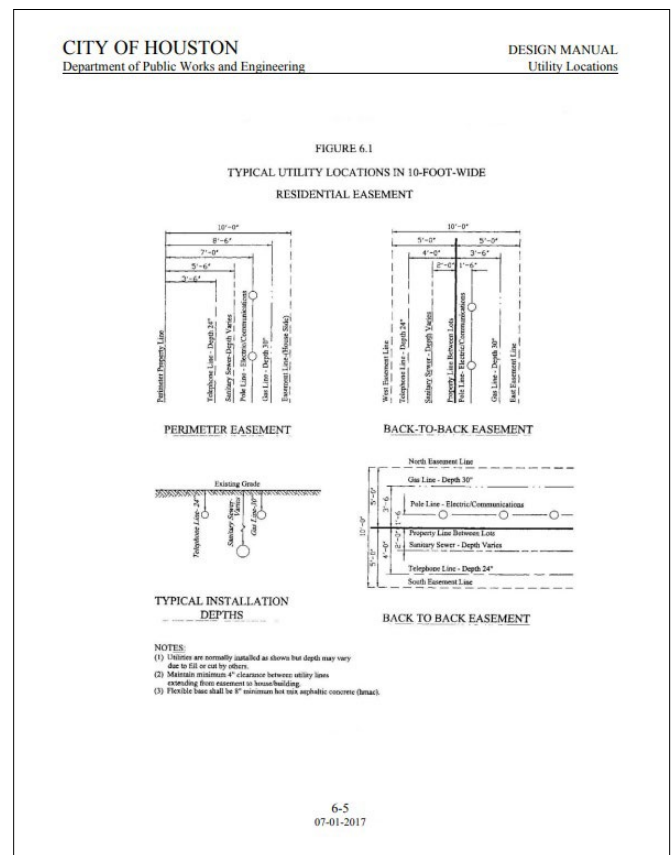
Figure 15: Diagrams from City of Houston Design Manual. (Source: edocs.publicworks.houstontx.gov)

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STRATEGY 5.1.2: SUPPORT A FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Importance

This strategy is in response to the needs for maintenance of infrastructure in and around the city. Muncie has expanded its borders in the past decades, which means roads, sidewalks, bridges, and other public utilities are now needing to be updated or replaced. An issue that now exists is prioritizing which improvements to make first. A capital improvements plan could be the answer to that issue.

At its most basic, a capital improvements plan "contains all the individual capital projects, equipment purchases, and major studies for a local government; in conjunction with construction and completion schedules, and in consort with financing plans" (source). This means the plan lays out what needs to be done for the next few years and ranks them in order of highest priority. The plan also includes the capital budget; so any funds the city has for infrastructure improvements can be laid out and divided up ahead of time. This takes the guesswork away for cities when they are attempting to decide which funds should go where; the plan allows the city to look back on what they agreed on ahead of time and act accordingly. While the plan may not highlight every improvement that will be made, it provides an overview for the major projects.

Having this type of plan would not only help governmental bodies but could be a benefit for residents of Muncie as well. If an individual lives in a neighborhood with roads that need repaved, having the plan available for them to view would allow them to see the year they can expect improvements to be made. If people can see when road or sidewalk improvements are due in their area, they may be less likely to complain because they know those improvements will come in time.

Steps

There are a number of steps which go into the creation of a capital improvements plan which involves input from almost all sectors of a local government. The University of Wisconsin and the Urban Land Institute published an article that breaks down the process.

The first step involves local agencies and departments submitting a list of their capital improvement projects, usually with some form of project description and justification. Next, a selected team reviews and prioritizes projects based on certain criteria. These criteria are specific to each community, but usually involve demand, public health and safety, or total costs. The team then performs a financial analysis, looking at historical and projected government revenues, expenditures over the past years, and the availability of outside financing such as grants or bonds. A draft document is then made, listing all recommend projects by funding year, project details, and sources of funding. That document is looked over by the plan commission, undergoes revisions, goes through public forums, and is then adopted by a city council.

MAP's involvement in this process would be helping in the creation of a team that would be in charge of creating the document. A single official is usually responsible for coordinating preparation of the document and could be an administrative officer (mayor, town manager), budget officer, member of the planning department, or a member of the public works department. This individual is not typically the one who writes the entire document but will manage the entire process. The document is typically prepared in the months preceding the adoption of the annual government budget. While most governmental agencies in Muncie would provide input for a capital improvements plan, the plan commission and city council are the groups most responsible for its final acceptance and implementation. MAP could also help by finding spaces for public forums and setting up those forums as needed throughout the process.

Funding for this action won't come during the creation of the actual improvements plan. Instead, funding sources will be seen on an individual project basis because of the wide range of projects in the document.

Contact information

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Muncie Building Commissioner
300 N. High Street
Muncie, IN 47305
Phone: (765) 747-4862
Contact: Rick Lorrison, Interim Building Commissioner
Email: rlorrison@cityofmuncie.com
Web: cityofmuncie.com/building-commissioner-
muncie.htm

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-
public-works-muncie.htm

Case study

Ann Arbor, Michigan

The City of Ann Arbor recently updated its Capital Improvements Plan for the 2018-2023 fiscal years. Its website breaks up the plan into categories, allowing for easy viewing and comprehension. The layout for each project easy to follow: it shows the scope of the project, its prioritization in the plan, and estimated funding. This layout would be easy for Muncie to follow and reproduce, as seen in
Figure 16.

Source: a2gov.org/departments/systems-planning/ programs/Pages/FY2016-2021-Capital-Improvements- Plan.aspx

Additional information

* uwsp.edu/cnr-ap/clue/Documents/
  PlanImplementation/Capital_Improvement_Plan.pdf

Figure 16: Excerpt from a project datasheet from the Ann Arbor CIP. (Source)

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Support the Implementation of the Prairie Creek Master Plan falls under Initiative 5 (Managing Community Resources), Action 2. This action was first seen in MAP1 and was based on the 2007 Prairie Creek Master Plan. The action, which was continued in MAP2, aims to follow through with implementation of the plan. Although residents voted this action to be a low priority during the open houses, efforts are ongoing to implement strategies laid out in the plan to help improve the reservoir.

STRATEGY 5.2.1: SUPPORT THE IMPLEMENTATION OF THE PRAIRIE CREEK MASTER PLAN

Importance

The Prairie Creek Master Plan was created in 2007 as a joint effort between the Delaware-Muncie Metropolitan Plan Commission and the White River Watershed Project. However, it was first theorized due to public input gained during the creation of the 2000 Delaware County Comprehensive Plan. Members from both groups and graduate planning student interns from Ball State worked together to inventory the entire site. This team identified key target areas and issues and created solutions that could be implemented in coming years. Although over a decade has gone by since its creation, the Prairie Creek Master Plan continues to be a guide for positive change and growth around the reservoir.

This action was in both MAP1 and 2, and it's important to continue it to MAP3 because of the progress made and the potential for new improvements moving forward. Since MAP1, there have been numerous improvements to both the reservoir itself and the surrounding area. Some of these improvements include new walking and biking trails connecting back to Muncie; available ATV and dirtbike areas; new horse trails on the west side; and additional shelters. All of these improvements came about because of the master plan and the public's consensus that the reservoir is one of the greatest ecological hubs in the area.

Prairie Creek Reservoir holds potential for activities and learning experiences for all Delaware County residents; it is important to keep protecting that resource. Keeping the waters clean, beaches free of debris, and amenities well-kept ensures that future generations will be able to

have the same experiences people do now.

Source: co.delaware.in.us/department/division.php?structureid=170

Steps

As this action has been ongoing for almost 10 years, there are not many new steps that need to be taken. It is important to maintain positive relationships between the groups who are taking those steps and making changes. The current Prairie Creek Master Plan has an implementation section that lists objectives, recommended leaders and participants, potential funding sources, and each objective's targeted time-frame.

MAP and the Delaware-Muncie Metropolitan Plan Commission are advised to take a look at the current objectives list and decide which could still be given high priority and which could be replaced with something new. In the past ten years, there may have been changes that made certain objectives obsolete, or new issues have arisen which need to be dealt with. The plan might not need updated now, but within the next five years, consideration could be given to updating the plan or redoing it entirely. The Delaware-Muncie Metropolitan Plan Commission, White River Watershed Project, and the groups currently involved in or around the reservoir could lead this update.

A shorter-term objective is promoting the reservoir and the current activity around it, to the community. An issue brought up at MAP3 public meetings was that people didn't know about the amenities Prairie

Creek has to offer. Unless a person regularly travels to the area, they do not know about improvements and changes. One way to share information is by having any large updates be part of newsletters around Muncie and Delaware County. MAP could use its social media and online newsletter to provide information, and neighborhood associations could do the same. While it is not necessary to provide every detail about what is being done, any large updates or improvements made might pique residents' interests in the reservoir.

A second way information can be given to the public is through updating the Prairie Creek Reservoir webpage on The City of Muncie's website. The page currently offers small bits of information about what the area has to offer and provides a few maps, but there is not enough information for individuals who want to learn what the reservoir has to offer. Updating the information on the city's websites will allow both residents and people from outside the county to see all Prairie Creek has to offer.

Contact information

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Muncie Parks Department
1800 S Grant Street
Muncie, IN 47302
Phone: (765) 747-4858
Web: cityofmuncie.com/parks-department-muncie.htm

Case study

Eagle Creek Park

The website for Eagle Creek Park, north of Indianapolis, Indiana, provides all necessary information for potential visitors but also offers news on activities in the park and any upcoming events.

One part of this action is updating Muncie's Prairie Creek Reservoir webpage. While the website may provide the minimum information needed, residents and people from outside Delaware County may find that more easily-accessible information would generate their interest in the area.

- cityofmuncie.com/Department--PrairieCreekReservoir--General.htm
- visitmuncie.org/prairie-creek-reservoir/

Source: www.eaglecreekpark.org

Additional information

- co.delaware.in.us/department/division.php?structureid=170

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ACTION 5.4

IMPLEMENT MODELS OF SUSTAINABLE DESIGN THROUGHOUT THE CITY

Implementing Models of Sustainable Design Throughout the City falls under MAP3, Initiative 5 (Managing Community Resources), Action 4. This action originated in MAP1 and has been an ongoing process ever since. Because this is something that is always in progress, it was continued in MAP2 and MAP3. It was voted to be a medium priority at the open houses and sustainability measures have been voted a high priority in several of the existing neighborhood action plans. This action contains three strategies.

STRATEGY 5.4.1: IMPLEMENT MODELS OF SUSTAINABLE DESIGN

Importance

This action was originally created to increase the number of parks in Muncie and educate residents on water quality and stormwater run-off, eco-balance, and climate-appropriate and native plant selection. It then shifted its focus to include an urban tree-planting program and an urban gardens initiative. Each of these elements will be important for MAP 3, not just for residents and property owners, but for city officials and developers as well.

While it is important for property owners to make changes that can help with stormwater run-off and increasing the amount of vegetation in neighborhoods, it is equally important for the city to do the same. Structures such as rain gardens and bioswales are being built in and around the city, trapping stormwater and preventing it from running into the sewers or down to the river. New parks are present that lessen the amount of impervious surfaces (surfaces that do not allow water to flow through them and into the ground) which prevents water from pooling. Native plants and trees are being planted in the city, beautifying the community with less need for maintenance, and ash trees are slowly being taken off the street and replaced by new healthy trees. The importance of installing native plants is described on this website.

Since MAP2, there has also been a push for renewable energy in Muncie. The group Solarize Indiana is pushing to help homeowners install their own rooftop solar panels, which lessens carbon emissions. They can help home or business owners receive cheaper installation of solar panels and other green energy systems.

Members of the community are also excited about the creation of Kitselman Energy Park, which will be a beacon of sustainable design and practice for the region, and any new infrastructure improvements that will lessen the amount of flooding on major roads (see Figure 17).

What this will involve

One of the most important ways to speed this action is through educating residents about ways they can help influence their local environment. Muncie's Urban Forestry Office provides information to homeowners who want street trees in front of their homes. The department provides a booklet showing how to properly plant and care for new trees, as well as a list of the region's most suitable tree types. While Muncie may not currently have a department focused solely on sustainability, similar booklets could be created showing homeowners how they can build more sustainably.

Although MAP could create booklets and pamphlets such as this, it would be better for a professional designer to take charge in cooperation with a city department. The designer can make sure the information looks user-friendly and the city employee can check that solutions re appropriate. Although this specific department might not exist, the task could be handled by the Sanitary, Parks and Recreation, or Public Works departments.

Sustainable design also includes reuse of brownfield sites, which is a current goal for Muncie, which is discussed more in Strategy 5.6.1: Create a Brownfields Redevelopment Program on page 95.

Contact information

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Indiana Finance Authority
One North Capital, Suite 900
Indianapolis, IN 46204
Phone: (317) 233-4332
Fax: (317) 232-6786C
Web: in.gov/ifa/index.htm

Muncie Urban Forestry Office
1800 S Grant Street
Muncie, IN 47302
Phone: (765) 747-4858
Contact: Kellie McClellan, Urban Forester
Email: kmcclellan@cityofmuncie.com

Muncie Urban Forestry Committee
Jason Donati, Chair
Email: jdonati@msdeng.com
Web: cityofmuncie.com/urban-forestry-office-muncie.htm

Case Studies

Henderson, NV

One simple way to make cities more sustainable is by involving all community members. The City of Henderson, Nevada, created a brochure to educate residents on what they could do to make a difference. It highlights areas of sustainability that are important to both the city and its residents such as water conservation. Creating a pamphlet such as this for Muncie could help educate members of the community in the same ways.

Source: digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=1003&context=sustain_pubs

Additional information

- cityofmuncie.com/upload/assets/parks/urban%20forestry/26912in%20urban%20forestry%20committee%20guide%20web.pdf
- digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=1003&context=sustain_pubs
- in.gov/ifa/brownfields/2366.htm

Figure 17: Rain gardens can help prevent flooding on roads. (Source: Rundell Ernstberger Associates)

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STRATEGY 5.4.2: ADOPT A CARBON FOOTPRINT REDUCTION GOAL

Adopt a Carbon Footprint Reduction Goal & Supporting Policies falls under Initiative 5 in MAP3, Managing Community Resources. Citizens of Muncie have made it clear that reducing the carbon footprint of their city will not only make it more livable but enhance its attractiveness to new business. It falls under Initiative 5 because it is clear that the citizens of Muncie want to do their part to mitigate climate change.

Importance

This action was created through input from public meetings and stakeholder participation. Community members stressed the importance of creating a clean and sustainable place to live, learn, play, and work. Many also said a city that is conscious of its carbon footprint is attractive to modern business and young professionals, proving the city's resiliency and putting it ahead of competitors. All community members can benefit from a reduced carbon footprint. These benefits include: decreased greenhouse gas emissions, lower energy costs, and a cleaner city. A sustainable future is possible with carbon footprint reduction goals and supporting policies and is crucial to a city's success and continued growth.

Steps

With help from the Delaware - Muncie Metropolitan Plan Commission and the to-be-established Muncie Sustainability Office (as outlined in MAP 3), this action has widespread support in the community. However, an initiative like this would not be possible without city-wide education and marketing campaigns.

Informing the public how certain habits can increase carbon emissions can have a widespread impact since many people do not know simple changes can make a big difference.

A #DoYourPart campaign could be beneficial in reducing Muncie's carbon footprint. This campaign could entail the following:

1. Spearheading the campaign, MAP volunteers could partner with DWNTWN to include the hashtag in promotional material and billboards, emphasizing how enjoyable it is to walk around, shop, eat, and live in downtown Muncie. This will start people thinking about how they drive to the mall or out of town when they could instead ride their bike or take the MITS to downtown and explore for the day.

2. Pamphlets or flyers could be distributed to get the word out and provide educational material. It is advised to include tips and tricks on how everyone, regardless of how or where they live, can reduce their carbon output.

3. A social media campaign could be started to spread the word.

4. Workshops or seminars that educate and empower people in ways to reduce their carbon footprint, saving money and the environment, could be conducted. This process could start in the churches, which are heavily attended in Muncie then slowly spread to other groups and organizations.

There are many ways for a city to reduce its carbon footprint.

5. Investing in public transportation infrastructure is advised to assist in reaching the city's carbon footprint goals.

    a. In Muncie, some people do not ride the MITS bus because they have a negative opinion of it. People will choose to take public transportation over their own vehicles only when they have no choice. This means that throughout the city, overall pedestrian and alternative transportation is considered less-desirable by residents.

    b. Investing in updated bus infrastructure is a way to increase ridership. Currently, many shelters are small and/or damaged. Making the user feel safe and welcome is important and creates updated spaces for people to wait for the bus is a necessity. Additionally, creating streetscapes where the pedestrian comes first encourages less automobile travel; a safer sidewalk could encourage residents to walk instead of drive.

6. By optimizing existing buildings and incentivizing green construction, the city may be able to better reach its carbon footprint goals.

    a. Weatherproofing and sealing aging city-county buildings will save money in utility bills and offset carbon output. This includes new windows and updated insulation.

    b. Applying for solar infrastructure grants to harness the sun's energy to heat and cool municipal buildings will lower the energy costs for the city as well as reflect in a lower carbon footprint. The federal government offers an Energy Efficiency and Conservation Block Grant

program. It is designed to help municipalities fund solar energy initiatives.

7. The city can encourage more walking by repaving sidewalks.

    a. Choosing to walk instead of drive can help reduce greenhouse gas emissions and fossil fuel dependency. Many people in Muncie are hesitant to walk since sidewalks are in various states of disrepair.

8. Residents can improve their health and their families' health as well as improve the local economy and reduce the city's carbon footprint by stocking up on local food at the Minnetrista Farmer's Market.

    a. Supporting local farmers and foodmakers is one way to help reduce your carbon footprint. Not only do the food products have less distance to travel, but they may be less processed than their grocery alternatives and also support local farmers at the same time.

9. Planting trees is encouraged. Trees and other vegetation are carbon sinks due to carbon dioxide being used for photosynthesis.

    a. One mature tree can absorb 48 pounds of carbon dioxide in a year. Planting trees not only offsets carbon emissions but creates a vibrant and attractive area as well.

Contact Information

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Case study

Floyd, Virginia

After Syria signed the Paris Climate Accord, which put the US as the only standout, the town of Floyd, Virginia took matters into their own hands, since sometimes a bottom-up approach can have the greatest and most lasting effect. SustainFloyd, the local sustainability nonprofit, spearheaded the Personal Climate Pledge in which residents can pledge to take steps to reduce their carbon footprint by 20 percent by 2020. Simple tasks such as maintaining tire pressure and regular oil changes can help. Using reusable grocery bags and ever so slightly reducing the thermostat can make a difference, too.

Sources:

- sustainfloyd.org/programs/personal-climate-pledge/
- wset.com/news/local/sustain-floyd-brings-climate-change-to-a-personal-level

Additional information

- energy.gov/eere/wipo/energy-efficiency-and-conservation-block-grant-program

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STRATEGY 5.4.3: SUPPORT CREATING A MUNCIE SUSTAINABILITY OFFICE

Support Creating a Muncie Sustainability Office also falls under Initiative 5 (Managing Community Resources) Action 4. It is clear that many community members believe a sustainable Muncie is a resilient Muncie, and establishing a municipal office to manage sustainability efforts is an important piece of the puzzle. This falls under Initiative 5 because it addresses the protection and conservation of the community's natural resources and infrastructure and is not yet completed, though mentioned in MAP2.

Importance

A city office that spearheads sustainability efforts not only sends a message to community members, but outside the county as well that Muncie is serious about its sustainability efforts. In a rust belt town like Muncie, resiliency is a top priority, and if the city can leverage tools that mitigate resource use by way of lower overall operating costs and less frequent maintenance, Muncie will be an even more attractive place to live, work, learn, and play.

Steps

A Muncie Sustainability Office would likely be established by the mayor of Muncie, and since sustainability issues have an impact on many people's daily lives, it is an important idea worth exploring. There needs to be collaboration between the mayor's office and sustainability advocates in the area. Additionally, there needs to be a budget reorganization so the office can operate at its fullest capacity. The city has a unique opportunity to leverage its rust-belt history to direct its future as a leader among small cities regarding sustainability.

This office, ranked among the highest priorities to Muncie residents, would be tasked with spearheading sustainable initiatives throughout the city. Certain deliverables deemed important by the public include:

- Trash/litter collection along gateways and major arterials
- Sidewalk rehabilitation to encourage alternative transportation
- Brownfield redevelopment, especially in the south corridor of Muncie
- Solar energy initiatives, especially on city/county buildings
- Rain gardens in flooded areas and accompanying education (some people find rain gardens unsightly because they seem overgrown or unkempt)

- Carbon footprint reduction plan
- Bike share programs
- White River cleanup

Case studies

Cleveland Office of Sustainability

"The Office of Sustainability leverages Cleveland's wealth of assets by collaborating with the community to improve the economic, environmental, and social well-being of its citizens. To lead by example, the Office develops and implements policies and practices with City departments to embrace a culture of sustainability." Cleveland's Office of Sustainability mission statement embodies what a Muncie sustainability office could strive for. The office has many objectives and policies, including a sustainable municipal action plan, a green building tax abatement, home weatherization assistance program, an operating land bank, regulated urban farming, a rain barrel program, a commercial recycling program, and many others.

The Sanitary District already promotes rainwater collection programs like rain gardens and rain barrels, and educates residents about the benefits of at-home systems. MAP3 could help the Sanitary District reach more people.

Source: city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/OfficeOfSustainability

ACTION 5.6

SUPPORT A BROWNFIELDS REDEVELOPMENT PROGRAM

Create a Brownfields Redevelopment Program falls under Action 6 in Task Force 5 (Managing Community Resources). Muncie has several brownfields that can be opportunities for future growth and community-based projects. This action was first introduced in MAP1, Task Force 4, Creating Attractive and Desirable Places, Action 5, and was voted to be a medium priority in the open houses.

STRATEGY 5.6.1: SUPPORT A BROWNFIELDS REDEVELOPMENT PROGRAM

Importance

Brownfields can be detrimental to a community as they are toxic areas that can contaminate soil and water.   During public meetings regarding both MAP2 and MAP3 the Brownfield Redevelopment Program action was discussed. Residents are concerned about brownfields as they are a risk to health, safety, and property values. This strategy is important because many residents do not know the dangers of brownfields and how they affect the safety of individuals. Muncie has a rich, industrial history that should not be forgotten; however, remediating brownfields will create a safer city.

Steps

The first step of the redevelopment program is defining and acknowledging brownfields. The United States Environmental Protection Agency (EPA) defines brownfield as "real property, the expansion, redevelopment, or reuse of which may be complicated by the presences or potential presence of a hazardous substance, pollutant, or contaminant" (source). Certain land uses are often the cause of brownfields, and those can be railroads, gas stations, oil refineries, dry cleaners, liquid/chemical storage facilities, or steel and heavy manufacturing plants. In the past, sites with these uses could have been very beneficial to the community; however, now they are often times detrimental to a place.

The Indiana Department of Environmental Management (IDEM) has a list of all of the brownfields in the state (source). This list provides the exact location of the brownfield, if the site has received financial assistance, if the site requires an remediation, and any land use restrictions and contaminants of concern on the site. The list recorded by IDEM is very helpful. Nonetheless, even if a site is not on the list that does not mean that the site is not a brownfield. The IDEM website has many tools to help with land cleanups and remediation. Individuals can also call the department to have a particular site evaluated.

Once it has been determined that a site is a brownfield, it is then important to begin the remediation process and to alert others that the site is in fact dangerous. Letting community members know the situation is crucial in keeping the site contained.

The cleanup of the site is the next priority, using information on the IDEM website, with help from community groups. It is also important to determine the future of the site. Depending on the current status of the site, it could take a few months to a few years.

A superfund site is a brownfield that has been determined as a dangerous risk to human health and is eligible for cleanup through the EPA by the parties liable for the contamination. If the site is a superfund site, communities do not need to worry as much about redevelopment funding because the entities who contaminated the site must remediate it. Superfund sites can be looked up on the National Priorities List on the EPA website.

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The brownfield redevelopment program could have a map of all of the current brownfields in the city of Muncie and if they are a superfund site or not. Maps can help determine which areas of the city have the highest amounts of brownfields and how to mitigate those. Neighborhood associations can use these maps to know exactly where brownfields are to begin action on remediation.

Contact information

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-muncie.htm

Muncie-Delaware Clean and Beautiful
201 East Jackson Street
Muncie, IN 47305
Phone: (765) 273-3714
Web: beautifulmuncie.org

ECI Regional Planning District, Inc.
1208 White River Boulevard, Suite 112
Muncie, IN 47303
Phone: (765) 254-0116
Email: contact@ecirpd.org
Web: ecirpd.org

Case studies

City of Kalamazoo

The city of Kalamazoo, Michigan, created a brownfield plan in April 2018 that includes a comprehensive list of all areas in the city that need redevelopment and remediation. The city's website provides tools for neighborhoods to understand the process for redeveloping brownfields. The document is thorough with maps to show exactly where each brownfield is located. Each section of the document details a section of the city with brownfields, the plan for remediation, and possible funding options. Brownfield redevelopment plans are important because they show developers can see exactly what they need to do to make a site viable for redevelopment.

Additional information

- planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Creating-Community-Based-Brownfield-Redevelopment-Strategies.pdf
- brownfieldaction.org/brownfieldaction/brownfield_basics

ACTION 5.7

INSTITUTE BIKE-FRIENDLY COMMUNITY PROGRAMS

Instituting Bike-Friendly Community Programs falls under Task Force 5 (Managain Community Resources), Action 7. Bike-friendly efforts around the city have mostly been organized and implemented by volunteers who are employees of the city and county governments. This action was voted to be a medium priority at the open houses and has been an active effort in Muncie for the past several years. As of fall 2017, Muncie was designated a bronze-level Bicycle-Friendly Community by the League of Bicycle-Friendly America (source), and steps to jump to silver-level are currently in the works.

STRATEGY 5.7.1: BICYCLE-FRIENDLY COMMUNITY PROGRAM

Importance

This strategy was created because it is important to combat the health issues that residents brought up at the public outreach and focus group meetings. Such issues include childhood obesity and lack of active lifestyles. Creating a bike-friendly community also helps encourage and support local establishments through new economics opportunities created from bike-friendly communities.

Steps

When designing and implementing a bike-friendly community, it is important to assess what is already supporting the cause within the community. For this action to achieve its full success, it is imperative to work alongside the city of Muncie, Delaware County, and the BikeMuncie organization, as these three groups are in the process of creating a Bicycle Pedestrian Master Plan.

The Delaware-Muncie Bicycle and Pedestrian Plan will continue the current efforts of the County to encourage biking and walking within its cities and towns by providing a plan to increase the safety and mobility of residents who bike and walk. The project will engage residents and community leaders to provide recommendations that seek to improve pedestrian and bicycle circulation. The plan's recommendations will focus on infrastructure improvements, but will also address policy and program updates to support and encourage pedestrian and bicycle travel through further implementation of bicycle infrastructure, education, and

safety awareness.

Continued support of this action should fall under the local government leaders, Cardinal Greenway staff, Metropolitan Planning Department staff, Ball State University, public safety representatives, bike-related business owners, and local cycling enthusiasts as these individuals and BikeMuncie have spearheaded the Delaware-Muncie Bicycle and Pedestrian Plan. Keeping this action close to the individuals and groups overseeing the plan ensures action will work in alongside of the plan once implemented into Delaware County.

Contact Information

Bike-Pedestrian Advisory Committee
Contact: Kyle Johnson, Coordinator
Email: kyle@bikemuncie.org
Web: bikemuncie.wordpress.com

Indiana Department of Health
100 N. Senate Avenue, Room N955
Indianapolis, IN 46204
Phone: (317) 232-5496
Contact: Jeanette P. Wilson, Transportation, Bicycle &
          Pedestrian Coordinator
Email: jqilson@indot.in.gov
Web: in.gov/indot/2828.htm

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Ball Brothers Foundation
222 S. Mulberry Street
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Donna Munchel, Grant Process Manager
Web: ballfdn.org

Case study

Hanover, New Hampshire

The town of Hanover is combating the issues of
of bicycle usage and transportation by creating an
experience that will suit each level of rider. Hanover
created four levels in which they rank their riders: not

interested, strong and fearless, enthused and confident,
interested but concerned. To appeal to these different
levels, Hanover is introducing different types of bike
lanes.

Source: hanovernh.org/sites/hanovernh/files/uploads/
pedestrian_bicycle_master_plan.pdf

Additional information

- www.bikewalkplan.com
- peopleforbikes.org
- bikeleague.org/content/resources-building-bicycle-
  friendly-community
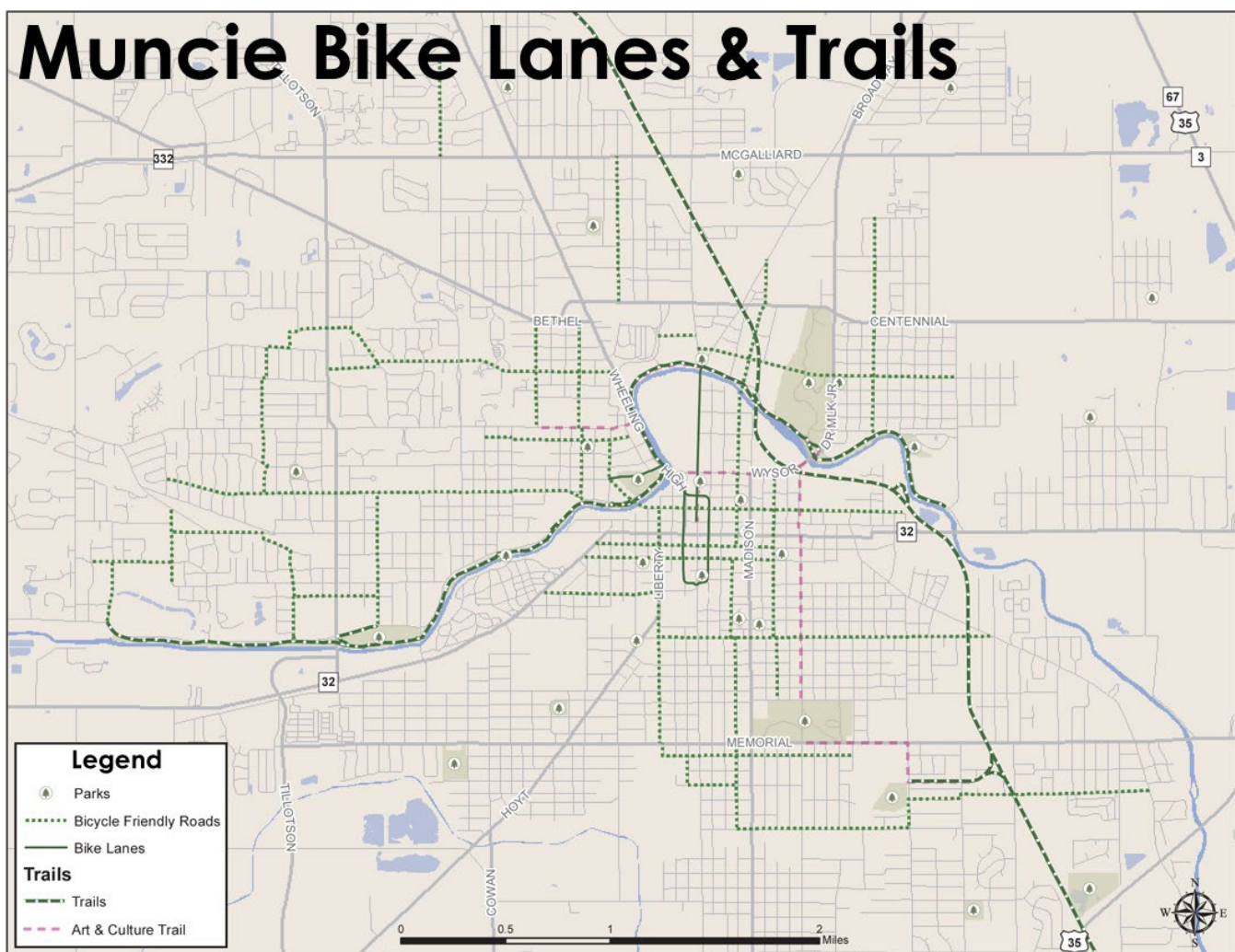
Figure 18: A map of the current parks, bike friendly roads, bike lanes, trails, and the arts and culture trail.
(Source: City of Muncie)

ACTION 5.8

ENCOURAGE THE DEVELOPMENT OF A SIDEWALK AND RECREATIONAL PATHS PLAN

Encourage the Development of a Sidewalk and Recreational Paths Plan falls under Task Force 5 (Managing Community Resources), Action 4. This action can be a tool used to get residents outside and help to create a more connected Muncie. It was voted by the highest priority of all the actions in MAP3 at the open houses.

STRATEGY 5.8.1: ENCOURAGE THE DEVELOPMENT OF A SIDEWALK AND RECREATIONAL PATHS PLAN

Importance

Sidewalks are important in every aspect of a community as they keep people safe and connected. At each public outreach meeting conducted in February 2018, residents discussed sidewalk conditions and lack of sidewalks. Residents at MAP meetings have also brought up the need for safe outdoor activities for families.

Recreational paths offer additional activities for residents who would like to spend more time outside. Sidewalks are an important infrastructure need in any community to keep pedestrians safe and to help residents get around. Delaware County has the most dedicated recreational trails in the state of Indiana. The current trails and paths could be considered when planning for the future. Coming up with a clear sidewalk and recreational paths plan will help create a more cohesive, continuous system of sidewalks, trails and recreational paths, as seen in
Figure 18.

Steps

The first step of implementing recreational paths and sidewalks is identifying the need. In this sense, need could be based on sidewalk conditions and lack of sidewalks. Some areas might have overgrown, uprooted sidewalks that need evaluated. Residents can work with the city of Muncie's public works department to discuss sidewalk conditions. The public works department can also help residents with building new sidewalks in an area. The need for new sidewalks can be determined in many ways. One way to assess need might be simply

making note of how many pedestrians walk along the road where a sidewalk might be. Another way might be surveying the neighborhood or area to see if residents would like to see sidewalks. Individuals can submit a maintenance request with the department of public works regarding sidewalk conditions online as well. Depending on the project, a face-to-face appointment might make understanding the process easier.

Recreational paths are a great tool for connecting neighborhoods. These paths can increase the amount of outdoor activities residents partake in. Assessing the need for recreational paths involves community outreach as well as research regarding current plans. Currently, the city of Muncie has planned the Muncie Cultural Trail, which is a multi use path that will integrate and connect the city. The trail will connect Muncie parks with art amenities and cultural destinations throughout the city. Pedestrians and bicyclists will feel safe and comfortable on the trail. Any new proposed recreational paths could acknowledge the Muncie Cultural Trail and work to establish more connections. To understand what a neighborhood or community organization might do regarding a new recreational path, it would be wise to consult the Muncie Arts and Cultural Council. The current recreational paths can also be evaluated to see if any improvements can be made.

Task Force 4 can work with residents to help everyone understand what is necessary to implement recreational paths and sidewalks.

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Contact information

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-muncie.htm

Muncie Arts & Culture Council
608 E. Main Street
Muncie, IN 47305
Contact: Braydee Euliss, Executive Director
Email: info@munciearts.org
Web: munciearts.org

Bike-Pedestrian Advisory Committee
Contact: Kyle Johnson, Coordinator
Email: kyle@bikemuncie.org
Web: bikemuncie.wordpress.com

Delaware-Muncie Metropolitan Plan Commission
100 W. Main St.
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

Case study

Raymore, Missouri

Raymore, Missouri, has formatted a trails plan to address active transportation needs. The document describes current conditions regarding trails and paths and plans for improvement. A helpful map included in the plan is "Raymore Trails Plan Destinations." This map showcases the destinations found along trails. This is important because residents can see that they can safely bike or walk to a destination. The document also includes improvements for current trails regarding signage, and infrastructure with maps to show where exactly these improvements should be made.

Source: raymore.com/home/showdocument?id=236

ACTION 5.9

SUPPORT THE MUNCIE LAND BANK

Promote and Support the Land Bank Program is under MAP3, Task Force 5 (Managing Community Resources), Action 9. The action originated in MAP1, Task Force 4 (Creating Attractive and Desirable Places), Action 12, and was considered ongoing in MAP2 although with "unacceptable progress" because progress was dependent on city leadership. The City of Muncie, Muncie Redevelopment Commission, Community Development, and Unsafe Buildings Commission were initially called upon to promote and support the land bank program. This action is still important to the community and was voted a medium priority at the open houses.

STRATEGY 5.9.1: PROMOTE AND SUPPORT THE LAND BANK PROGRAM

Importance

Many Muncie residents and professionals recognize vacancy and abandonment as enormous issues, as seen in the neighborhood action plans, input from public putreach meetings, and input from the housing focus group. Vacant properties can lead to blight, increased criminal activity, and property devaluation. A land bank has the ability to address this issue.

A land bank's sole purpose is to address vacancy and create a quicker turnaround from vacancy to productive use. However, many residents, community officials, and stakeholders are unaware of what land banks do. Consequently, many are leery of the program and, thus, unsupportive. MAP may want to support efforts to educate and engage the community.

Steps

While the Muncie Land Bank has existed for years, city and county employees have recently partnered with Ball State Department of Urban Planning to help make more progress. This partnership has been able to explore options and determine basic strategies. A non-profit board was established in early 2018. Community education and engagement may be vital in garnering the support required to fully get the project off the ground.

To gain more support and promote the land bank, community education and engagement on the topic is encouraged. To provide this community education and engage as many residents as possible, both public meetings and other events are encouraged. A website for the land bank is scheduled to be finalized soon, however, the website's address may not be available until later due to funding uncertainties. MAP could partner with foundations to provide funding for the website. The website could contain information about land banking and graphics that will assist the public in better understanding its function. With marketing done through established social media and local newspapers the website's availability can become known to the public.

In addition to the website, community meetings could be held with the assistance of local churches and neighborhood associations. Food, refreshments, and childcare can help attract people to the meetings. MAP, neighborhood associations, and local churches could work with the land bank to determine the best time and place to host the event.

To supplement the meetings and allow for input and engagement of those that could otherwise not attend, the "pop up meeting" discussed in Strategy 2.5.1: Conduct a Campaign to Increase Civic Participation (see page 41) could be used. Representatives from the land bank could provide information on land banking while also answering questions. Participants in the pop up meeting could receive a treat in exchange for their time and input. The land bank may partner with the City of Muncie and the Muncie Arts and Culture Council to make this possible. To use the public right-of-way for the Pop Up Vehicle, the land bank and its partners must apply for a permit with the Department of Public Works.

MAP3 Task Force 5   101

Contact Information

Ball Brothers Foundation
222 S. Mulberry St.
Muncie, IN 47305
Phone: (765) 741-5500
Contact: Jud Fisher, President and COO
Email: info@ballfdn.org
Web: ballfdn.org

Ball State University
Department of Urban Planning
Phone: (765) 285-1963
Contact: Christine Rhine, Administrative Coordinator
Email: crhine@bsu.edu
Web: bsu.edu/planning

Delaware-Muncie Metropolitan Plan Commission
100 W. Main Street
Muncie, IN 47305
Phone: (765) 747-7740
Fax: (765) 747-7744
Contact: Marta Moody, Executive Director
Email: mmoody@co.delaware.in.us
Web: co.delaware.in.us

George and Frances Ball Foundation
222 S. Mulberry Street
P.O. Box 1408
Muncie, IN 47308
Contact: Shannon Cline, Executive Assistant
Web: gfballfoundation.org/content/index.html

Muncie Arts and Cultural Council
608 East Main St.
Muncie, IN 47305
Phone: (765) 215-1961
Contact: Braydee Euliss, Executive Director
Email: info@munciearts.org
Web: munciearts.org

City of Muncie Redevelopment Commission
Office of Community Development
300 N. High St. City Hall
Muncie, IN 47305-1639
Phone: (765) 747-4825
Contact: Zane Bishop, Residential Program
               Administrator
Email: zbishop@cityofmuncie.com
Web: cityofmuncie.com/muncie-redevelopment-
commission

Department of Public Works
5790 West Kilgore Avenue
Muncie, IN 47304
Phone: (765) 747-4847
Contact: Duke Campbell, Superintendent
Email: cityeng@cityofmuncie.com
Web: cityofmuncie.com/department-public-works-
muncie.htm

The Community Foundation of Muncie & Delaware
County, Inc.
201 E. Jackson Street
Muncie, IN 47305
Phone: (765) 747-7181
Fax: (765) 289-7770
Contact: Kelly Shrock, President
Email: kshrock@cfmdin.org
Web: cfmdin.org

The Star Press
P.O. Box 2408
Muncie, IN 47307-0408
Phone: (765) 213-5855
Contact: Robin Gibson, Planning Editor
Email: rgibson@muncie.gannett.com
Web: thestarpress.com

Muncie Journal
c/o Woof Boom Radio, LLC
800 E. 29th Street
Muncie, IN 47302
Phone: (765) 288-4403
Contact: Mike Rhodes, Publisher and Managing Editor

Muncie Neighborhoods. (Source: Kyle Johnson)

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APPENDICIES

The following appendices contain images of the feedback from the IDEA Conference in March 2018 and the two open houses in June 2018.

As previously mentioned, the list of actions at the IDEA Conference came from MAPs 1 and 2. The list was voted upon by the conference participants to determine the priorty rankings, seen on pages 10-12. As research was gathered, data compiled, and local experts consulted, the list of actions changed somewhat. Some were renamed, combined with other actions, or determined to not need more investigation for MAP3.

For the open houses, all actions were listed for the public to prioritize by voting for their favorite three (see pages 13-14).

For the final MAP3 list of actions, some of the names were changed slightly, based on community member suggestions. Also included are scans of the comment cards written by the public at the IDEA Conference and open houses.

The final pages are drawings created by the public at the open houses in response to the prompt: "Draw what Muncie means to you."

Task Force 1:
Linking Learning, Health, and Prosperity

- Create an awareness building coalition to promote the importance of education

- Develop a community-based mentoring program

- Develop an initiative to promote community-based learning for early childhood development

- Conduct a community-wide poverty awareness campaign

- Create a healthy community initiative

- Create a prisoner re-entry program with support from local businesses

Task Force 2: Fostering Collaboration

- Conduct a campaign to increase civic participation and to foster civil discourse

- Create a robust volunteer program

- Initiate a campaign to recognize and promote higher education partnerships in community endeavors

Task Force 3:
Strengthening Pride and Image

- Establish a City-wide Positivity Challenge.

- Create additional community events that build on existing events

- Continue to support the Cultural District

Task Force 4:
Attractive and Desirable Places

- Improve the appearance of city gateways

- Strengthen code enforcement

- Promote and expand community-based
  neighborhood enhancement programs

Task Force 5:
Managing Community Resources

- Develop and maintain a Five-Year Capital Improvement Plan

- Create an infrastructure design manual

- Implement the Prairie Creek Master Plan

- Implement models of sustainable design around the city

- Contribute funding to support Central Indiana Transportation Authority (CIRTA) membership

- Institute a Bike-Friendly Community program

- Create a Brownfields Redevelopment Program

- Develop and implement a sidewalk and recreational paths plan

- Create a Muncie Energy Office and Advisory Committee

- Adopt a carbon footprint reduction goal and supporting policies

- Promote and support the land-bank program

- Create incentives to achieve development priorities

- Adopt new outdoor advertising regulations for signs, including billboard reductions, and strengthen code enforcement

Please vote for your top three:

- Create an awareness-building coalition to promote the importance of education.
- Develop a community-based mentoring program. ●●●●●
- Develop an initiative to promote community-based learning for early childhood development. ●●●
- Conduct a community-wide poverty awareness campaign. ●●●●●●●●●●
- Create a healthy community initiative. ●●●●
- Create a prisoner re-entry program with support from local businesses. ●●
- Create a robust clearinghouse for volunteer service. ●
- Develop mechanism that encourages and supports civil, respectful public dialogue. ●●●
- Encourage partnerships with educational institutions that will expand their influence and involvement in the community. ●●● ●●● ●●
- Create strategic neighborhood plans and work with neighborhoods to identify and secure funding to implement plans. ●●●●●●●●●
- Promote a community identity that seeks to unify and advance pride in the community. ●
- Create a centralized community events calendar to increase event awareness in the community. ●●●●●
- Utilize social media more effectively to promote community pride and event awareness. ●
- Build on existing events using local community resources.
- Implement the Downtown Master Plan. ●●
- Continue and expand the Blight Removal Program. ●
- Adopt and enforce corridor development standards. ●●
- Improve appearance of gateways. ●
- Strengthen Code Enforcement. ●●
- Achieve development priorities. ●
- Create a design manual for public infrastructure for use by public entities, developers and homeowners. ●●
- Implement the Prairie Creek Master Plan. ●
- Implement models of sustainable design throughout the city. ●●●●●
- Create a Brownfields Redevelopment Program. ●●●●●●●●
- Institute bike-friendly community programs. ●●●●●●
- Develop and implement a sidewalk and recreational paths plan. ●●●●●●●●●
- Support the Muncie Land Bank. ●●●●● ●●●●●

Please vote for your top three:

- Create an awareness-building coalition to promote the importance of education. ●●
- Develop a community-based mentoring program.
- Develop an initiative to promote community-based learning for early childhood development. ●●
- Conduct a community-wide poverty awareness campaign. ●
- Create a healthy community initiative. ●●●●
- Create a prisoner re-entry program with support from local businesses. ●●
- Create a robust clearinghouse for volunteer service.
- Develop mechanism that encourages and supports civil, respectful public dialogue. ●●●
- Encourage partnerships with educational institutions that will expand their influence and involvement in the community. ●
- Create strategic neighborhood plans and work with neighborhoods to identify and secure funding to implement plans. ●●●●
- Promote a community identity that seeks to unify and advance pride in the community. ●●
- Create a centralized community events calendar to increase event awareness in the community. ●●●●
- Utilize social media more effectively to promote community pride and event awareness.
- Build on existing events using local community resources. ●
- Implement the Downtown Master Plan. ●●●
- Continue and expand the Blight Removal Program. ●●
- Adopt and enforce corridor development standards. ●
- Improve appearance of gateways.
- Strengthen Code Enforcement. ●●
- Achieve development priorities.
- Create a design manual for public infrastructure for use by public entities, developers and homeowners.
- Implement the Prairie Creek Master Plan.
- Implement models of sustainable design throughout the city. ●●
- Create a Brownfields Redevelopment Program. ●
- Institute bike-friendly community programs. ●●
- Develop and implement a sidewalk and recreational paths plan. ●●●●●●
- Support the Muncie Land Bank. ●●

Department of
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Ball State University

Addressing Food Access &
Food Insecurity — Could be
addressed through other actions listed
such as poverty awareness campaign
or models of sustainable design.

Incorporate a food
access survey during
all routine doctor
visits.

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Comprehensive
assessment and
recalibration of
traffic control
lights!
(It's a quality of
life and public safety
issue!)

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Ball State University

Consider expanding to include
other parts of Delaware County.

Smaller Communities
around muncie have
a high need for
transportation to
doctor appts, Grocery,
and other services.

Department of
URBAN PLANNING
Ball State University

Incorporate
active living into
sidewalk & recreational
plans. Actively promote
ways to be able to
get around your town
without a vehicle.

Expand partnerships and resources to increase public transportation

Bring rent a bikes to the city! BSU

Transportation to Prairie Creek

Most interested in beautification & every part with program

Olive Place & united OneProaal

It gets a lot of people on the

The beauty of MAP is that

I like many of the initiatives, but maybe the wrong action word was used. For example, the word "Develop" was used on several initiatives, and maybe this word needs to be changed to "support" or "facilitate" or "enhance" or another word that does not imply that MAP is in charge of or responsible

I'd like to see the newspapers improve their community calendars + advertise those. This will drive traffic to newspaper sites + save MAP from trying to create another community calendar,