



INDUSTRY
NEIGHBORHOOD

REDEVELOPMENT PLAN

ACKNOWLEDGMENTS

Thank you to the neighborhood organizations, city officials, and Muncie residents who attended our community meetings to engage with the Ball State Department of Urban Planning's Neighborhood Studio. Even throughout the COVID-19 outbreak, our studio was fortunate to have the resources to adapt and overcome boundaries that could have prevented us from holding in-person meetings. Our Community Design Initiatives: Muncie space in the Muncie Mall enabled us to immerse ourselves in the fabric of the community, making so many of our presentations possible. 2020 has reminded us that the urban context is constantly changing and we hope the Industry Redevelopment Plan will serve as a beacon of innovation within that landscape. We want to give a very special recognition to the hard working individuals who made the Industry Redevelopment Plan possible:

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Ball State Urban Planning Studio, Third Year, 2020



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Industry Neighborhood
Action Plan Video Link



Collaborations with:



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ABSTRACT

Industry is located southeast from downtown Muncie, Indiana, and is bounded by Walnut, Willard, and Madison Streets, Macedonia and Ohio Avenues, Memorial Drive, and a railroad line. This historic neighborhood is defined by Heekin Park, one of Muncie's largest public spaces, architecturally unique homes, and a strong sense of community.

The Industry Neighborhood Redevelopment Plan was created by nine Ball State urban planning students under the supervision of Dr. Teresa Jeter. The overall objective of this document is to provide Industry residents and its leadership, the Industry Neighborhood Association, with insightful data about where they live, consolidated feedback from fellow community members, and a collection of in-depth opportunities to enhance the neighborhood holistically. This was achieved through detailed field observations, community meetings, and exploratory studio concepts.

The document is divided into several sections that include demographics, housing, vacant lots, infrastructure, businesses, parks, and a 14-block focus area that is bounded by Kirby Avenue and Hackley, Willard, and Madison Streets. Each section outlines the strengths, weaknesses, opportunities, and threats as identified by Industry residents and other community stakeholders. Opportunities tied to these seven topics areas are explored in depth, and are presented alongside captivating renderings, which detail reimagined spaces.

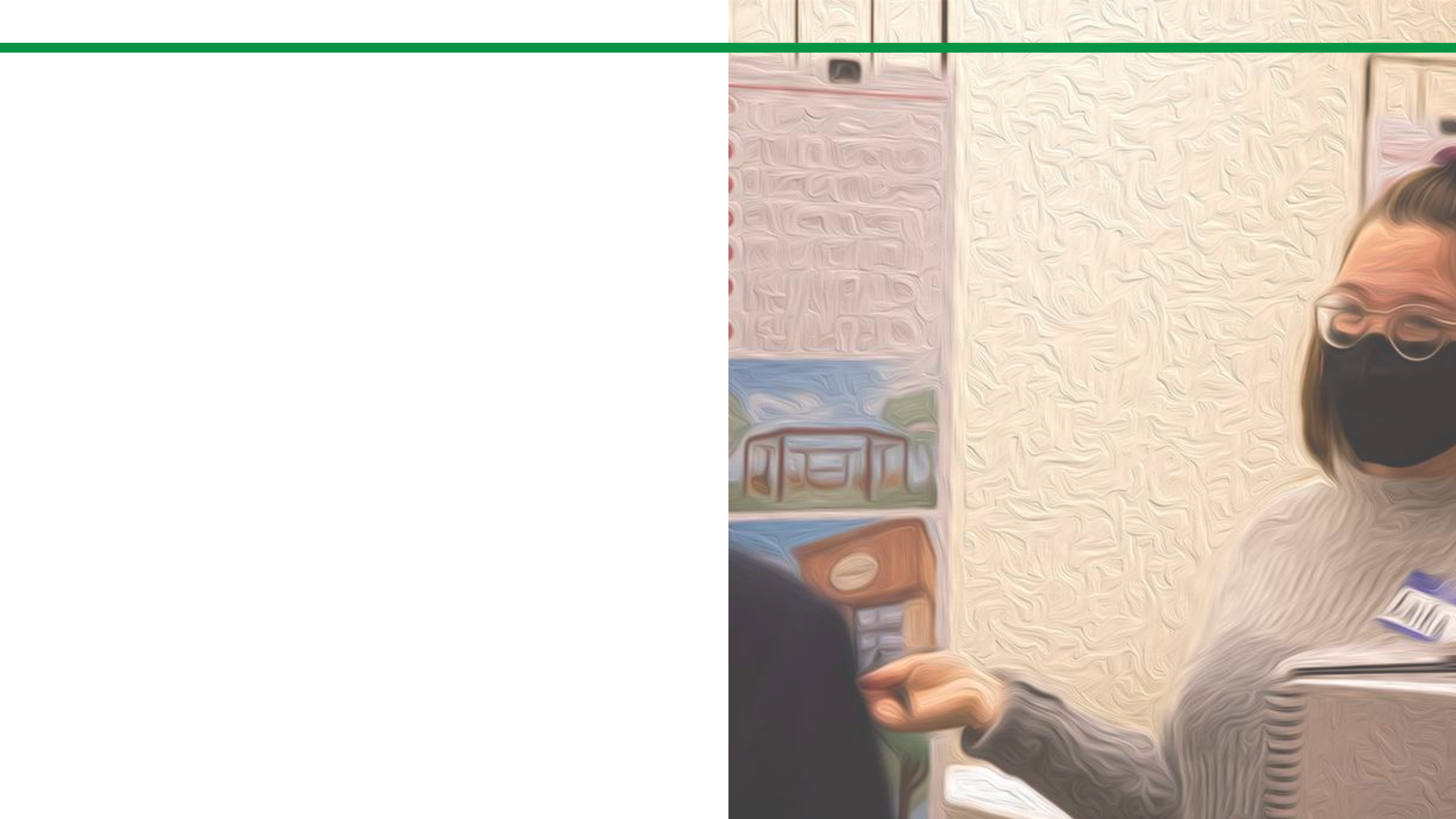
The Industry Neighborhood Redevelopment Plan offers several case studies as examples of future development opportunities, organizes priorities and timelines to best facilitate action steps, and provides resource options and contacts for financial and partnership assistance.

LOGO

Part of this action of the Industry Neighborhood Redevelopment Plan includes the debut of a new logo. Shown here, "Neighborhood" is clearly spelled out beneath "Industry," as it is important to clearly inform others that Industry is a strong residential community. Located above the "U" and "T," are triangles that represent rooftops with chimneys, alluding to a neighborhood, further explaining Industry's physical form. These triangles can also be interpreted as arrows, representing the upward goal of Industry becoming an increasingly better place to live. Next, above the "Y," are simple shapes representing a tree's canopy, while the upper parts of the letter form branches. This tree represents Heekin Park, the crown jewel of Industry, and by far one of Muncie's best public spaces. Heekin Park is located at the southern end of the Industry Neighborhood, in the logo, the tree is located at the end of the "Industry" text. Also of note are the abstracted railroad tracks crossing between the "N" and "D," which help to frame the logo, similar to how actual railroad tracks criss-cross the northeastern edge of the neighborhood. And, the tracks also recall its origin as a neighborhood once filled with industrial workers. Finally, green was selected as the accent color to represent the environmental sustainability the neighborhood redevelopment plan promotes.

There is also a variant of the logo that can be used by the Industry Neighborhood Association, which is displayed here as an alternative option.





PROCESS

“This project opens up our eyes to the possibilities for our neighborhood.”

I. Introduction

The following section outlines the planning process, starting with gathering primary and secondary field data, obtaining feedback from residents and other stakeholders at various community meetings, and finally, drafting the Industry Neighborhood Redevelopment Plan.

II. Gathering Field data

The first step of the planning process was to gather primary field data. The studio gathered data using geographic information systems (GIS): a software that maps, models, and analyzes spatial and geographic data. The studio recorded the condition of alleyways, sidewalks, streets, and structures throughout the neighborhood and assessed them as good, fair, or poor. The location of businesses, churches, and vacant lots were recorded and their conditions were also assessed as good, fair, poor, or blighted.

While recording this data, many students interacted with residents for the first time and took reference photos. After gathering primary field data, the studio began to find secondary field data. Using the U.S. Census Bureau's 2014 - 2018 American Community Service (ACS) estimate, students collected information covering the neighborhood's demographics. The neighborhood's age breakdown, race breakdown, and median household income, among other topics mentioned in the demographics section, were recorded.

III. Community Meetings

After the studio finished collecting data, they held three community meetings to gather feedback from residents living in the neighborhood and from other

stakeholders. The first community meeting was held September 16th, 2020 in Industry at the Urban Light CDC and via Zoom which was attended by approximately 25 individuals. The purpose of the first meeting was for the studio to present the initial findings and analyses of the field data and the neighborhood's demographics. After the presentation participants provided feedback.

The second community meeting took place on September 30th, 2020 at the Ball State University Urban Planning site in the Muncie Mall and via Zoom. During this 1 ½ hour long meeting, the studio conducted a SWOT analysis with approximately 40 Industry residents and other stakeholders. Students facilitated this process by helping participants identify the strengths, weaknesses, opportunities, and threats associated with the neighborhood's housing, infrastructure, demographics, businesses, parks, and sense of community.

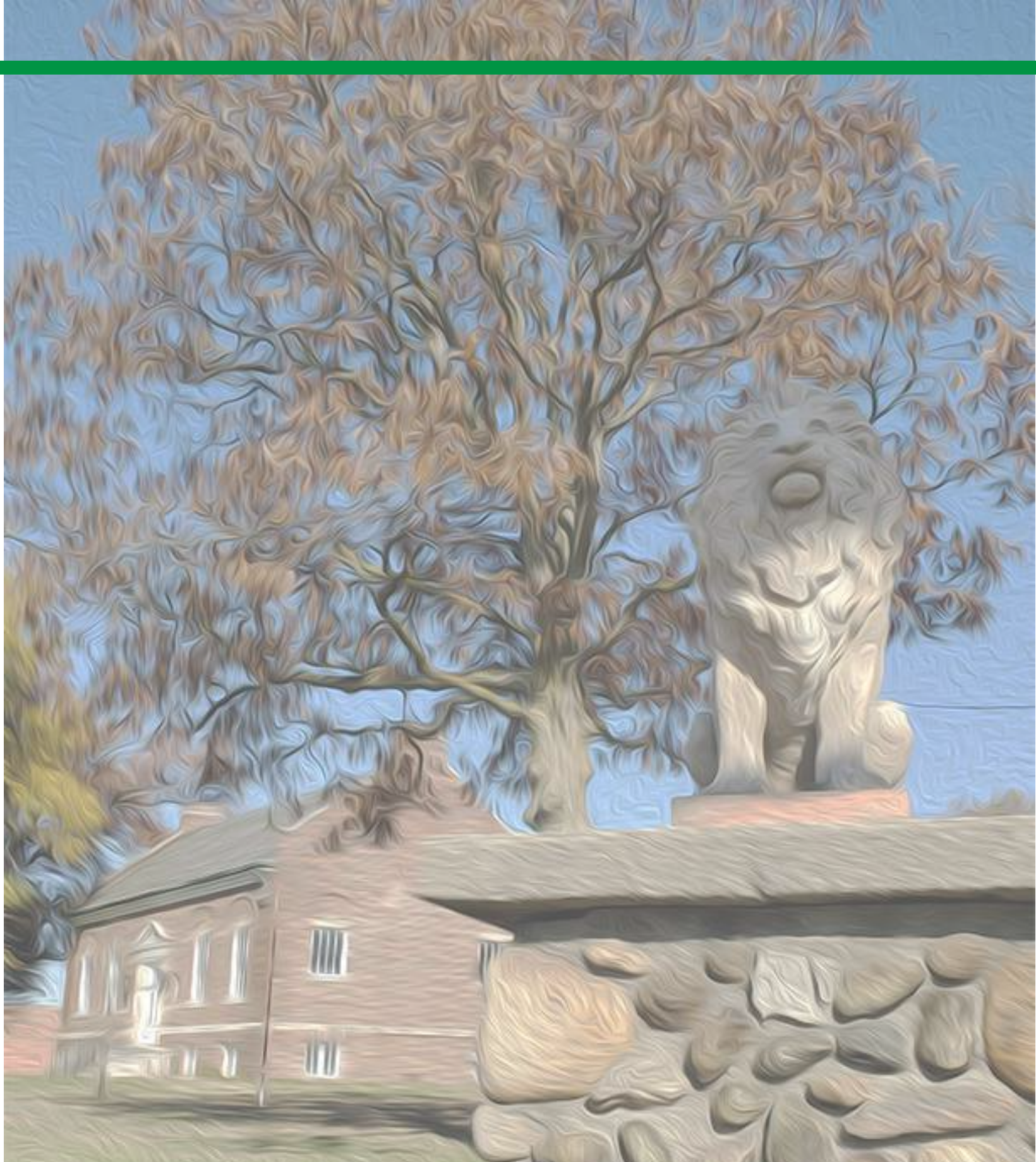
Following the second meeting the students divided into several groups during their studio class. Each group focused on a different aspect of the neighborhood. Using data and input from the meetings, the studio envisioned new and exciting opportunities for the neighborhood.

The third and final meeting was held October 26th, 2020 at Ball State Urban Planning's site in the Muncie Mall. This 1 ½ meeting focused on the Opportunities that were identified during the SWOT process in the 2nd community meeting. Approximately 45 attended this meeting in person and via Zoom that included Industry residents along with the mayor, the chief of police, the fire chief, a city council member, and other community stakeholders. The studio received a lot of constructive feedback, which was then incorporated into the Industry Neighborhood Redevelopment Plan.

IV. Final document

Students worked for several weeks creating the final planning document called the Industry Neighborhood Redevelopment Plan. This document includes all primary and secondary field data, the SWOT analysis outcome, proposed neighborhood opportunities, and the next steps for Industry residents, other stakeholders, and resources to help aid the redevelopment process.





“ Industry was one of the first neighborhoods that was developed and platted in Muncie.”

1880 - 1900

I. Introduction

Industry is one of Muncie's oldest neighborhoods and it has a long and storied history. It is a historically Black majority neighborhood as it remains today. Industry was one of the first neighborhoods that was developed and platted in the city. In the late 1800s, natural gas was found in Muncie which caused the city to expand quickly. Multiple large factories were built in and around the Industry neighborhood. Industry residents were primarily employees who worked at the nearby factories which were Ball Corporation and Hemingray Glass. These factories were so close to Industry that workers often traveled to the factories by foot. Figure 1 shows the locations of the factories and the names accordingly.

Figure 1: Map of Early Muncie

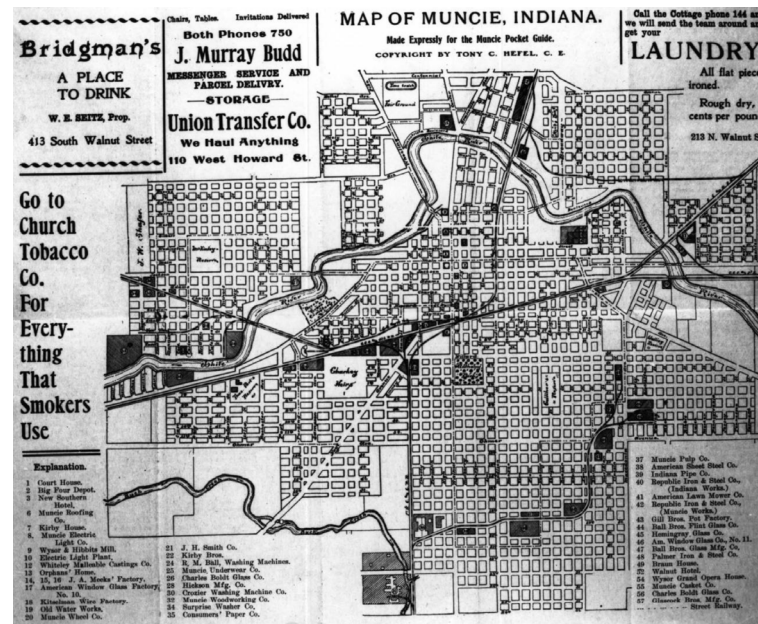


Figure 2: Transportation Map



1900 - 1930

II. Transportation in Muncie

Streetcars and rail lines were widely used in Muncie in the early 1900s. As seen in Figure 2 streetcar routes lined Madison, Kirby, and Macedonia Ave. The rail lines were used by the major factories to transport large amounts of goods at their convenience. In the present day there are still a great number of rail lines however with most of the major factories closed, there is no longer a use for as many rail lines as pictured in Figure 2.

III. Garfield School

Industry is home to Garfield Elementary School. Dating back to the early 1900s, Garfield School was a popular location to hold town meetings or local campaign meetings. Garfield School brought successful teachers to the Industry neighborhood. Kate T. Dudd, pictured in Figure 3, taught at Garfield Elementary for 36 years and was well remembered by her students who would come back to Muncie just to visit her. She was affectionately nicknamed "Aunt Kate." (Greene)

IV. Heekin Park

Heekin Park has long been a prominent feature in Industry. The park was founded in 1890 by James Heekin, an investor with a large amount of land in Muncie. He sold the park to the city of Muncie in 1914, and it became a city park. Heekin Park soon went from undeveloped woods to the most prominent park on the southside of Muncie. Attractions such as a splash pad and bear cage were soon added to the park. This increased visitors to the park cemented the park's status as a gathering space. The splash pad, pictured in Figure 5 and the bear cage were removed in the 1960s, but many amenities such as tennis courts and cabins remain. The Muncie Post Democrat paper reported that weekly shows at Heekin park entertained over 75,000 in 1934. Many large events were held at Heekin Park, and large events are still held at the park today.

1930s-1950s

V. Economic Growth

Industry and the southside of Muncie grew significantly in the 1930s-50s. The factories were peaking due to the wartime need for supplies. Madison Street was widened from 2 to 4 lanes in 1937, shown in Figures 6 and 7, which spurred

Figure 3: Kate T. Dudd



Figure 4: Students at Garfield School



Figure 5: Splash Pad at Heekin Park



development all along the street, making it the main street of Muncie's southside. Many businesses such as drive-in restaurants and movie theaters developed along Madison and they helped spur economic growth in the surrounding neighborhoods, including Industry.

Figure 8 is an example of some early development on Madison and Willard named D & N Service Company garage. Services for cars were very popular as the Chevrolet factory was located a few miles west.

1950 - 1975

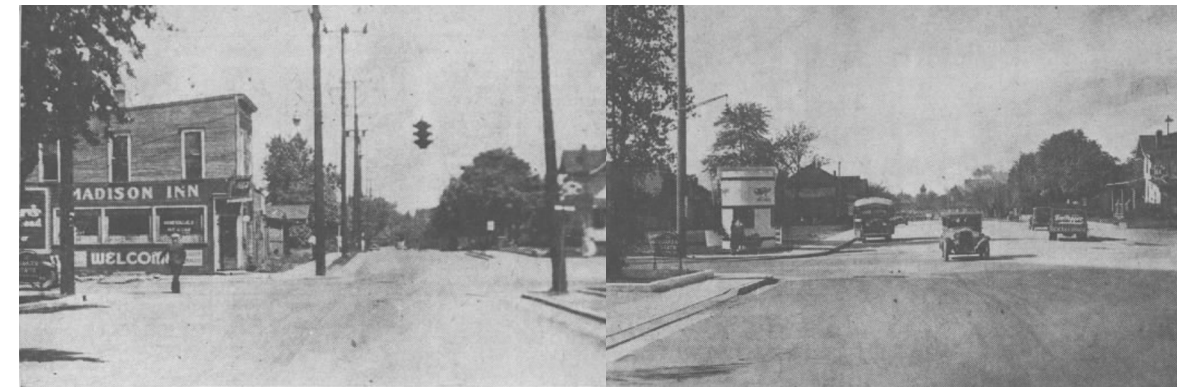
VI. Civil Rights Era

The neighborhood population began to fall in the 1960s due to the post-war decline of the industry in Muncie. The residents of Industry, Blaine, and Southside neighborhoods, who primarily worked at the nearby factories, suffered the most during this time. But the Industry neighborhood proved to be resilient during tough times, becoming a key part of the civil rights movement in Muncie.

Muncie was an epicenter of the civil rights movement, with a large amount of racial tension and civil rights marches in the city in the 1960s and 70s. Industry,

Figure 6: Madison Street 1936

Figure 7: Madison Street 1937



being a historically black neighborhood, was in the center of it all. Prominent civil rights figures such as Vivian Conley (Figure 9), and JC Williams (Figure 10), were from Industry. Vivian Conley led the movements to desegregate Tuhey Pool and end the use of the confederate flag at Muncie Southside High School. She was very active in Industry and was named the education coordinator of Trinity United Methodist Church.

JC Williams was a pastor from Industry who preached about civil rights and led neighborhood healing events at the corner of Willard and Hackley streets. He believed that ministers could lead the way to bridge racial divides in Muncie to overcome racial unrest.

Emma Price (Figure 11) was known as the “Mayor of the Millennium Place”. Emma was the heart of the Muncie Housing Authority community. She served as the resident Director on the Housing Authority board, Open door, Industry Neighborhood Council, Black Expo, NAACP and many others organizations, she was honored by having the community room at the Millennium Place named after her, “Price Hall”.

Figure 8: Car Repair Shop on Madison Street



1975 - 1990

VII. Neighborhood Development

In the 1970s and 80s, a number of beautification and rebuilding efforts were taking place in Industry. Neighborhood cleanup events took place in the 1970s, with the assistance of Ball State students and others. A house-building program called INCLUDE (Industry Neighborhood Council's Laboratory for Urban Development Enterprises) started by former City Councilwoman Alice McIntosh. The program secured a \$225,000 grant to build homes in Industry, including 2 model homes at the corner of 7th and Grant Streets which still exist today. Pictured in Figure 14. (Muncie Star Press)

1990 - 2020

Recent development that has occurred in industry can be seen in Industry with subtle changes such as renovating or tearing down blighted property

Figure 9: Vivian Conley



Figure 10: J.C. Williams



Figure 11: Emma Price



or repairing damaged sidewalks. The most recent major renovation was completed in 2010, Millennium Place. Millennium Place was completed after the demolition of the Muncie Housing Authority's Munsyana Homes. Munsyana Homes, containing 279 units for low-income individuals and families, was built in 1941. In 2002 The agency was awarded a Hope VI grant in the amount 12.3 million dollars to revitalize Munsyana Homes. The development was demolished renamed Millennium Place which now consists of a mixed income community of tax credit and public housing units.

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Figure 12: Millennium Place

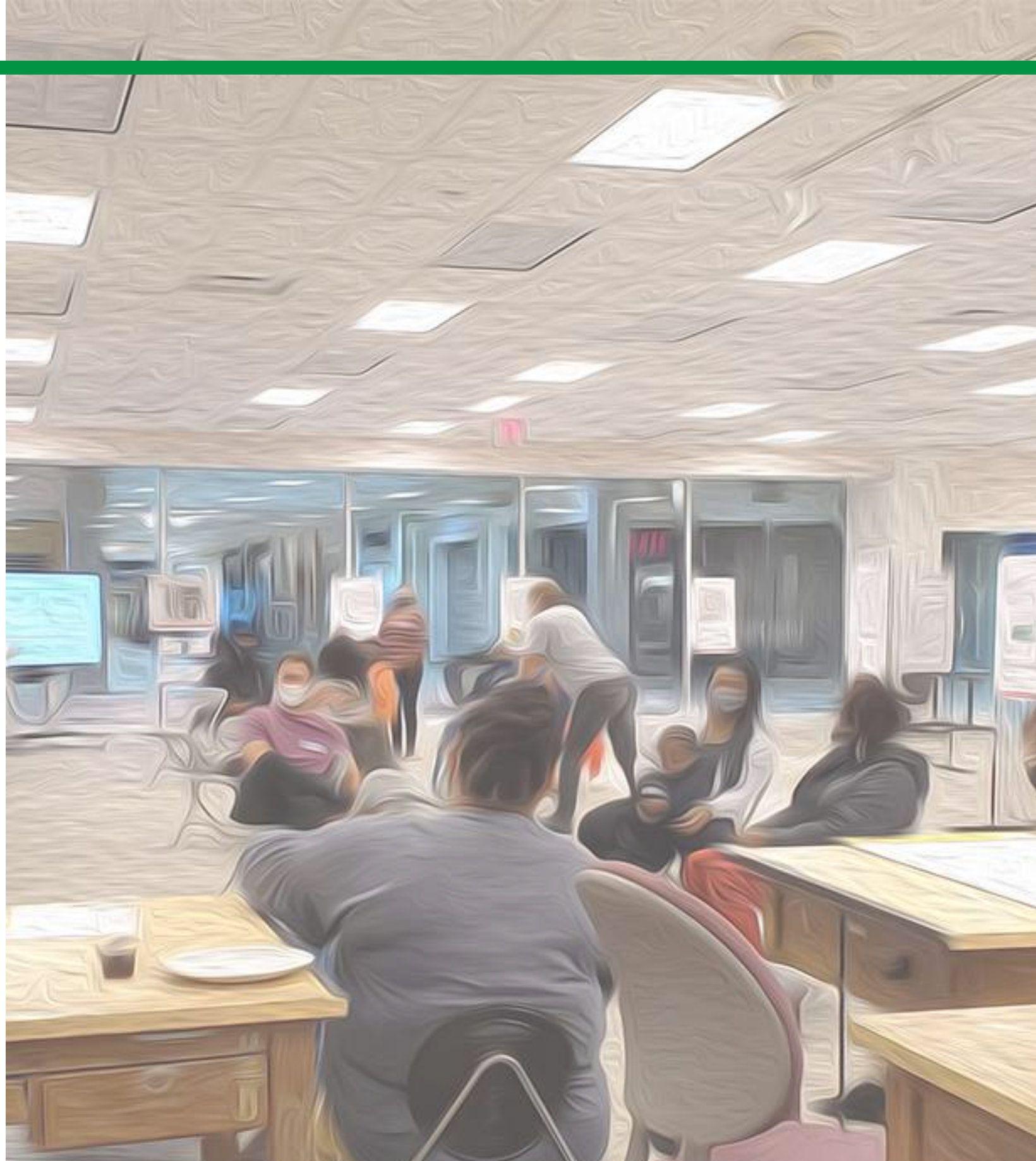


Figure 13: Munsyana Homes



Figure 14: INCLUDE Homes





“ The residents of the Industry Neighborhood are a tight knit community that value the people that reside there. We are not just a statistic. ”

I. Introduction

The studio investigated statistical data relating to the makeup of Industry's population. Population trends were examined and compared to Muncie and Indiana population demographics. Also covered are public transportation and crime statistics. Data and projected trends are presented between 2010 - 2015 and the sources are: U.S. Census, the American Community Survey estimates, and the Muncie Police Department.

II: Population/Diversity

The first demographic data examined was overall population. The total population in the Industry neighborhood is currently 1,776 residents. In 2010, the population was 1,996 and in 2015 it declined to 1,827. If Industry's population continues to decline at this rate, the neighborhood will sit at 1,581 residents in the year 2030. These numbers are shown in Figure 15.

The Industry Neighborhood consists of 68.1% African Americans. Whites comprise 26.2%, Hispanics 4.2%, and Asians 1.4%. In comparison to the city of Muncie and Indiana, African Americans make up 7.2% and 9.1% respectively while Whites make up 87% and 80%.

III: Age and Gender

Residents in the neighborhood between the ages of 45 to 64 make up the largest demographic age group. The second largest cohort is the 25 to 44 year olds. Minors make up 24.5% of the population in Industry. Females comprise 54% of the population in comparison to males at 46%. These statistics closely mirror Muncie and Indiana. These numbers are shown in Figure 16.

Figure 15: Diversity Breakdown

Hannah Jones

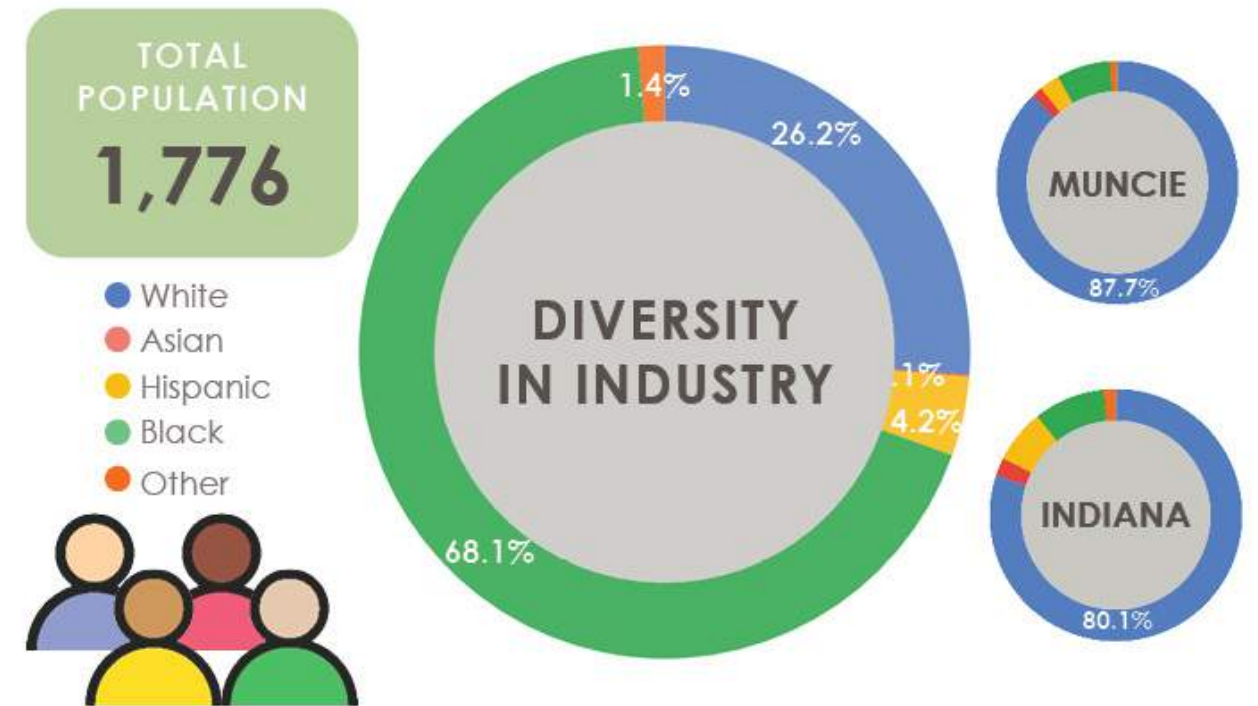
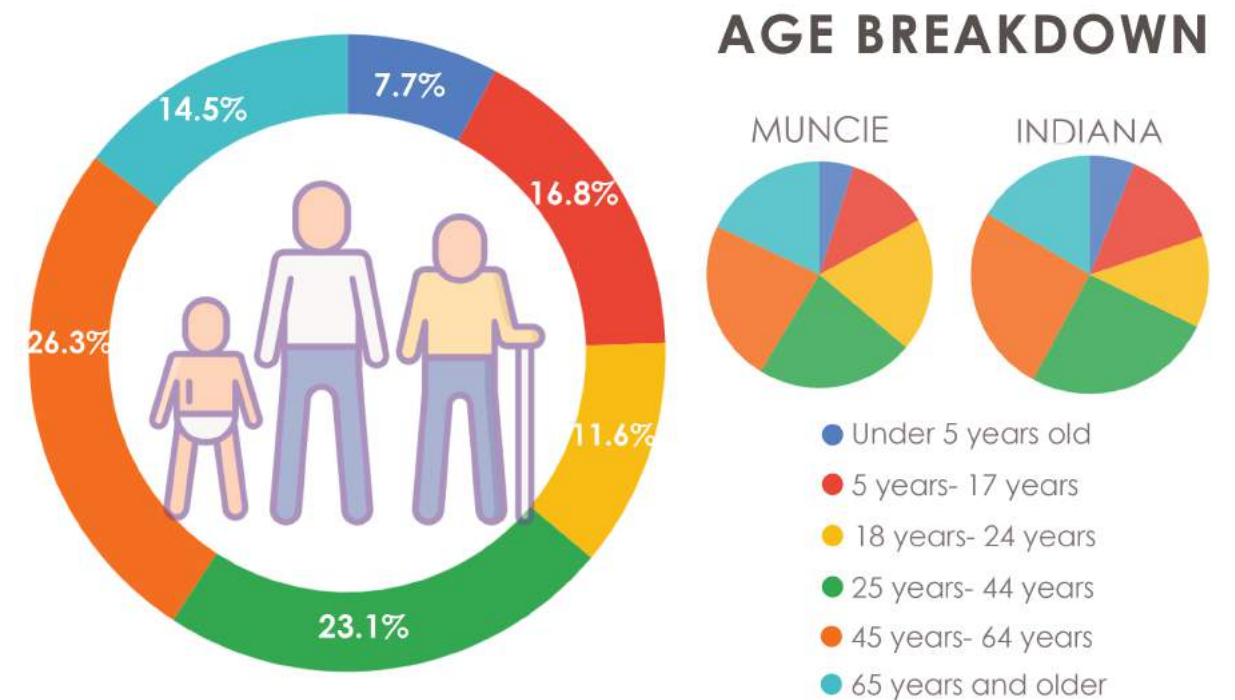


Figure 16: Age Breakdown

Hannah Jones



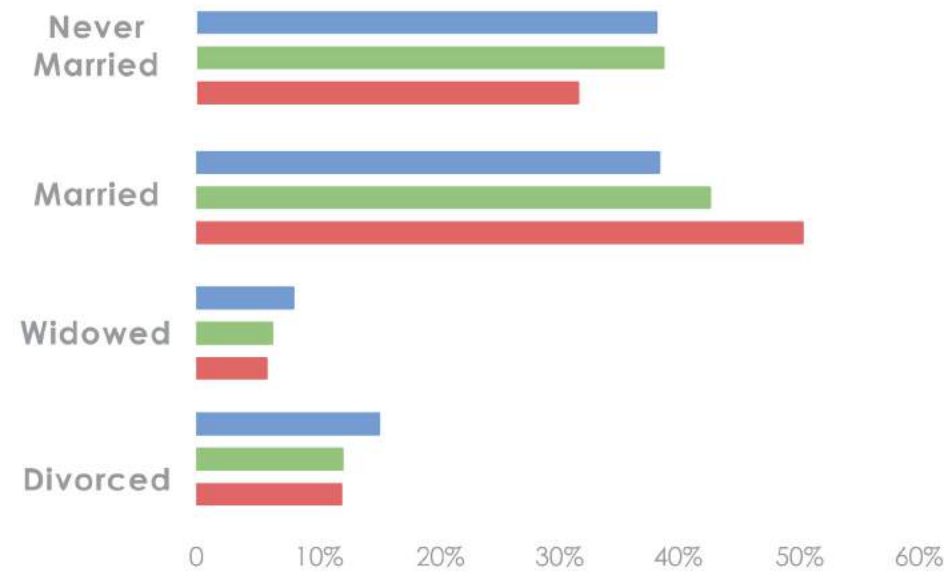
IV: Marital Status

Industry residents who are married and not married tie at 38.4% and 38.2% respectively. Half of Indiana residents are married. Industry residents are about 12% behind Indiana in this category. Industry's divorce rate is 15.3% which is three percent higher when compared to Muncie's and Indiana. The widow rate is 8.1% in the neighborhood. These numbers are shown in Figure 17.

Figure 17: Marital Status

Hannah Jones

MARITAL STATUS



- Industry
- Muncie
- Indiana

V: Education

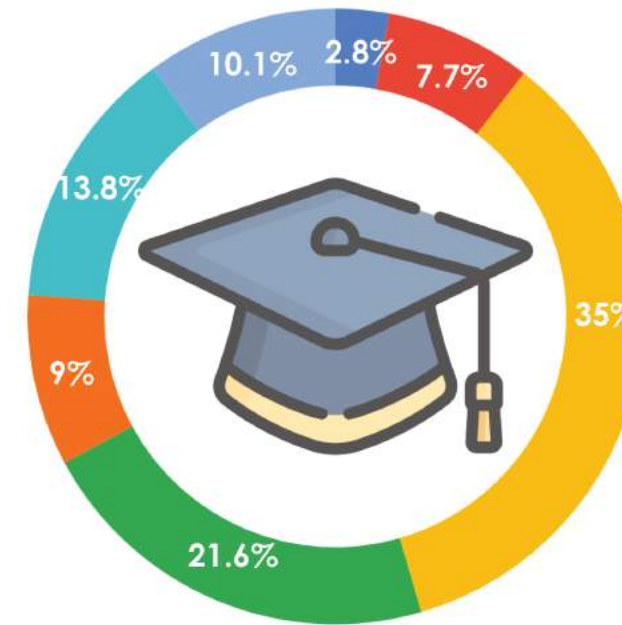
Education attainment is often correlated with economic prosperity. Thirty-five percent of Industry's residents have a high school diploma. Fifty-four percent attended college and 10.1% of these residents acquired a graduate, professional, or doctorate degree. There was less than a 5% margin difference between the education data for the Industry neighborhood as compared to education data for Muncie and Indiana. These numbers are shown in Figure 18.

Figure 18: Education Breakdown

Hannah Jones

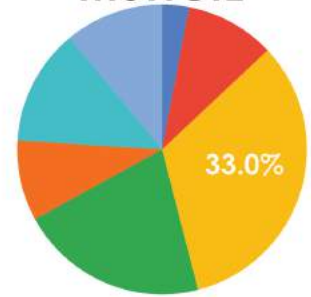
EDUCATION

INDUSTRY

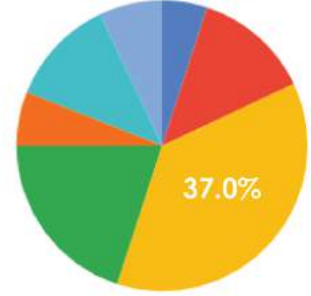


- Less than 9th grade
- 9th to 12th grade, No diploma
- High School Graduate Degree
- Some college, No degree
- Associate Degree
- Bachelor's Degree
- Graduate degree

MUNCIE



INDIANA



VI: Employment

The overall unemployment rate in Industry is 4.2% which is .4% higher than Muncie's 3.8% unemployment rate and one percent higher than Indiana's rate. Twenty-three percent of Industry's residents are employed by service jobs as compared to 50% white collar jobs and 27% blue collar jobs. The majority of white collar employment in this neighborhood can be attributed to Ball State University and Ball Hospital which are the largest employers of white collar jobs. Over the last ten years, the Industry Neighborhood has consistently had one of the highest unemployment rates as compared to other Muncie neighborhoods. This is shown in Figure 19.

VII: Median Household Income

The median income for a household in the Industry Neighborhood is \$23,071. This is close to half of the median household income for Muncie, \$42,479, and less than half of the median household income for Indiana, which is \$56,021. The median income per capita for the neighborhood is \$15,805. Per capita is the amount of money each individual person in the household is making. The U.S. Census takes into account everyone over 15 in the work force's income and divides it by the total population in the specific block group (Figure 20).

Figure 19: Employment Statistics

Hannah Jones

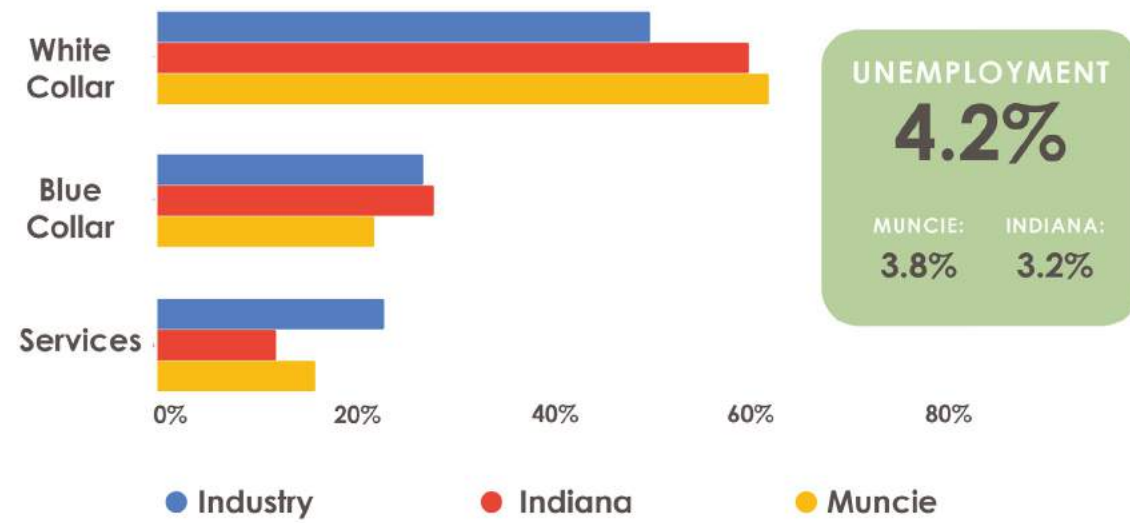


Figure 20: Median Income

Sydney Fawcett

MEDIAN HOUSEHOLD INCOME



MEDIAN INCOME PER CAPITA



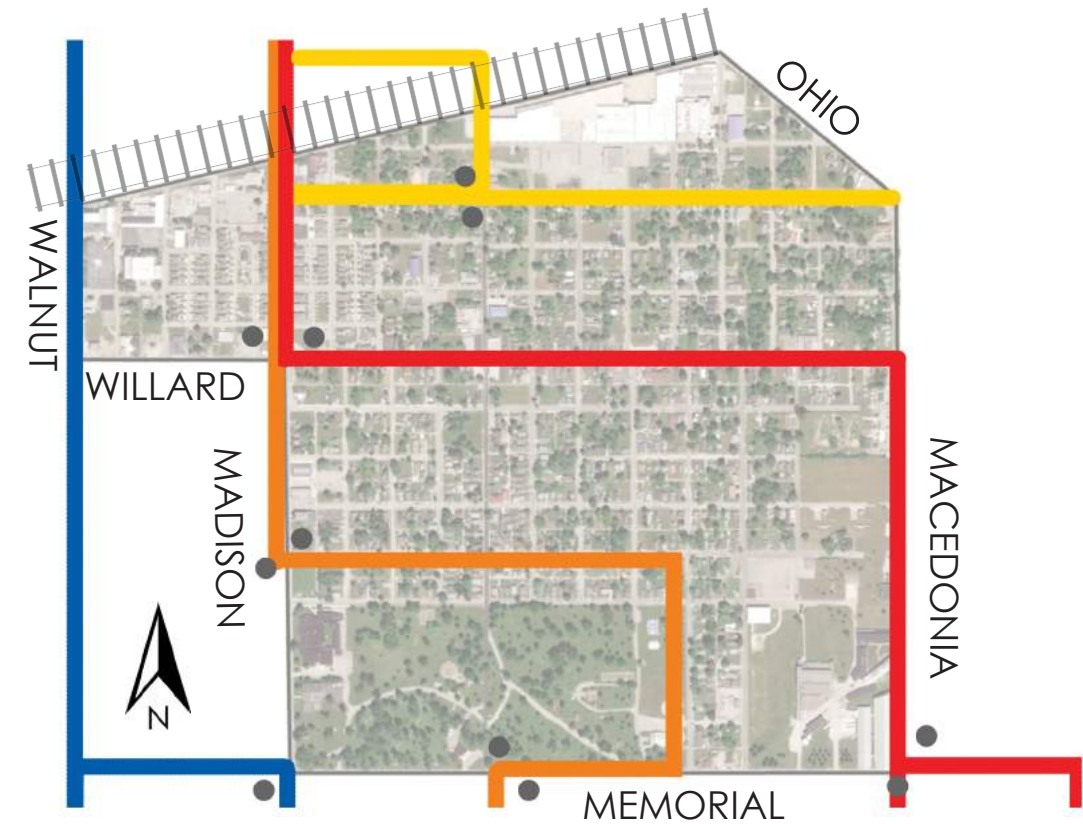
VIII: Disabled Population

The ADA defines a person with a disability as a person who has a physical or mental impairment that substantially limits one or more major life activity. Approximately 42.5% of Industry is disabled. This statistic is 30% higher than Muncie's disabled population and 33% higher than Indiana's disabled population.

IX: Public Transportation

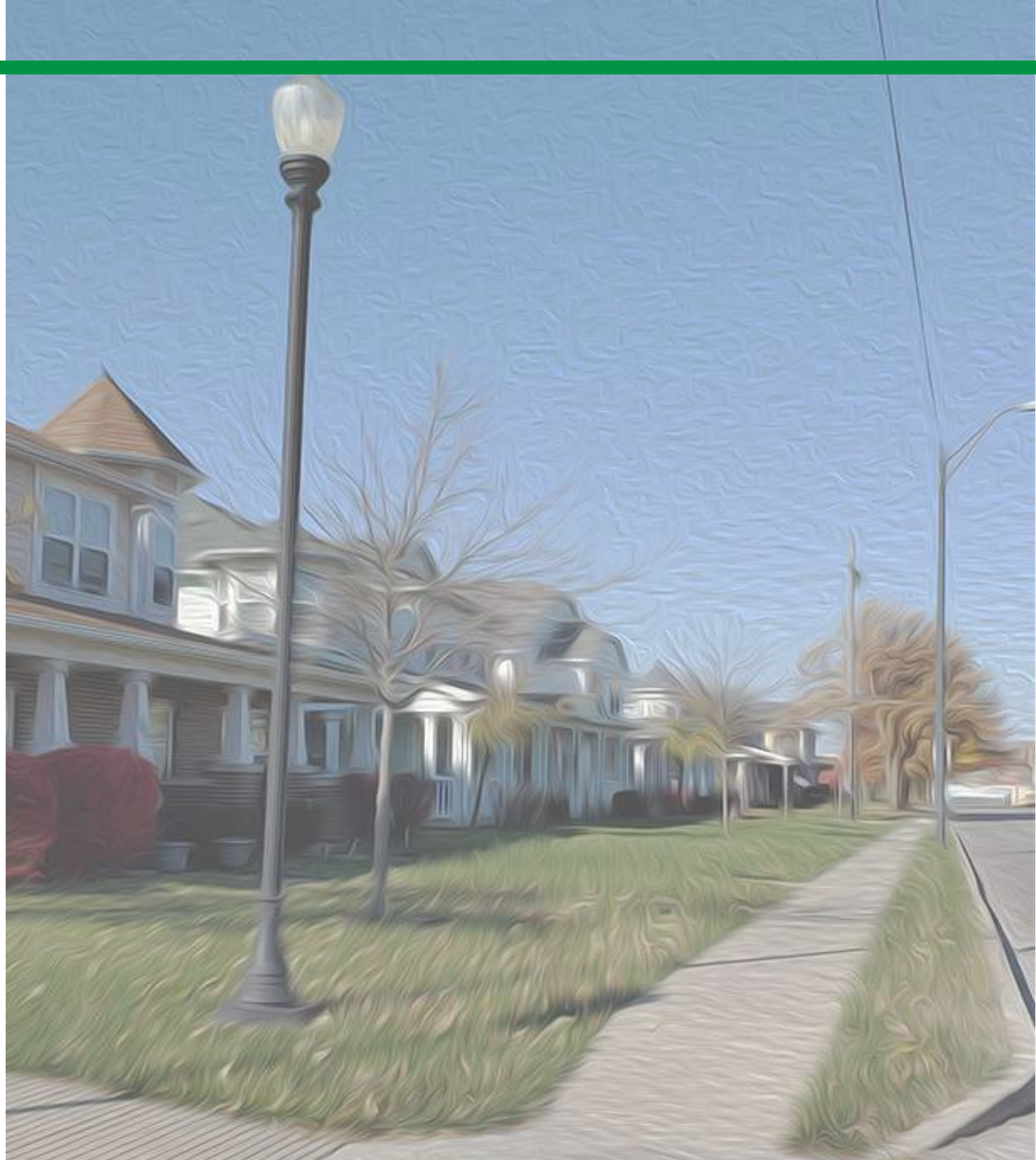
There are 5 bus stops in Industry that connect to MITs Bus Routes 8, 9, 10, and 11. There are also 5 additional stops located near the border of the neighborhood that residents can access. This map is shown in Figure 21.

Figure 21: Transportation Map



X: Crime

The most common occurring violent crime reported from 2010 - 2020 in the Industry Neighborhood is armed robbery with 48 accounts. The second most occurring violent crime in the same time frame is assault with 26 reported cases. Industry has one reported case of murder since 2010. Murder is the lowest occurring violent crime in both Muncie and Indiana as well. Petty theft refers to a criminal act in which property belonging to another is taken without that person's consent. According to the Muncie Police Department, petty theft is the most frequent, nonviolent crime that occurs in Industry. Burglary is committed second most often. The crime trend for burglaries has remained constant the past ten years with six burglaries total.



“The neighborhood is underserved and underfunded.”

I. Introduction

Industry currently has 810 housing units that range from good to blighted conditions. Roughly 54% of the housing units are in good condition which refers to the structures having minimal visible aesthetic concerns, and 28% are in fair condition, meaning those homes have some aesthetic concerns on or around the structure. Ten percent of the housing structures are in poor condition in that they have significant structural and aesthetic concerns. Blighted houses, those that are deemed unsafe to inhabit, make up 7.5% of the housing in Industry. These metrics are shown in Figure 23. Housing developed within the past decade is Millennium Place, a public housing development that is situated in the northwest section of Industry. There are several housing units scattered throughout that have been rehabbed and constructed in Industry over the past ten to twenty years. This information is shown in Figure 22.

The majority of housing throughout Industry is unique through its architectural character, age, and spatial settings which sets it apart from other communities that have “cookie cutter” style houses that are in close proximity to one another.

II. SWOT Results

Strengths

Thirty percent of a household's income is considered the threshold indicator of affordability for housing in the United States. Keeping housing costs below 30 percent of income is intended to ensure that households have enough money to pay for other nondiscretionary costs. When looking at the median household income for Industry residents and examining the cost of housing in the neighborhood, housing would be considered affordable. From single family homes to apartments to public housing, affordable housing is available in Industry.

Figure 22: Housing

Hannah Jones

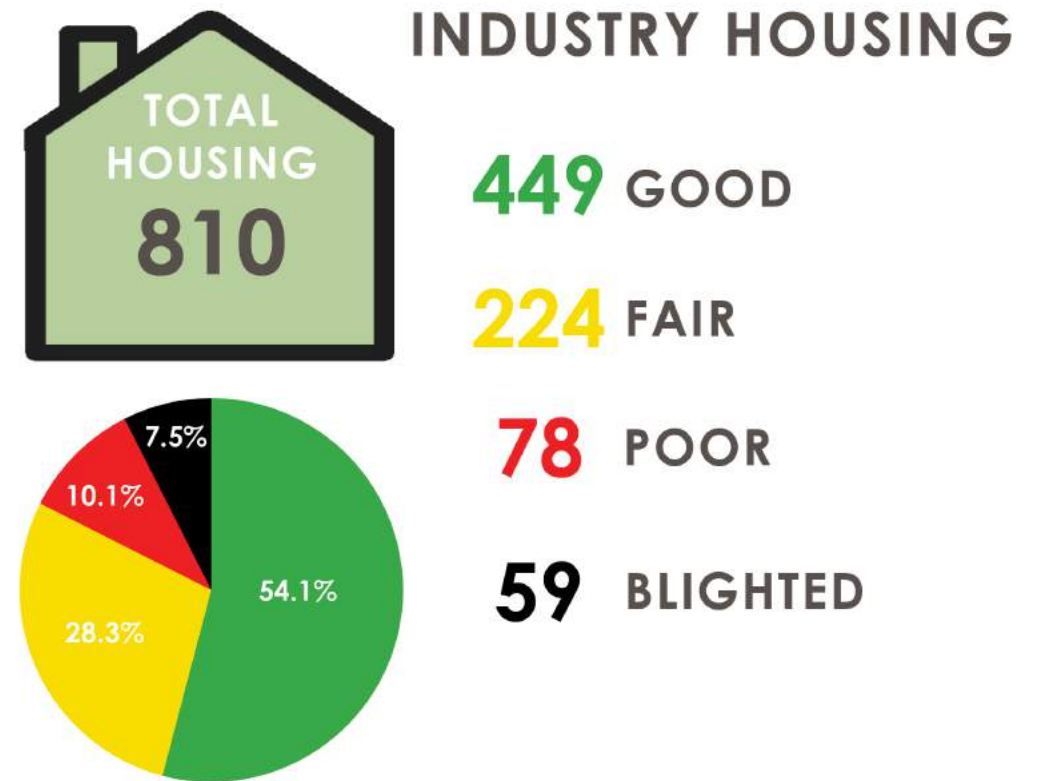


Figure 23: Housing Metrics



Figure 24: SWOT Results



Single family homes are in abundance in Industry which can attract families to move into the neighborhood. Many of these homes provide unique architectural character while maintaining good structural conditions. Millennium Place, a public housing development also provides affordable housing options for those who meet income criteria. Residents felt that these housing characteristics set Industry apart from other neighborhoods in Muncie.

Weaknesses

While there are many strengths associated with Industry’s housing, weaknesses were also identified for the neighborhood. Residents felt that blight was a weakness. Blighted housing structures are present throughout the neighborhood and if this issue continues to grow and not be addressed, it will negatively impact others perception of the neighborhood, and cause housing values to decrease.

The absence of landlords is another weakness identified by residents. Absent landlords means the lack of maintenance for their properties which can negatively affect the appearance of the neighborhood.

Industry residents feel there is a lack of housing development and investment from the Muncie Government in the neighborhood. This makes the residents feel like their neighborhood isn’t good enough to invest in.

Opportunities

Threats and weaknesses identified have presented multiple opportunities for the neighborhood. Creating new housing, specifically in place of blighted properties and vacant lots, will provide more available housing for future and current residents. Low-intensity infill housing such as single-family houses or high-intensity housing such as townhomes can also create a range of housing options. The location for the proposed infill housing is shown in Figure 25, and the housing proposals are shown in Figures 26 and 27.

Another opportunity can be the improvement of curb appeal throughout Industry in order to create a positive perception of the neighborhood. Repairing dilapidated structures can help to increase home values as well as create a positive perception of the neighborhood. In addition, developing mixed-use spaces will allow residents to choose from a range of housing types that also create opportunities for business development.

Figure 25: Infill Housing Location



Figure 26: Infill Housing

Lauren Bouslog



Figure 27: Infill Housing

Lauren Bouslog



Threats

Threats were also identified for the neighborhood which can directly affect current and future residents of Industry. While residents felt that blighted properties were a weakness for the neighborhood, they also identified them as a threat. This is because of criminal activity occurring within those lots that impact the safety of the residents. Other residents felt that stray animals may inhabit those areas which can lead to safety issues for residents, children, and other animals in the neighborhood. Because of the presence of blight, there is an increased threat of disinvestment from neighbors and the city which can prevent the neighborhood from progressing in a positive manner.

Another threat identified for the neighborhood is the potential for decreasing property values from blighted properties and vacant lots throughout the neighborhood. This can precipitate people moving out of the neighborhood, cause a lack of housing maintenance from both homeowners and landlords, and create a negative perception of the neighborhood. A negative perception of the neighborhood can cause a lack of interest to invest in Industry.

Out-of-state landlords who often do not maintain their properties is seen as a threat to Industry. Again, the lack of housing maintenance contributes to a negative perception of the community which can lead to others not wanting to live in Industry.

III. Case Studies

Norman, Oklahoma

Norman, Oklahoma purchased an abandoned apartment building for \$10 and developers began incorporating mixed-use developments into the building which is now known as East Village. It contains 43 townhouses, 96 loft apartments and townhomes, and 9,000 square feet of retail space. With the development being approximately 1 mile from the University of Oklahoma, it attracts many students who are able to bike or walk to campus. Businesses in the development include beauty/tanning salons, food/dining, dry cleaning, and retail. This mixed-use development creates housing as well as a range of housing options for residents. The development offers both renting and

purchasing options when focusing on housing that ranges from 1 to 3 bedrooms which can be appealing to a range of living situations (Figure 28).

Muskegon, Michigan

Muskegon, Michigan is working on Infill housing opportunities in neighborhoods with a large amount of vacant land. The project has been divided into two phases, with the first focusing on developing housing on large former brownfield sites. This phase will deal with areas all over Muskegon with a goal to build more housing for working and middle-class families. The second phase is specifically focusing on the Nelson and Jackson Hill neighborhoods, areas with a large number of vacant parcels. The second phase will build homes and mixed-use spaces on vacant lots along with rehabbing existing blighted homes

Figure 28: East Village, Norman, Oklahoma



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“We want to see development as we see ten minutes north of us.”

I. Introduction

The Industry Neighborhood currently has 22 businesses located within its boundaries. These can be anywhere from daycares run through a home, to steel and fabricating production.

Local businesses are the backbone of any community as they are an excellent source of local commerce that can be accessible to residents of any neighborhood.

Neighborhoods such as Industry are potential places to produce a neighborhood business district that is centered on satisfying the day-to-day convenience shopping needs of a neighborhood. The district can include several small stores and an anchor grocery store. Potential sites that were determined by our studio and Urban Light CDC within the neighborhood include the intersection of Willard and Hackley Street, a co-op grocery store on Willard street, and a mixed-use redevelopment space on Macedonia Avenue. Benefits of having such spaces are increased local business ownership, wealth building, profits staying within the community, and improved quality of life for residents in the surrounding area.

With a rich history and vibrancy throughout the previous decades, Industry continues to be an important neighborhood in the City of Muncie. In order to restore a sound and stable neighborhood, consideration should be given to facade improvements to existing buildings, supporting and stabilizing existing micro-businesses while developing new micro-businesses for filling vacant storefronts, and infill development of vacant sites thus strengthening the entire shopping district.

Figure 29: Business SWOT Analysis

STRENGTHS

- Local economy includes at-home daycares, beauty salons, food truck
- Convenience of Dollar General, Southside Walmart, Aldi
- Madison as current commercial artery

WEAKNESSES

- Lack of businesses, low business variety
- Exterior appearance of businesses detracts from what's inside
- No walkable grocery stores

OPPORTUNITIES

- Sit-down restaurants, nicer options
- Outdoor dining spaces
- Adaptive reuse of existing structures

THREATS

- Heavy industrial development due to current zoning
- Potentially unsustainable economy
- Vandalism

II. Swot Results

A SWOT analysis was conducted at the studio's second neighborhood meeting for the category of businesses. To reiterate, SWOT stands for strengths, weaknesses, opportunities, and threats. The studio documented the top three crucial priorities that Industry residents provided for us in each category of SWOT during the meeting.

For strengths, the residents emphasized that there was a good local economy within the neighborhood of businesses such as at home daycares and beauty salons. They also found the convenience of the nearby Dollar General, Walmart, and ALDI to be of satisfaction for their shopping needs. Lastly, they felt as though Madison is a robust commercial artery that runs along the west side of the neighborhood, providing good fast-food chain restaurants and shopping areas.

For weaknesses, the residents felt there is an overall lack of business variety in or near the Industry Neighborhood. They are dissatisfied with the lack of

any nearby, healthy restaurant options, and local grocery stores which many expressed as a great concern. Lastly, they feel that the exterior facade of businesses within the Industry Neighborhood is deteriorating and are less than desirable. The residents' main concern is that the given facades detract from what is inside the neighborhood and that people are not willing to support these businesses.

Potential opportunities identified by Industry residents are sit-down dining options, or nicer options for dining, outdoor dining, and adaptive reuse of existing structures. For adaptive reuse of existing vacant structures, our studio sees great opportunities in the vacant industrial area along Macedonia Avenue on the southeast portion of the neighborhood, the intersection of Willard and Hackley street, and a co-op grocery store on Willard street.

Regarding neighborhood threats, Industry residents feel that vandalism and crime from people outside the neighborhood are harming the reputation of the area. They feel young people who have time on their hands, vandalize as a pastime in the community. As a result of these activities, residents also expressed that Industry is under-patrolled by the police. In addition to crime, residents stated another threat to their neighborhood is the unstable economy which is impacting their local businesses and housing values. They fear this will keep potential residents from choosing their neighborhood in which to live. Lastly, the residents fear the possibility of future industrial development due to current zoning within the neighborhood. The rest of the SWOT results can be found in the appendix.

III. Opportunities **Willard and Hackley**

A proposed opportunity for business revitalization is the corridor located at the intersection of Willard and Hackley. The current conditions of existing buildings are fair with deteriorating and unappealing facades present. The following is an image of the existing conditions (Figure 30). Willard is an active street corridor used by residents in and outside of Industry.

The proposal of revitalization to the existing buildings is just in the fact that the

Figure 30: West View of Willard and Hackley



Figure 31: Proposed West View of Willard and Hackley

Hannah Jones



buildings present seem structurally sound and that they pose an opportunity to bring business back into the neighborhood. The following image is our studio's proposal for the existing structures (Figure 31). A revitalization of the existing structures includes the laying of new brick facades, new glass windows, and new signage.

McIntosh Market

A proposed opportunity for the revitalization of the Industry Neighborhood in an empty industrial site located on the southeast corner of the neighborhood. The site as it currently sits occupies three structures of which two are made of brick and one metal. The two made of brick appear structurally sound while the metal structure is unclear. The following images are of the site as it exists today (Figures 32 and 33). The structures were all previously used for industrial reasons.

The proposal of revitalization for this site posed a great opportunity to transform this space into an area that can be used for commercial, business, residential, and recreational uses. Our proposal, which we nicknamed McIntosh Market, includes a courtyard space to listen to music, do outdoor activities, relax, work, and stay healthy as can be seen from the following rendering (Figure 37). One structure could be used for residential apartments while the other two for business and commercial. The following are images of the proposed revitalization of the site (Figures 34, 35, and 36). The proposed usage might be considered an expensive option for the neighborhood to explore.

Figure 32: Existing- McIntosh Market



Figure 33: Existing Plan View- McIntosh Market

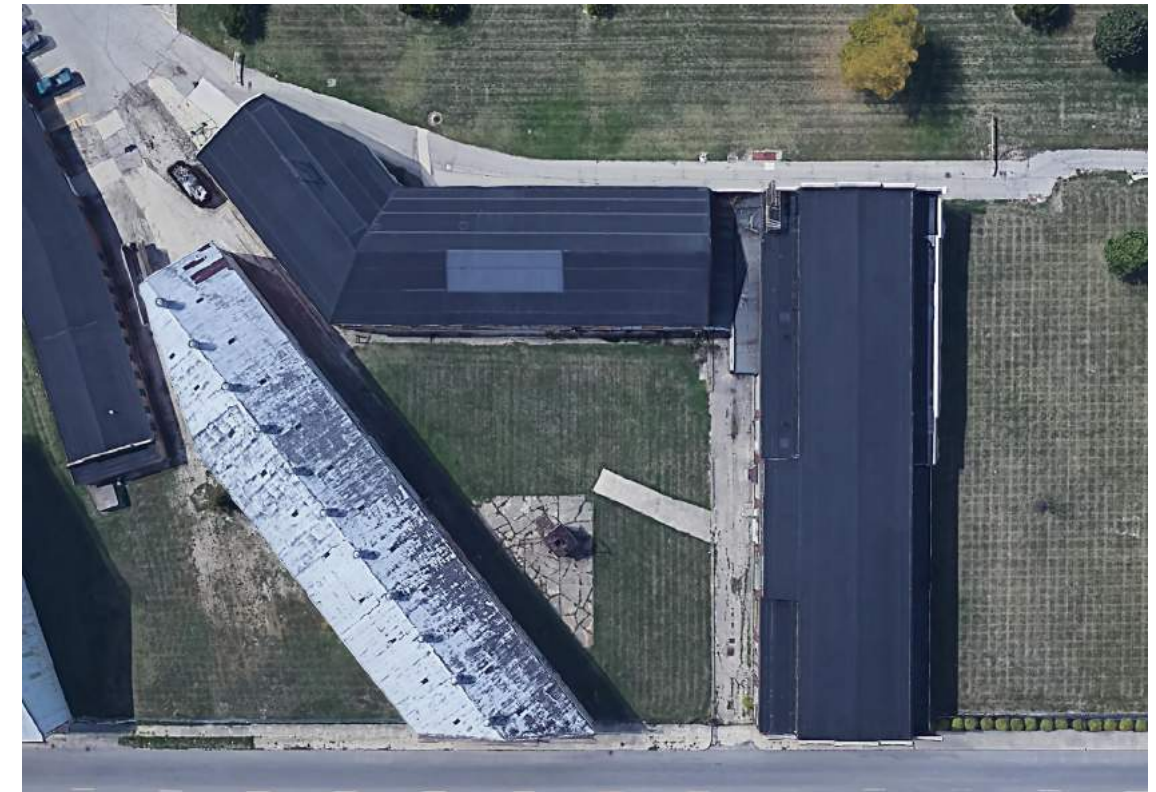


Figure 34: Proposed Plan View- McIntosh Market

Brett Willaman



Figure 36: Proposed: McIntosh Market

Brett Willaman



Figure 35: Proposed: McIntosh Market

Brett Willaman



Figure 37: Proposed: McIntosh Market

Hannah Jones



Co-Op

Another proposed opportunity for the revitalization of Industry is located on Willard Street just west of the Willard Hackley intersection. The following is an image of the existing structure (Figure 38). The existing structure appears to have been a business and it appears to be structurally sound. The existing structure is located inside of the Focus Area. The proposal of a co-op grocery store would best suit this existing structure. The following is an image of the proposed revitalization of the site (Figure 39). As can be seen, modifications include a new facade, new windows for more natural light, and a new sign. Local grocery stores help improve the community aspect of the neighborhood. The proposed usage is an expensive option for the neighborhood to explore.

IV. Case Studies

Camp North End, Charlotte North Carolina

Industrial buildings can pose a plethora of options for citizens in a city and the local government, adaptive reuse being the main goal. Adaptive reuse is the act of finding a new use for a building. It is often described as a process by which structurally sound older buildings are developed for economically viable new uses. These buildings are especially perfect for adaptive reuse due to large open square footage. Adaptive reuse should be the preferred strategy for an industrial site when no other industrial option is available and should always be favored over demolition.

This case study is a great example of redevelopment in Camp North End in Charlotte, North Carolina (Figure 39). This massive industrial site was home to Ford Motor Company assembly plant, US Army Quartermaster Depot, Charlotte Army Missile Plant, and Rite AID. The reasoning for choosing this site is that most of the industrial buildings were built back in the 1920s and 1930 which is near the time the buildings on the McIntosh Market site were built. This site is now being used for concerts, small businesses, gatherings, and office spaces. It is truly a prime example of how mixed-use redevelopment can succeed. This site helped to redevelop a previously abandoned property into a creative space in which is used by all citizens of Charlotte which can be seen in the following image (Figure 40). This site created an identity for Charlotte North Carolina.

Figure 38: Existing Proposed Site for Co-Op



Figure 39: Proposal for Co-Op

Esra'a Arar



Figure 39: Camp North End



Figure 40: Camp North End



Abandoned properties attract vandals, homeless, arsonists, and drug dealers, and as a result drive down property values, taxes, and services, and discourage investment in a community. Redevelopment is wanted for these sites but can be hard due to the costly updates needed including updates to meet fire and electrical codes, the need for environmental remediation, and the physical neglect suffered by the building. However, it is argued that with a lack of materials being needed to purchase, the cost of new development and redevelopment can be close to the same with environmental factors favoring redevelopment. Jane Jacobs states that cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them.

Steps that should be taken by a city, to manage these properties, include 1) prevention and assessment, 2) stabilization, 3) rehabilitation resources, 4) property transfer or demolition, and 5) long term revitalization strategies. These are all parts of The Vacant Properties Revitalization Cycle.

Rehabilitation resources are provided by the city to its residents. These can include financial resources, such as CDBG funds, rehabilitation loans, tax credits, tax abatements, and waivers of municipal liens; technical assistance, and community development corporations such as Urban Light CDC. This to help encourage rehabilitation in eligible vacant properties.

A city may pursue demolition or a force of property transfer if necessary. The issue with this is that the local government has limited legal authority to demolish or involuntarily transfer private property. This step is to only be done if the owner of the private property refuses to cooperate.

Long term revitalization strategies are when a city integrates vacant lot initiatives with relevant community-wide revitalization efforts. This can include affordable housing, jobs and economic development, safe and healthy neighborhoods, and long term land use and growth management planning. This could include infill development, smart growth, mixed-use, and community design.

Downtown Greenville, SC Revitalization

The second case study examined comes from Greenville South Carolina. Greenville is comparable to the City of Muncie in terms of the overall population as they are rather similar yet the City of Greenville's downtown and local businesses are thriving due to smart planning and private-public collaborations over the past twenty years. As once the unquestioned retail and business center of the area, Greenville's downtown languished in the 1960s and 1970s as shopping centers lured the major retailers to the suburbs, and downtown was left with countless vacant buildings and no people. When thinking of how to meet the challenge, Greenville set out to remake Main Street and to create an atmosphere that would be conducive to office and residential uses, specialty retailing, entertainment, and the arts. The following are images of the creative reuse of existing abandoned buildings in Greenville. (Figures 41 and 42)

As Greenville took steps to re-establish its downtown, the city invested strategically in properties, following a plan to develop major anchors in the downtown area and filling in the areas between with selected private sector investors. Greenville took advantage of its small downtown and expanded the activity centers in a logical and connected progression based on a formula that included retail, office, residential, entertainment, and family needs. In the early days, Greenville was set apart due to its acknowledgment that a private-public relationship was needed to succeed. The most successful tool used has been Tax Increment Financing or TIF. This allowed the City to utilize property tax revenue increases within a defined district for redevelopment and revitalization efforts specifically within that district. A key that also reshaped downtown was the transformation of Main Street from four lanes to two with free angled parking. This allowed for wider sidewalks, slower traffic, and the addition of street trees. These trees are now the signature element of Main Street due to the appeal from pedestrians and the covering up of unattractive vacant buildings at the time.

The financial side of these projects included a pooling from several sources such as tax increment financing, TIF, a HUD section 108 loan, grants, city

general fund dollars, and the sale of personalized bricks. Revitalization would not have been possible without a balance between the private and public sectors though.

Greenville offers a three-year business license tax abatement which allows for an abatement equal to 100% of the tax the 1st year the business is in operation, 66% in the 2nd year, and 33% in the 3rd year. Beginning in the fourth year of operation, the full business license tax is paid.

The facade improvement program is one that is being highlighted here due to the relevance of some of the key issues with businesses in the Industry Neighborhood. The City of Greenville's Facade Improvement Program (FIP) provides financial assistance to commercial property owners and business owners in targeted commercial corridors for qualified exterior building and site improvements. Applicants are eligible for a 50% reimbursement on expenses equal to or less than \$10,000, and a 20% reimbursement on additional expenses greater than the initial \$10,000 spent. The maximum reimbursement is \$10,000 per property. For additional expenses above \$10,000, the City will reimburse the applicant up to 20% of eligible expenses. The maximum award amount is \$10,000.

Figure 41: Greenville, South Carolina



Figure 42: Greenville, South Carolina



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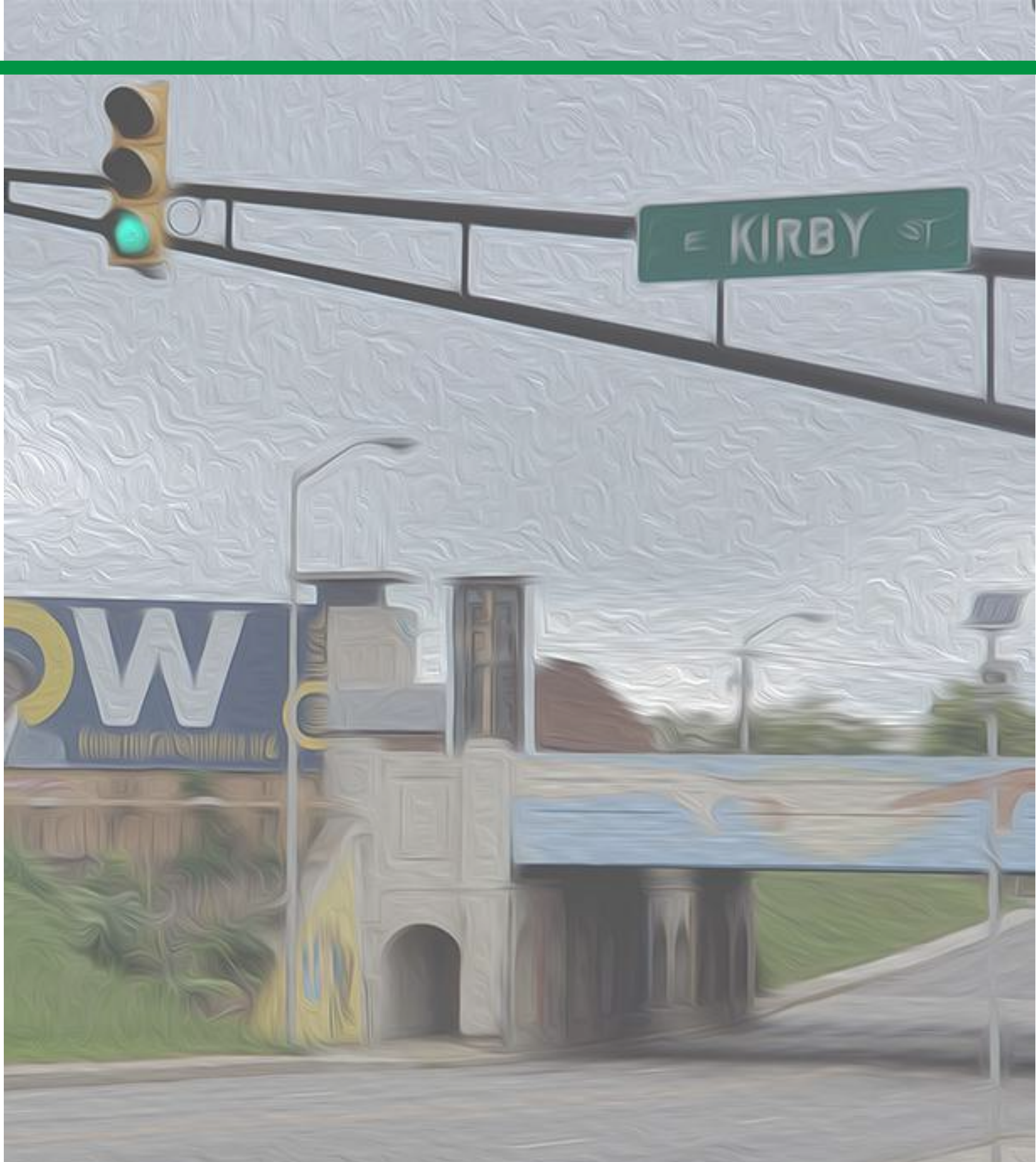
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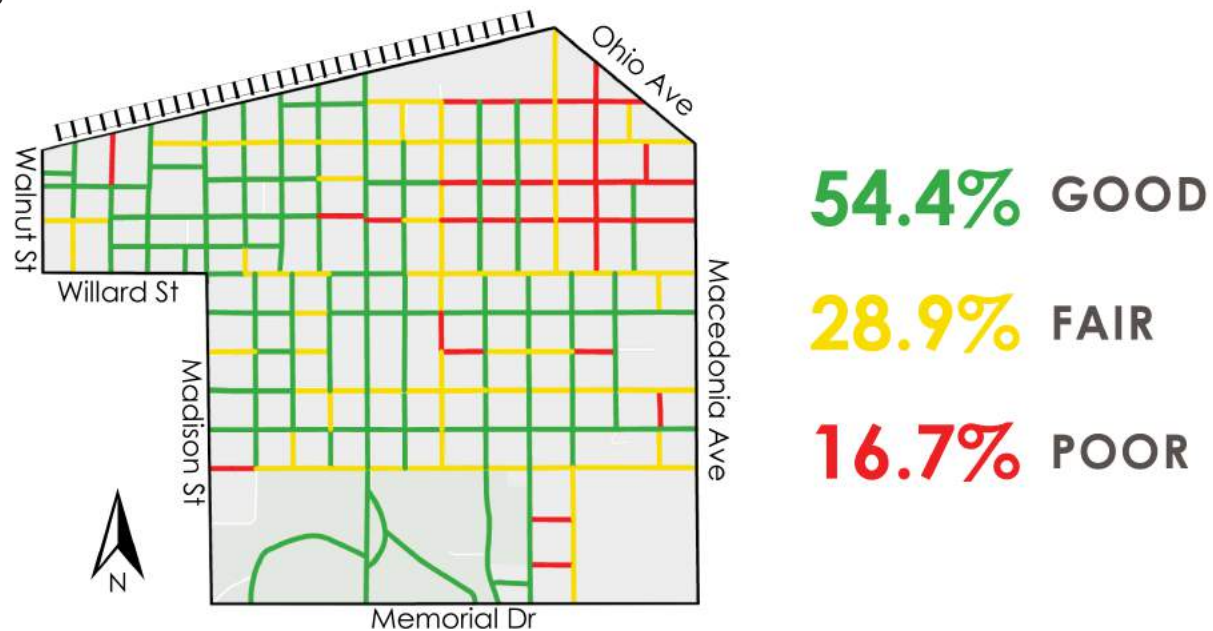


“When you are used to something, you accept it as normal.”

Introduction

Infrastructure like streets, sidewalks, and alleyways is the basis for mobility in Industry. It keeps residents moving by vehicle, bicycle, and on foot. Unfortunately, the level of attention given to infrastructure has subsided over the years. Though the neighborhood’s automotive thoroughfares tend to be smooth and uniform, side streets, sidewalks, and especially alleyways have been neglected. Presented here are a series of maps outlining current conditions.

Figure 43: Streets



II. Streets

Over 80% of Industry’s streets are in either good or fair condition. Examples of good, fair, and poor streets in the neighborhood can be seen here in Figures 44 and 45. A street is considered “good” if it has uniform pavement that is largely devoid of cracking. In other words, “good” does not necessarily denote

Figure 44: Good Street



Figure 45: Poor Street



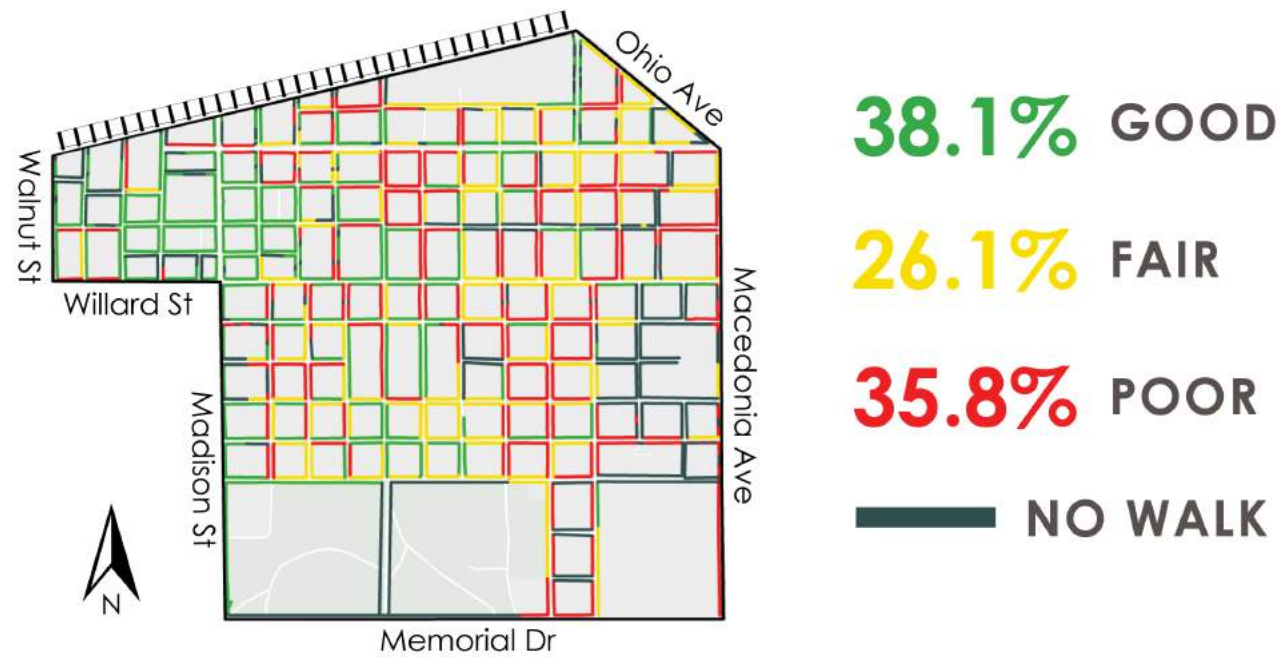
a street that has been recently repaved, rather one that is highly functional. Fair streets retain most of their functionality, but are older, have significant cracking, and have often been patched as a way of avoiding their replacement. These streets need to be repaved sooner than later. Finally, poor streets have significant potholes, cracks, and patches, which have the potential to damage vehicles traveling over them. Repaving poor streets should be a top priority.

The best and worst streets tend to be concentrated in particular areas of the neighborhood. For example, the Millennium Place housing near Willard and Madison Streets boasts some of the best pavement in the neighborhood. These streets are well-maintained with decorative street lighting, landscaping, and stormwater systems. Such highly functional streets boost safety and image, especially for those first entering the Industry Neighborhood from Madison Street. Alternatively, a concentration of poorly rated streets exist in the northeastern portion of Industry, toward Ohio and Macedonia Avenues. Critical streets for repaving include 9th Street, as it runs along Heekin Park, and the eastern half of 2nd Street, as it is the street with the most blocks rated as “poor.”

III. Sidewalks

Sidewalks are perhaps the most evident flaw in Industry's infrastructure. With just 38.1% of sidewalks considered "good," and almost as many "poor," the ability for the neighborhood to serve pedestrians is severely limited. In addition, there are many missing sidewalks disrupting the network, as seen in Figure 46. Furthermore, even if a sidewalk is considered good, adjacent vacant lots can produce vegetation that makes the pavement impassable or unusable.

Figure 46: Sidewalks



As a consequence of the existing sidewalk conditions, several residents have expressed that pedestrians are forced to walk on the street. This is concerning, as some streets are known for fast-moving traffic and increasing levels of on-street parking (a result of alleyway disuse), which limits visibility between moving vehicles and those on foot. Additionally, unusable sidewalks create more challenges for those with mobility issues, such as pedestrians who require a wheelchair, walker, or cane. Lastly, good, safe sidewalks can benefit the visual appeal of an area, an important part of ensuring a rising status for Industry among Muncie's neighborhoods.

Figure 47: Good Sidewalk



Figure 48: Poor Sidewalk

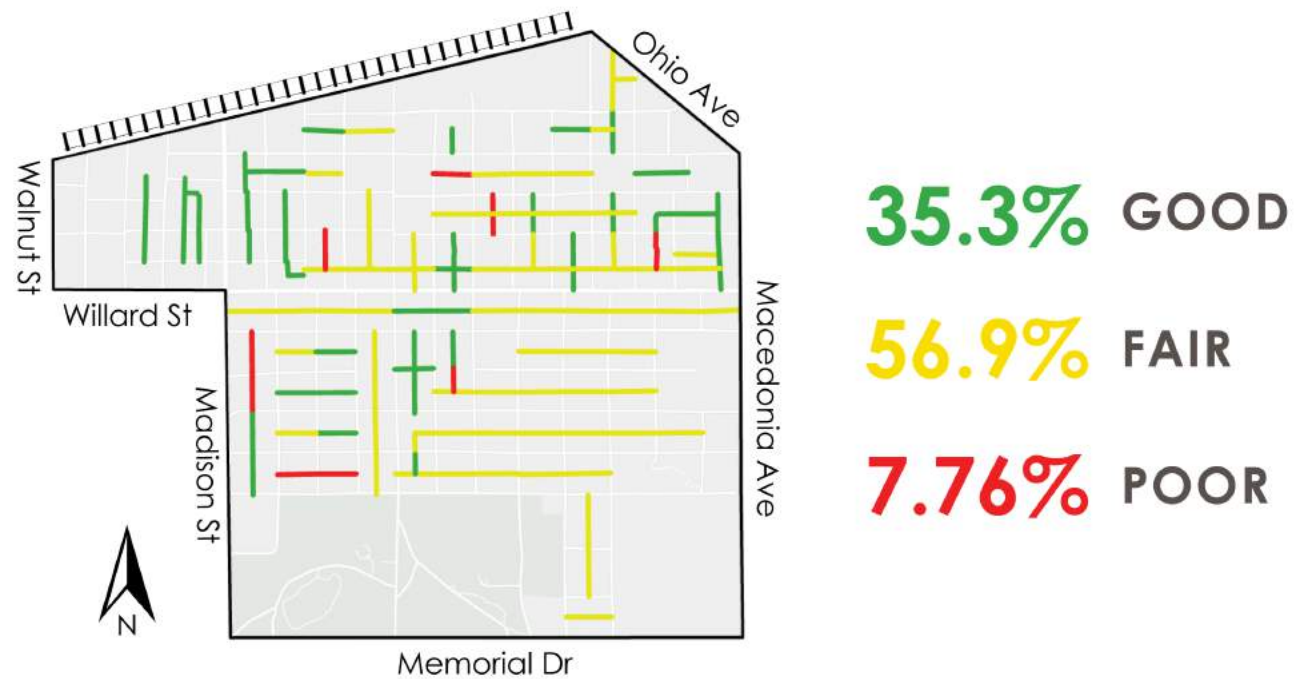


Dissecting the metrics used to grade Industry's sidewalks, there were three ratings: good, fair, and poor. Neighborhood examples of each can be seen in Figures 47 and 48. The ability for something with wheels (such as a stroller, wheelchair, or scooter) to move along each block was the top consideration when rating sidewalks. Thus, good sidewalks can easily facilitate such movements, as they have smooth pavement free from any detrimental decay. In turn, fair sidewalks span the entire length of a block, from corner to corner, but feature significant deterioration, such as the separation of squares, cracking, or invasion by weeds and grass. While fair sidewalks are still functional, using them can be somewhat challenging.

Finally, Figure 48 shows an extreme case of a poor sidewalk. In the image, the roots from a large street tree have uplifted several of the squares, pushing them diagonally upwards into an adjacent yard. Years of neglect have led to the deposition of dirt onto the pavement, while farther down, there is a drop of several inches. This is a very dangerous condition, as pedestrians could easily trip and hurt themselves. In addition, the use of such a sidewalk by anything with wheels would be out of the question.

While the aforementioned case is worth discussing, it should be noted that it does not represent all poor sidewalks in the neighborhood. Some others received a “poor” rating simply because they stopped halfway down the block, or the pavement was barely visible.

Figure 49: Alleyways



IV. Alleyways

The majority of Industry’s alleyways were never paved. Examples from the neighborhood can be seen in Figures 50 and 51. Good alleyways have minimal problems with overgrown vegetation. They are easy to drive through and have shallow divots, if any. Fair alleyways are more challenging to drive through, but are not impassable. Finally, poor alleyways have become so obstructed, whether by vegetation or other means, that they are no longer functional.

At 56.9%, the overwhelming portion of Industry’s alleyways received a “fair” rating. When these are combined with the 35.3% that are rated “good,” over 92% of alleyways are still usable. The best alleyways in the neighborhood are concentrated around Millennium Place, near Willard and Madison Streets. Refer to Figure 49. It is worth noting these new homes were constructed with alleyways, which reflect the history of the neighborhood. They demonstrate

Figure 50: Good Alley



Figure 51: Bad Alley



that they are still a useful convention. Alleyways in poor condition are only a block or two in length, meaning they could be cleared and indoctrinated back into the network.

Lastly, the alleyway between Willard and 5th Streets is significant in that it is the only alley that runs across the entirety of the Industry Neighborhood. Page 77 showcases an opportunity to use this as the spine of an innovative bike trail network.

V. SWOT Results

A SWOT analysis was conducted by the studio at the second community meeting. Based on feedback from neighborhood residents and other community stakeholders, charts such as Figure 52 were created to explain several components of the neighborhood, including infrastructure. Beginning with strengths, the three most important identified for infrastructure were the good condition of larger neighborhood roads, four MITS bus routes, and slower traffic on some side streets.

The major weakness identified is the deterioration of alleyways in Industry. Their low level of use feeds into the second weakness, unnecessary street parking.

Figure 52: Infrastructure SWOT



The third weakness, infrequent resurfacing of streets that are less traveled. Instead, the patching of potholes only on these streets has been used instead of resurfacing.

Next, opportunities identified for the Industry Neighborhood were the installation of additional streetlights to increase night safety, the transformation of some alleyways into bike trails, and the implementation of traffic calming mechanisms to enhance local beauty and walkability. These opportunities and more are explored over the next few pages.

Finally, residents identified threats to infrastructure improvement which included inconsistent local government assistance and representation. This contributes to the lack of annual street maintenance. Finally, the unsafe condition of infrastructure is also a threat to the neighborhood.

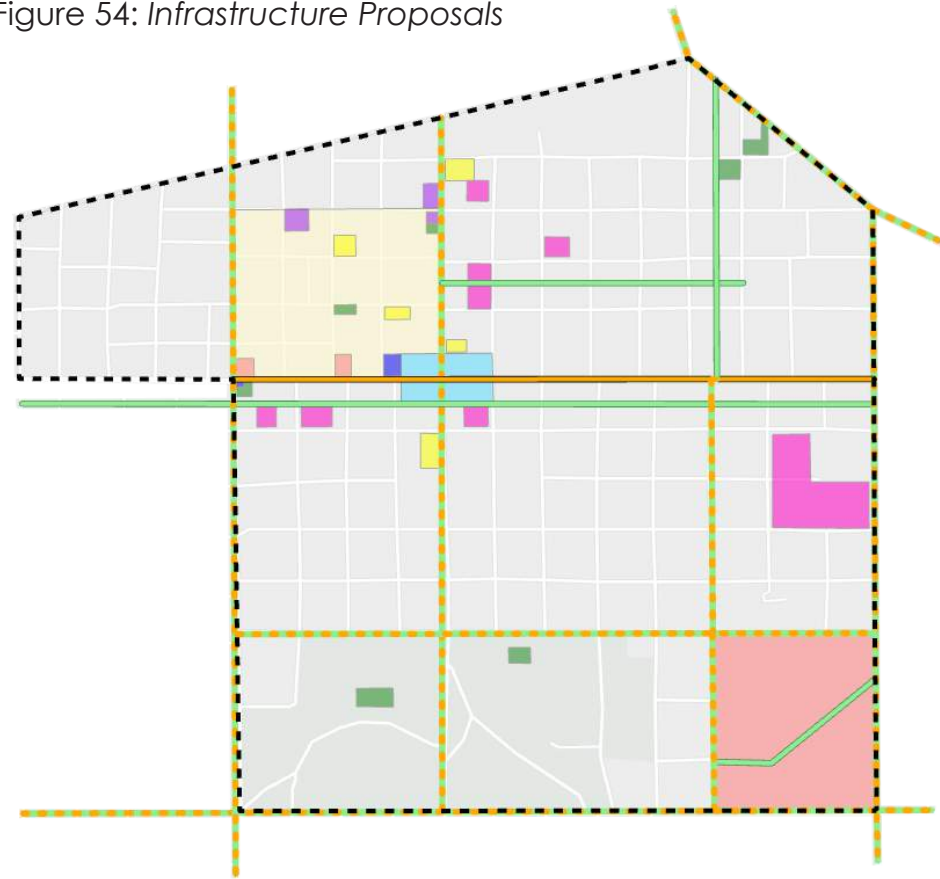
V. Infrastructure Priorities

Based on the prior analyses, Figure 53 shows several proposals to improve Industry's physical infrastructure deficits. The chart is organized with estimated

Figure 53: Infrastructure Priority Chart

	Immediate 1-3 Years	Soon 4-6 Years	Long-Term 7+ Years
High Cost	<ul style="list-style-type: none"> Resurface/Reconstruct "Poor" rated streets Reconstruct "Poor" rated sidewalks 	<ul style="list-style-type: none"> Sidewalk Gap Program Shared Parking Lots Hackley Street Reconfiguration Willard Street Reconfiguration 	
Mid Cost	<ul style="list-style-type: none"> Streetlight Gap Program Curb Repair Program 		<ul style="list-style-type: none"> Parkway Tree Restoration
Low Cost	<ul style="list-style-type: none"> Crosswalk Striping Program Utilize Pothole Reporting Tool 	<ul style="list-style-type: none"> Street Signage Improvements 	

Figure 54: Infrastructure Proposals



project costs on the vertical axis, and priority on the horizontal one. Proposals are also color-coded, so those that are of high priority for the near future are orange, medium priority are yellow, and long-term goals are green.

The most critical, yet likely highest cost proposals include resurfacing all “poor” rated streets and sidewalks. This would address some of the neighborhood’s most critical issues and ensure the elimination of infrastructure-related hazards to vehicles, cyclists, and pedestrians. It would also help improve the overall image of the neighborhood. Adding street lights at points along the middle of blocks is a mid-cost, yet still immediate suggestion, as is repairing existing curbs. Industry residents suggested the additional streetlights to increase night safety. Finally, crosswalk striping and the continued patching of potholes are low-cost options that can be immediately implemented.

As a medium level priority, street signage should be added throughout the neighborhood, such as “no parking” signs to discourage street parking where

it is undesirable to residents. Other signs that could be used include those denoting crosswalks and speed limit signs. These would be relatively low in cost to implement.

Lastly, are the high and medium cost long-term proposals. While these are not critical to daily life in Industry, if undertaken, they would serve as excellent enhancements to the neighborhood’s transportation network. These include a sidewalk gap program to fill in sidewalks on blocks where they are missing, the creation of new parking lots to be shared by neighborhood churches and businesses, and the addition of trees along streets where they are missing. Also, the reconfiguration of Hackley and Willard Streets would increase walkability, add beauty, and promote cycling in the neighborhood. The proposals for these complete streets are detailed below, and they can be seen in Figure 54.

VI. Complete Streets

By definition, complete streets are designed to be safe, accessible, and comfortable corridors built for users of all ages, abilities, and income levels. While many traditional streets allot significant road portions for single-passenger automobiles and trucks, complete streets make all parts of a roadway productive, from landscaping and lighting to bike lanes and widened sidewalks. Industry is bisected by several major corridors for which the Neighborhood Redevelopment Plan identifies as opportunities for complete street redesign. These arteries play a significant role in offering both Industry and the City of Muncie major north-south and east-west connections, creating exciting opportunities to build neighborhood identity, but alternatively posing hazardous interactions between cars, pedestrians, and cyclists. Examples of such hazards may include high traffic speeds, limited sightlines between streets and sidewalks, unregulated street parking, and lack of designated walking and bicycling areas. The following proposals seek to address these issues by creating functional, beautiful, and sustainable major roadways for Industry.

Hackley Complete Street Proposal

The Hackley Complete Street capitalizes on several important opportunities for both Industry and the surrounding neighborhoods. As a major north-south thoroughfare connecting numerous businesses, churches, and workplaces, Hackley Street regularly sees a high volume of car and truck traffic that is

rapidly outpacing the street's decades-old design. As can be observed in Figure 55, several new design elements aim to improve safety and aesthetics. Existing drive lanes are reduced in width to decrease travel speeds and emphasize a semi-urban corridor. Landscaped medians with decorative LED street lighting further calm traffic speeds by separating drive lanes and increasing driver visibility. While Hackley Street's western alignment supports vehicle traffic, Hackley's newly designed eastern portion introduces a two-way protected bike lane. The north-south bicycle corridor is proposed to stretch the entire length of Hackley within the bounds of the Industry Neighborhood, connecting residents to downtown Muncie in the north and Heekin Park in the south. Reflective posts, street striping, and standard signage ensure the bicycle corridor is visible and separate from the regular vehicular traffic flow. Finally, a widened and wheelchair accessible sidewalk bounds Hackley Street on both the east and west edges to continue to offer a walkable street with adjacent access to homes and businesses. This includes a significant economic corridor at Hackley's intersection with Willard Street, which can be viewed on page 48.

The Hackley Complete Street additionally offers several opportunities, as it intersects with eight east-west streets and eliminates much of the existing on-street parking. As seen in Figure 56, Hackley's intersection with East 5th Street is one of many beautification opportunities along the major corridor. The aforementioned two-way bike lane is visibly located with proper street markings and signage, as well as several pedestrian crossings that deviate from traditional white striping toward decorative stamped concrete. Former on-street parking along Hackley is moved to a formal, well-lit shared parking lot. With the adjacent Trinity United Methodist Community Church utilizing the southwest corner of Hackley and 5th as an unimproved parking lot, a development of the lot into a public parking space would continue to share usage rights on service and activity days. However, such an agreement would permit the lot's use for general parking on non-service days, ensuring productivity of the space when not otherwise in use. The property's alignment with the east west MITS line along 5th Street further develops the placemaking opportunity at this corner, including the depicted "Public Parking" stone gateway signage and seating space. It is additionally important to note that

this design may be transplanted to any of the lots in Industry currently used for church services, creating a design fabric across several large empty parcels within the neighborhood.

Figure 55: Alley Bike Path Hackley Crossing

Riley Jones



Figure 56: Hackley and 5th Street Public Parking

Sydney Fawcett



Willard Complete Street Proposal

The Willard Complete Street design proposes a critical improvement to one of Industry's major east-west arterial streets. As mentioned in the Businesses section of this document, Willard Street is a critical economic corridor at the heart of the neighborhood with many existing properties and amenities to work. As it presently sits, Willard Street is a roughly 35-foot-wide, two-way street with room to accommodate street parking and semi-truck traffic. Unlike many other thoroughfares in Industry, Willard offers a wide and high-quality sidewalk that offers comfortable space for both pedestrians and bicyclists. As seen in Figure 57, the Willard Complete Street proposal seeks to capitalize on these existing amenities. With the 12-foot sidewalks on both sides of the street maintained, the walkway is buffered by angled parking spaces to accommodate new economic development at the Hackley/Willard intersection. Bump outs with street trees and flood-tolerant plantings are designed to collect runoff and mitigate flooding concerns along the street, as well as protect pedestrians and cyclists crossing Willard Street from Hackley. Intersection improvements, including traffic signalization, street lighting, and decorative crosswalks increase user safety and further add to the economic corridor's aesthetic. Reduced travel lane widths encourage the same level of traffic calming seen on Hackley Street, mitigating speed and visibility hazards between vehicles, pedestrians, and cyclists. Improved MITS amenities, including a new bus shelter and seating areas, encourage the connectivity of this space with the rest of the city via alternative transportation. Please refer to Page 48 for more details about commercial opportunities and improvements to existing structures aimed at further complimenting the newly designed complete street.

VII. Bikeway Connectivity

When creating a holistic plan for transportation infrastructure, it is important to focus not just on streets for vehicles and sidewalks for pedestrians, but also on dedicated spaces for bicycles. Currently, Industry has no bicycle infrastructure, yet this is a common method of transportation for many residents. If such infrastructure were created, it would allow residents to travel safely without concern for vehicular traffic, while also connecting points of interest across the neighborhood. An expanded network could even be considered a

Figure 57: Willard and Hackley East View

Hannah Jones



recreational opportunity, as potential routes would be interesting enough to ride for fun. Finally, encouraging cycling would also provide environmental benefits by helping to lower Muncie's carbon footprint. For these reasons, bicycle infrastructure was used as a means of interconnecting each proposal for Industry. See Figure 54 for an overview.

Rev. J C Williams Bike Trail

Throughout the history of the neighborhood, the use of Industry's alleyways has changed. Initially designed as places to set out garbage for sanitation truck pick up, they were also used for garage access by several homes. Some longtime Industry residents even recall playing as children in alleyways with their friends. More recently, the neighborhood's alleys have seen a decrease in use. Larger sanitation trucks are no longer able to pass through many alleyways, and garbage totes are placed on the street for pickup. Many cars are also forced to park on the street. As the City of Muncie does not maintain the alleyways, and they are used by fewer residents, the question is raised if they

are still a relevant part of Industry's transportation infrastructure. The answer to this is yes, if their use is rethought.

Figure 58: Alley Bike Path East View

Riley Jones



Figure 59: Alley Bike Path West View

Brett Willaman



Continuing with the theme of creating dedicated bicycle infrastructure to link the neighborhood's amenities, the alleyway between Willard and 5th Streets could serve as an excellent bike trail, as it traverses the entire length of the neighborhood, even offering the possibility of a connection to Mulberry Street. Named for Reverend J.C. Williams, a prominent civil rights activist from the Industry Neighborhood, the transformation of this alleyway into the heart of a larger trail network commemorates Reverend Williams' greater vision forward for the Muncie community. More information about him can be found on Page 21.

This proposal is feasible, as the alleyway is, at minimum, 12ft across, which is enough space for two 5½ft bike lanes, as well as 6in edges. Visible in Figures 58 and 59, a 4in wide stripe should also be painted down the middle to denote the edge of each lane. Where the alleyway is wider, decorative lighting can also be added, addressing concerns about alleyway darkness, as well as providing aesthetic enhancement. Furthermore, decorative wood fencing could be optionally installed at the edge of residents' yards, in order to offer a buffer between private and public property. This would be done on a case by case basis.

Finally, it must be recognized that some neighborhood residents still use alleyways for garage access. In order to allow the continuation of this, vehicles would be permitted to also use the alley, providing they were only moving to and from their garage on the same block. Conflicts between these slow-moving vehicles and bicycles using the path at the same time would likely be infrequent and are therefore not of legitimate concern. However, it must be ensured that the pavement type selected will be able to hold up to the repeated weight of resident's vehicles. Likewise, cuts will also be made through medians and curbs, ensuring each alleyway can be entered from either side. These can be seen in Figures 55, 60, and 61. Signs will also be used to enhance intersection visibility.

Figure 60: Alley Bike Path Pershing Crossing Riley Jones



Figure 61: Alley Bike Path Brett Willaman



Figure 62: Protected Bike Path



On-Street Additions

As previously stated, the Reverend J.C. Williams bike trail is just one component of Industry’s proposed bicycle network. As seen in Figure 54, there are also alleyway trails proposed between Blaine and Wolfe Streets (running from Ohio Avenue to the J.C. Williams Trail) and between 1st and 2nd Streets (running from Hackley Street to Wolfe Street). Also, an additional dedicated bike trail between Macedonia Avenue and Blaine Street is planned to run through and complement the McIntosh Market proposal in southeastern Industry.

Next, Figure 54 also displays plans for on-street bike lanes. While not as much of a statement piece as a dedicated trail, each still reserves ample space for bicycles and ideally protects them from vehicles with medians or bollards. Figure 62 represents a good standard for on-street bike lanes. For Industry, this infrastructure is proposed along Macedonia and Ohio Avenues, Memorial Drive, and Madison, 9th, and Hackley Streets. Additionally, the portion of Blaine Street south of the J.C. Williams Trail should have an on-street bike lane, which would act as a continuation of the alley path from the north. Together, this network of safe bike lanes and pathways link the Industry Neighborhood and provide a connection between both existing and proposed amenities, such as Heekin Park, the Focus Area, Millennium Place, the Hackley/Willard Economic Corridor, and McIntosh Market.

VIII. Case Studies

7-Line: Bloomington, Indiana

Bloomington, Indiana has recently undergone a project on one of its busiest east-west thoroughfares to improve pedestrian, bicyclist, and motor traffic safety. The 7-Line, named after the project’s location along 7th Street, is a \$2 million complete streets project aimed at further connecting Bloomington’s largest attractions and economic drivers. The project builds off of the success of Bloomington’s B-Line trail, a dedicated 3.1-mile bike trail that presently runs through much of the city’s core economic districts. As Bloomington Mayor John Hamilton shares, “We want to look at an opportunity for an east-west trail, we want to create great access for bicyclists and pedestrians.” The 7-Line will be an addition to Bloomington’s growing bicycle and pedestrian network

by connecting the B-Line trail, downtown Bloomington, Indiana University's campus, several eastside Bloomington neighborhoods, and Bloomington's existing bus transit system.

Looking more closely at 7th Street's reconfiguration, Figure 64 depicts a rendering of how the new 7-Line will intersect with the existing B-Line network. A two-way, buffered bike lane is designed on 7th Street's southern edge, where there are several intersections with smaller collector streets and larger arterial streets. Looking closely at the intersection, pedestrian and cyclist crossings are well-marked to make each intersection point visible for approaching cars, pedestrians, and cyclists. Crossings contain landscaped bump outs to further increase visibility and offer stormwater retention with water-tolerant grasses and tree plantings. While on-street parking needed to be largely eliminated along 7th Street, initial parking meter studies by the city found these spaces were only being used about 35% of the time. Figure 65 shows a section of the 7-Line farther east as it bisects a portion of Bloomington's downtown, offering an engaging opportunity for economic development.

While Bloomington was able to pay for the project utilizing local funding sources, the popularity of complete streets throughout the country opens several opportunities for state transportation grants. This is especially true of projects which connect users with amenities such as public institutions, businesses, existing transit routes, and parks. This case study relates well to proposals for Muncie's Industry Neighborhood, as Macedonia and Ohio Avenues, Memorial Drive, and Madison, Willard, Hackley, and Blaine Streets all have at least some of the elements of the 7-Line proposed. Most notably, these include on-street bike lanes, which will be protected from traffic. In the case of Willard, there is no need for bicycle infrastructure, as that duty is covered by the J.C. Williams Bike Trail, just half a block south. Instead, on Willard, wide sidewalks and a median with trees are emphasized to create a more urban feel. Finally, like the 7-Line, these transportation infrastructure upgrades link the area's amenities together, bettering prospects for receiving one or multiple grants.

Figure 63: 7Line Logo



Figure 64: 7Line B-Line



Figure 65: 7Line Walnut



Kirkland Avenue Street Improvements, Bloomington, Indiana

Just as Bloomington's 7-Line shares street space to be accessible for all users, it is additionally possible to adopt passive street design. In Industry, Willard Street is proposed as a prime location for a different type of complete street, one which focuses more on widened sidewalks, expanded street parking, landscaping along the street, and business opportunities. Bloomington's Kirkwood Avenue project brings such an idea to life by rethinking the purpose a wide, two-way street can serve. The Kirkwood Avenue Maintenance Project takes an existing two-way urban street with street parking and adds amenities to allow the street to quickly transition to event space for any time of year.

As seen in Figure 68, the addition of decorative and disability-accessible crosswalks can reach beyond standard concrete work. The Kirkland project draws from the context of surrounding buildings, many of which are historic and architecturally affluent, and brings that character into a street design. Figure 67 further demonstrates the process of constructing such crosswalks, offering a cost-effective application to enhance pedestrian safety. Continuing to acknowledge the sidewalk and activities right along the street is equally important, ushering in new development and economic opportunities, as laid out in the Hackley/Willard Economic Corridor on page 48. This street does not necessarily contain the bike lanes and intersection markings from the 7-Line project, but it is still a form of complete street enhancement that stretches beyond simple sidewalk and wide two-way street design. As seen in Figure 66, the completion of such a street provides an urban feel that would otherwise not capture the opportunities a street has to offer. Furthermore, each of Kirkland's intersections with other streets incorporates pop-up bollards to prevent traffic access during downtown events and festivals. Incorporating either a permanent or temporary traffic control solution such as this could open new opportunities to engage the neighborhood in events on the street among local businesses.

In total, the roughly quarter-mile Kirkland maintenance project was completed at a cost of \$1 million as part of a 2018 \$10 million bond issuance from Bloomington's City Council. The project does use several high-cost applications, however, including sandstone planters at each intersection and permanent

Figure 66: Kirkland Street Reconstruction



Figure 67: Kirkland Crosswalk Construction



pop-up bollard installations that could easily be substituted with barricades or fencing.

All in all, Kirkland Avenue's complete street improvement pulls the elements of a stagnated downtown business corridor onto the street to boost the city image and invite new opportunities. This project's applicability to the Industry Neighborhood along Willard could encourage new local businesses to locate themselves in well-designed economic corridors.

Figure 68: Kirkland Crosswalk



Fort Wayne Alleyway

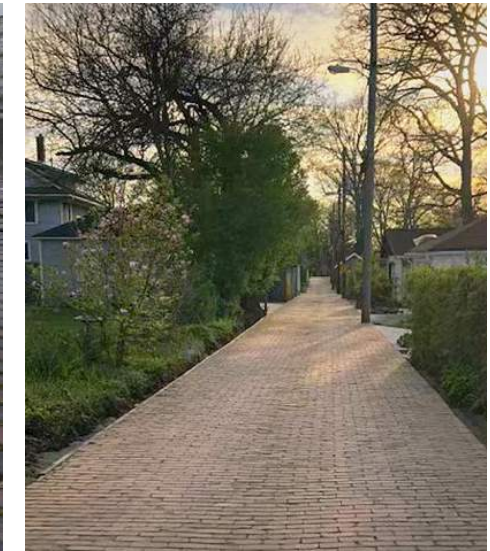
Just 90 minutes north of Muncie, Fort Wayne, IN has already made improvements to one of its alleyways in the residential neighborhood of Historic South Wayne. Stretching two blocks between Wildwood and Kinnaird Avenues, and terminating at South Wayne and Beaver Avenues, this alleyway has transformed from one of crumbling pavement and disuse (seen in Figure 69) to a new trail, complete with decorative pavers and lighting (Figure 70). This provides an exemplary visual of how simply resurfacing residential alleys, like in Muncie's Industry Neighborhood, could provide much to uplift its appearance, as well as create new recreational opportunities, such as the J.C. Williams Bike Trail.

Per Fort Wayne's mayor Tom Henry: "Alleys serve an important function for homeowners and neighborhoods, and it's vital for us to maintain and improve our infrastructure system. By working together, we've increased our efforts to strengthen neighborhoods and improve the quality of life for residents." This one example is part of a larger alleyway makeover project Fort Wayne has been pursuing since 2017. As of 2019, no less than 37 alleyways had been revitalized, with eight more planned before the end of the year. The total funds allotted to the project were \$180 million. While this cost may seem daunting, the case study presented here is at a much larger scale than anything proposed for Industry. The J.C. Williams Bike Trail is composed of only 12 alleyways, and even creating the other dedicated trails to round out the entire network would be just 23 alleys in total.

Figure 69: Alley Before



Figure 70: Alley After



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“Heekin Park is the only place that the kids can go.”

I. Introduction

One of the best assets in the Industry neighborhood is its parks, specifically Heekin Park, which makes up a large part of the most southern area of Industry. It is an important gathering space for the community and the city as a whole and it is a great natural space with many amenities such as playgrounds and shelters. There are also two parks in the northwest area of the neighborhood, Jerry L Thornburg Memorial Park and Millennium Place Park, which were built as part of the most recent public housing development. These two parks do not have the same amenities that Heekin Park provides.

II. Industry Parks

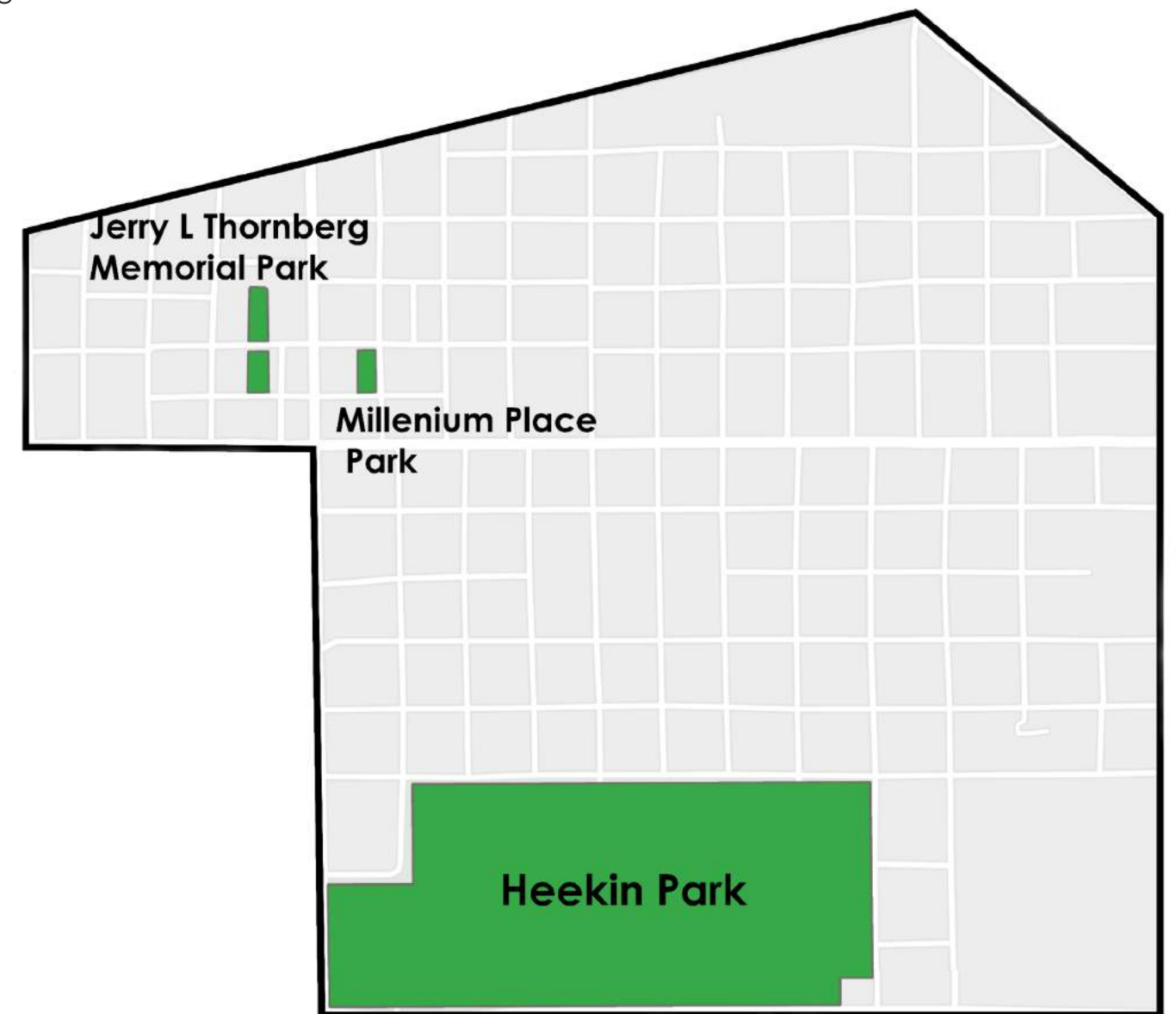
The largest park in Industry is Heekin Park which is located on 60.3 acres of land. Its boundaries are Madison Street to the west, Memorial Drive to the south, 9th Street to the north, and Penn Street to the east. Heekin Park is shown in Figures 72, 73, and 74. Millennium Place Park is located between 3rd and 2nd Streets, just east of Madison Street (Figure 75). Jerry L Thornburg Memorial Park is located between East 1st Street and East 3rd Street between Elm Street and Madison Street (Figure 76). These parks are shown in Figure 71.

II. SWOT Results

Strengths

Each park provides recreational and gathering spaces for Industry residents and each is seen as a valuable asset to the neighborhood. Heekin Park has great amenities such as historic cabins, a picnic shelter, basketball courts, horseshoe pits, two playgrounds, and large open green spaces with mature trees. Heekin is bounded by two major thoroughfares which is easily accessible by public transportation. Millennium Place and Jerry L. Thornburg Memorial

Figure 71: Location of Parks



parks serve both public housing residents as well as surrounding communities. While both parks are considered much smaller when compared to Heekin Park, both are easily accessible by foot.

Heekin Park is seen as a priority of the City of Muncie. Over the past several years the park was improved with new signage, a ¼ mile Walk of Fame trail was created, new playground equipment installed, and half of the horseshoe pits were rehabilitated.

Figure 72: Heekin Park



Figure 73: Heekin Park Playground



Figure 74: Heekin Park Tennis Courts



Figure 75: Millennium Place Park



Figure 76: Jerry L Thornburg Park



Weaknesses

While the parks were seen as valuable assets, Industry residents voiced concerns about the conditions of the parks. These included a lack of proper lighting, which invited crime into the neighborhood. Some stated that it was

Figure 77: SWOT Results

STRENGTHS

- Plenty of free amenities and space in Heekin Park
- Significant cabin use
- Historic properties/monuments in and around Heekin

WEAKNESSES

- Lack of facility maintenance
- Poorly lit, concentrated crime brought from outside of the neighborhood
- Lack of safe walking and biking connections from neighborhood

OPPORTUNITIES

- New park construction in central and northeast Industry
- New amenities: skatepark, art park, outdoor wifi workspace, ADA inclusivity
- Beautification, more trash receptacles

THREATS

- Abandoned properties pose sanitary threat
- Little police supervision over parks
- Vandalism

also difficult and unsafe in some respects, to get to the parks without a car because of the poor condition of some sidewalks and lack of bike paths. Some felt that the amenities at Heekin and other parks were not properly maintained.

Opportunities

Park weaknesses and threats present many opportunities for improvement. There could be updates to playground equipment, including making playgrounds ADA accessible (Figure 79). This will allow for children and other residents who have any disability to access and interact with the park. Providing accommodations for all residents will attract more residents to use the parks more often. Some Industry residents suggested that newer and different amenities be installed in Heekin Park such as a splash pad, a putting green, and a pickleball court so that there would be a variety of recreational options. Residents also suggested building a skatepark (Figure 78), an outdoor workspace park, or an art park. Adding different types of parks within Heekin Park would create a destination spot for Industry and the City of Muncie. Last, adding more lighting will create a safer park.

Figure 78: Skate Park

Sydney Fawcett



Figure 79: Playground

Sydney Fawcett



Threats

Many threats to Industry's parks were identified. These included the lack of police supervision in the area, which could bring more criminal activity to the Industry's parks if not regulated. Other threats were abandoned areas in and around the parks that could pose sanitary and vandalism concerns. By leaving abandoned areas unsupervised or without proper lighting at night may create opportunities for criminal or dangerous activities. With these concerns in mind, there are many opportunities for improvement to make the parks within Industry a safer space for residents.

III. Case Studies

City Heights, Skatepark

City Heights is a neighborhood located in San Diego with a population of 74,062 and has a mix of urban and suburban uses. In 2011, Building Healthy Communities, a \$1 billion community initiative to transform California communities most affected by health inequities, had several meetings with the City of San Diego Public Works Department regarding proposed improvements to the Central Avenue Mini Park. Soon after, a Youth Council was formed to create several possible opportunities, including a new skatepark, for the neighborhood. The Youth Council held multiple City Council meetings pushing for a skatepark in City Heights. The Mid-City Skatepark Advocacy Group includes adult skaters who wish to see one or more skateparks built in the Mid-City area of San Diego, likely in City Heights, and has supported the Youth Council, most notably as the Colina Night Out in August of 2012. This is an event that is a part of the National Night Out which is a community-led crime prevention event occurring since 1984. At this event, members of the Skatepark Advocacy Group held a skating demonstration that transformed a flat area at the park into a skate plaza with the use of portable ramps which raised awareness for the Youth Council's campaign. Their message throughout their campaign was that providing a skatepark for the neighborhoods would create a safer environment for skaters and others and reduce injuries. Similar to the Youth Council, many residents felt that providing a skatepark would keep children from being on the streets.

Figure 80: City Heights Plan



Figure 81: City Heights Skate Park



In March 2013, the Youth Council began pushing for funding for the completion of a skatepark through advisory groups. Members of the Youth Council reached out to the City Heights Area Planning Committee and the City Heights Town Council, both of which promoted building a skatepark in the neighborhood. After presenting funding opportunities to the Planning Committee, the Youth Council was encouraged to search for other potential sources of money for the park. However, San Diego Development Services identified state funding for the skate plaza resulting in \$846,950 for the construction of the park. The plan for the park shows 0.64 acres of land that will provide a tot lot for 2 to 5-year-olds, a playground for 5 to 12-year-olds, open turf area, a plaza with games, landscaping, and trees. The skate plaza would be 0.145 acres which would make up approximately 23% of the site.

In 2018, a 19,000 square-foot skate park opened at the Park de La Cruz Neighborhood Park in City Heights. The park includes many features such as picnic areas, walking paths, and accessibility for the disabled. With this new skatepark, it will attract more people to City Heights from across the city. While this newly constructed skatepark isn't what was envisioned by the Youth Council, it is still a step in the right direction towards providing safe environments for forgotten communities as they are getting the investments they deserve.

Millstone Creek Park

In 2010, Westerville, Ohio opened its Millstone Creek Park which cost \$1.6 million and includes inclusive equipment with a nature-inspired concept. The playground includes accessible swings, musical instruments, colorful inclusive equipment, and slides that work with children who have cochlear hearing implants such as metal slides due to the static electricity caused by plastic slides zapping children with cochlear implants. While many playgrounds across the country just have ramps, Millstone Creek Park provides other resources to make for a more valuable experience for children with a range of disabilities. The park is around 15 acres and included amenities such as tables, grills, and lighting for residents using the playground. The nature-inspired design "allows children to reconnect with nature" as stated by park director Mike Hooper. This design is also allowing children with disabilities to interact as steep riverbanks and rocky trails can be a challenge for children with physical disabilities. In addition to working with nonprofit groups, Hooper stated that he worked with children of all abilities to create plans and opportunities for the inclusive park.

Figure 82: Millstone Creek Park



Figure 83: Playground

Sydney Fawcett



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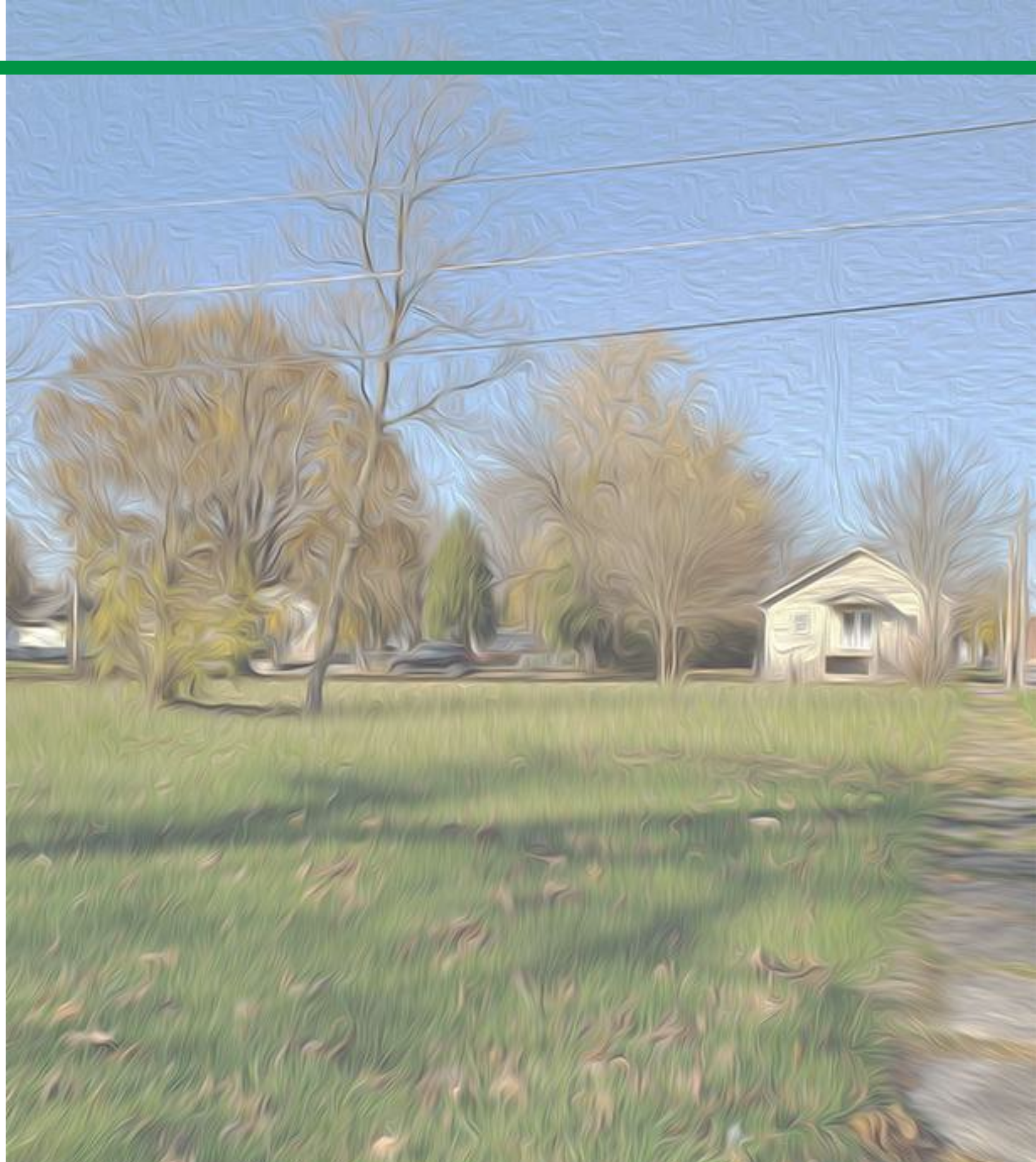
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“Vacant Lots are an eyesore to our neighborhood.”

I. Introduction

Vacant land is an overwhelming product of the Industry Neighborhood when looking at a map or simply driving through the neighborhood. Industry Neighborhood has roughly 345 vacant lots which amount to 48 acres of open land. Of this, 150 of the sites are locally owned, 66 remotely, and 35 by the City of Muncie. This means that roughly 74 percent of the vacant sites are owned by someone within the City of Muncie’s municipal boundaries. The following image is of a vacant lot in the Industry Neighborhood (Figure 84). A majority of vacant lots present, as the image above demonstrates, currently sit overgrown with vegetation and many have noticeable trash within the boundaries of the lot. Lots are currently used as areas of waste depositing.

Vacant Land has been quoted by many residents as an eyesore due to overgrown vegetation and garbage, a symbol of disinvestment due to housing being slimmer every year and vacant lots increasing, a place of increased illegal activities done by minors and adults, and a place of overall lack of care. Our studio sees much more than this. We see future gardens, tree farms, parks, runoff water control areas, and so much more. These sites can be improved to benefit the neighborhood in a sense of building community, higher property values, cleaner air and water, and less crime within the neighborhood.

II. SWOT Results

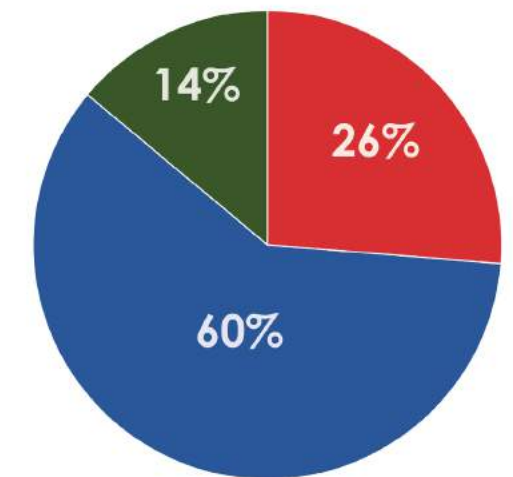
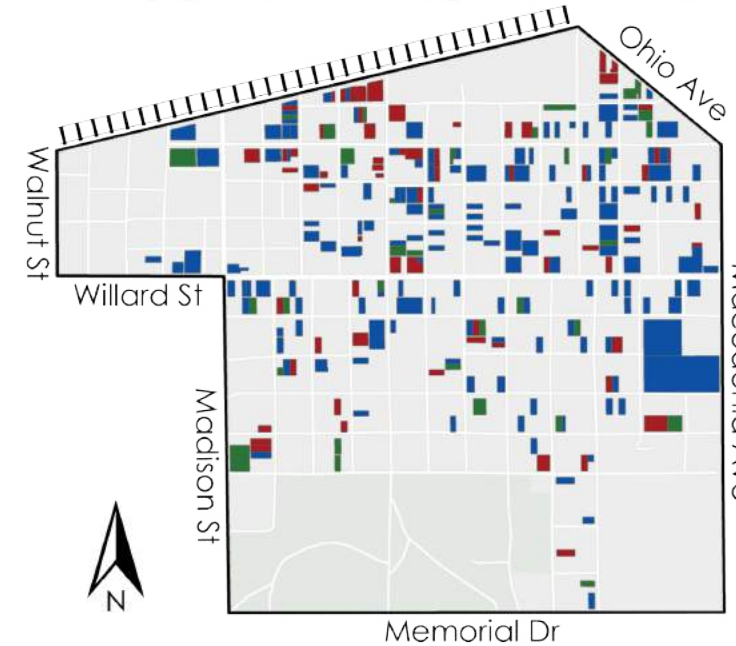
A SWOT analysis was conducted at our second neighborhood meeting for the category of vacant land. We took the three most important keys that the residents of the Industry Neighborhood provided for us in each category of SWOT during the meeting.

Figure 84: Vacant Lot



Figure 85: Vacant Land Statistics

INDUSTRY VACANT LAND



345 LOTS 48 ACRES

150 LOCALLY OWNED
66 REMOTELY OWNED
35 CITY OWNED

Figure 86: Vacant Land SWOT Results



Strengths

For strengths, the residents felt that there are plenty of available lots with the ability to adopt a lot through the Urban Light CDC, that the lots varied in sizes which means there is a lot that is suitable for everyone in the neighborhood, and that the lots varied in their zoning, with some being residential while others commercial. Urban Light CDC has an adopt a lot program where you can adopt a lot and have it mowed to improve curb appeal. Cleaning lots like this helps the neighborhood to be seen as a place that cares and is more desirable by potential home buyers. The residents also saw the lot availability as a strength due to there being many to pick from in terms of purchasing.

Weaknesses

For weaknesses, the residents said that they see dumping on the lots and a lack of responsibility from the owner. To add to the lack of responsibility, the residents said that they see a lot of overgrown vegetation that snatches garbage in times of higher winds and attracts unwanted animals. These issues can be due to an owner living outside the city, county, or even state and never visiting their lots here in Muncie due to a lack of care or need of responsibility. The final key weakness is that certain lots have expensive back taxes which cause them to

be unaffordable for the average person to buy. This generally pushes potential vacant lot buyers to look elsewhere where a lot may be cheaper and in an area more desirable.

Opportunities

The first opportunity that residents would like to see done with these vacant lots is housing development throughout the neighborhood through private developers and community service projects with Muncie Community High School or Ball State University. Overall, a need for new housing was quoted by the residents. Vacant lots also present an opportunity for the creation of parks, public art areas, tree farms, or garden spaces. This is the cheapest option by far and has more of a say from the neighborhood side of the project. Lastly, residents that attended our community meeting expressed a want for more community dining and entertainment spaces to grow a sense of identity for the Industry Neighborhood.

Threats

Potential threats to the Industry Neighborhood include continued loss of neighborhood fabric or a desire to leave as vacancy rises, fewer eyes on the street with less housing density, and misuse/ long term abandonment. These threats are very real and could continue to be seen if there is not more investment in this area of time, money, and community.

III. Opportunities

Butterfly Garden

A proposed opportunity for a vacant lot in the Industry Neighborhood includes a butterfly garden which is proposed within the northeast portion of the neighborhood. The vacant lot's current condition appears to be of good quality with the surrounding sidewalks appearing to be in fair condition. The following image is the vacant lot as it exists currently (Figure 87). As can be seen, the topography of the site is rather flat with what appears to be one existing tree within the site's boundaries. The proposed site is located near a MITS stop as well as having industrial factories nearby.

The proposal of a butterfly garden would be appropriate for this site rather than infill housing. Our studio's proposal can be seen below (Figure 88). The

Figure 87: Existing Vacant Lot- Butterfly Garden



Figure 88: Vacant Lot Proposal- Butterfly Garden

Sydney Fawcett



reasoning behind this is that there are currently no existing open spaces located on the northeast side of the Industry Neighborhood. The site can serve as a space for many uses including recreation, exploration, relaxation, and space for drainage water in the event of heavy rainfall. The proposed usage is in the category of the cheapest financial option for the neighborhood to explore.

Community Garden

A proposed opportunity for a vacant lot in the Industry Neighborhood includes a community garden or playground which is proposed geographically close to a proposed butterfly garden in the northeast portion of the neighborhood. The following image is the vacant lot as it exists currently (Figure 89). The vacant lot's current condition appears to be fair with topographical dips within the site that may be man-made or natural. The sidewalks on this corner lot are in poor condition with minimal visibility. There appears to be one existing tree located in the center of this lot with an unknown condition. The current site is zoned to be three individual properties and is located next to Faith Center for All Nations church.

Our studio stressed that the proposal of a community garden and playground space was appropriate for the given site due to the site's overwhelming size and location. Our studio's proposal can be seen below (Figure 90). The proposal is a mixed-use of playground and garden space with a goal in mind of a sense of community. The overall goal of this site was so that someone will always occupy the space and create a place that is known for safety. The proposed usage is in the category of cheapest to average financial option for the neighborhood to explore.

IV. Case Studies

Cleveland, Ohio

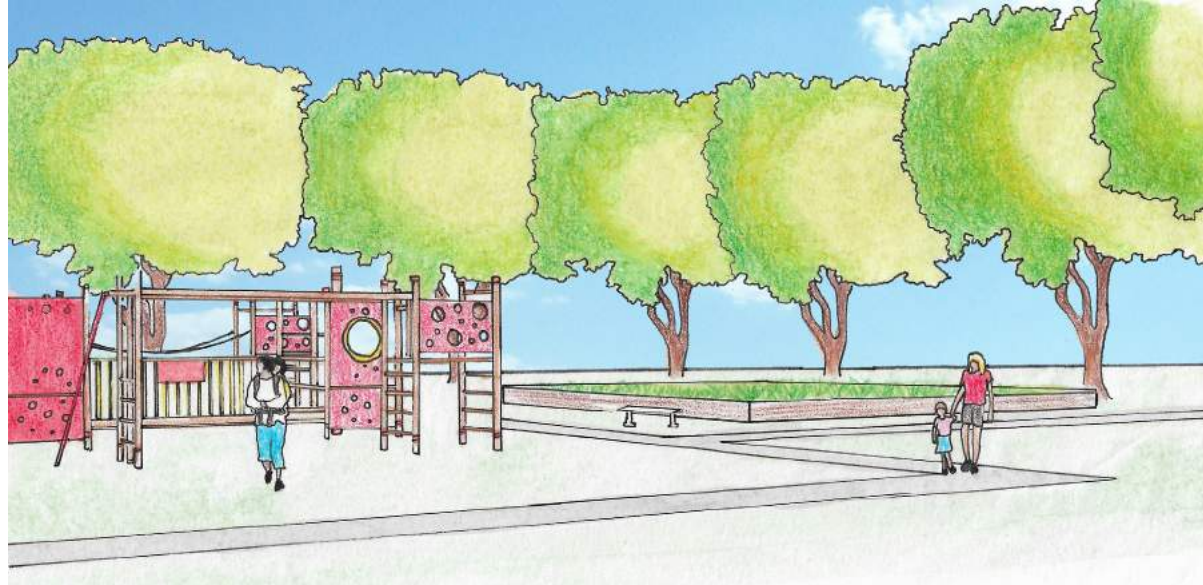
The following case study examined comes out of Cleveland Ohio. Cleveland created an action plan to plant more trees on vacant lots and other areas to reduce Urban Heat Island Effect which is when an urban area or metropolitan area is significantly warmer than its surrounding rural areas due to human

Figure 89: Existing Vacant Lot- Community Garden



Figure 90: Vacant Lot Proposal- Community Garden

Sydney Fawcett



activities. The following is an example of tree planting on a vacant lot in Cleveland (Figure 92). The main cause of the urban heat island effect is the modification of land surfaces, specifically pavement.

The city's action plan has nine steps which are to establish a unified voice/ formalize partnerships, develop and implement an outreach and education strategy, develop and implement a funding plan, complete a comprehensive tree inventory, develop and implement a management plan for city-owned trees, undergo an operational review, establish a canopy goal, plan for canopy updates, institute policy changes supportive of urban forestry, and plant with purpose.

Tree planting reduces stormwater runoff, reduces Carbon Dioxide emissions, raises property values, improves air quality, saves energy, and increases a canopy cover that allows for neighborhoods to be cooler. These benefits alone should get any Government's attention if they truly care for change. To get to the point of planting trees, Cleveland had to come up with goals for the community to set a baseline. These three goals include a shift in thinking about trees, acknowledging them as critical community infrastructure, a reversal in the trend of canopy loss, and assuming full stewardship for the tree infrastructure.

With goals, benefits, and an action plan in place, Cleveland then turned to seek funding for these new tree canopies proposed. Funding for planting trees came from Reforest our City, TREE Fund, State Urban and Community Forestry Foundations, and the National Urban and Community Forestry Advisory Council.

Cleveland's main purpose with planting trees on vacant lots was stormwater runoff prevention. When it would rain at excess in the city, the combined sewer-storm water system would empty into Lake Erie. This leads to contamination in Lake Erie and less than desirable swimming water. Cleveland knew there needed to be a change. The reason for using trees in these vacant lots was the low cost involved and that the spaces could still be used as parks until it rained

Figure 91: Cleveland, Ohio



Figure 92: Cleveland, Ohio



which is when it would gather water. The following image is an example of this mixed-use (Figure 91). In Muncie's case, the white river could experience less dumping from these combined sewer-storm water systems due to more lots of entrapping stormwater. This would allow the river to be more desirable in the future when more riverfront development takes place.

Chicago City Space Comprehensive Plan

The Chicago City Space Comprehensive Plan from 1998 to October 2012 has acquired or converted more than 1344 acres of neighborhood parks, wetlands, natural areas, neighborhood parks, campus parks, and community gardens thanks to the City of Chicago and its partners. The following is an example of what the City of Chicago did with existing vacant lots (Figure 93). Planning and partnerships among public agencies, programs by non-profit organizations, and the advent of a land trust supported the successful implementation of the new open spaces to be used by the public.

The steps taken to acquire lots that were not already owned by the city, in which The City of Muncie could follow the same outline, are as follows. The City of Chicago's Department of Community Development (DCD) coordinated the demolition of city-owned properties, foreclosure of privately owned properties, and acquisition of private properties. Vacant lots were transferred to the Chicago Park District or Neighborspace, a public-private land trust fund that came from CitySpace. Openlands, a non-profit organization, was in charge of the transferring of land by providing temporary ownership, especially for smaller sites. Bonds, tax-increment financing, and an open space impact fee drove the acquisition and development of open space. The DCD acquired roughly 5,000 properties through the Chicago Tax Reactivation Program for the purpose of open space and urban development.

The property Transfer process can be summarized through the following seven steps. First, the DCD makes a list of all tax-delinquent properties for which it would like to place a bid through the sheriff's sale and requests from the City Council permission to acquire these sites. Then, the Chicago City Council passes a local ordinance in support of the DCD's request. After that, the Cook

County Board of Commissioners passed an ordinance in support of the DCD's request. Then, at the sheriff's sale, a non - cash bid is placed on the properties. The City of Chicago's "noncash bid" is equivalent to the value of all unpaid taxes and delinquencies, and may be placed on properties at least two years delinquent in property taxes. Should no other bidder place a greater bid on the property, the DCD acquires the right to the deed, and all prior liens on the property are waived. The deed is then transferred to the DCD. The DCD sends a list of proposed deed transfers to the Chicago Plan Commission for review. Finally, the DCD transfers the deed to either NeighborSpace or the CPD. The process, though long and complex, can be done in The City of Muncie as the City of Chicago has proven in the steps given.

The following are examples as to what some existing lots have now been converted into within the City of Chicago (Figures 94 and 95).

Figure 93: Chicago Case Study- Before and After



Figure 94: Chicago Community Garden



Figure 95: Chicago Community Garden



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“We want to continue to grow.”

I. Introduction

An integral part of any neighborhood is its sense of community. A sense of community can be defined by a feeling that members belong, that members matter to one another, and that by working together, they will meet shared goals within the community. A strong sense of community can influence residents to take better care of their neighbors, their property, and the neighborhood as a whole.

II. The Sense of Community in the Industry Neighborhood

At the first meeting, one community leader stated that he enjoyed riding his bike around the neighborhood. He said that people were friendly and always sitting on their porches in the summer evenings. During subsequent community meetings, other Industry residents talked about how they felt the community was close-knit. They went on to elaborate that it was so close because it is common for people to spend their entire lives in Industry. Most senior residents have lived in the neighborhood over 20 years.

III. Churches in the Industry Neighborhood

The neighborhood's close sense of community is in part due to its church life. There are 15 churches located in Industry. Churches provide an excellent opportunity for residents to connect through spirituality. In addition to Sunday services and bible studies, churches offer daycare services, after school tutoring programs, and they provide food and clothing. They also serve as hubs for community meetings and hosting organizations, such as the Girl Scouts and Boy Scouts of America. These activities demonstrate how important Industry's churches are to daily life in the neighborhood, and how they help to create a strong sense of shared community. Examples of local churches include Deliverance Temple (Figure 96), Trinity United Methodist Church (Figure 97),

Midtown Church of Christ (Figure 98), and Urban Light Community Church (Figure 99). Additionally, it should be noted that Urban Light Community Church partners with the Urban Light Community Development Corporation, illustrating another way these institutions make a positive impact on Industry and its sense of community.

Figure 96: Deliverance Temple



Figure 97: Trinity United Methodist Church



Figure 98: Midtown Church of Christ



Figure 99: Urban Light



IV. SWOT Results

Strengths

In addition to having a strong sense of community, Industry residents noted another strength about their neighborhood is residents often have their eyes on the street. Many shared they felt safe because their neighbors are usually present to report any crime or unusual activities occurring in and around the community. Residents also mentioned that they see some demolition, housing development, and rehabilitation of some properties which has contributed to the growing sense of pride for their community.

Weaknesses

Industry residents acknowledge their sense of community pride, but they also shared that the younger population of the neighborhood often engages in risky behavior. As a result, older residents are wary of socializing in the same spaces that younger residents frequent. This has led to some tension within the community.

Opportunities

During the first meeting, residents mentioned that a sign welcoming visitors to the Industry neighborhood was needed. One of the opportunities identified by residents and students was a vacant lot near Madison Street and Willard Street. The studio decided that the vacant lot would be an ideal location for a gateway into the Industry Neighborhood, to signify to visitors that they are officially in the neighborhood. Students drafted plans to include a sign welcoming visitors to Industry, as well as a gazebo. This proposed space is not only a great location to welcome visitors to the neighborhood, it can be a place for the community to gather on special occasions.

Another opportunity residents would like to see is an increased police presence to help monitor younger resident activities. In addition, neighborhood policing is an opportunity for residents to get to know the police and vice versa. A police presence can also help to deter potential crime.

Threats

As the older populace ages and the younger residents have become more active within the neighborhood, there has been a noticeable “character shift” within the community. Many residents fear that this will cause friction in the future. As more residents age in place, this threat, perceived or otherwise, must be acknowledged and addressed by Industry’s leadership so that every resident feels comfortable and safe.

V. Case Studies

Neighborhood Watch Program

Residents have stated that they’re worried about the neighborhood’s crime rate. Implementing a Neighborhood Watch Program would not only help reduce crime but would encourage residents to watch out for their neighbor’s well-being, as well as their property. This would boost the sense of community within the neighborhood. The Bloomington Police Department has sponsored a Neighborhood Watch Program in the hopes of reducing crime. A byproduct of this program is how it brings the community closer. The Bloomington Police Department claims that a neighborhood watch program would “increase awareness of crimes in the neighborhood through a continuing information program” foremost, but would also “encourage ALL people in the neighborhood to participate and cooperate with the police department to reduce community crime”, therefore fostering a closer community. The Neighborhood Watch Program was organized by the Bloomington Police Department in partnership with various Bloomington neighborhoods. Bloomington police officers offered to educate communities at public seminars and classes, covering topics such as crime prevention, and safety, and how the police department operates.

VII. Conclusion

The various opportunities proposed by the studio are expected to boost the neighborhood’s sense of community, helping address the various weaknesses and threats shared by residents.

VIII. Sources

Community Policing & Neighborhood Watch Program. City of Bloomington, Indiana. <https://bloomington.in.gov/police/neighborhood-watch>





FOCUS AREA

“ Every time I hear of a new development, I know it’s going to be on the north side of Muncie. ”

I. Introduction

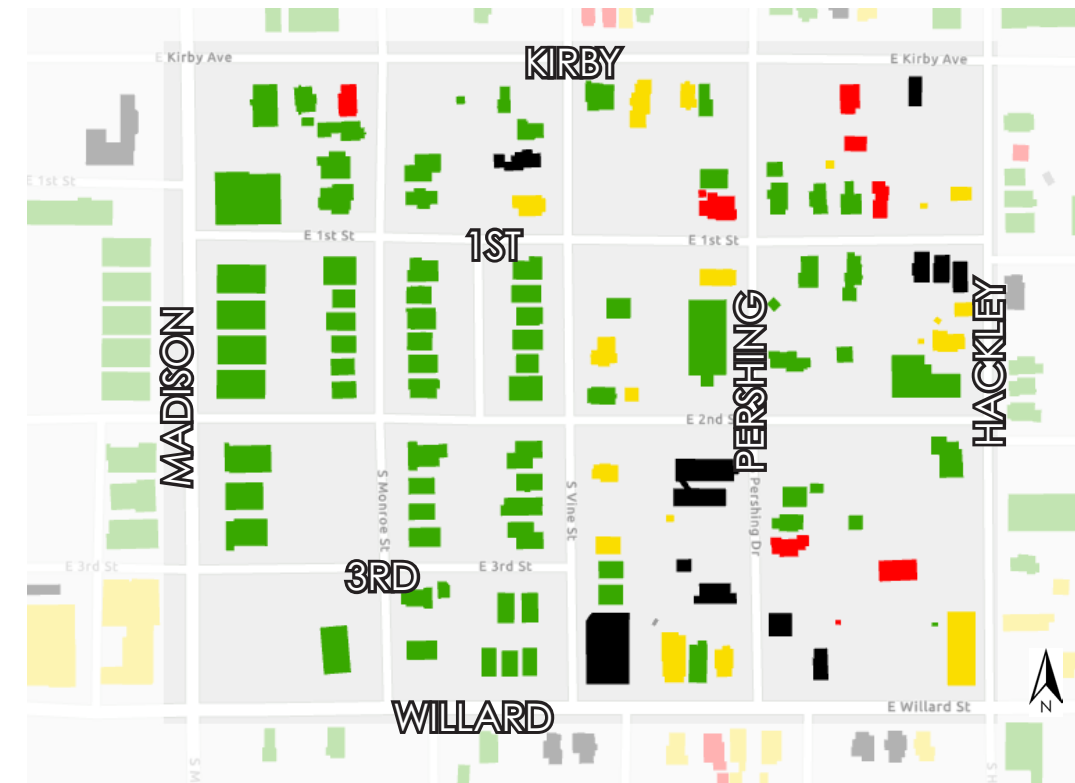
The special focus area is bordered by Kirby Avenue, Hackley Street, Willard Street, and Madison Street. This area was chosen as a focus area for this redevelopment plan because it is identified as the northwest gateway into the Industry neighborhood, it has the potential of being a welcoming identity for the neighborhood due to higher traffic volumes along Madison Street, and it is seen as a critical area by Industry residents and other community stakeholders. The focus area was studied separately as well as included in the entire neighborhood analysis. The following analysis is the assessment of the focus area.

II. Structures

The Industry focus area has a total of 118 structures of varying sizes and types, including businesses, houses, garages, and sheds. Such a variety of structure types in a twelve-block area emphasizes the existing diverse array of previous or current activity in the northwest corner of the neighborhood. Figure 100 displays a structure inventory ranking every home and building in Industry on a scale of Good, Fair, and Poor. Of the 118 total structures, 79 were ranked as “Good”, 19 as “Fair”, and 9 as “Poor”. While the quality of structures in the focus area is largely “Good” or “Fair”, 9% of the structures are blighted, raising many safety and community vibrancy concerns. The concentration of these abandoned structures is along the focus area’s east and south edges, surrounded additionally by “Fair” and “Poor” rated structures. The pattern of deteriorating structure quality on the east half of the focus area, compared to higher-ranked structures in the western portion, suggests a block-by-block concentration of structure types that are not consistent throughout the focus area. In addition, densifying the focus area with new residential and

and commercial development will assist in filling in the current “patchwork” of structures, including the revitalization of existing “Poor” and blighted structures. As outlined in Segment IV, many vacant parcels throughout the focus area offer ideal redevelopment opportunities, ensuring this extension of the neighborhood is reimagined as a vibrant gateway to Industry as a whole.

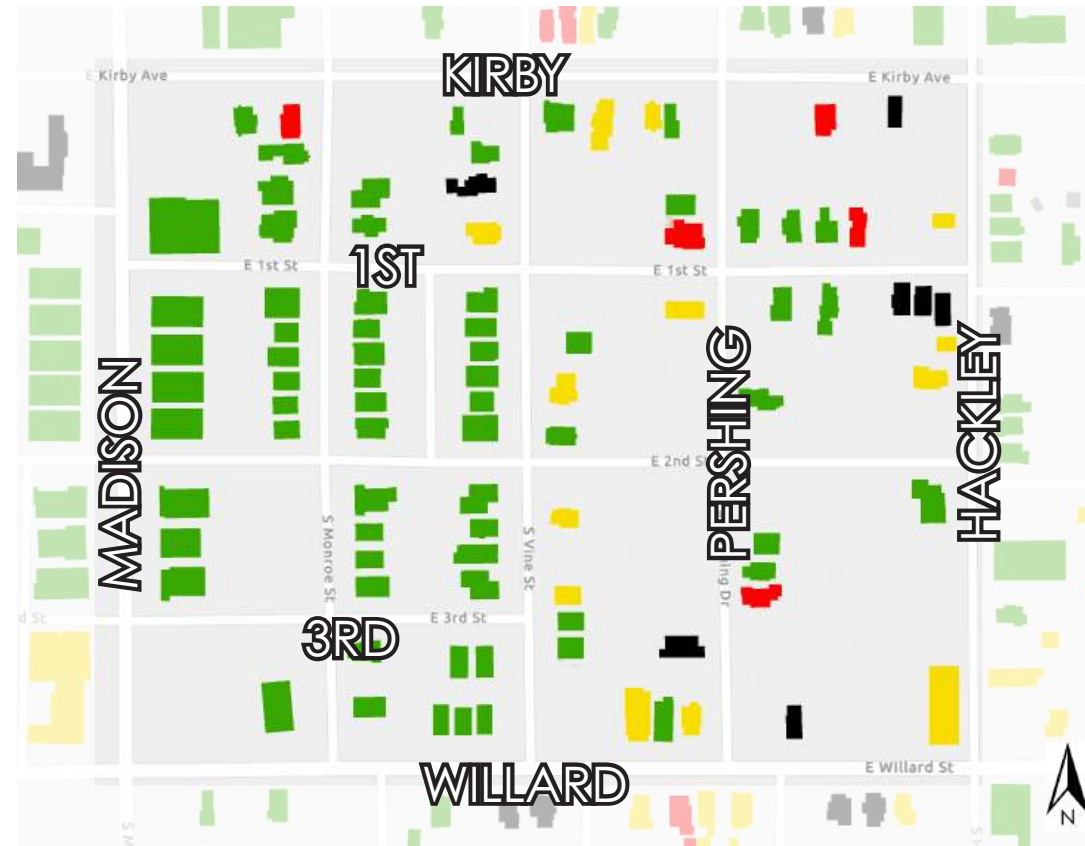
Figure 100: Structures



III. Housing

The Industry focus area contains 92 residential structures and, as seen in Figure 101, were evaluated utilizing an inventory process similar to that of general structures. Based on the housing metrics that are listed on page 37, 67 homes are rated “Good”, 13 were rated “Fair”, and 5 were rated “Poor”. In addition, seven residential properties are identified as “Blighted”, predominantly on the east side of the focus area. It is further important to note that 13% of the neighborhood’s “Fair” and “Poor” homes exist in the eastern half of the focus area, necessitating a need for targeted revitalization and new development projects in the near future. Figure 101 also demonstrates a small housing

Figure 101: Houses



inventory in the focus area with density disproportionately concentrated among the Millennium Place development along Madison Street and portions of Kirby Avenue. Extending the design standards seen in Millennium Place into the core portion of the focus area will continue to meet the needs of residents with affordable, attractive housing options. Furthermore, encouraging market-rate development within the fabric of the focus area will diversify the living environment of the community and boost Industry as a vibrant neighborhood to locate just south of downtown Muncie. With the northwest corner of Industry as one of the closest residential clusters to downtown Muncie, proposing multi-family and condominium-style residential options may encourage urban living options that make the most efficient use of current vacant properties. Actionable examples of mixed-income, well-designed housing opportunities can be seen in the “Residential Infill” section on page 142.

Figure 102: Housing Infill



Figure 103: Vacant Land Map

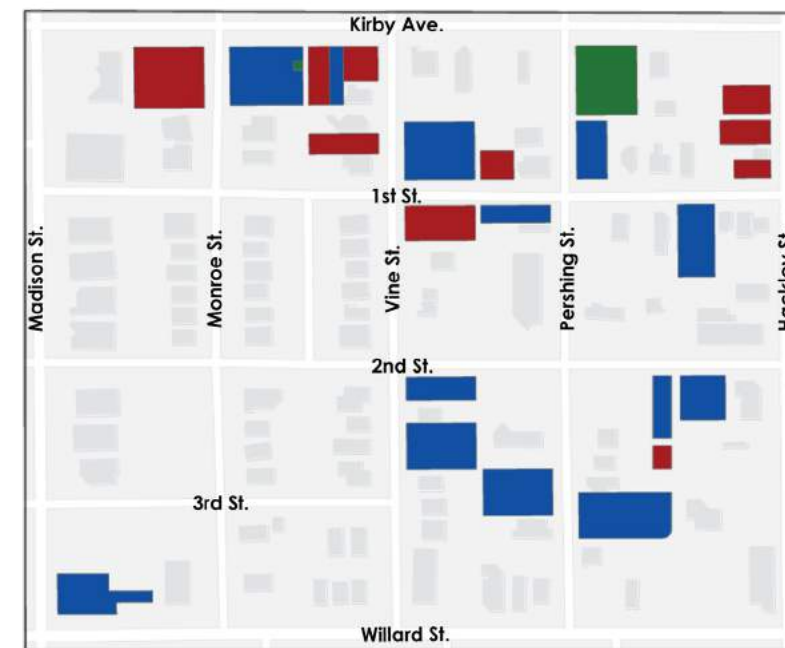
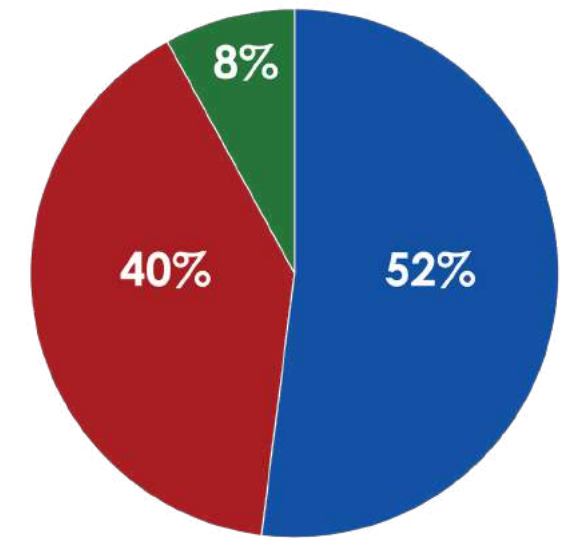


Figure 104: Vacant Land Pie Chart



IV. Vacant Land

As can be seen in Figures 103 and 104, the Industry focus area contains roughly 4 total acres of vacant land, managed by various owners in and outside of Muncie. Of the focus area's 25 platted lots, 52% are managed by local owners, 40% are out of state owners, and 8% are owned by the City of Muncie. By definition, platted lots are pieces of land formally measured for residential or commercial development. In the context of the Industry neighborhood, many of these plats are residentially zoned, meaning their size and relevant zoning requirements are the best fit for housing development. Figure 105 displays a current land use map of the focus area. More specifically, this graphic informs how properties historically and currently are utilized, from residential to commercial. Although a great deal of current land use is residential, the variation of vacant property sizes and locations in the focus area offer an exciting opportunity for mixed uses of development. Figure 106 depicts what land use in the focus area could look like under an updated action plan, with a core residential area bounded by commercial opportunities on each corner.

As the proposed land use map displays, two vacant lots can be used for open-space recreation purposes; an outdoor history museum along Willard invites residents and visitors to learn about the history of Industry while a centrally located pocket park fills a missing park gap in the northern half of Industry. Adjacent to three of the focus area's churches are shared-use parking lots with maintained landscaping and lighting to offer safe locations for cars all hours of the week, including during regular church services and activities. Altogether, these amenities provide the attractiveness and productivity of currently vacant parcels to encourage new homeownership in the Industry focus area, as the later housing infill segment will discuss.

V. Streets

As seen in Figure 107 and 108, 65.6% of the streets are rated "Good", 28.1% are rated "Fair", and 6.3% are rated "Poor". The streets in the focus area are significantly better than the streets in the rest of the neighborhood. There are 11.2% more streets rated good in the focus area than in the neighborhood as a whole. The only streets that are rated poor are non-arterial to the neighborhood.

Figure 105: Existing Land Use

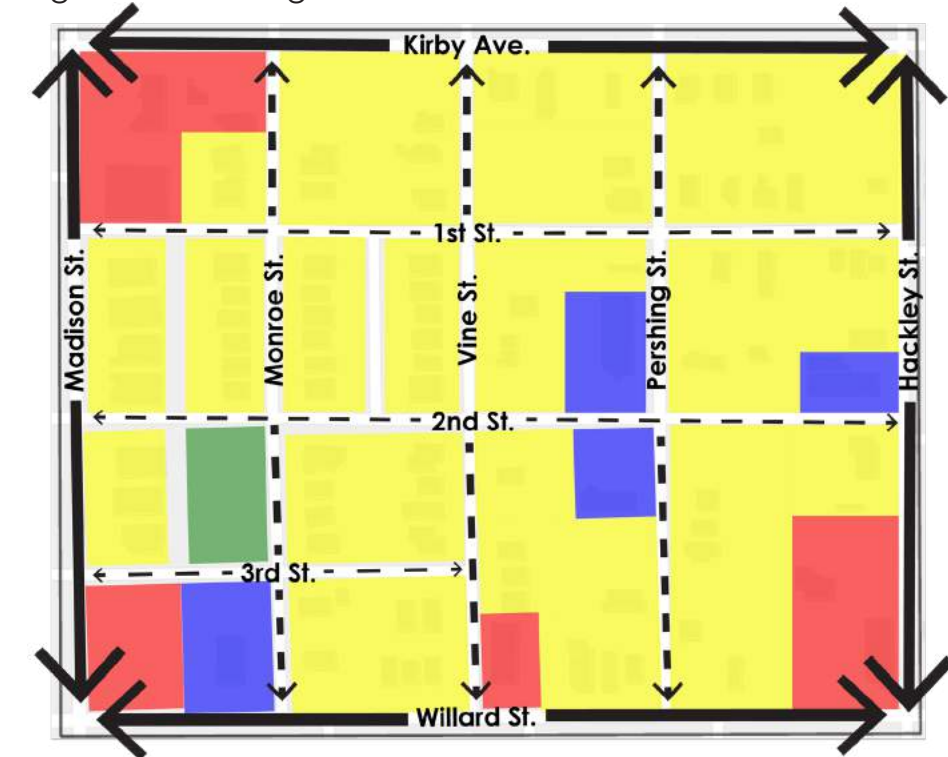


Figure 106: Proposed Land Use

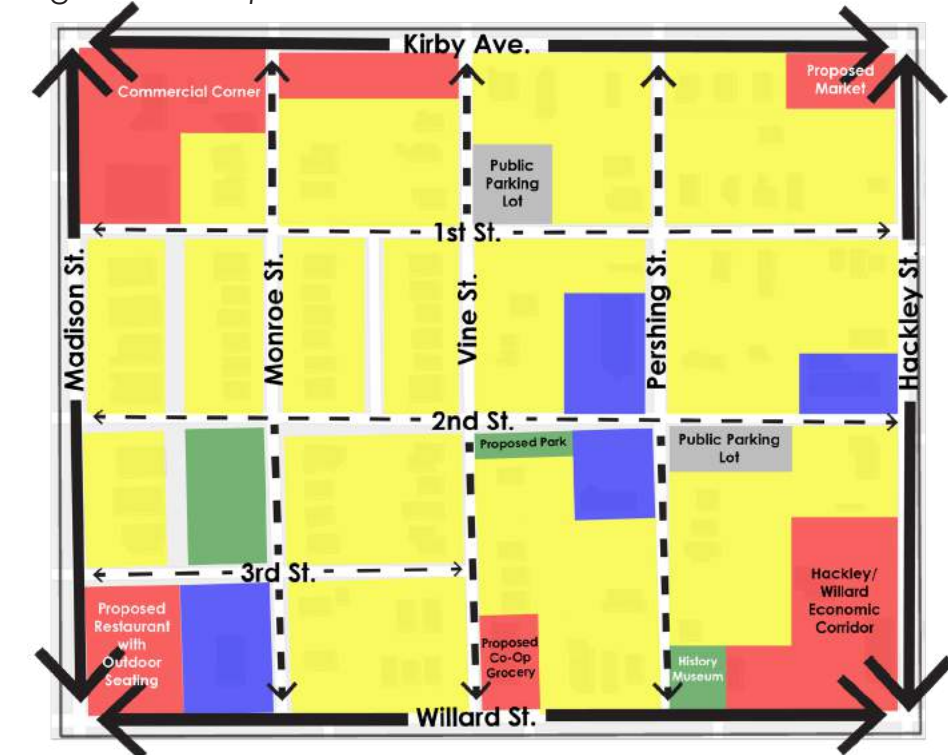


Figure 107: Street Map

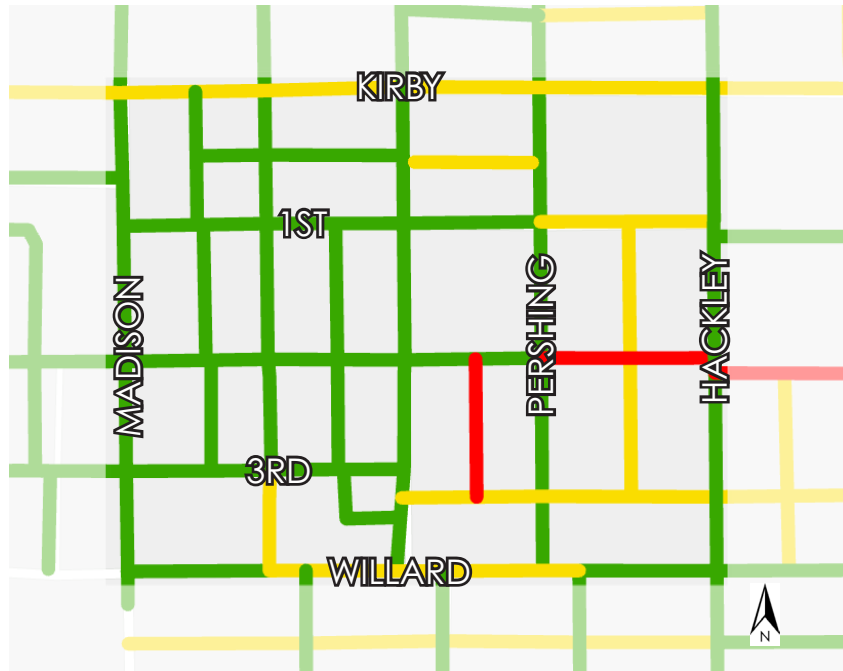


Figure 108: Street Pie Chart

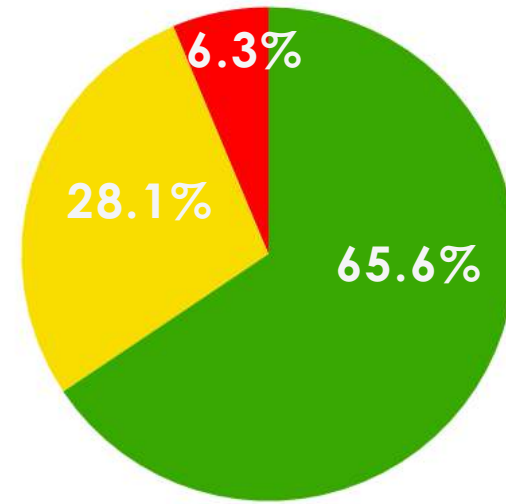


Figure 109: Sidewalk Map

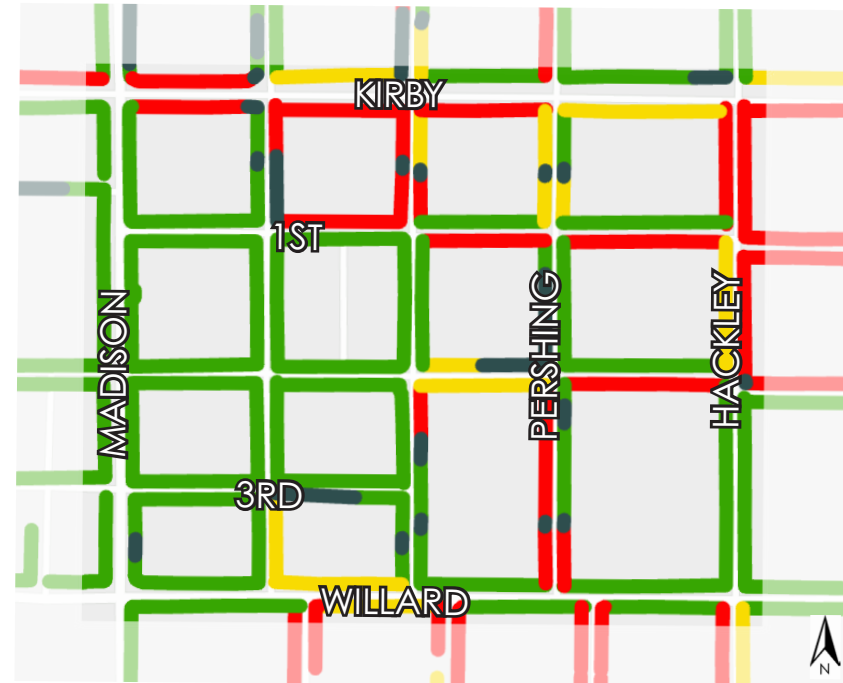
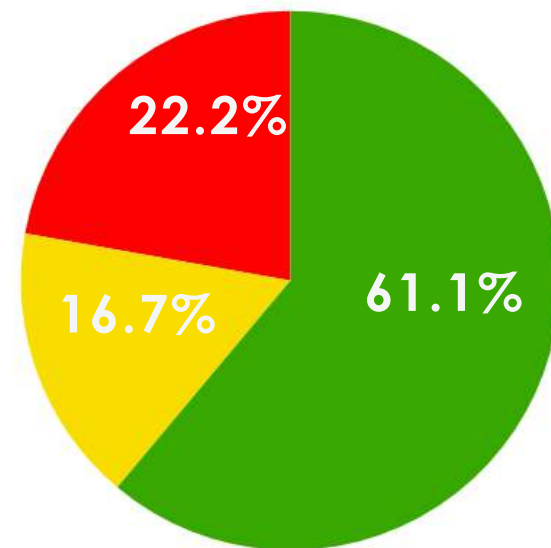


Figure 110: Sidewalk Pie Chart



VI. Sidewalks

As seen in Figure 109 and 110, 61.1% of sidewalks are rated “good”, 16.7% are rated “fair”, and 22.2% are rated “poor”. Sidewalks are needed for mobility, accessibility, and safety. A great number of sidewalks need attention in this area. There are 19 areas missing a sidewalk, which make these areas very unsafe for those using a wheelchair or stroller. The Industry neighborhood has sidewalks at ratings of 38.1% good, the focus area has 61.1% good. These ratings are remarkable when they are compared to the rest of the neighborhood, however, there are still about one-fifth of the sidewalks that are rated poor. It is important to improve this rating to make Industry a neighborhood that is accessible to all.

VII. Points of Interest

Businesses

- Embassy Café
- Kirby Street Deli
- Scott Tool Company
- Majesty Commercial Roofing, LLC
- Rosemary’s Angels LLC

Churches

- Kirby Avenue Church of God
- Mount Olive Church
- Deliverance Temple
- New Hope Missionary Baptist Church

Other Amenities

- Price Hall
- Millennium Park

Points of interest are evenly spread out. This is a major building block for future development in this area.

Figure 111: SWOT Results



VIII. SWOT Results

After a collective conversation with neighborhood residents during the September 30th feedback session, the following strengths, weakness, opportunities, and threats were outlined.

Emphasizing the focus area’s strengths, the Millennium Place affordable housing development has been well received by the community as an attractive collection of housing units right at the entrance of the neighborhood. Additionally, the focus area’s vacant land was seen as ideal for adoption by local residents, inviting new opportunities with the focus area’s roughly 4 vacant acres. The empty lots also pose a weakness, however, as the image of blight does not set a strong initial image when entering Industry from north Muncie and is often an expensive issue to address with the cost of land acquisition for new development. This ties into setting an image for Industry, where there currently is not one when first entering the southside of Muncie. This invites opportunities to develop positive neighborhood images with gateway signage and new retail and commercial development that engages local residents.

IX. Opportunities

Neighborhood Gateway

The official neighborhood gateway proposal is for the plat of vacant land that sits on the corner of Willard and Madison. This gateway would act as a welcome sign into the industry neighborhood and would double as a gathering space for residents. As seen in these renderings there are multiple possibilities for what this welcome sign and gathering space could look like.

Creating this space could be the first step in setting the bar for future development in the area. According to the case study, it is very important for residents of a neighborhood to be proud of the place that they call their neighborhood. We, as a plan studio, believe that Industry takes pride in their neighborhood. Using this plat of land to label when community members of Muncie are entering Industry would only strengthen Industry’s pride in place and would set a standard for future development in and near Industry. (Figures 112 and 113)

Outdoor History Museum

An outdoor history museum (Figure 114) is proposed for the corner of Pershing Drive and Willard Street. This corner is fairly heavily trafficked as Willard Street is one of the main entry points to the Industry neighborhood. A history-themed museum would encourage residents and those visiting Industry to learn and become acquainted with Industry’s past. Industry has a lot of potential and it is important to ground that potential in the make-up of what this neighborhood was and continues to be, a resilient community.

The museum could feature some of the residents of the past such as Vivian Conley or JC Williams, who were from Industry and prominent in the Civil Rights Movement in Muncie. The museum could also feature an overview timeline of events in Industry’s history such as when the factories were prominent and which factories were located in Industry.

Outdoor Dining

Outdoor dining was proposed at the corner of Willard and Madison across the street from the gateway. In the neighborhood meetings, multiple residents

voiced their desire for a nice restaurant to be built in Industry. Along with the nice restaurant, they said that they would like to have some restaurants that have outdoor seating. The following proposal offers plenty of space for visitors to eat outdoors (Figure 115 and 116).

Scott's Tools Façade

A proposal for a new façade was made for Scott's Tools Company. This redone façade would add to the beautification of Industry. The new façade would face the newly proposed Willard Hackley business district which was mentioned earlier in the document (Figure 117).

Conley Co-Op Grocery Store

The Conley Grocery Store is a proposed neighborhood food cooperative market, or "co-op". By definition, a co-op market is one fully operated and maintained by its members, typically from the community in which the co-op is located. With the control to make conscious decisions for the good of the market and its consumers, co-op markets tend to carry nutritious food that is often grown on-site in gardens maintained by store owners. Unlike a corporate grocery store structure with a governing company that retains profits, co-op grocery stores reinvest profits back into grassroots food production and/or back to its members in the form of dividend payments. The result is a non-discriminatory and mutually successful local business that reinvests its interests back into the neighborhood. The exact mission of the Conley Co-Op Store is to match these values by closing Industry's food desert gap with fresh produce options, utilizing profits from each membership to be reinvested back into neighborhood quality of life initiatives.

As seen in Figure 118, Conley Grocery Store would occupy a space that is inviting to all users and aligns with the Neighborhood Action Plan's goal to create an economic corridor along Willard Street. While this store's location could fit itself in several locations throughout the neighborhood, the proposed site of the co-op market would be at the corner of Willard and Vine Street, where an existing commercial structure currently remains blighted within the neighborhood focus area. The co-op market's close proximity to the Millennium

Figure 112: Proposed Gateway Signs

Lauren Bouslog

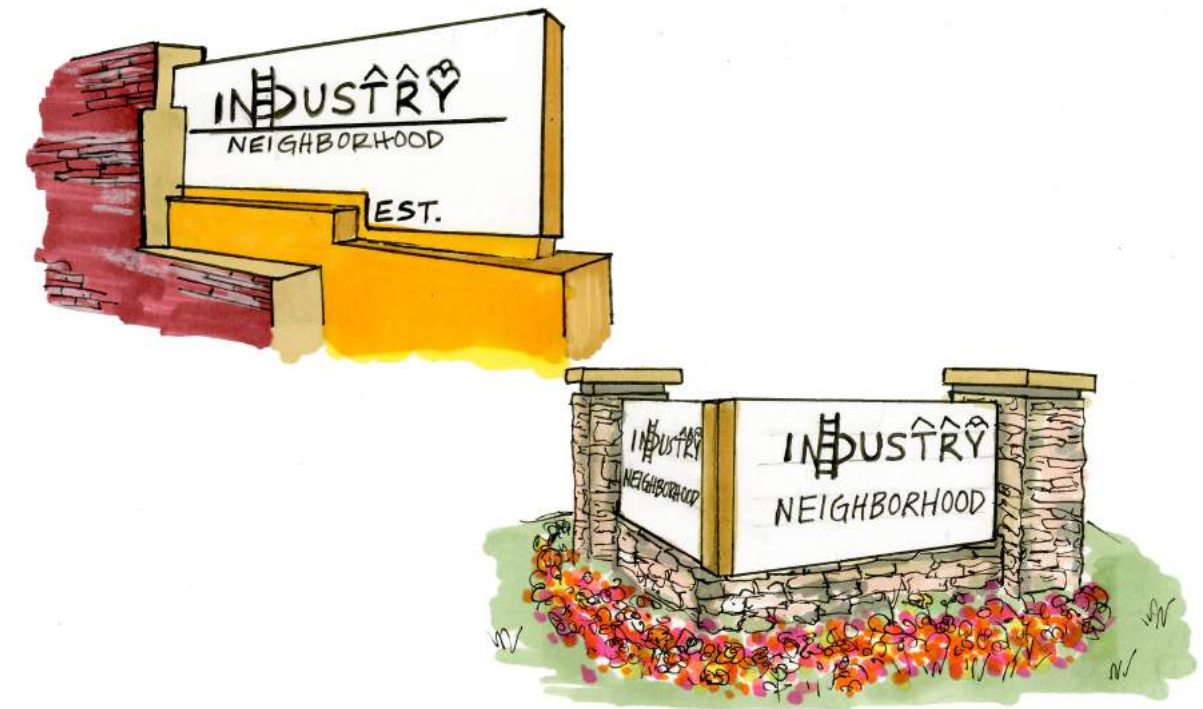


Figure 113: Gateway

Lauren Bouslog



Figure 114: Outdoor History Museum

Sydney Fawcett



Figure 115: Outdoor Dining

Sydney Fawcett

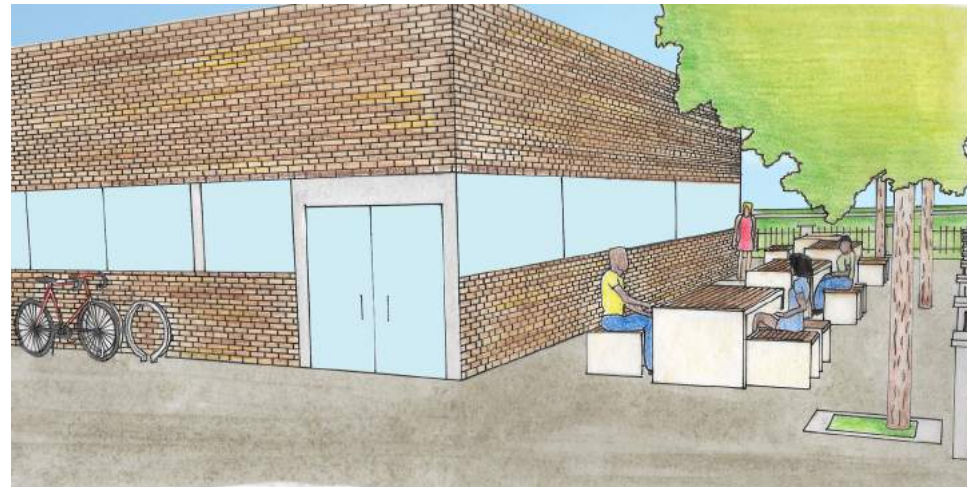


Figure 116: Outdoor Dining

Sydney Fawcett



Figure 117: Scott's Tools Facade

Hannah Jones

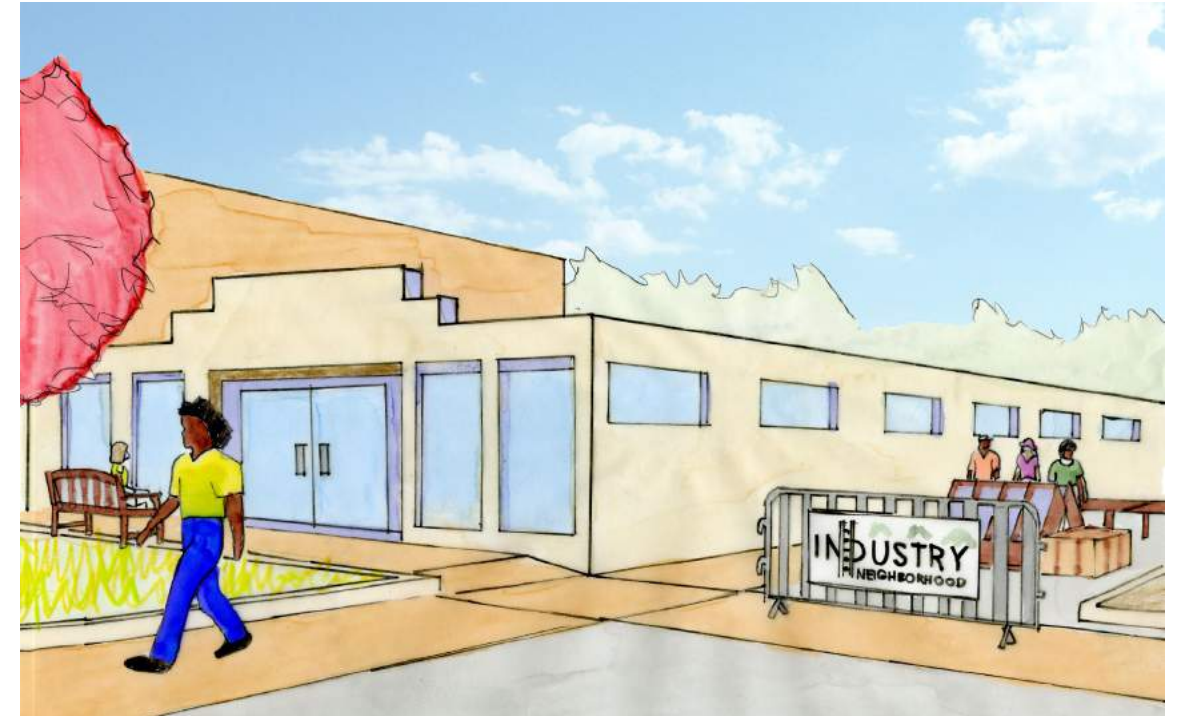


Figure 118: Conley Corner Store Co-Op

Esra'a Arar



Place affordable housing development would target a demographic in need of affordable, fresh produce without the need to drive or walk long distances. Furthermore, the co-op's proposed location would reside along the MITS Industry Willard bus line, enhancing access to residents throughout south and south-central Muncie. The co-op's location within the focus area strategically aligns with the block's aforementioned land use plan from the Vacant Land segment on page 132 to reintroduce commercial and retail opportunities along the major neighborhood thoroughfares of Madison, Willard, Hackley, and Kirby.

An alternative application of the co-op market is a co-op coffee shop, one which could align with the neighborhood's desire for an outdoor restaurant or café. The coffee shop, just like a market, would source its products from grassroots farmers and reinvest profits into the community. Providing a space with free WiFi and seating would bolster the coffee shop as a place for work and continuing education, especially for children and young adults who need a space to relax. Many local coffee shops across the country have played a significant role in urbanism and social justice-related activities, offering spaces for individuals of different backgrounds to sit over a hot or cold drink and engage in a modern, comfortable space. Such an environment would be a powerful location to hold community events and encourage unity between central Muncie and its long-neglected southside neighborhoods. This form of business would be most ideal at the southwest corner of Hackley and Kirby, where similarly to Hackley and Willard, a four-way intersection of existing commercial opportunities exist. Within the context of the focus area, a co-op coffee shop would offer yet another economic growth opportunity at the northeast corner of the twelve-block area.

Residential Infill

While the focus area does have a dense array of residential development closer towards its east side, several lots within its bounds would benefit from residential infill. By definition, infill is the practice of redeveloping empty land in an urban or suburban environment back into productive use, either for residential, commercial, or recreational purposes. Looking at Figure 102 on page 131, several vacant lots presently sit in locations ideal for new residential

infill. The corner of Kirby Avenue and Vine Street, for example, offers a large segment of land that could be subdivided into 2 to 3 residential parcels. Looking closer to the core of the focus area, such as that of Pershing and 1st Street, a deeper residential lot is already platted but sits vacant with no structure actively within its bounds. A variety of lot sizes opens a variety of possible development concepts, from multi-family duplexes to the more traditional single-family homes common to much of the Industry Neighborhood.

Several entities should have a stake in how development of these parcels moves forward. First and foremost, ownership of proposed infill lots varies, and acquisition of these properties will require contacting current owners with the risk of significant lien payments present on the property. Referring back to Figure 103 on page 131, four of the five proposed infill parcels are owned by local entities. The largest of the five lots, at Kirby and Vine, is owned by an out of state entity and will require further discussion. Next, government bodies and/or local redevelopment organizations must sponsor projects either as individual lots or as a collective within the focus area. Some lots may already present themselves as opportunities to current governing bodies, such as the single acre vacant parcel along Vine which sits adjacent to the pre-established Millennium Place affordable housing development. Concentrating residential land use at the center of the focus area continues to build off of the momentum of the current Millennium Place development along Madison Street and Kirby Avenue. Other, smaller lots, such as those along 1st Street, are more distanced from Millennium Place and could benefit from either an Urban Light CDC or Habitat for Humanity development. These new homes should also serve a variety of occupants, although first-time homebuyers are a definite target market to better anchor the neighborhood. By meshing market-value single-family homes with multi and single-family affordable housing construction, the focus area boasts an equitable, mixed-income environment with adjacent commercial and recreational opportunities along the established Madison, Kirby, Hackley, and Willard corridors.

X. Case Studies

Darley Park, Baltimore, Maryland

The neighborhood of Darley Park in Baltimore Maryland consists of 26% vacant and abandoned land. The vacant land has caused a multitude of problems such as illegal dumping, decreased beautification for the neighborhood and it lowers property value for the surrounding properties. “Studies show that green space is linked to better mental health, increased community engagement (fostered by caretaking of the space), and improved safety. The absence of clean, safe, green spaces — and the central presence of a neglected, muddy lot left behind where row homes once stood — was taking a toll on residents” (NDC). In the summer of 2019, the Darley Park neighborhood initiated phase one of their action plan for a lot that had been vacant for many years. The neighborhood worked with the Neighborhood Design Center, a planning firm in Maryland, and established a goal to come up with low-cost amenities to activate the space. “Simple improvements can be prototypes for higher-cost, long-term construction, and help to attract investment.”

The following is a list of the funds contributed to making this park possible:

- “\$10,000 grant from the Urban Health Institute to support community-designed park elements (swings, benches, boulders, and a mural valued at \$15,000 via a partnership with MICA and artist Whitney Frazier)
- \$30,000 transformative art prize from Baltimore Office of Promotion and the Arts to build the circle stage, create community art quilts, and support the TT The Artist Concert at Neighborhood Lights/ Light City
- \$13,000 grant from the Baltimore Office of Promotion and the Arts for the second ‘Gateway’ mural featuring resident Mr. Abdullah Moanay’s poetry
- \$2210 is donated professional services by architect Jimmy Leonard to develop the concept design plans that were used to secure a \$50,000 bond bill.” (NDC)

Darley Park’s gateway park was made with intentions to set the standard for future parks in the area. Their priorities when designing the space were: “feeling of safety, lots of colors, tree shade and grass, play space, multigenerational use, performance space, and accessible paths.” (NDC) By collaborating with the neighborhood residents, NDC was able to create a team effort in the process of designing this space.

Figure 119: Future Plan for Darley Park Gateway



Cumberland County History Museum

In 2015 Cumberland County Pennsylvania Historical Society proposed a pocket park at the site of a recently demolished building. The park would touch two highly trafficked streets and would have a history theme. The goal of the park was to make history easily available to the community. “We’re opening things up. We’re trying to make history more accessible to the community, and for people in the community that might not traditionally think history is cool or may not be researchers, but they want to experience history and the past in a different way.” (Walmer, 1)

The history-themed pocket park would serve as not only a place to learn but also a place to gather. The historical society plans to use the finished park as a space to invite outdoor lecturers. With benches, trees, and a walking path, the pocket park will show to be a successful gathering space.

The historical society reached out to the community to help fundraise for the park and the park opened in 2018. It has been used as a public space for community members to use and can also be used as a rental for larger formal gatherings.

Figure 120: Cumberland County History Pocket Park



Lafayette, Indiana Co-Op

Sitting 90 miles from Muncie is the City Foods Co-Op in Lafayette, Indiana, a community-owned grocery store with several partnerships with state and local farmers and artisans. As listed on the City Foods website, the co-op's mission is to, "serve the nutritional, social, and economic needs of our members and community by providing a market for local, fair-trade, sustainable, independent, and healthful goods and services in a friendly, cooperative environment." Serving a population size similar to that of Muncie, City Foods achieves its success with an alignment of bylaws which layout its membership agreements, leadership, and budgetary policies, including transparency of finances for members to access. It is also important to note that City Foods does not only carry produce, in fact, local artists and makers are able to sell their products and build their brand with the support of transactions from City Foods's sales and advertising. Relating this practice back to the affluent artistry

community in Muncie could make a co-op market mutually successful in the areas of produce and home goods sales.

As seen in Figure 121, the City Foods's downtown Lafayette storefront is petite and inviting to residents of all needs. City Foods itself utilizes a membership program for certain benefits, including having an equal share in the business's operations, but does not require a membership to shop for fresh produce and artisan goods. The downtown location additionally offers cooking classes for local residents and regularly posts educational material on its website to share healthy eating tips with produce purchased from its store. Education, in addition to fresh food access, offers an extra step of public service to the community that is not otherwise seen at a standard grocery store. The process of starting a co-op is not rapid, however, as a typical organization process could take five to seven years. Co-ops typically need an up-front interest in the form of early membership commitments and loans from investors. While it will most certainly take a community to form a co-op, the concept is absolutely feasible for Industry, especially within a market in need of fresh food and local economic drivers.

Figure 121: City Foods Co-Op, Lafayette, Indiana



Shaker Heights, Ohio

For the City of Shaker Heights, Ohio, addressing city and privately-owned vacant parcels began with establishing a residential development program through the city. Under a city ordinance, private citizens are able to acquire city-owned lots for the purpose of constructing single-family homes, expanding side yards along existing occupied parcels, or for community purposes. By filling out an application, residents can select any of these choices and pass through a relatively inexpensive permitting and purchasing process.

For applicants seeking to use vacant lots as side yard addition, applicants must own the adjacent lot and be in good standing with city departments and tax payments. The side yard program does require a consolidation process with the city's planning and zoning process, costing up to \$3,100 depending on lot size. Taxes must then be paid on this consolidated lot once the process is complete, however, property ownership of these vacant lots can open future opportunities for home additions and/or detached accessory structures for one's home.

Residents who desire to build a new home on vacant lot must undergo a process with both the city's Neighborhood Revitalization Department and Planning Department before moving forward with construction. Shaker Heights's Revitalization Department is unique in its role as the formal governing body for vacant lot and blighted home redevelopment, working with local redevelopment organizations and companies to ensure projects fit the needs of city neighborhoods and housing markets. The department also connects local residents looking to fill vacant properties with a pre-approved home contractor and array of architectural plans to choose from. The partnership between the city, a local contractor, and a local architecture firm allows for an expedited permitting process with home styles that vary in price and size to fit varying lots. This partnership could most definitely see feasibility in the Industry focus area and neighborhood as a whole, even if a non-government organization such as Urban Light CDC is to sponsor a home building project. Working with the City of Muncie to pre-approve architectural plans in the focus area could establish a design standard for the area, just as Millennium Place has a standard for its

construction. By additionally publishing these plans and a pre-approved contractor online for any resident to access, prospective homeowners can consider building their home on an empty lot within the pre-established fabric of the Industry Neighborhood.

Finally, local residents who wish to acquire a city-owned vacant lot for community uses, such as a community garden or small gathering space, must seek approval from the respective neighborhood association and Neighborhood Revitalization and Development Committee. With a short approval process, the lot can become the neighborhood's space to maintain and utilize as an enhancement to neighborhood image and vibrancy.

XI. Conclusion

The focus area is an area that has the potential to act as a gateway and an urban center of the industry neighborhood. The majority of the streets, sidewalks, and structures are already in good condition. Implementing some of the above suggestions will be crucial in the development of the neighborhood.

XII. Sources

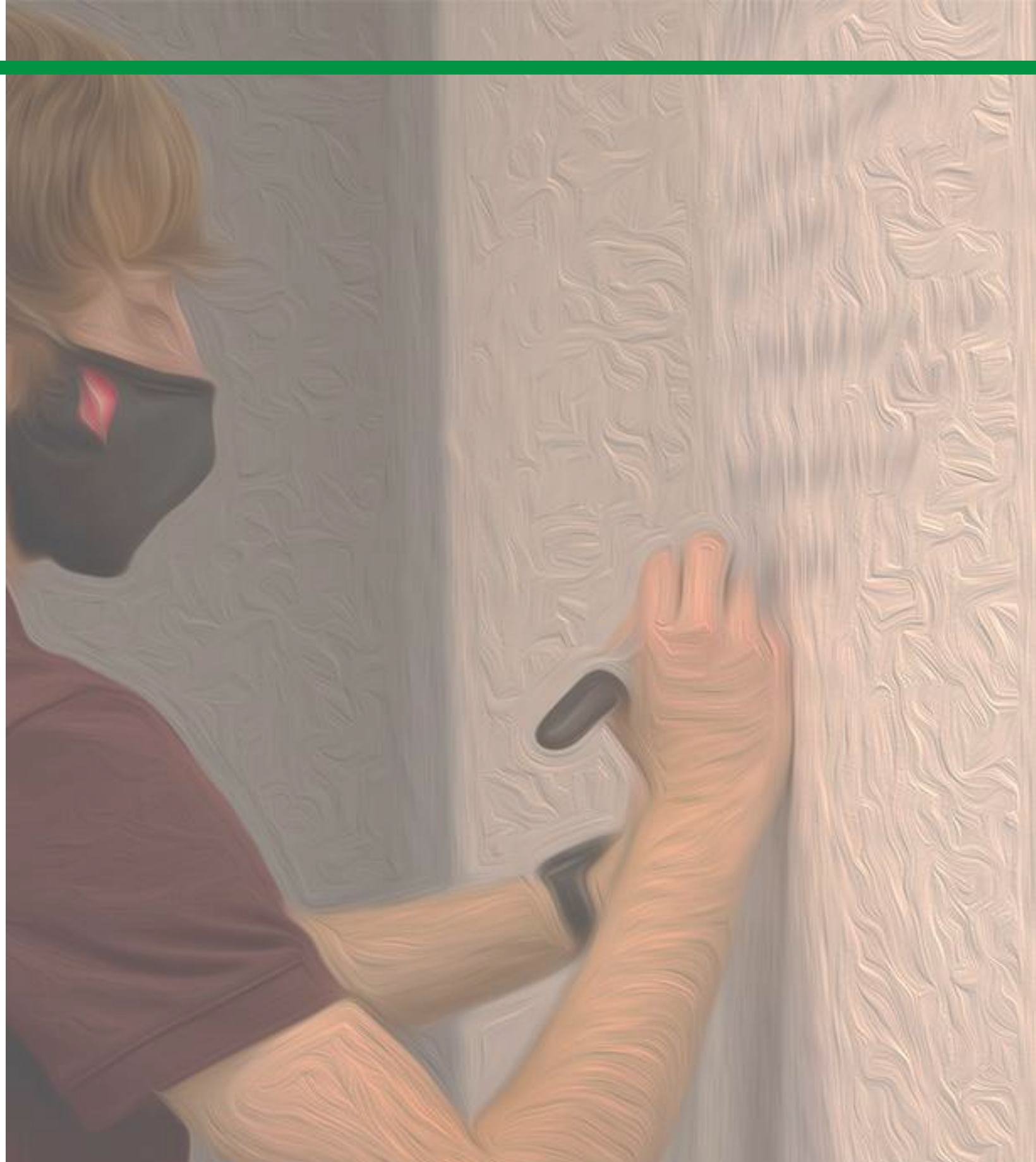
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I. Introduction

During the community meetings students listened deeply to residents and other stakeholders as they expressed their desires to implement visible changes to the Industry Neighborhood. As a result, students developed short-term, mid-term, and long-term action steps and timeframes for Industry to achieve desired, realistic outcomes. Action steps were prioritized for housing, infrastructure, businesses, vacant lots, for the focus area, and for building community. While the action steps were created based on SWOT analyses and community input, they are by no means an exhaustive list of what can be accomplished. It is important for the neighborhood's leadership along with its residents to embrace, take ownership, and lead the future changes for Industry. The Industry Neighborhood Association is continuing to rebuild its governance structure. As a result, it must continue to partner with organizations such as Urban Light CDC, and local government to help implement many of the proposed action steps.

Case studies have been provided throughout the document that can help Industry residents envision the possibilities for their neighborhood. Resources for grants and services at the local, state, and federal levels are identified in the Resources section of this document.

II. Housing

The studio identified, as a short-term goal, a neighborhood beautification program for homeowners who want to make minor cosmetic repairs to the outside of their homes. When residents begin to beautify their homes, it builds community pride. A beautification program can create a way for residents to see quick results and at the same time motivate others to engage in the same beautification efforts.

Housing is identified as an important asset in any community. While 50% of Industry's housing stock is in good condition, there are many housing structures that require rehabilitation, and some housing units that require demolition. It is recommended that this be a mid-term goal so that the Industry Neighborhood Association and others can create a plan for designing and funding a housing

renovation and blight removal program that can consistently be implemented for the purpose of creating and maintaining the best housing program possible for the community.

Developing affordable housing should be considered as a long-term goal. It requires long-term planning, financial resources, and expertise to construct affordable housing. With the number of vacant lots and blighted properties, there are plenty of opportunities to develop an affordable housing program with local resources and partners that are available in Muncie and Delaware County.

Figure 122: Housing Timeline

	Immediate 1-3 Years	Soon 4-6 Years	Long-Term 7+ Years
High Cost		High-Intensity Infill Housing New Housing in Vacant Lots/Blighted Properties	
Mid Cost		Housing Renovation Program	
Low Cost	Beautification for Existing Housing Demolish Blighted Properties		

Figure 123: Infrastructure Timeline

	Immediate 1-3 Years	Soon 4-6 Years	Long-Term 7+ Years
High Cost	<ul style="list-style-type: none"> Resurface/Reconstruct "Poor" rated streets Reconstruct "Poor" rated sidewalks 	<ul style="list-style-type: none"> Sidewalk Gap Program Shared Parking Lots Hackley Street Reconfiguration Willard Street Reconfiguration 	
Mid Cost	<ul style="list-style-type: none"> Streetlight Gap Program Curb Repair Program 	<ul style="list-style-type: none"> Parkway Tree Restoration 	
Low Cost	<ul style="list-style-type: none"> Crosswalk Striping Program Utilize Pothole Reporting Tool 	<ul style="list-style-type: none"> Street Signage Improvements 	

Figure 124: Parks Timeline

	Immediate 1-3 Years	Soon 4-6 Years	Long-Term 7+ Years
High Cost		<ul style="list-style-type: none"> New Inclusive Equipment Skatepark for Heekin 	
Mid Cost	<ul style="list-style-type: none"> Adding Streetlights in Heekin 		
Low Cost	<ul style="list-style-type: none"> Maintenance of Current Equipment Adding Landscape 		

III. Businesses

There are a variety of businesses in Industry. From funeral establishments to hair salons and daycare centers, to fast food restaurants and pharmacies along Madison Street, Industry has its fair share of small and moderate size businesses. As an outcome of the SWOT process, residents offered suggestions about what is needed to assist small businesses and encourage business development. As a result, the studio created a set of short-term and long-term business goals that offer low-cost to high-cost options.

One short-term goal would be to establish a business loan program to assist small businesses in marketing, repairs and upgrades, to help others acquire property for business development, and to serve as a match to help trigger additional business investment into the neighborhood. The business loan pool can be established from grant sources that are provided by community foundations, community development block grants that are issued by the local community development agency, and training programs and services that are sponsored by the small business development center in east central Indiana.

One long-term goal would be to establish a business facade improvement program beginning with businesses that are located on the corner of Willard and Hackley, a visible corner that has business structures. Other sites would be businesses that exist on major Industry thoroughfares that are zoned for businesses. Although this is a long-term goal, the planning stage for business facade improvements could begin sooner with the help of business owners and other Industry stakeholders.

Another long-term goal would be to begin purchasing empty or abandoned lots within a commercial corridor. This would require planning and designing a business corridor where empty lots are contiguous. Some lots could be purchased for little to no money.

Another long-term goal is to acquire and redevelop the industrial site that is located on the southeast portion of the neighborhood. This would be a major undertaking for years to come. However, many neighborhoods with partners and financial backing have been able to redevelop existing structures for a

different purpose that can benefit not only the neighborhood, but the entire city. The renderings provided in this document is a good start to envision the adaptive reuse of the industrial site.

IV. Infrastructure

Infrastructure such as streets, sidewalks, and alleyways are in various conditions in Industry. Good or bad infrastructure creates a positive or negative perception of the neighborhood. Therefore, it's important that Industry's infrastructure be maintained for safety as well as for positive neighborhood aesthetics.

For the short-term goal, crosswalk striping and pothole repairs can be enacted quickly. They are low-cost options for immediate infrastructure improvements. In preparation for future resurfacing of "poor" rated streets and sidewalks, planning should begin at this juncture with local city officials. This step should start with residents and Industry leadership attending city council meetings and voicing their concerns about poor infrastructure. This approach will bring attention to infrastructure issues and it will help the street department along with city officials to begin budgeting for needed repairs.

For medium-level goals, mid-block street lighting should be installed to enhance night safety. Residents complained that many blocks are long and they are absent of street lights. This is a safety concern for persons walking at night in the streets due to no sidewalks or poor sidewalks. This goal would require residents to discuss their concerns with the city council so that they are aware this is a safety issue in Industry. In addition to street lights as a mid-term goal, new street signs indicating crosswalks, speed limits, and street parking should be added.

Long-term goals for the neighborhood include the reconfiguration of both Hackley and Willard Streets. This would be considered a high-cost project that will improve pedestrian and cyclist circulation, beautify the neighborhood, and create the potential for a local business corridor. Other long-term goals include constructing additional sidewalks where needed and the creation of shared parking lots. For a mid-cost option in the same timeframe, a program should be launched to add new and maintain existing street trees.

Resources to address these needs are in the Resources section. However, the Streets and Public Works Department, especially for short-term infrastructure needs creates the schedule and funds pothole filling. Additionally, grant funding is available through the Indiana Department of Transportation through a program called the Community Crossings Matching Grant, awarding over \$126.5 million to 214 Indiana towns for infrastructure improvements for 2020-21. In cooperation with the City of Muncie, receiving such a substantial grant could lead to major infrastructure improvement needs, such as resurfacing of “Poor” rated streets and replacement of “Poor” rated sidewalks. The Environmental Protection Agency additionally offers Green Infrastructure grant funding for programs, like complete streets and stormwater management projects, in communities across the country. *reference resources*

V. Parks

Parks are valuable amenities in a community. They serve as gathering spaces and as recreational sites for local residents. Parks should be maintained in a manner that there are no concerns about upkeep and safety.

A short-term goal recommended for Heekin Park is the installation of more street lights. Residents feel that more street lights can create a safer environment while they attend night events at the Park. In addition, another short-term goal is for the frequent maintenance of current equipment in order to improve sanitary concerns. While some park amenities have been updated and rehabbed, residents feel that maintenance should be an annual occurrence. The last short-term goal is adding more landscape throughout Heekin Park. Residents should voice their concerns and requests to the city council which approves budgets. All of these goals can be accomplished with the Parks Department and the Public Works/Streets Department.

The studio has also identified long-term goals for parks in the Industry Neighborhood, one being to construct new inclusive park equipment that is ADA compliant and provides a space for children with a range of disabilities. As identified in the case studies for parks, inclusive parks offer many resources for children with disabilities that can be funded through the Parks Department along with grants from community foundations and block grants.

VI. Vacant Land

Too many vacant lots in a neighborhood create a negative perception. At the same time vacant lots can provide opportunities for creative development. Based on the SWOT and resident input, the studio created a set of short-term and long-term vacant lot goals for Industry.

A short term goal would be for the neighborhood association to create an Adopt a Lot program that provides the criteria for residents to adopt, maintain, and be creative in being responsible for vacant lots. Vacant lots can be developed into community gardens. They can be beautified with trees and plants, and public art. These are immediate goals for lots that are not privately owned.

Another short-term goal is for the neighborhood to reach out to those who own vacant lots to determine if they would consider deeding the land to the Industry Neighborhood Association. This goal can help Industry take ownership of these lots for the purpose of future development.

Long-term goals for vacant lots include working with the Delaware County Commissioners to abolish or reduce back taxes that have accumulated on these lots so that they are desirable to purchase. Another long-term goal is working with the Parks Department to build playgrounds or basketball courts on vacant lots. Last, working with housing providers and commerce to construct infill housing on some lots and dining options on vacant lots that are zoned for business.

VII. Special Focus Area

There are many goals and opportunities for the Focus Area. The goals identified for housing, infrastructure, vacant lots, parks, and businesses in Industry can also be the same goals for the Focus Area. In addition to these goals, there are a few more goals specifically designed for the Special Focus Area.

VIII. Special Gateway

The first short-term goal is that a gateway be established on the corner of Willard and Madison. Signage and a design for this plot of land can be

accomplished in the immediate future. Obtaining funding from the Community Development Office and grants from local foundations can help create a welcoming gateway to the Industry Neighborhood.

IX. Establishing an Outdoor History Museum

Establishing an outdoor history museum in the special focus area is an opportunity for commemorating and celebrating the history of Industry and some of its notable residents. While this is identified as a short-term goal, this is an undertaking that would take planning and time to create, but resources are available to make it happen. The Muncie Arts and Culture Society and the Delaware County Historical Society could be partners in the development of this museum.

X. Outdoor Dining

Outdoor dining would be welcomed in the Focus area. Residents complained that there is a need for a variety of dining options in Industry. Establishing outdoor dining would be an ideal business in this area. A short-term goal would be to gather feedback from residents on the type of dining to develop in the focus area and then work with the Chamber or local businesses as a long-term goal to establish a unique outdoor dining experience.

XI. Scott's Tools Facade

A short-term goal identified for Scott's Tools is to create a point of interest by designing a unique facade on the business which faces Madison. Possible resources are Ball State Immersive Learning programs, local churches, local school art classes, and the Muncie Arts and Cultural Society in order to seek out interest for an artist to paint the facade.

XII. Housing Infill

There are several vacant lots and blighted structures in the Focus Area. Affordable, infill housing would be an ideal solution for these lots which would also create homeownership opportunities. Developing infill housing would require mid- to long-term goal setting and planning because a variety of resources are necessary to build this type of housing. Partnerships with local

government and other organizations that create affordable housing is a first step towards infill housing development.

XIII. Co-Op Market

Industry residents complained that there are no grocery stores in Industry. The Focus Area is a great location for a co-op market that would partner with farmers and community residents and partners who grow gardens. While this is not a short-term goal to create a market overnight, this can start with short-term planning to determine the process for creating a co-op market. The Industry Association and neighborhood volunteers could work with Minnetrista to establish a seasonal farmers market to jump-start the co-op market. Long-term planning would be to conduct research and connect with urban growers and co-op organizations, such as Start.Coop, which focuses on co-op development. Long-term would be to begin crowdfunding, identifying a physical market location, and connecting with local farmers with the use of the focus group's research.



Non-Profit Resources

EcoRehab, <https://www.ecorehab.org>, Community housing advancement initiatives with sustainable design, rehabilitation, and education in Muncie neighborhoods in need.

Meridian, <https://www.meridianhs.org/>, Meridian is a full-service primary care, mental health, and urgent care organization serving communities in need.

Muncie Neighborhood Project Fund-<http://www.muncieneighborhoods.org/resources/funding/> . The Muncie Neighborhood Project supports new neighborhood associations and projects initiated by established associations throughout Muncie and is funded by the Ball Brothers Foundation. The Indiana Housing and Community Development Authority (IHCDA) and Patronicity.com offer the "CreatINg Places" place-based crowdfunding grant program for projects in Indiana communities or neighborhoods which contain a traditional downtown or traditional neighborhood commercial node. To apply, you must be a non-profit group or part of the local government.

Nonprofit Resources- <https://www.cfmdin.org/nonprofit-resources>

Open Door Health Services, <http://www.opendoorhs.org/>. A non-profit, primary healthcare service serving individuals and communities in need of general health service in Muncie and Anderson.

PathStone Indiana, <https://pathstoneindiana.org/>, Housing counseling services for both tenants and landlords to offer responsible housing and financial management support in communities throughout Indiana.

The Community Foundation of Muncie & Delaware County- <https://www.cfmdin.org/>. The community foundation has a competitive grant program that awards funding to Indiana nonprofit organizations, schools, and other institutions. In 2018, more than \$50 million in grants supported projects in the community and made a difference in the quality of life for the residents of Muncie and Delaware County.

Grant Seekers Link- <https://www.cfmdin.org/apply-for-grants>

Urban Light CDC- <https://www.urbanlightcdc.org/> Phone: (765) 717-2747. The

Urban Light CDC's purpose is to collaborate with the people who live and who work in Industry, South Central, and the surrounding neighborhoods to build a stronger and more unified community. They are a great help with community engagement efforts and spreading information on neighborhood meetings. WorkOne - Indiana Department of Workforce Development, <https://www.in.gov/dwd/>. WorkOne provides employment and career services for active job seekers and financial counseling assistance for unemployed residents.

Foundation Resources

Ball Brothers Foundation, <https://www.ballfdn.org/>, Dedicated to quality of life and the legacy of the Ball Brothers in Muncie, Delaware County, East Central Indiana, and the entire state of Indiana with funding and leadership opportunities.

Community Foundation of Muncie and Delaware County, Incorporated, <https://www.cfmdin.org/>. The community foundation enables philanthropy by assisting local community organizations and donors with directing resources towards enhancing the quality of life of Muncie and Delaware County, Indiana.

Commerce Organizations

Delaware County Development & Redevelopment Commission, <https://www.co.delaware.in.us/departments/index.php?structureid=240> . The Delaware County Department of Economic Development and Redevelopment works to promote capital investment, job creation and quality of life projects in Delaware County.

Muncie-Delaware County, Indiana Economic Development Alliance, <http://www.muncie.com/home.aspx>, An aggregate collection of economic development initiatives throughout Muncie and Delaware County, Indiana, particularly interested in identifying opportunities for development of anchored, sustainable economic developments.

Muncie-Delaware County Chamber of Commerce, <http://www.muncie.com/chamber-of-commerce.aspx> . The Chamber has been an integral part of Muncie and Delaware County because of its strategic business building plans and services. It strives to be a source of innovative business development for the community by engaging large, medium and small businesses in countless industries.

Muncie Economic Development Commission (EDC), <http://www.cityofmuncie.com/boards-economic-development-commission-muncie.htm#:~:text=The%20main%20purpose%20of%20the,%2C%20Secretary%2C%20and%20two%20Members>. The main purpose of the EDC is to issue bonds and to issue recommendations to the city council for tax abatement on residential new builds.

Muncie Redevelopment Commission, <http://www.cityofmuncie.com/muncie-redevelopment-commission>. The main mission of the Muncie Redevelopment Commission is to create opportunities for development, growth, and investment and jobs, with a focus in the more blighted areas of Muncie.

Local Government Resources

City of Muncie Community Development Department <http://www.cityofmuncie.com/muncie-community-development.htm>. Gretchen Bookout Cheesman, Director of Community Development. The primary function of the department is to administer entitlement grants to the City of Muncie from the U.S. Department of Housing and Urban Development (HUD), currently including:

- Community Development Block Grant (CDBG)
- Home Investment Partnership Program (HOME)
- Neighborhood Stabilization Program (NSP)
- Community Development Block Grant-Recovery Act (CDBG-R)
- Community Development Block Grant-COVID-19 (CDBG-CV)
- Lead-based Hazard Remediation Demonstration Grant (LHRDG from IHCD)

These are intended by HUD to develop and revitalize viable urban communities by providing decent affordable housing and a suitable living environment,

and by expanding economic opportunities, principally for low- and moderate-income persons.

City of Muncie Police Department, <http://www.munciepolice.org/>, Chief Nathan Sloan. The police force works to keep Muncie safe and build lasting relationships with residents in the community.

City of Muncie Streets and Public Works Department <http://www.cityofmuncie.com/department-public-works-muncie.htm> Brian Stephens-Hotopp, City Engineer and Street Superintendent. Department of Public Works. maintaining roads and street closures, the stormwater program, fleet services, and residential services. The department also offers winter safety tips and information about trash and recycling.

Delaware County Economic Development Corporation <https://www.co.delaware.in.us/department/index.php?structureid=240> "The Delaware County Department of Economic Development and Redevelopment works to promote capital investment, job creation and quality of life projects in Delaware County."

State & Federal Government Resources

Community Development Block Grants (Indiana Office of Community & Rural Affairs) <https://www.in.gov/ocra/cdbg/> . Through this office, the state of Indiana can request federal funds to help rural communities. Some projects the office has funded in the past include: community centers, health and safety programs, and new sewer systems. The grant applications are accepted on a quarterly basis. The next application round is due on January 15, 2021 at 4 p.m.

EPA Green Infrastructure Funding Opportunities, <https://www.epa.gov/green-infrastructure/green-infrastructure-funding-opportunities>, The EPA Green Infrastructure Fund offers a variety of grant funding to projects with a sustainable goal, particularly those addressing complete street and stormwater management configurations.

HUD Grants, https://www.hud.gov/program_offices/public_indian_housing/programs/ph/cn/planninggrants . The U.S. Department of Housing and Urban Development has Choice Neighborhood Planning Grants that support the development of neighborhood revitalization. HUD has over 20 grant programs including under these categories: Affordable Housing Development and Preservation, Community and Economic Development, Environment and Energy, Fair Housing, Homelessness, Homeownership, Rental Assistance, and Supportive Housing and Services. *issued through the Muncie Department of Community Development*

INDOT Community Crossings Grant
<https://www.in.gov/indot/2390.htm>
Awarded \$126 million in 2020-21 to 214 Indiana communities for local infrastructure improvement projects, ranging from street resurfacing to complete street reconstruction.

Additional Links & Resources

Ball State Immersive Learning - <https://www.bsu.edu/about/administrativeoffices/immersive-learning>
“Immersive learning projects are high-impact learning experiences that involve collaborative student-driven teams, guided by faculty mentors. Students earn credit for working with community partners such as businesses, nonprofits, and government agencies to address community challenges through the creation of a product that has a lasting impact.”

Delaware County Historical Society - <http://www.delawarecountyhistory.org/>
“The mission of the Delaware County Historical Society is to enhance community development and quality of life in Delaware County by fostering a deeper understanding and appreciation of local history and culture through advocacy, education, interpretation, stewardship, and service.”

Industry Neighborhood Facebook Page- <https://www.facebook.com/industrymuncie/>. To learn more about the Industry Neighborhood and see when community meetings and initiatives are, check out their facebook page.

Muncie Arts and Culture Council - <https://www.munciearts.org/>
“The Muncie Arts and Culture Council celebrates and supports arts and culture in Muncie, Indiana.”

Tree People: How to Lead an Alley Revitalization Project: A Guide
http://clkrep.lacity.org/onlinedocs/2008/08-0102_misc_9-1-08.pdf
Details a step by step approach to revitalize an alleyway from the ground-up. Includes required leadership positions, sample talking points for meetings, and suggested fundraising tactics.

East Central Indiana Small Business Development Center (SBDC). www.isbdc.org
This resource is designed to help businesses improve their digital marketing and business management efforts.



Abatement: (often in legal use) the ending, reduction, or lessening of something

Aesthetic: concerned with beauty or the appreciation of beauty

American Community Survey (ACS): a demographics survey program conducted by the U.S. Census Bureau

Blight: vacant lots, abandoned buildings, or houses that are in dangerous shape, as well having environmental contamination on the property

Case Studies: examples that are used to demonstrate possible duplication for innovation in different environments

Commerce: the activity of buying and selling, especially on a large scale

Co-op: an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise

Corridors: a planning project study that defines the relationships between a roadway and its adjacent land

Demographics: statistical data relating to the population and particular groups within it

Dilapidated: (of a building or object) in a state of disrepair or ruin as a result of age or neglect

Facade: the face of a building, especially the principal front that looks onto a street or open space

Infrastructure: the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions

Infill: the rededication of land in an urban environment, usually open space, to new construction

Micro-Businesses: privately owned corporations, partnerships, or sole proprietorships that have fewer employees and/or less annual revenue than a regular-sized business or corporation

Mixed-Use: a zoning type that blends residential, commercial, cultural, institutional, or entertainment uses into one space, where those functions are to some degree physically and functionally integrated, and that provides pedestrian connections

Land Trust Fund: the fund can be a public or private agreement whereby one party, the trustee, agrees to hold title to property for the benefit of another party or parties, the beneficiary(ies)

Median Household Income: the income amount of the most middle household where half of the households in the area have an income above that amount, and half having an income below that amount

Per Capita: the amount of money each individual person in the household is making

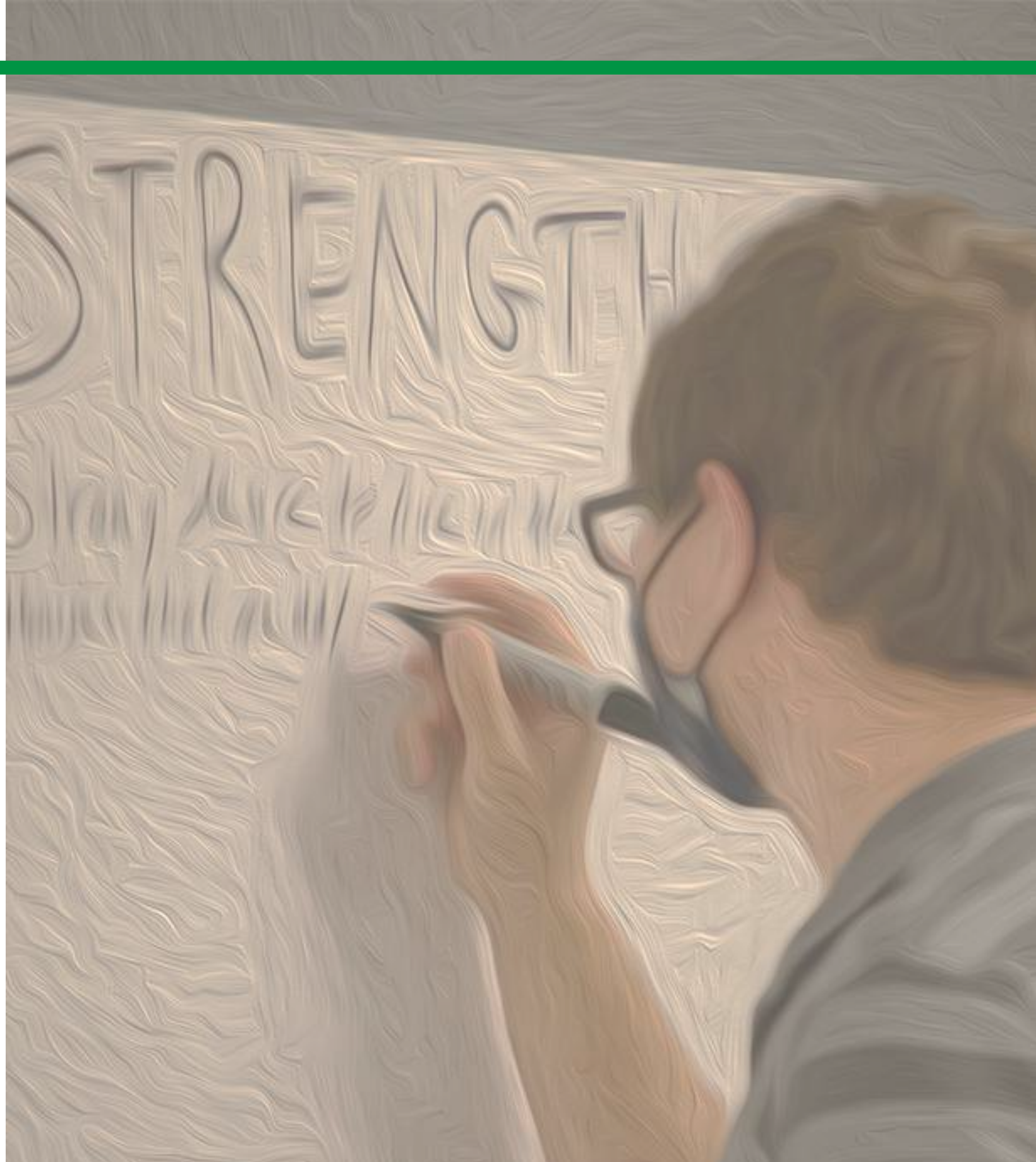
Private Sector: the part of the national economy that is not under direct government control

Revitalization: the action of imbuing something with new life

S.W.O.T. Analysis: a study undertaken to determine the internal strengths and weaknesses, and the external opportunities, and threats

Thoroughfares: a road or path forming a route between two places

Tree Farm: a privately owned forest managed for timber production



DEMOGRAPHICS

Strengths

- Diversity in age, race, family, and education
- Able-bodied individuals
- Interaction across identities
- People know each other, including kids
- Religious affiliation, churches as an anchor for neighborhood
- Family legacy

Weaknesses

- Large population of single mothers without adjacent support services
- Young homeowners not taking responsibility for their neighborhood
- Children idling with no activities

Opportunities

- More programming, activities, and facilities to support diverse age range

Threats

- Elderly population continuing to leave and pass away, eliminates community stability and generates blight
- Loss of neighborhood character with loss of those maintaining neighborhood
- Aging infrastructure and people

HOUSING

Strengths

- Larger square footage
- Affordable based on size and character
- Large housing stock
- Family homes
- Historic with good structures
- Large lot sizes

- Well-kept
- Diversity in year built
- Unique architectural styles
- New affordable development also has character, good lighting, and adopts alley system

Weaknesses

- Blight
- Unattended vacant lots
- Some negative feedback about Millennium Place
- Lack of maintenance from owners and landlords
- Lack of development/investment
- Low value
- Lack of garages/parking
- Better code enforcement
- Lack of off-street parking

Opportunities

- Building new housing
- Curb appeal, sidewalk access to front of homes
- Affordable tiny home development
- Housing repair program
- Habitat for Humanity Development
- Potential mixed-use spaces

Threats

- Squatters living in vacant homes
- Out of state ownership
- Maintenance in the future
- Continued landlord negligence
- Blight - crime, safety, animals, disinvestment by neighbors and city
- Blighted homes used as meth houses
- Decreasing property values
- Negative perception of decline

BUSINESSES

Strengths

- Local economy - at-home daycares, beauty salons, mobile food truck
- Convenience of Dollar General, southside Walmart, Aldi
- Madison as an existing commercial artery
- Some industrial/commercial/local use remains

Weaknesses

- Lack of businesses
- No nearby grocery stores
- Southeast corner dominated by existing industry
- Exterior appearance of businesses detracts from what's inside
- Need to leave neighborhood for basic needs
- Lack of business variety

Opportunities

- Sit-down restaurants, nicer chains
- Commercial design standards
- Outdoor dining spaces
- Adaptive reuse
- Police substation
- Build identity with businesses

Threats

- Vandalism and crime
- Potentially unsustainable economy
- Heavy industrial development due to current zoning

INFRASTRUCTURE

Strengths

- Main thoroughfares in good condition - Kirby, Madison, Willard
- Easy, frequent use of public transportation in certain areas
- Street parking
- Narrow streets, slows traffic

Weaknesses

- Alleys underutilized, unmaintained, unsafe with lack of lighting
- Few curbs
- Street parking - no signs, happens on both sides
- Pothole repair "Is a bandaid on the problem" - frequently ripped up by snow plows
- Extreme flooding in street
- Lack of cooperation between city and utilities - cutting newly paved streets
- No bike infrastructure

Opportunities

- Installation of street lights
- Striping crosswalks
- Connection to downtown and greenway
- Repave side streets
- Beautification of sidewalks
- Crosswalk improvements/art walks
- Widening/buffering sidewalks
- Utilizing some alleys as bike paths
- Traffic calming - bump-outs, landscaped parkways/medians
- Police speed enforcement, speed limit signage
- Expand/communicate city reporting system
- Seating/micro-gathering spaces in alleyways
- Landscape cleanup in public right of way

Threats

- Continued street damage
- Inconsistent government leadership and representation
- Crime in areas without street lights
- Elderly population tripping on uneven sidewalks/road surfaces
- Long repair times
- Not safe place to play on
- Condition of sidewalks

- Lack of wheelchair accessibility
- Not safe place to play on
- Negative perception of poor infrastructure
- Speeding
- Lack of annual street maintenance, disinvestment in streets/sidewalks

PARKS

Strengths

- Plenty of amenities and space in Heekin Park
- Heekin Park has a long legacy
- Lots of park programs
- Significant cabin use
- Walking trail
- Free use
- Good access via sidewalk
- Safe - fire department and Boys & Girls Club nearby
- Park department located nearby
- Some well-maintained facilities
- Good park access in south and NW area
- Historic properties/monuments in and around Heekin
- Plenty of room for additions

Weaknesses

- Lack of amenities
- Not much parking for large events - overflow into grass
- Not well lit
- Upkeep on amenities lacking
- Dark, concentrated crime brought from outside of the neighborhood
- Millenium Place playground not very clean
- Little understanding of all of the rec spaces in neighborhood
- Lack of safe connections via walking or biking
- Lack of maintenance of facilities
- Little police surveillance

Opportunities

- Signage on cabins for rental information
- More trash cans, need to maintain trash pickup
- Playground equipment updates, including ADA accessibility
- Splashpad, putting green, pickleball
- Mixed types of parks: skatepark, art park, outdoor workspace (WiFi, tables, outlets), age inclusive facilities
- Repurpose old school building/old library building
- Bike sharing program
- Human-sized games (chess), shuffleboard, four square, concrete ping pong tables, outdoor gym stations
- New park construction in central and northeast Industry - especially on large vacant lots near MITS

Threats

- Increased crime resulting from little police supervision
- Future revitalization could lead to exclusionary park use
- Vandalism
- Abandoned properties pose sanitary threat

VACANT LOTS

Strengths

- Plenty available
- Ability to adopt-a-lot
- Large lots
- Residential and commercial platting
- Existing buildings on some, others cleared
- Healthy existing vegetation

Weaknesses

- Animals multiplying in lots
- Dumping and lack of responsibility cleaning lots
- Overgrown vegetation, catches garbage and creates unwanted animal habitat

- Back taxes on vacant land, many lots overpriced as a result
- Detracts from vibrancy and character
- Abandonment of property from former property owners
- Detracts from visual perception
- Impacts adjacent properties, right of way
- Continues disinvestment cycle

Opportunities

- Housing development - private or through community service projects with MCHS/BSU
- Community gardens
- Parks/parklets
- Many lots adjacent to each other, opportunity to combine for a larger use
- Involvement of kids in gardens
- Public art display or walk
- Water feature
- Solar farm
- Mixed-income housing/affordable infill
- Community dining/entertainment space
- Living/working community for people with disabilities
- Outdoor history museum

Threats

- Animals
- Dumping
- Crime
- Misuse/long-term abandonment
- Continued loss of neighborhood fabric
- Fewer eyes on the street with less housing density
- Prohibits new investors/families

COMMUNITY

Strengths

- Relationship with neighbors
- Eyes on the street - safety
- Church community
- Collective agreement that change needs to happen

Weaknesses

- No police live in the neighborhood/presence in general
- Young neighborhood association
- No public schools in neighborhood, adjacent MCS locations lack resources
- Few nearby private schools
- Lack of voice to petition government, local leaders

Opportunities

- Desire for police relationship
- Starting the dialogue about issues and how to solve them
- Executing goals laid out in action plan
- Capitalize on neighbors and local leaders to make change

Threats

- Crime and from outside the neighborhood
- Character change due to rapid demographic shift
- Complacency of residents on issues
- Fear that nothing will get accomplished

