

Q|u|a|L|I|T|Y

OF LIFE PLAN

CREATING OUR FUTURE WEST INDIANAPOLIS NEIGHBORHOOD



CONTENTS

Acknowledgements, 2

Executive Summary, 3

Background Information, 7

Assets & Opportunities, 20

Our Vision, 27

Work Plan, 33



ACKNOWLEDGEMENTS

**West Indianapolis Development Corporation, GINI
convening organization**

Beth Gibson, GINI Coordinator

Jill Siegel, GINI Facilitator

GINI Steering Committee

Rhonda Akers, IPS #49 – William Penn Elementary

Kimberly Andersen, West Indianapolis Public
Library

Dr. Bill Beranek, Indiana Environmental Institute

Amanda Chevalier, IPS #46 – Daniel Webster
Family Academy

Betty Conner, Billie's Food Pantry

Richard Cornell, West Indianapolis Neighborhood
Congress

Kathi Dee, IPS #46 Parent Liaison

Sgt. Lori Demaree, Metro Southwest District

Elaine Dillahunt, Indy Parks

Damon Donaldson, Rhodius Park Family Center

Lt. Mike Estridge, Indianapolis Fire Department

John Fox, West Indianapolis Neighborhood
Congress

Rick Freeman, WIDC

Jeff Gearhart, WIDC

Father Joseph Gibson, St. John the Forerunner
Orthodox Church

Julianna Gonyou, Marion County Health
Department

Jim Grim, George Washington Community School

Rylan Hall, City of Indianapolis

Dr. John Hay, West Morris Street Free Methodist
Church

Philip Hooper, City of Indianapolis

Pastor Ida Johnson, Cornerstone of Hope Church

Dr. Christine Kunkel, Key Learning Community

Bertha Leak, Southwest Health Center

Clark Lienemann, Mary Rigg Neighborhood Center

Henry Martin, Southwest Health Center

Ted Massey, LISC

Alice McColgin, Indianapolis Power & Light

Maggie McCoy, WIDC

Ron McCrimmond, National Starch Food
Innovation

Pamela Mason, Resident

Deborah Miller, Carnine Little League

Tip Privert, Resident

Kathryn Rowe, IPS #46 – Daniel Webster Family
Academy

Mary Jo Sashegy, Eli Lilly & Company

Phil Schaefer, Keep Indianapolis Beautiful, Inc.

Andrew Stephens, Indy Parks

Amy Tompkins, Indianapolis Neighborhood
Resource Center

Sara VanSlambrook, LISC

Tina Vasquez, IPS #49 Parent Liaison

Bishop Stephen Wilson, Cornerstone of Hope
Church

Merri Young, West Indianapolis Neighborhood
Congress

Toby York, Goodwin Center





EXECUTIVE Summary

West Indianapolis is an older, working-class, residential neighborhood amid heavy industry located on the near southwest side of the city center. The West Indianapolis neighborhood is bound by the White River on the east, Raymond Street on the south, Holt Road on the west, and the Conrail railroad tracks on the north. These boundaries cover the area of the former Town of West Indianapolis when it was annexed into the City of Indianapolis more than 110 years ago.

In 2000, the neighborhood had 10,075 people residing in the neighborhood, but a daytime population nearly twice that of the resident population. The appeal of West Indianapolis is that it is a “small town within a big city.” Like much of the south side of Indianapolis, West Indianapolis has always been a working neighborhood where modest homes were constructed for recent immigrants. The homes were immediately adjacent to factories and shops in which the immigrants worked. This frugality is evident in the small size and simple

design of the homes. Waves of immigrants from Germany, Italy, Eastern Europe, and Appalachia settled in the area. The density, affordability, and proximity to employment and transportation continue to attract new immigrants – evidenced by the recent substantial influx of Hispanic residents.

This quality-of-life plan is the compilation of many great ideas and countless hours of hard work. It is meant to capture the energy that this neighborhood has for making this a better place to live, work and play. In this document we present a vision of all the things our neighborhood seeks to accomplish in the coming years, and we specify who, what, when, and where these accomplishments will take place. The planning process—from community building

THE APPEAL OF WEST INDIANAPOLIS IS THAT IT IS A “SMALL TOWN WITHIN A BIG CITY.”

through visioning and action teams—is also captured in this document so that others may replicate our successes. Most importantly this plan is a living guide for neighborhood progress. It will not sit on a shelf, but instead regularly inform the strategic decisions of neighborhood leaders. A number of priority actions are described throughout this document and are generally organized according to the following hierarchy:



West Indianapolis had begun its quality-of-life planning in 2004 when, under the leadership of West Indianapolis Development Corporation (WIDC), community stakeholders organized themselves to respond to 19 “Conditions Requiring Action” that were identified during a community planning process. While progress was made since that time on a number of the action items, the neighborhood experienced new leadership at both West Indianapolis Neighborhood Congress (WINC) and the Mary Rigg Neighborhood Center (MRNC). In early 2006, WIDC (acting as the convening organization for the GINI quality-of-life planning process) organized WINC and Mary Rigg as well as a collaborative coalition of 18 organizations

working to improve conditions in West Indianapolis into the West Indianapolis GINI Steering Committee. This committee was interested in building off of the work of the 2004 plan to address challenges confronting the neighborhood that consist of the following common elements:

- the role of image and identity to the future of the neighborhood,
- the importance of land use issues in a mixed-use community,
- the engagement challenges of fostering new community leadership, and
- development of a sustainable funding plan for our local organizations and these new initiatives.

WELL OVER 200 PEOPLE HAVE PARTICIPATED IN ONE WAY OR ANOTHER IN SHAPING THE WEST INDIANAPOLIS QUALITY-OF-LIFE PLAN.

Well over 200 people have participated in one way or another in shaping the West Indianapolis Quality-of-Life Plan. The major kick-off for engagement of residents and stakeholders occurred at the June 9th Community Day event during which time participants agreed that the “big idea” that needed to be communicated in the neighborhood vision was that West Indianapolis is a “neighborhood of families”. The planning process was convened by the West Indianapolis Development Corporation and led by a West Indianapolis GINI Steering Committee.

During this planning process, WINC hosted the first annual Town Hall Meeting that attracted more than 70 residents to get responses to their questions and concerns. Questions from residents were posed to a panel of City representatives, the Indianapolis Marion County Police Department, Mary Rigg Neighborhood Center, WINC, and WIDC. The discussion indicated that youth activities, noise and air pollution, alley repairs, abandoned housing and housing conditions, and traffic management (including trucks) are serious concerns to residents.

West Indianapolis residents demonstrate remarkable tenacity toward demanding performance from

community organizations and the City; yet, they also understand that their destiny lies, to a great extent, in their own hands. Because of this belief, they have collaborated with institutional/agency stakeholders to develop an organizational plan for implementing the quality-of-life plan and for achieving the vision that they have for their community. That vision encompasses

the physical, social, and economic conditions that shape the quality of life in the neighborhood:

West Indianapolis is a vibrant and diverse community of families collaborating with a variety of outstanding schools, service organizations, churches, and neighborhood services to build and celebrate community participation

and pride. Valuing family life, lifelong learning, economic opportunities, neighbors helping neighbors, and strong community connection within West Indianapolis and beyond, we open our hearts and minds to the ethnic diversity that is evident among our neighbors and businesses. Our mixed-use neighborhood is a safe, clean and well-maintained place that inspires culture, history, a welcoming atmosphere, and modern neighborhood living and that offers outstanding recreation and leisure opportunities through connections to Eagle Creek Park and the White River Greenway.

The above written description of the vision for West Indianapolis is complemented by a physical vision for the neighborhood. Neighborhood residents and local businesses gave input into how a Ball State College of Architecture and Planning Charrette team could help the community envision how the neighborhood could become a more attractive, pedestrian-friendly mixed-use neighborhood with connections to greenways and improved gateways. This resulting vision is characterized by a rapid transit station along existing rail tracks north of Morris and east of Harding near the Eli Lilly campus, a village-like town center extending westward from Morris and Belmont, a new regional park created through the relocation of business to the edges of the neighborhood, gateway identity features, and connections to the Eagle Creek Greenway and White River Wapahani Greenway.

To organize itself toward realizing the visions described above, the West Indianapolis GINI Steering Committee developed four goals related to the GINI Principles of Healthy Neighborhoods described below. These categories of goals provide a comprehensive way of organizing all of the issues from past and current planning and vision efforts.

SOCIAL GOAL

A full diversity of residents and families share an appreciation of lifelong learning and meaningful employment; work together with neighborhood organizations in education, recreation, employment, and community activities; and help neighbors in need.

CIVIC GOAL

Organizations, businesses, churches, and residents of all ages and backgrounds in West Indianapolis are engaged and active participants in the neighborhood.

ECONOMIC GOAL

Commercial and industrial development in West Indianapolis provides residents with quality goods, services and jobs. And residents support the community aspirations to be a desirable area in which to live, be employed, and locate a business.

PHYSICAL GOAL

West Indianapolis is known for its attractive physical appearance, gateways on Morris Street, and greenway connections to the Indianapolis Zoo that provide connections between blocks of stable housing with good infrastructure, accessible recreational opportunities, and integrated land use where residential, commercial, and industrial uses co-exist to the benefit of all.



Design charrette vision showing mixed-use infill development that forms a village center at Morris Street and Belmont Avenue.



To achieve the goals described above, partners and residents identified dozens of action items that they committed to accomplish over the next five years. The 12 top-scoring (based on Steering Committee voting) action items to be accomplished during that time period are listed below:

KEY ELEMENTS OF THE IMPLEMENTATION WORK PLAN

- Develop a comprehensive housing investment plan to steer neighborhood development.
- Develop Center for Working Families model as a comprehensive approach to increasing self-sufficiency including a strong financial coaching program.
- Develop stay-in-school messaging effort including encouragement of higher education.
- Continue providing youth and young adult programming (including before and after school, summer youth employment, youth employment services, day camp, and GED).
- Create effective communication medium internally within GINI partners and local organizations through a collaborative WIKI.
- Prepare and implement Morris Street streetscape plan.
- Provide updates on IDEM air quality plan and develop action plan to disseminate final results of study in the neighborhood.
- Design and construct/install attractive gateways into the neighborhood initially promoting Kentucky Avenue at Morris per the Gateways Toolbox and the Morris Street Bridge.
- Review and revise current neighborhood Comprehensive Plan to ensure appropriate development.
- Prepare renewal/reinvestment plan and land use study for the Valley including the GM plant site.

- Engage community with INDOT/City plans for 2012 and 2022 plans for I-70.
- Engage community with City on reuse of Chrysler property.

The heart of the West Indianapolis quality-of-life plan, however, is a critical set of principles that establish a framework for how and why groups are going to collaborate in the neighborhood. The result of that inquiry is a statement (included later in this report) regarding the collective idea for collaboration, indicators, core values, guiding behaviors, and critical actions that all “roll up” into an organizational structure for ongoing implementation of the quality-of-life plan objectives that will ensure the sustainability of the community building effort. Two key groups will play a critical role in sustaining efforts: the community at large and the GINI Implementation Team. The community at large will be organized by WINC to act as a 1) pool of active and engaged volunteers and 2) a review body/sounding board for measuring progress and revising priorities.

The Implementation Team will be responsible for providing oversight of the execution of the plan and developing tools to assist in implementation. As such, in addition to the key elements of the work plan described above, the following actions are critical to promoting sustainability of the community that will provide a foundation from which other activities can occur. In other words, without achievement of the items below, the likelihood that the work plan will be completed will diminish. The following actions will be the responsibility of the Implementation Team:

- Develop a community fund to support a broad array of community activities.
- Develop strategies for obtaining participation from groups outside the immediate community in order to secure resources/support.
- Grow a pool of volunteers by developing a shared database of volunteers and associated talents/interests and preparing/distributing materials highlighting volunteer opportunities.

- Identify one business, church, or school each year that we will commit to collaboratively engaging to become a greater contributing community partner.





Background Information

HOW TO USE THE PLAN

This quality-of-life plan is the compilation of many great ideas and countless hours of hard work. It is meant to capture the energy that this neighborhood has for making this a better place to live, work and play. In this document we present a vision of all the things our neighborhood seeks to accomplish in the coming years, and we specify who, what, when, and where these accomplishments will take place. The planning process—from community building through visioning and action teams—is also captured in this document so that others may replicate our successes. Most importantly this plan is a living guide for neighborhood progress. It will not sit on a shelf, but instead regularly inform the strategic decisions of neighborhood leaders. Thus, elements of this plan should be incorporated into the strategic plans of neighborhood groups and institutions as appropriate. Similarly, we also expect that this plan will serve as a roadmap to guide investors

and other potential partners interested in helping us accomplish our neighborhood goals. This plan will be revisited annually, if not more frequently, so that it consistently reflects the priorities and opportunities in our neighborhood.

GINI PROCESS – CITYWIDE

GINI traces its roots to 2004, when city and community development leaders convened the first-ever Indianapolis Community Development Summit. More than 400 neighborhood leaders attended to discuss strategies for creating healthy neighborhoods, current neighborhood issues, and a vision for the future. It was clear that the participants wanted a comprehensive approach to community development that addressed not only housing, but also education, safety, health, and many other issues. As a result of the summit, the GINI Steering Committee, a diverse group of civic leaders, explored key community development concepts in the interest of formulating strategies to bring a coordinated,

comprehensive community development effort to Indianapolis.

With this research and strategic thinking in place, the next step was to put a plan into action. Great Indy Neighborhoods Initiatives (GINI) was developed and introduced to Indianapolis neighborhood leaders in October of 2005. GINI's goal is to help support Indianapolis neighborhoods by encouraging neighbors to work together across traditional boundaries. The program helps neighborhood residents, businesses, and community organizations get organized and involved in the neighborhood, decide on neighborhood priorities, and act on their plans to drive meaningful change.

The Demonstration Initiative takes comprehensive community development to the next level, providing targeted support for six neighborhoods that includes funds for staffing, technical support, assistance in organizational development, and seed funding for implementing a neighborhood quality-of-life plan. It's a three-year program designed for neighborhoods that are ready to become great examples of the power of comprehensive community development. The Local Initiative Support Corporation (LISC) staffs this effort.

Neighborhoods were invited to participate in an application process that would help the GINI Steering Committee choose the six neighborhoods for the Demonstration Initiative. The Steering Committee had its work cut out for it: 17 neighborhoods representing a broad cross-section of the City of Indianapolis, applied to become part of the program. In the summer of 2006, after much deliberation, the committee introduced the six neighborhoods that would participate in the Demonstration Initiative: the Near Eastside, the Near Westside, West Indianapolis, Southeast, Crooked Creek, and Binford neighborhoods. In each neighborhood, a community-based convening organization coordinates quality-of-life planning and implementation, and acts as a fiscal agent for GINI.

For other neighborhoods that were not selected, the Steering Committee created the Engagement Initiative to help neighborhoods across Indianapolis identify

and develop leaders, connect neighbors with resources, and communicate the strength of Indianapolis neighborhoods to the rest of the community. This initiative provides training, technical assistance, mini-grants to support neighborhood-driven programs, and enhanced communications among and about neighborhoods. The Indianapolis Neighborhood Resource Center (INRC) staffs this effort.

The Steering Committee meets quarterly to oversee GINI. Its role is to govern GINI as a whole, participate in working groups that dig deeper into the workings of the initiatives, fundraise to support these efforts, and promote and champion the quality-of-life plans developed by the Demonstration neighborhoods. In addition to the support of the Steering Committee, neighborhoods also have the support of staff from LISC and INRC who are administering the grants to neighborhoods. LISC and INRC meet regularly with city and neighborhood leadership to maintain the citywide collaboration necessary to support the neighborhood-driven quality-of-life improvements.



GINI PROCESS – WITHIN WEST INDIANAPOLIS

West Indianapolis had begun its quality-of-life planning in 2004 when, under the leadership of WIDC, community stakeholders organized themselves to respond to 19 "Conditions Requiring Action" that were identified during a community planning process. Progress was made since that time on a number of the action items, such as the gathering of partners to prepare a comprehensive inventory of youth activities in order to more fully understand the claim that there are not enough activities in the neighborhood. Since 2004, the neighborhood experienced new leadership at both WINC and the Mary Rigg Neighborhood Center. In early 2006, WIDC (acting as the convening organization for the GINI quality-of-life planning process) organized WINC and Mary Rigg as well as a collaborative coalition of 18 organizations working to improve conditions in West Indianapolis into the West Indianapolis GINI Steering Committee. This committee was interested in building off of the work of the 2004 plan to address challenges confronting the neighborhood. The work of the committee affirmed the previous 19 "Conditions Requiring Action," coordinated them with the GINI Principles of Healthy Neighborhoods, and consolidated them into the following themes:

- the role of image and identity to the future of the neighborhood,
- the importance of land use issues in a mixed-use community,
- the engagement challenges of fostering new community leadership, and
- development of a sustainable funding plan for our local organizations and these new initiatives.

When West Indianapolis learned that its GINI application had been successful, community leaders were in the midst of planning the annual Community Day event that occurs each spring. That event was used as a vehicle for gathering input on a vision for West Indianapolis.



More than 650 people attended and nearly 200 (195) people further participated in the event by completing registration information that included basic contact information and responses to questions about what their interests are and what they want to know more about (neighborhood meetings, computer training, youth activities, etc). This registration process allowed participants to vote for one of three proposed “vision headlines” (or the “big idea” that is critical to communicate in the West Indianapolis vision). The key characteristic that defines West Indianapolis is: family.

Concurrent with and following the June Community Day, interviews with key community stakeholders were conducted by the GINI Facilitator in order to determine what each group’s organizational priorities and concerns were. Interviews were held with representatives of Billie’s Food Pantry, Mary Rigg Neighborhood Center, Key Learning Community, the West Indianapolis branch library, LaShonna Bates pool, the pool at George Washington Community School, the Southwest Health Center, WINC, and WIDC. These priorities and concerns were presented and discussed at the first meeting of the West Indianapolis GINI Steering Committee which occurred in late summer of 2007. At that time, the Committee began meeting to discuss how to reinforce the participants’ vision of the community, to incorporate the organizational priorities, and to update the action agenda for the future. These discussions began with an

inventory of the committee members’ desired results for the neighborhood that included the following:

- increased participation of local business community,
- greater community involvement,
- improved commercial development,
- completion of White River Trail,
- completely well-rounded youth, family and senior programming,
- increase in literacy and educational attainment,
- trash taken care of,
- improved housing conditions,
- more youth involvement in improvements and more empowerment, more influence, and
- creative baseline of support for the poorest of the poor.

At this meeting the Steering Committee consolidated the 19 action areas from the 2004 plan into four action areas based on the GINI Principles of Healthy Neighborhoods: Social, Civic, Physical, and Economic. Subsequent committee work involved revision of draft goals, indicators of progress, and strategic actions within each action area. Concurrent with Steering Committee meetings, the broader WINC membership was engaged through their monthly meetings during which an update on the GINI quality-of-life planning process was provided and input on aspects of the plan and its priorities was gathered.

ENCAPSULATION OF NEIGHBORHOOD engagement

Because West Indianapolis was well organized and operating under the guidelines of a plan prepared in 2004, a number of projects and activities critical to the quality-of-life plan have already been implemented:

- School #46 pocket park was developed.
- WIDC and WINC websites were created.
- WINC, WIDC, and Mary Rigg are launching a new collaborative WIKI.

- IPS Superintendent was hosted at a neighborhood meeting that brought together residents who ultimately influenced decision-making regarding grades offered at School #46 and George Washington Community School’s boundaries.
- The third annual Community Day transitioned to an asset-based event highlighting strengths and resident talents more so than needs, as has been the tradition in the past.
- WINC hosted third annual Night-Out-Against Crime.
- WINC launched the first annual Town Hall Meeting that attracted more than 70 residents to get responses to their questions and concerns.
- Community information sign installed at Mary Rigg Neighborhood Center.
- GINI planning process newsletters.
- Neighborhood involvement and collaboration around air quality issues and the City and State’s responsiveness led to more detailed study by the Indiana Department of Environmental Management of pollution in West Indianapolis.
- WIDC led the development of a youth programming report that revealed that while a need for more youth activities is an ongoing desire, most programs are under capacity and there is a greater need to address barriers to participation.

Engagement of residents, businesses, and other stakeholders in West Indianapolis throughout the quality-of-life planning process has occurred at a number of different levels, involving a number of key groups. These groups include the West Indianapolis GINI Steering Committee, WINC, businesses, churches, schools, and residents. Outcomes of specific events and activities are described below.

School #46 Pocket Park - The development of a pocket park by School #46 has been the result of a partnership including KIB, WIDC, IPS and the school. At least 62 volunteers have worked on the park for a total of over 200 hours of volunteer time. The project also included a large amount of in-kind donations.



Fostering Independence Advisory Committee - The advisory committee met twice during 2007- February 22 and September 11. The members of the committee represent the many partners and sponsors who work together on the program. Mary Rigg and WIDC staff and board representatives, Cummins Mental Health Center, Family Services Inc, 5/3 Bank, Office of the Mayor, Federal Home Loan Bank of Indianapolis, St. Elizabeth/ Coleman, Quest for Excellence, Horizon House, WINC, DMD, the Villages, and Hederick Consulting are among those making up the committee. The committee is updated on current events, issues, planning, projects and provides guidance for the program.

TIF Task Force - The task force met twice regarding the redevelopment report to discuss potential future actions. It included individuals from local organizations and industries as well as representatives of city and government (WINC, GWCS, WIDC, library, McANA, INRC, MRNC, Vertellus, DMD, SPEA) organizations.

Faith-Based Organization Group - Leaders of all West Indianapolis churches were invited to participate in a ministerial association to meet together, network, and discuss issues and opportunities in the neighborhood. The group met three times during the planning process. Discussions covered what services churches provide, challenges that the churches and the neighborhood face, and ways churches can work more effectively together and with other organizations. This group

also contributed to Community Day planning. The four churches that have been involved are St. John the Forerunner Orthodox Church, West Morris Street Free Methodist Church, Gethsemane Apostolic Church, and St. Athanasius Byzantine Catholic Church.

Dr. White School Meeting - Dr. Eugene White, superintendent of IPS, was invited to meet with parents, students, teachers, neighbors and administrators on April 2. The meeting was prompted by concerns over where current School #46 students would attend school in the future. Two main issues were discussed. School #46 was interested in expanding to include grades 7 and 8, and parents wanted their children to be able to attend GWCS for high school instead of Manual as the neighborhood had been recently redistricted. As a result of this meeting, School #46 added 7th grade this year and will add 8th grade the next year. Also, the GWCS boundaries were revised to once again include students from #46.

Spring Clean-up - On May 12, WINC partnered with St. John the Forerunner church for a neighborhood clean-up. Youth performing community service through the Department of Corrections were also brought in along with KIB who supplied tools. Together, volunteers scoured the residential areas picking up trash along the streets and alleyways.

Community Day - Held Saturday June 9, Community Day was the result of a collaborative planning effort by WIDC, MRNC, and the West Indianapolis Library. Activities included music, police and fire displays, crafts, games- for adults and kids alike, free food and drinks, prize giveaways, and vision voting. The event was promoted through a variety of local media including flyers distributed at schools, churches, and businesses. A diverse crowd attended including young families, older youth, adults, and seniors and represented all of the neighborhood's racial groups. Total attendance for the day was estimated to be around 700 people. A Spanish translator was present the entire day. All announcements were done in both English and Spanish. Highlights of the day were:

- **Outreach:** Considerable outreach to a variety of neighborhood groups contributed to the success of the event. Businesses, schools, parks, churches, and all community organizations were invited to be a part of the event in numerous ways and to bring information about themselves for the displays which showcased the community's assets. The West Indianapolis faith-based organization group contributed through promoting the event to their congregations, recruiting volunteers, supplying entertainment groups, and assisting with the children's games. Dozens of local businesses were invited to be sponsors, donate items for prize giveaways, and to provide promotional materials for display. Businesses donated \$2,750 as well as numerous giveaway prizes from businesses and community groups (Drover Street Credit Union- \$250, Lilly- \$1,000, D&N Liquors- \$1,000, Dairy Queen- \$250, Jackson Oil- \$250.)
- **My Neighborhood, My Home Drawing Contest:** The art teacher at School #46 and the Mary Rigg after-school program each had their students draw what they liked about their neighborhood. The result was 43 wonderful drawings done by local children. Twelve of the best drawings were declared winners by a committee of local leaders. All the drawings were on display at Community Day for everyone to enjoy.
- **Entertainment Groups:** Local church groups and youth from the parks programs provided live, on-stage entertainment throughout the day. Entertainers were invited from schools, churches, and the general public. The groups that performed were the Comunidad Cristiana Church band, St. John the Forerunner Orthodox church choir, Rhodius Park drum line, and a Rhodius Park karate club demonstration.
- **West Indianapolis History:** A tent was set up for people, including the many seniors in attendance, to record their memories of West Indianapolis over the years and contribute to our local history. A steady stream of people participated throughout the day and some offered to contribute their own pieces of history.



My Neighborhood...My Home Drawing Contest Submission by Ashley Bastin, Age 10.



My Neighborhood...My Home Drawing Contest Submission by Casey Spears, Age 10.

- **Three-on-three Basketball Tournament:** Created and run by the West Morris Street Free Methodist Church, the tournament proved very popular among youth. Prizes provided by Barry's Pizza were awarded to the winners as well.
- **Registration and Vision Voting:** 195 people filled out registration forms for entry into the prize giveaway drawings. The registration form included basic contact information as well as questions about what their interests are and what they want to know more about (neighborhood meetings, computer training, youth activities, etc). Almost all indicated they were interested in being involved with the neighborhood in the future. After registering, people then had an opportunity to vote for their favorite vision statement.

Night Out Against Crime - As part of the National Night-Out-Against Crime, WINC held an event in Rhodius Park. Members of WINC gathered with residents and law enforcement to promote a safe and crime-free environment. Information displays and vision voting from Community Day were available again as well.

Crime Watch - Richland Street Crime Watch started September - 14 attendees; Crime Watch group meeting at School #46 starting in August - 32 attendees

WINC Town Hall - The town hall meeting was held September 24. Seventy-three people were in attendance. Residents were able to ask questions of a panel comprised of representatives of Animal Care and Control, IMPD, IDEM, MCHD, WIDC, MRNC, Indy Parks, IndyGo, WINC, and the Mayor's neighborhood liaison and the City-County councilor. Questions addressed a range of issues including infrastructure, transportation, air quality, employment, youth opportunities, housing, trash, and crime.

Business Breakfast - Representatives of all businesses along Morris Street were invited to attend a business breakfast held October 3 to provide input for the upcoming charrette and other planning. Representatives of six key businesses attended along

with a city planner, WIDC staff and board members, MRNC staff, and a representative of the library. Many excellent comments were offered and the outcomes of the discussion were used to help guide the charrette. Additionally, Clark Lienemann led a conversation about job training and ways that MRNC and local businesses could work together to ensure residents were qualified and able to find jobs in the neighborhood. A summary of the discussion was distributed to all the invited businesses as well.

GINI Newsletter - In October a newsletter was sent out to over 600 area residents, businesses, and churches. The newsletter provided recipients with a brief introduction to GINI and the West Indianapolis GINI partners as well as a recap of Community Day events and a report about the upcoming charrette.

Charrette/WINC Chili Supper - The charrette took into consideration ideas voiced at the business breakfast, feedback from WINC executive leadership team and from the GINI steering committee. The results were shared with attendees of WINC's Chili Supper immediately following the charrette.

GINI trainings - 35 people attending meetings and receiving training in several GINI aspects.

West Indianapolis WIKI – Launched on December 1, 2007, wiki.westindianapolis.org, provides a link to a wealth of information about community events and resources. Community members can get up-to-date news and get connected with what's happening in the neighborhood. The website is the result of collaboration between local organizations working together and was spearheaded by the West Indianapolis IT Infrastructure Committee. In addition to a community calendar and information about local community organizations and service providers, the site links visitors to everything from school and community newsletters to volunteer opportunities in the neighborhood. The site also features discussion boards and a chat room where users can discuss a wide range of neighborhood topics.

NEIGHBORHOOD HISTORY AND CULTURE

The West Indianapolis/Harding Street Neighborhood is one of the older neighborhoods in the city. The earliest residents arrived in the 1820s, many coming from Kentucky, Tennessee and southern Indiana. The area between White River and Big Eagle Creek, south of the Conrail tracks and north of Raymond Street was first incorporated as the town of West Indianapolis in 1882, and in 1890 had a population of 3,527. West Indianapolis became an incorporated city in 1894, and was annexed into the City of Indianapolis in 1897. Much of the housing stock in the neighborhood was built prior to 1900.

Parts of the neighborhood have been industrialized for well over 100 years. The West Indianapolis/Harding Street Neighborhood is part of the largest area of industrial concentration within the city. Industries such as National Starch and Chemical Corporation and the Indianapolis Stockyards were established before 1880. The current site of the General Motors Chevrolet

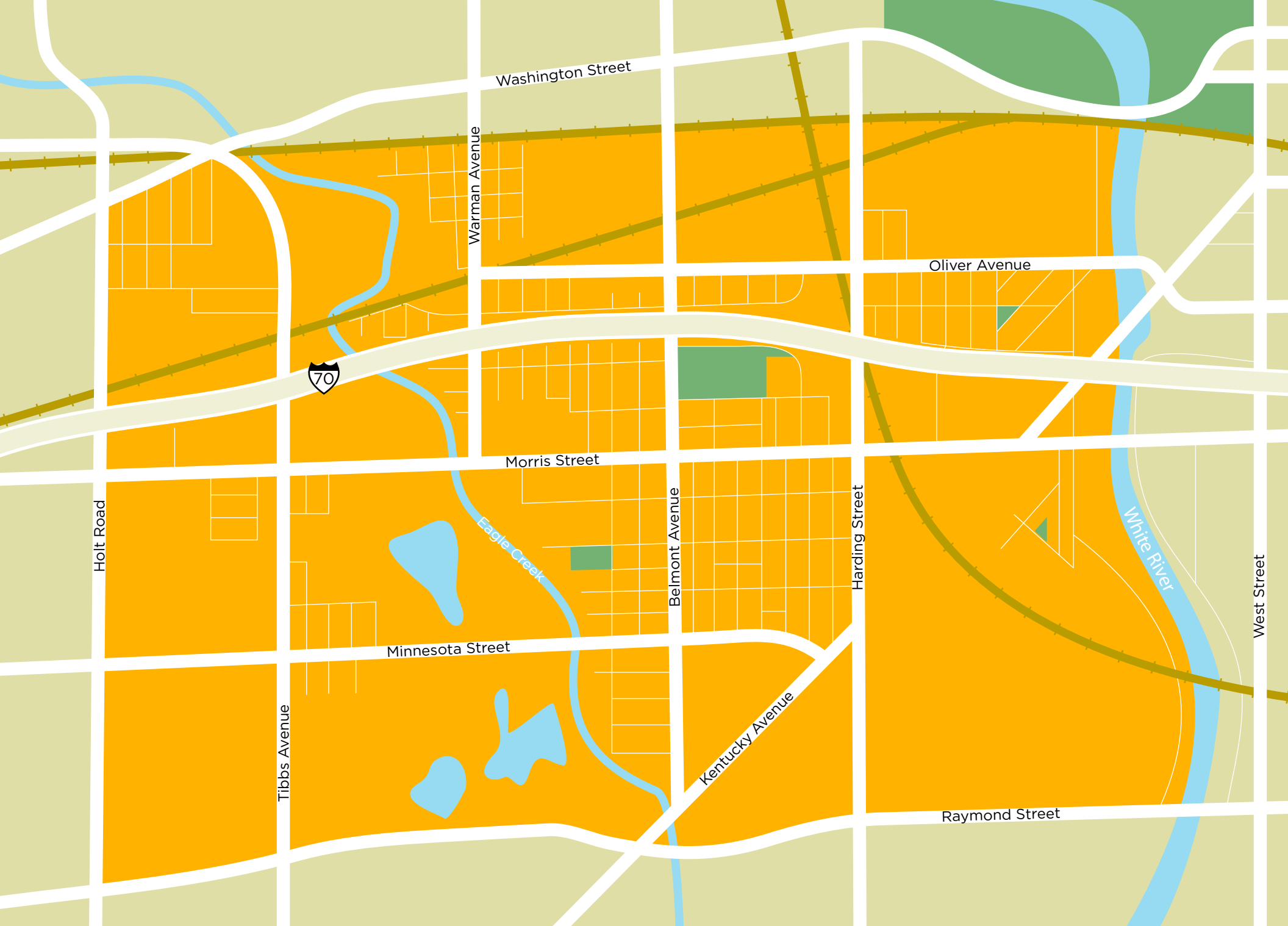
Division factory, located on Oliver Avenue, just north of the study area, was in use as early as 1911 by the Perry Manufacturing Company, which built carts, wagons, and carriages. The residential areas of the West Indianapolis neighborhood developed as a result of growth of the factories along the Belt Railroad constructed in the 1870's around the south side of the city.



Public School 46 in 1910. School 46 was known as West Indianapolis Public School 1 until it became part of Indianapolis Public Schools in 1897. Bass Photo Collection # 20939.

Historic Resources

RATING	NAME	ADDRESS	FORM AND STYLE	DATE	SIGNIFICANCE
N	Substation Building	West Morris Street	Art Deco	c. 1920	Architecture
N	Starke House	1075 South Tibbs Avenue	Italianate	c. 1890	Architecture
N	Bridge	NA	Pratt Through Truss/Pratt Pony Truss	c. 1900	Engineering, Transportation
O	Marmion Motor Car Company	1514 South Drover Street	Twentieth Century Functional		Architecture, Industry
N	Daniel Webster School No. 46	1702 West Miller Street	Neoclassical elements remaining with new construction	1926/1958	Architecture, Education,
O	Shinola Shoewax Factory	1437 West Morris Street	Twentieth Century Functional	c. 1920/1939	Architecture, Industry
N	F & AM Lodge No. 669	1600 West Morris Street	Neoclassical	1909	Architecture, Social History
N	St. Athanasius Church, formerly Assumption Catholic Church	1117 South Blaine Avenue	Gothic Revival	1894	Architecture, Religion
N	Assumption School	1105 South Blaine Avenue	Romanesque Revival	c. 1900	Architecture, Education, Religion



BOUNDARIES AND LANDMARKS

The West Indianapolis neighborhood is bound by the White River on the east, Raymond Street on the south, Holt Road on the west, and the Conrail railroad tracks on the north.

In 2000, the neighborhood had 10,075 people residing in the neighborhood, but a daytime population nearly twice that of the resident population. The appeal of West Indianapolis is that it is a “small town within a big city.” This vision that community leaders have for the area stems from its rich history. Like much of the south side of Indianapolis, West Indianapolis has always been a working neighborhood where modest homes were constructed for recent immigrants. The homes were immediately adjacent to factories and shops in which the immigrants worked. This frugality is evident in the small size and simple design of the homes. Waves of immigrants from Germany, Italy, Eastern Europe, and Appalachia settled in the area. The density, affordability, and proximity to employment and transportation continue to attract new immigrants – evidenced by the recent substantial influx of Hispanic residents – seeking affordable opportunities.

The West Indianapolis neighborhood contains 10 historically significant places identified as “notable,” (rating “N” on the chart below) or “outstanding,” (rating “O”), in the Center Township, Marion County Interim Report, 1991, and Wayne Township, Marion County Interim Report, 1993. Both documents prepared by Historic Landmarks Foundation of Indiana and Indiana Department of Natural Resources/Division of Historic Preservation and Archaeology.

The West Indianapolis area also contains Rhodius Park and White River Parkway, two pieces of the Indianapolis Historic Park and Kessler System that is also listed on the National Register. This entire interconnected system includes 12 parks, six parkways, and two boulevards, which encompass numerous historic features such as parkway alignments, landscape

composition, walks, bridges, buildings, statuary, and foundation. The Kessler System is the largest Park and Boulevard listing in the country, bringing prestige, attention and resources to the historic and award-winning plan for the City of Indianapolis. There are no other sites in the West Indianapolis neighborhood listed on the National Register of Historic Places and the area has no local or national historic districts.

CURRENT AND PLANNED INITIATIVES

Existing plans for West Indianapolis area provided background information and served as a starting point for planning. The following plans were prepared within the last 10 years:

- West Indianapolis Neighborhood Plan – 1996,
- Zoning Ordinance of Marion County, Indianapolis,
- Indianapolis Official Thoroughfare Plan – 2002,
- Indianapolis-Marion County Parks, Recreation and Open Space Plan – 2004,
- Rhodius Park Master Plan – 1997,
- Indianapolis Greenways Master Plan – 2002,
- Marion County and Surrounding Area Bike Routes – 2004,
- Indianapolis Metropolitan Planning Organization Regional Pedestrian Plan – 2006,
- Regional Rapid Transit Study,
- Indianapolis Public Transportation Corporation (IPTC),
- West Indianapolis 2004 Strategic Community Plan – 2004.

These plans identify many of the same strengths and weaknesses that are still present in the neighborhood today. The following were identified as assets: the people and their sense of community, churches and schools, community services and health care, safety, affordable housing, businesses, neighborhood newspaper, location, public transportation, and, library.




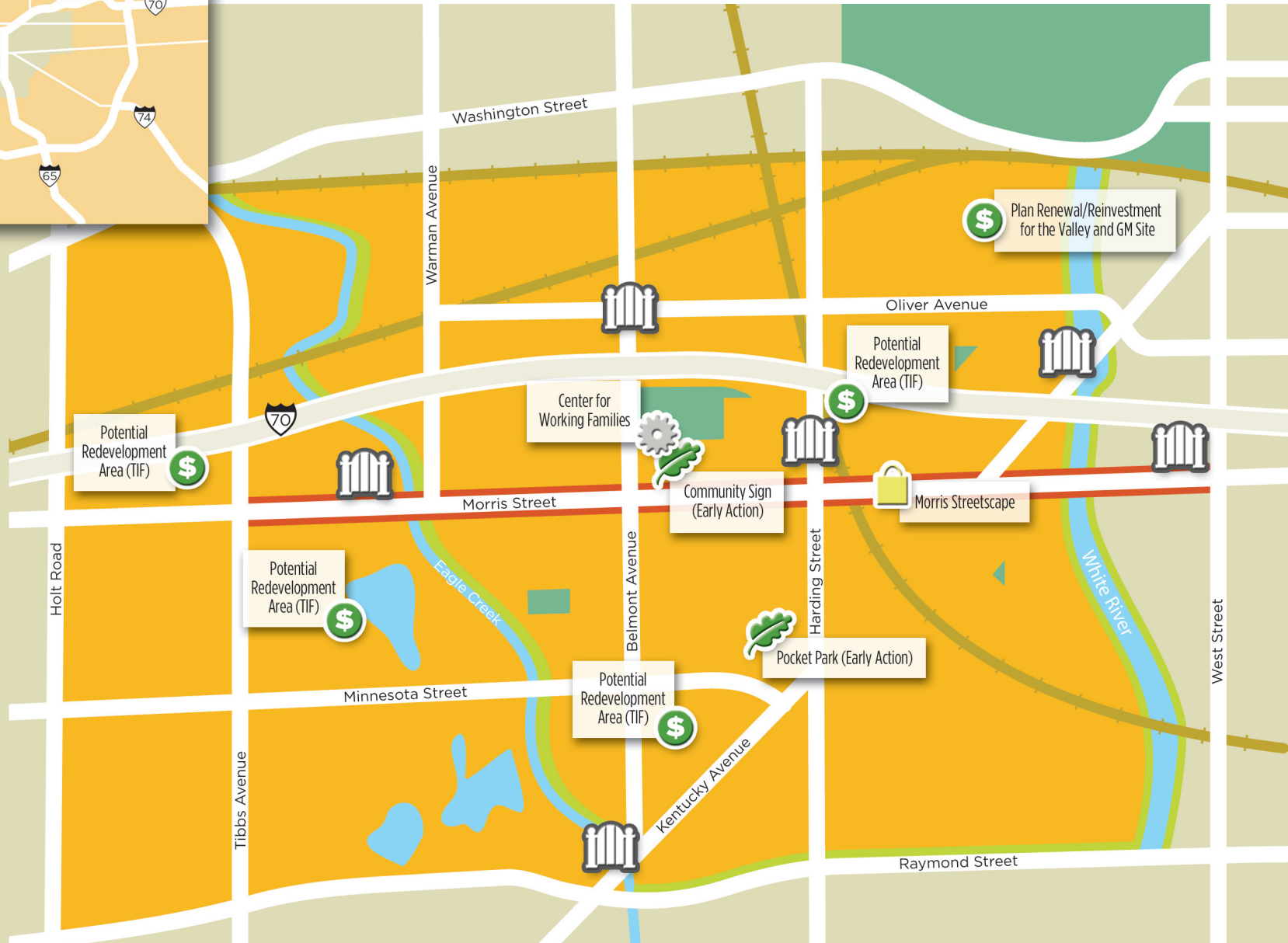
Liabilities included: environmental quality, condition of buildings, infrastructure, litter in alleys, and lack of organized activities for teens.

The Official Thoroughfare Plan includes recommendations pertaining to the Marion County portion of the Update of the Indianapolis Regional Transportation Plan for 2025 (1999), amendments to the Thoroughfare Plan (1999), and Amendments to the Indianapolis Regional Transportation (2002). The streets identified in this plan comprise a system of roads that include freeways, expressways, and arterials (primary and secondary). This system is intended to channel traffic onto a thoroughfare system and off of local streets, as well as provide connections across the road system. Of particular note is the fact that the Plan recommends the widening of Interstate 70 from six lanes to eight-lane within the neighborhood

CURRENT & PLANNED INITIATIVES



-  **Gateways**
-  **Commercial Corridor Development**
-  **Beautification**
-  **Economic Development**
-  **Workforce Development**
-  **Streetscape**
-  **Greenway**



boundaries. As a result, working with the City and IDOT to influence and shape those plans is an important action item within this quality-of-life plan. In addition, as of early December 2007, the Department of Public Works was seek professional consulting services for the design of the rehabilitation of the Morris Street Bridge over the White River including concrete deck replacement, superstructure replacement and the rehabilitation of the existing arches. This presents a tremendous opportunity to achieve one of the plan's key action steps in furthering improvements along Morris Street and providing gateway elements into the neighborhood.

The Department of Parks and Recreation prepared the Indianapolis Greenways Master Plan – 2002 for the purpose of creating a vision for a regional network of linear open spaces that link residents of the county to recreation resources, schools, neighborhoods, and businesses. The one proposed greenway that impacts West Indianapolis area is the White River Greenway that forms the eastern boundary of the neighborhood.

The White River is the largest river that begins and ends in Indiana and one of the largest watersheds in Indiana. The White River's headwaters are in Randolph County in the eastern part of the state, and the river flows through the central portion of Indiana to the southwest. The White River bisects Marion County and flows south into Johnson County, eventually joining the Wabash River in Gibson County at southern Indiana/Illinois border.

Indy Parks Greenways has developed a trail along the White River beginning at the Major Taylor Velodrome and proceeding south to 10th Street and Fall Creek. Major connections within this corridor are at Riverside Regional Park; Riverside, Coffin and South Grove Golf Courses; the Riverside Golf Training Academy, the restaurant and boat launch facility at 30th Street, connection to the Central Canal Greenway at 30th Street, connection to the White River Promenade and the future Fall Creek Greenway at 10th Street. At-grade crossings of 30th Street and 16th Street have proven to be difficult due to existing conditions and warrant further study. A major feature of this trail section is the Beurt Servaas

Bridge, a cable-stay pedestrian bridge spanning Fall Creek just north of 10th Street. This pedestrian bridge was completed in 1999 and has become an appealing landmark in the downtown environment. The Central White River Trail also creates a great connection to the IUPUI and Clarian Health campuses.

The Raymond Street overpass is the point where the South White River corridor begins. The corridor ends at the Marion County/Johnson County line. The southern segment of White River (from Raymond Street to the county line) is more than 9 miles long. The northern part of this corridor is primarily industrially developed, and this, along with other land uses, is not aesthetically pleasing. The southern portion of this corridor is characterized by open space with a wide floodplain. There has not been much residential or commercial development in this part of the county. Southwestway Park and Winding River Golf Course are located along the west side of White River at the Marion/Johnson County line. There are few existing opportunities for access to the river with the exception of occasional overpasses such as at Southport Road, at Southwestway Park, and at Harding Street.

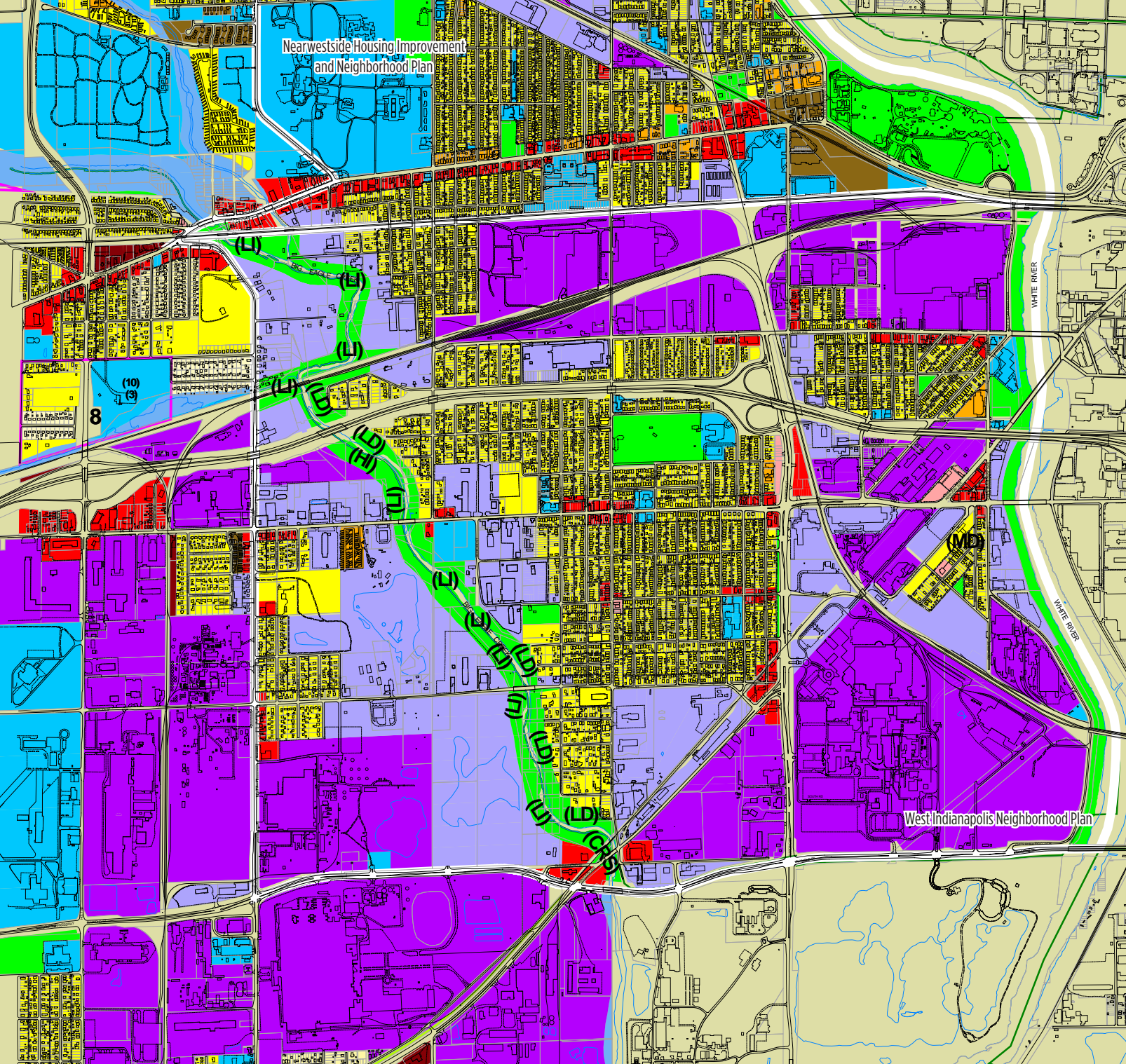
This section of the White River Greenway running from the Washington Street Bridge south to Raymond Street contains a critical connection piece for the entire Greenway system. Trail development within this corridor is necessary to provide the link to downtown and the northern trail systems with the Eagle Creek Greenway and the Pleasant Run Greenway, which will both meet the White River Greenway at Raymond Street. Comprehensive planning is ongoing and it is imperative that West Indianapolis capitalizes on opportunities to connect to this greenway.

EXISTING ZONING AND Land use

Land use and zoning have not changed significantly in West Indianapolis—with the exception of isolated appeals on individual properties—since the 1996 West Indianapolis Neighborhood Plan. However, land use conflicts have been a recurring issue. While the predominance of industrial uses in the neighborhood are generally cited as a weakness, the partnerships and involvement of these industrial companies—and the jobs they could provide to residents—are looked upon favorably.

In recent years, however, the decline of neighborhood industries that has led to closings and the reuse of this formerly industrial land has become a concern to the neighborhood. Through this quality-of-life planning process, however, a vision for consolidation of land uses has been proposed that could allow for multiple community objectives (such as housing stabilization, greenway connections, and truck traffic diversion) to be has been conceptualized.

LAND USE PLANS



- LAND USE PLAN**
 West Indianapolis Neighborhood Plan
- Low Density 2-5 D.U./Acre (LD)
 - Medium Density 5-15 D.U./Acre (MD)
 - Commercial Office (CO)
 - Commercial Retail and Service (CRS)
 - Parks/Open Space (POS)
 - Special Use (SU)
 - Light Industrial (LI)
 - Heavy Industrial (HI)

Note: Alternate land use recommendations for areas of West Indianapolis are specified in parenthesis by abbreviation of the proposed land uses as listed above.

- LAND USE PLAN: Nearwestside Housing Improvement and Neighborhood Plan**
- Low Density (-5 D.U./Acre)
 - Medium Density (5-15 D.U./Acre)
 - High Density (15+ D.U./Acre)
 - Commercial
 - Park
 - Special Use
 - Light Industrial
 - Heavy Industrial

- Comprehensive Plan:**
 Wayne Township Land Use Components
- (1) 0 - 1.75 Residential Units per Acre
 - (2) 1.75 - 3.5 Residential Units per Acre
 - (3) 3.5 - 5 Residential Units per Acre
 - (4) 5 - 8 Residential Units per Acre
 - (5) 8 - 15 Residential Units per Acre
 - (6) Over 15 Residential Units per Acre
 - (7) Urban Mixed Use
 - (8) Village Mixed Use
 - (9) Airport Related Mixed Use
 - (10) Park
 - (11) Linear Park
 - (12) Special Use
 - (13) Office Commercial Uses
 - (14) Community Commercial Uses
 - (15) Heavy Commercial
 - (16) Regional Commercial Use
 - (17) Light Industrial
 - (18) General Industrial
 - Floodway
 - Bodies of Water
 - Greenways and Paths
 - (8) Critical Areas
 - (1) Index Number - from above land use categories for alternate land use recommendations for certain areas

DEMOGRAPHIC/OTHER BASELINE DATA

In 2000, West Indianapolis had 10,075 people. However, the daytime population of the neighborhood is twice that amount. This represents an 8.4% decrease in population from the 10,995 who lived here in 1990. Over the same period, the Marion County population grew from 797,159 to 860,454, an increase of 7.9 percent.

In 2000 the West Indianapolis neighborhood was primarily white with 85.7 percent of the population reporting that they were of a single race and it was white. This is down from 95.1 percent white in 1990, representing a 17.4 percent decrease in white population over the period. The county was 76.5 percent white in 1990 and 68.9 percent white in 2000. The county had a 2.9 percent decrease in white population over the same period.

The fastest growing group in the neighborhood was the Hispanic population. This group represented only 2 percent of the population in 1990 and by 2000 comprised 9.2 percent of the neighborhood population. This is a 361.4 percent increase. The county also saw large increases in Hispanic population over the period from 1.1 percent of the county in 1990 to 3.9 percent in 2000. For the county this represents a 294 percent increase.

In 1990, 25- to 34-year-olds represented nearly 20 percent of the West Indianapolis population. By 2000, that same group represented less than 17 percent of the total population. The 1990s brought an increase in the population ages 35 to 54 and ages 10 to 19, while age groups 20 to 24 and age 55 and older decreased.

Between 1990 and 2000, the number of households in West Indianapolis decreased by 4.4 percent, from 4,060 in 1990 to 3,883 in 2000. In Marion County the number of household increased by 10.2 percent between 1990 and 2000.

In West Indianapolis family households, defined as two or more related people living in the same household,

accounted for 69.0 percent of all households in 1990 and decreased to 63.2 percent of all households by 2000. In Marion County family households represented 64.4 percent of all households in 1990 and that dropped to 60.6 percent in 2000.

Among families with children under 18 years old, West Indianapolis has a significantly higher percent of households that are headed by males with no wife than the county as a whole. Families with children under 18 years in West Indianapolis declined by 23.8 percent between 1990 and 2000. This is a much greater change than Marion County which only decreased by 1.8 percent.

More dramatic within West Indianapolis is the decline in married couple families with children under 18. Between 1990 and 2000 they decreased by 40 percent. A unique characteristic among the families with kids under 18 in the neighborhood is the percent that are headed by a male householder with no wife present. Since this characteristic was highlighted during planning in 2004, Dads Inc. (now located at the Mary Rigg Neighborhood Center and IPS #46- Daniel Webster Family Academy) have responded with programs and services geared toward single fathers. In 2000, at 15.2 percent, they are almost double the 8.1 percent share that single male householders with kids represent in the county.



	Occupied Housing Units								
	West Indianapolis			Center Township			Marion County		
	1990	2000	Change	1990	2000	Change	1990	2000	Change
Occupied Housing Units	4,060	3,883	-4.4%	70,266	66,176	-5.8%	319,471	352,164	10.2%
Owner Occupied Housing	2,407 (59.3%)	2,215 (57%)	-8% (-3.9%)	34,900 (49.7%)	32,122 (48.5%)	-0.8% (-0.4%)	182,039 (57%)	208,957 (59.3%)	14.8% (4%)
Renter Occupied Housing	1,653 (40.7%)	1,668 (43%)	0.9% (5.7%)	35,366 (50.3%)	34,054 (51.5%)	-3.7% (2.4%)	137,432 (43%)	143,207 (40.7%)	4.2% (-5.3%)

With regard to housing and homeownership, the West Indianapolis neighborhood experience is opposite from the county. In West Indianapolis the total number of occupied housing units declined by 4.4 percent between 1990 and 2000 while the county experienced a 10.2 percent increase. During the same time period, the neighborhood also saw a shift away from homeownership and toward rental while the county experienced a greater percentage of units occupied by homeowners.

The West Indianapolis neighborhood experience between 1990 and 2000 was similar to Center Township. Both lost housing units and saw the greatest reduction in owner occupied housing units. The West Indianapolis neighborhood saw a slightly more dramatic shift toward rental occupancy as indicated by the chart below.

One of the biggest disparities in West Indianapolis is the education level of residents. In 2000, almost half (45.7%) of the adult population age 25 and over did not have a high school diploma or equivalency. This compared to the county where 18.4 percent of the population did not have a high school diploma. In the county, about a quarter of the population has a college education; in West Indianapolis fewer than 5 percent (4.8%) of the adults have a college education. Not only does education have a direct relationship to employment and potential earnings, it is also associated with lower crime and has the most direct impact on the future educational attainment of children.

Population age 16-19 not enrolled in school and not a high school graduate is the census category which can be used to approximate the number of high school dropouts. Of the 310 kids age 16-19 living in the West Indianapolis Neighborhood in 2000, 37.7 percent (117) were not enrolled in school and were not high school graduates. In Marion County, 14.5 percent of the population age 16-19 is not enrolled in school and not a high school graduate.

Despite the poor educational attainment statistics and the high percentage of kids age 16-19 not in school, the ISTEP test scores at all of the schools in the

neighborhood have been steadily increasing. Daniel Webster School (IPS #46) is performing above the state average for all grades. William Penn (IPS #49) is performing at close to the same level as the county and has been increasing at a slightly greater rate. One note regarding the test scores shown in Table 22 is that School 49 scores could be significantly lower than School 46's because a significant portion of School 49's population are special education students from across the city, which, consequently, has a profound impact on its overall scores. Additionally, School 49 has a good ESL program which attracts a population larger than that within the immediate neighborhood. The Key Learning Community was not included in this analysis because it draws a significantly larger portion of its student body from outside the neighborhood.



SNAPSHOT OF WEST INDIANAPOLIS – THE “SMALL TOWN WITHIN a BIG CITY”

Population:
10,075 residents

Daytime Population:
More than 20,000

Ethnicity:
86% of the neighborhood is White, 9% is Hispanic, and 3% is Black

Hispanic Population:
360% + increase in Hispanic population during 1990s

Single Dads:
25% increase in male-headed households w/ no wife during 1990s

Homeownership:
57% homeownership rate

Education:
45.7% of adults over 25 do not have high school degree



ASSETS & Opportunities

ASSETS

The results of a 2004 neighborhood-wide survey led by WIDC and directed by multiple stakeholders are one means of describing the notable assets of West Indianapolis. One hundred and thirty residents responded to the survey and indicated that the Southwest Health Center, parks, social services, child care, and public transportation were the top five “stable” conditions. The top five “strengths” identified were: schools, churches, the location of the neighborhood, affordable housing, and community services. More details regarding assets are described below and are best summed up in the following list:

- history of resident engagement,
- wealth of neighborhood facilities,
- corporate support – both engaged and untapped,
- range of service providers,
- affordable housing, and
- schools.

In the recent past, one defining asset of West Indianapolis has been the collaborative approach with which West Indianapolis residents have confronted challenges. Whether from external factors such as organizing to fight the negative impact of highway construction or addressing the needs of its neighbors

by starting their own health center, the community has always confronted issues head-on and with a collaborative spirit. There have also been many examples of individual determination such as an elementary principal enlisting community support to raise \$1.5 million so that school children could have the LaShonna Bates Aquatic Center

one DEFINING ASSET OF WEST INDIANAPOLIS HAS BEEN THE COLLABORATIVE APPROACH WITH WHICH WEST INDIANAPOLIS RESIDENTS HAVE CONFRONTED CHALLENGES.

in which to learn to swim. Most recently, Mayor Bart Peterson challenged the Indianapolis community to confront the issue of homelessness in the “Blueprint” and West Indianapolis responded by developing a partnership between the Mary Rigg Center and WIDC to provide housing and a transitional program for youth emerging from foster care. With strong neighborhood, service organization, and corporate support, Fostering Independence became the first program in Indianapolis to address the long-term needs of this vulnerable population.

Additionally, most of the service agency Steering Committee members have resident-controlled Boards of Directors and governance. A summary of the key organizational partners—additional neighborhood assets—and their area of focus is included below.

Billie’s Food Pantry - Founded over 30 years ago by the Poor People’s Action Council, the food pantry has operated at several locations within West Indianapolis before finding its new home at 1754 W. Morris Street. The food pantry assists between 250 and 300 families each month, staffed entirely by volunteers, and is funded through donations and support from Gleaner’s.

Mary Rigg Neighborhood Center - MRNC has been a focal point in the West Indianapolis Neighborhood since 1911 when it was founded as the Immigrant Aid Society. Later named after director Mary Rigg, the center relocated to its new location at 1920 W Morris in 1998. Generations of families including senior citizens and children rely on services that strive to improve the quality of life for those who call West Indianapolis home.

West Indianapolis Library - Since 1909, the West Indianapolis Library has held a prominent place in the WI community and recently celebrated 20 years at their present location. The library offers a “Safeplace” for children and provides the neighborhood with free internet access and numerous reference materials. More than 850 children participate in the annual summer reading program.

Community Advisory Panel (CAP) - Sixteen years after its first meeting in 1991, the CAP or Community Advisory Panel sponsored by National Starch, Lilly Technology Center, and IPL to facilitate communication and dialogue with the West Indianapolis Community, continues to provide a vehicle for industry and environmental education, corporate updates and community-wide collaboration.

Southwest Health Center (SWHC) - Concerned about the absence of medical care in the neighborhood, a committed group of residents raised \$10,000 through door-to-door fundraising, bake sales, and rummage sales to purchase a building to start a medical clinic. Thanks to a partnership with a doctor, the Southwest Health Center opened on a part-time basis in 1972. The local board managed the facility until it joined the HealthNet system in the mid-80s. The local board still serves as landlord for the center and its satellite OBGYN clinic.

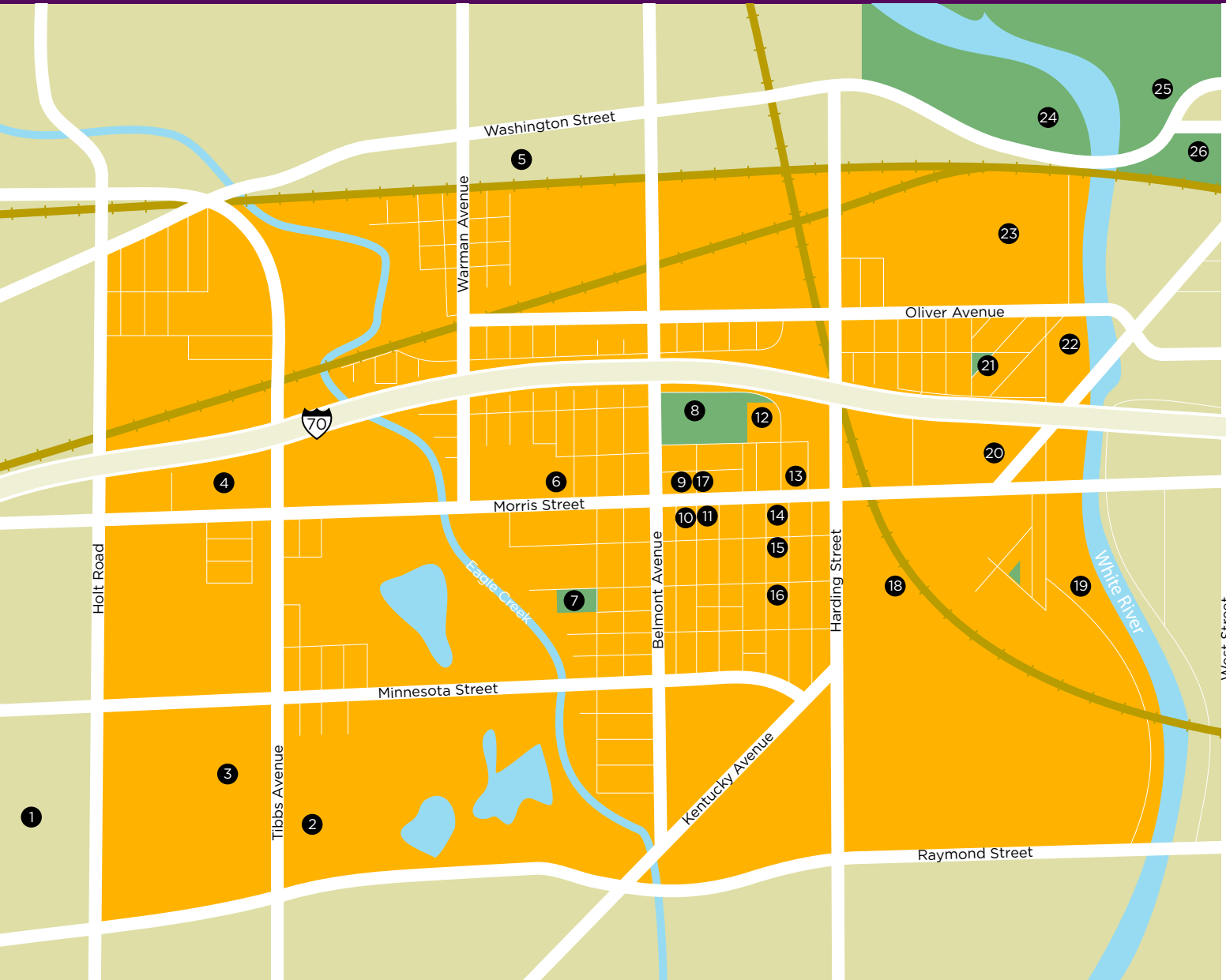
West Indianapolis Neighborhood Congress (WINC) - For over 40 years, this neighborhood association has been the “voice” of West Indianapolis residents. Formed around the galvanizing event of interstate construction in the 60s, WINC has continued to serve as the primary forum and communication point for issues related to land use, local and governmental services, and public safety.

West Indianapolis Community Schools (IPS #46-Daniel Webster Family Academy, IPS #49 William Penn, IPS #47 Key Learning Community, and George Washington Community School) - West Indianapolis was a neighborhood significantly destabilized by the desegregation actions of the 1960s. Today, talented school leadership and involved residents have transcended these issues to the point that West Indianapolis public schools were rated by residents responding to a quality-of-life survey as the “top asset” of the neighborhood.

West Indianapolis Development Corporation (WIDC) - WIDC was formed by neighborhood residents in 1992 in response to the Harding Street Transportation project and the 1992 West Indianapolis Neighborhood Plan recommendations. WIDC seeks to serve the community through programs that improve housing, business, and the environment. WIDC is governed by a board of directors - all of whom live or work in the neighborhood - that oversees the CDC’s programs and use of private donations and public funds. WIDC regularly convenes neighborhood stakeholders to develop both overall and project-specific goals for the community. For example, WIDC coordinated the public input for the 1996 Neighborhood Land Use Plan; engaged a diverse group of stakeholders in the development and implementation of the WI portion of the 1999-2003 Community IMPACT program; has annually solicited community input and approval of its design and funding applications for housing programs, and most recently; convened stakeholders to develop the West Indianapolis Quality-of-Life Plan.



NEIGHBORHOOD ASSETS



- 1 Stout Field
- 2 Rolls Royce
- 3 Vertellus
- 4 Daimler Chrysler Site
- 5 George Washington Community School
- 6 South West Health Center
- 7 Ross Claypool Park
- 8 Rhodius Park
- 9 Mary Rigg Neighborhood Center
- 10 West Indianapolis Development Corporation
- 11 Public Library
- 12 School 49
- 13 Billies Food Pantry
- 14 Fostering Independence
- 15 South West OB Center
- 16 School 46 & New Pocket Park
- 17 West Indianapolis Neighborhood Congress
- 18 Lilly Technology Center
- 19 National Starch
- 20 Indianapolis Power & Light
- 21 McCarty Triangle Park
- 22 School 47
- 23 General Motors
- 24 Indianapolis Zoo
- 25 White River State Park
- 26 Victory Field

ISSUES & OPPORTUNITIES

The trends in issues and opportunities for West Indianapolis can best be described by revisiting the Conditions Requiring Action from the 2004 plan in the context of how the community has responded to them. The table below shows an inventory of neighborhood attributes, challenges, and opportunities (grouped according to the 11 GINI Principles of Healthy Neighborhoods categories) gathered in and since 2004 and highlights actions that have been taken or are ongoing.

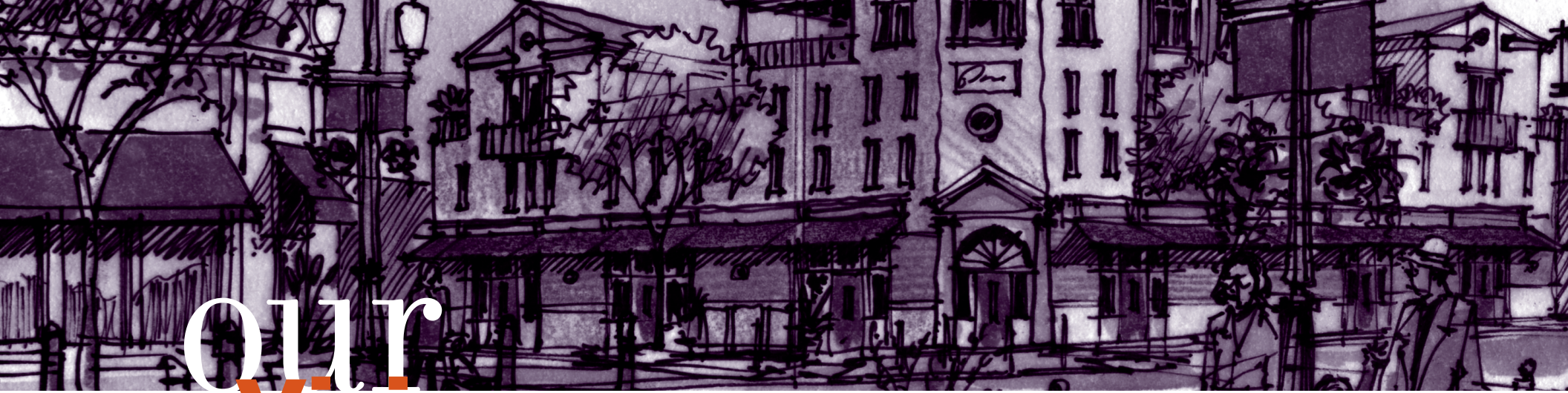


GINI Principle	Attributes	Challenges/Opportunities	Activities
Leadership	Resident leadership (governance) on local community organization boards.	Aging board and community leadership threatens continued viability of several organizations.	New leadership at WINC & Mary Rigg has invigorated collaboration.
	Extensive & diverse number/type of local community service organizations	Engagement of Latino community with service organizations must be addressed.	WINC leadership in the area of technology is enhancing inter-agency & neighborhood communication.
	History of engagement & resident organizing to address neighborhood issues.	Lack of community newspaper created void in communication that must be addressed through collaboration and technology.	
Vision	Previous land use and strategic planning efforts brought together multiple partners representing diverse community issues.	Vacating industry and existing zoning violations affect community's vision of itself.	Recent visioning places priority on West Indianapolis being a neighborhood of families – generations of them.
	West Indianapolis is a small town in the middle of a big city.	Fading sense of place and neighborhood identity- new residents and youth lack connection with community history.	Charrette visioning suggests opportunities for significant reorganization of land uses.
Collaboration	Community Advisory Panel (CAP) and Bridges to Success program bring together business, schools, and residents.	“Funding silos” make it difficult for organizations to look beyond their “core-funded” activities.	WINC, Mary Rigg & WIDC are organizing to prepare broad funding plan to identify additional resources for community improvement.
	Local leadership of organizations has led to expectation of collaborative activities.	Organizations do not realize full potential impact due to lack of overall strategic plans for these organizations and under utilized advocacy roles/ opportunities.	
	Quality-of-life plan provides framework for future community statement of neighborhood priorities and funding plan.	Local organizations receive very little funding to accomplish the extensive coordination activities required to complete and implement the quality-of-life plan.	

GINI Principle	Attributes	Challenges/Opportunities	Activities
Services	Variety, range, longevity, and resident satisfaction with service providers	Current changes/anticipated “retirements” of many local leaders threaten organizational viability.	WINC, Mary Rigg & WIDC are organizing to prepare broad funding plan to identify additional resources for community improvement. Meaningful engagement of Latino population continues to be a challenge for all organizations.
	Southwest Health Center, Mary Rigg Neighborhood Center, Billie's Food Pantry, and WIDC are locally formed organizations established to serve resident needs.	Shifting of “funder priorities” for service providers has created instability and need for each of these organizations to develop strategic plans for sustainability.	
	Growing Latino population has led to new range of needed services.	Few local service providers are able to market/provide services due to language barrier.	
Education	Each of the local schools has an Indy Parks facility located on site.	IPS and Indy Parks funding restraints have hindered full utilization of these facilities as youth and community assets.	Schools engaged in community planning activities.
	Each of the schools has attempted to address the high dropout rate through focused curricula, alternative calendars, mentoring, and innovative enrichment programs.	Expanded parental and community engagement in these efforts are needed for success.	
	CAP and Bridges to Success program have provided forum for local leadership's understanding of issues, successes, and opportunities to assist local schools. Significant support received by local industries including National Starch, Eli Lilly, The Kroger Company, and EDS (e.g.: tutoring & mentoring programs, college scholarship programs).	Lack of comprehensive, community-wide school plan has led to ad hoc funding and initiatives. Communication through a consolidated support plan would facilitate stability and expanded private support efforts.	

GINI Principle	Attributes	Challenges/Opportunities	Activities
Culture	West Indianapolis has extensive recreational facilities - Rhodius Park, 5 pocket parks, 4 gyms, and 2 pools.	Programmatic funding constraints of agencies hinder full utilization.	Parks, schools, library, and church representatives engaged in community planning.
	History of being immigrant neighborhood - now with growing Latino population.	Lack of social integration has resulted in failure of neighborhood and new residents to realize benefits.	Actively promoting West Indianapolis Branch Friends of the Library.
	Library offers community programs including active summer reading program and co-sponsors annual Community Day -serves as a primary internet access for low income residents.	Current Marion County Library Board funding difficulties threaten continued operation of neighborhood branches. Resident engagement in developing the case for support and fundraising critical to retaining this asset.	Five local churches meeting on a regular basis.
	20+ churches located in neighborhood.	Migration of parishioners out of neighborhood has created need to re-connect congregations and neighborhood.	
Safety	Library, schools, and Mary Rigg Center are designated as "Safeplaces" for kids.	Crime Watch (block clubs etc.) formerly active, now non-existent. IMPD engagement at local schools diminished.	Community still would benefit from communications on the facts about neighborhood crime.
	Low violent crime rate.	Property crime (larceny) rate unacceptable to residents.	Actively promoting Adopt-A-Block and Crime Watch.
	Police involvement in CAP provides communication with local leadership. IMPD substation at WIDC office.	Resident perceptions of crime do not match statistics. Improved resident awareness of IMPD activities and points of communication needed.	
Environment	History as mixed-use (residential, commercial, industrial) neighborhood provides basis for addressing current challenges.	Land use (zoning) enforcement and monitoring critical to maintaining a livable balance in this mixed-use environment.	Rezoning of some areas of the neighborhood has been recently identified as a goal. Resident desires for infrastructure improvements are increasingly important. Business and resident desires for significant improvements to Morris Street are important.
	Communication through CAP provides regular opportunity for residents to identify and learn about environmental challenges. City, Indiana Environmental Institute, and IDEM staff have been available.	Recent articles on air quality necessitate improved understanding of issue; realities and appropriate action steps are necessary. Effective brownfields program that promotes reuse is critical to a healthy mixed-use balance.	Morris Street streetscape planned for Fall 2008.
	Substantial "streetscape" improvements have been accomplished through 10-year partnership with Keep Indianapolis Beautiful.	Funding for future Morris Street Corridor Plan improvements not secured. Ongoing maintenance plan necessary for past investments.	

GINI Principle	Attributes	Challenges/Opportunities	Activities
Housing	CDC has a successful 15-year history of promoting homeownership, providing home repair funding, affordable rental and senior housing, and assisting landlords with repairs.	Despite CDC activities, residents still rate “housing conditions” as the top concern. Coordinated concentrated housing code enforcement is critical to making further substantial inroads.	Housing support activities are ongoing. West Indianapolis Development Corporation Housing Plan adopted.
	WI has a 57% homeownership rate. This rate, near Marion County average but substantially above rest of Center Township, has been a major component in neighborhood stability and developing community leadership.	Maintaining this asset will be contingent upon WIDC developing products that respond to the market and success of efforts to market to growing Latino community.	
	Despite its proximity to downtown, WI still has affordable housing.	Aging housing stock in need of repairs. Properties becoming increasingly attractive to absentee landlords. Communication with these investors and improved code enforcement and tenant screening mechanisms necessary to insure these “investments” are neighborhood “assets.”	
Business Diversity	WIDC-sponsored MetroEdge study of neighborhood retail established that retail market exists and outlined focus for marketing future retail development.	Attracting new businesses will be dependent on engagement of commercial realtors and their ability to market the opportunities presented by daytime population of area employees.	Planning process has identified key locations for retail development. Businesses engagement during planning process to address Morris Street is expected to continue.
	WIDC has “effective control” of prime retail sites.	Funding is not available to CDCs for commercial development activities necessary to assemble/market property and address brownfield issues.	
	CDC has developed/leased sites for hardware store and laundromat and provided site acquisition/facade improvement funding.	Lack of a business association hinders full use of resources available and identification of hindrances to successful operation and expansion.	
Economy	Local industries provide substantial employment opportunities.	Low academic achievement (high drop-out rate) makes many neighborhood residents unqualified to work at local industries.	Mary Rigg working with local businesses to connect residents to jobs and developing a Center for Working Families.



Our Vision

“West Indianapolis is a vibrant and diverse community of families collaborating with a variety of outstanding schools, service organizations, churches, and neighborhood services to build and celebrate community participation and pride. Valuing family life, lifelong learning, economic opportunities, neighbors helping neighbors, and strong community connection within West Indianapolis and beyond, we open our hearts and minds to the ethnic diversity that is evident among our neighbors and businesses. Our mixed-use neighborhood is a safe, clean and well-maintained place that inspires culture, history, a welcoming atmosphere, and modern neighborhood living and that offers outstanding recreation and leisure opportunities through connections to Eagle Creek Park and the White River Greenway.”

Community building is more an orientation than a technique, more an outlook than an activity. A community's own strengths, whether they are found in churches, block clubs, local leadership, or its problem-solving abilities, are central. Community building is based on the belief that urban neighbors and neighborhood institutions can and must be primary actors in efforts to solve the problems of their neighborhoods.

- Lizbeth Schorr in Common Purpose

It's not up to the people behind me, it's up to you! We live here and it is up to us to make sure our problems are solved. They can help us, but we must do it.

-Merri Young at WINC's 2007 Town Hall Meeting in which City representatives responded to resident questions

These two quotes exemplify West Indianapolis residents' tenacity toward demanding performance from community organizations and the City. They also indicate an understanding that their destiny lies, to a great extent, in their own hands. Because of this belief they have collaborated with institutional/agency stakeholders to develop an organizational plan for implementing the quality-of-life plan and for achieving the vision that they have for their community. That vision encompasses the physical, social, and economic conditions that shape the quality of life in the neighborhood:

West Indianapolis is a vibrant and diverse community of families collaborating with a variety of outstanding schools, service organizations, churches, and neighborhood services to build and celebrate community participation and pride. Valuing family life, lifelong learning, economic opportunities, neighbors helping neighbors, and strong community connection within West Indianapolis and beyond, we open our hearts and minds to the ethnic diversity that is evident among our neighbors and businesses. Our mixed-use neighborhood is a safe, clean and well-maintained place that inspires culture, history, a welcoming atmosphere, and modern neighborhood living and that offers outstanding recreation and leisure opportunities through connections to Eagle Creek Park and the White River Greenway.



Design charrette vision illustrating a new facade on the Safeway grocery store as well as improved streetscape and pedestrian elements.

DESIGN WORKSHOP

As part of the GINI planning process, West Indianapolis was able to take advantage of the talents Ball State students who were asked to brainstorm design solutions for improving the quality of life in the neighborhood. Specifically, the objective of the charrette was to help the community envision: 1) how Morris Street could become a more attractive, pedestrian-friendly mixed-use corridor; 2) how Belmont Street could provide a more pedestrian-oriented character that provides a comfortable connection to Rhodius Park; and 3) how gateways into the neighborhood and greenway connections to the zoo could be created.

These objectives were formulated through resident and business input that identified the following community desires:

- welcome sign as you come off the bridge into the neighborhood,
- more pedestrian traffic,
- better lights,
- better walks,
- more trees (particularly at Morris and Harding),
- welcome signage at Morris and Harding as one comes south into the neighborhood – new health center will be going in on the SW corner of this intersection,

- improve Morris-Harding area for pedestrian traffic – needs to be walkable since the health center will be there/needs to be a way for people to cross the intersection,
- continuity of signs and lighting,
- re-route truck traffic off of Morris coming from IPL on the north side of Morris Street (possibility of using Ray Street),
- bumpouts around or other improvements to narrow the crossing distance and define parking,
- positive feelings about the area between Kappes and Tremont that is more business oriented, but don't mind other residential uses on Morris – would like to see the zoning more friendly to the residential uses,
- people see the value of the green space around Kappes and Tremont and would like to see that augmented with better lighting and signage,
- comfortable with mix of uses along Morris - mix of commercial and residential,
- gateways at major entrances to the neighborhood: Harding and Morris (coming off of I-70 going south on Harding), Morris and Holt intersection coming west off of bridge over White River (western boundary), Raymond and Harding (southern boundary), Holt and Raymond (southwest corner coming off of Kentucky Avenue.),



Design charrette vision illustrating potential unique gateway monuments and wayfinding signage.

- bike trails/access –want to consider ways to accommodate bike riders into the neighborhood, and
- improve the image of West Indianapolis in the broader community – people say they don't know where it is.

Additionally, the community was seeking recommendations on: zoning, public improvements, transit access, truck traffic patterns, “branding ideas” (how do those unfamiliar with West Indianapolis draw some positive impressions and how can West Indianapolis build upon those), how to attract more retail along Morris and Harding, connecting residents to greenway, identifying some quick-fix-design solutions for creating and linking destinations, and generating ideas for long-term-design goals for creating and linking destinations.

The students came up with the following design and planning ideas:

1. Develop a rapid transit station along existing rail tracks north of Morris and east of Harding near the Eli Lilly campus.
2. Create town center attracting a critical mass of retail extending westward from Morris and Belmont extending westward from Morris & Belmont.
3. Plan for new regional park to replace industry along Eagle Creek.
4. Capitalize on new housing opportunities south of Morris Street and west of suggested new regional park.
5. Upgrade and reconnect residential areas north of Morris and at west end of neighborhood.
6. Concentrate industry in areas south of Minnesota between Harding and Belmont and north of Morris on both sides of Tibbs west of Eagle Creek so that residential areas can remain contiguous and truck traffic could be diverted away from the center of the neighborhood.

Upon establishing the neighborhood vision, becoming inspired by the charrette ideas, and working through an action plan, stakeholders reconsidered the 11 Principles of Healthy Neighborhoods promoted by list as a framework for working together to affect sustainable social change. Stakeholders had already embraced these principles by organizing their goals and action plans into the four principles categories: civic (leadership, vision, collaboration), social (services, education, culture), physical (safety, environment, housing), and economic (business diversity, economy); but felt the West Indianapolis community would benefit from their own additional principles that establish a framework for how and why groups are going to collaborate in the

neighborhood. The result of that inquiry is the following statement regarding the collective idea for collaboration, indicators, core values, guiding behaviors, and critical actions that all “roll up” into an organizational structure for ongoing collaboration and implementation of the quality-of-life plan objectives. In a nutshell, the West Indianapolis Steering Committee will continue to meet with a new charge of managing the implementation of plan activities. Details of the commitments and common values within this organizing structure are on the following pages.



Design charrette vision showing mixed-use infill development that forms a village center at Morris Street and Belmont Avenue.

QUALITY-OF-LIFE PLAN ORGANIZATIONAL STRUCTURE

West Indianapolis partners will continue their collaboration in order to achieve the following vision:

Organizing Idea

West Indianapolis stakeholders are empowered by an ongoing structure for funding and collaboration that ensures they are actively engaged with one another and working to achieve community goals.

We will measure success in achieving our vision by tracking the following:

Indicators

- Resident satisfaction with priorities and programs (use 2004 survey as a baseline),
- Dollars raised toward meeting community goals.

As a group, we all accept the common beliefs:

Core Values

- A community is defined by people who share a common commitment, belief, or experience; we share a commitment to improving the quality of life in West Indianapolis.
- A healthy community values all of its members – the young, the old; the affluent, the struggling; the resident, the employer/employee; and the native, the transplant.
- Community is a dynamic, sometimes messy process often fueled by crises.
- Community tends to thrive when information is abundant, available, accessible and visible; when communication is open and frequent; and when ideas are shared.
- Community resources are fragile and sometimes unhealthy.
- Mistakes and missteps are rarely intentional and always an opportunity to learn and improve.
- True partnerships require trust, honesty, and the conviction that we all are working toward the same goal – even if we disagree on how to get there.
- Inaction is sometimes better than reckless action; but WE must take action to achieve the community we want.
- None of us will succeed if one of us is faltering; the help we provide today could be the help we receive another day.
- West Indianapolis is not an island; as we are building healthy collaborations internally; we need to foster them externally as well.

Guiding Behaviors

- Expecting to be asked to lead where we have not led before—and carefully evaluating the likelihood of success with those opportunities.
- Making decisions for the greater good of West Indianapolis.
- Collaborating with others to achieve results.
- Treating everyone with respect, dignity, and common courtesy regardless of age, background, lifestyle, or position within the community.
- Acting ethically, honestly, and fairly.
- Identifying quarterly short-term goals in the midst of planning for the achievement of long-range goals.
- Assisting one another in achieving individual organizational goals.
- Reminding one another of these principles when our actions conflict with them.

Because we believe the things above, we will act in this way:

Critical Actions

- Look for opportunities for synergy and synthesis.
- Communicate issues timely, openly, directly, and, in some cases, privately and discretely.
- Acknowledge positive aspects or actions FIRST when bringing up negative outcomes or behavior.
- Clarify and revisit often our hopes and dreams with stakeholders, neighbors, and the larger community.
- Work at connecting people to one another and to readily available resources.
- Promote the need for basic services funding.
- Identify ways to help neighbors in need.
- Assist in promoting programs and services available at our branch Library.
- Engage, seniors, and Hispanics in planning events and activities in the neighborhood.
- Increase family involvement and interaction within the community.
- Host events that encourage interaction and involvement.
- Meet people where they feel comfortable.

Specifically, we will do the following on an ongoing basis:

We will organize ourselves to do this work and live out these principles in the following manner:

COMMUNITY/NEIGHBORHOOD

The community at large will be organized by WINC to act as a 1) pool of active and engaged volunteers and 2) a review body/sounding board for measuring progress and revising priorities.

- Participates in monthly WINC meetings (at least) annual Town Hall meeting hosted by WINC to hear report from Implementation Team.
- Recruits folks to fill volunteer roles.
- Maintains a “wish” list of projects and improvements.
- Mobilizes residents to accomplish projects.
- Identifies the unique roles of particular organizations and volunteers in the community.

IMPLEMENTATION TEAM

The Implementation Team is responsible for providing oversight of the execution of the plan and developing tools to assist in implementation.

- Hears progress reports from Facilitating Partners on actions and provides advice.
- Develops a community fund to support a broad array of community activities.
- Develops strategies for obtaining participation from groups outside the immediate community in order to secure resources/support.
- Maintains inventory of who is funded by whom, how they use the funding, limitations, etc.
- Identifies grant opportunities.
- Grows a pool of volunteers by developing a shared database of volunteers and associated talents/interests and preparing/distributing materials highlighting volunteer opportunities.
- Distributes and tracks responses/trends from community survey intended to measure resident satisfaction.
- Identifies one business, church, or school each year that we will commit to collaboratively engaging to become a
- Greater contributing community partner.

FACILITATING PARTNERS

Facilitating Partners are “right in the thick of things” and get to make sure that projects and initiatives GET DONE.

- Link quality-of-life plan objectives with goals and plans of other community groups.
- Convenes discussions, makes assignments, and assembles information to implement projects.
- Gather data to measure performance and track indicators of progress toward goals.
- Prepare info in order to report on progress to the Implementation Team.
- Build relationships with other stakeholders, organizations, and partners necessary to implement projects.
- Improve inter-agency communication through technology and greater efficiency of local group meetings.

OTHER PARTNERS

Other partners assist facilitating partners in the implementation of projects and initiatives.

- Participate in project planning meetings.
- Offer assistance in implementing projects.



WORK Plan

Because West Indianapolis' recent past planning efforts that resulted in 19 action areas, there was great interest in developing a compact and concise list of goals for achieving the neighborhood vision. Since the Steering Committee had already decided to re-organize the 2004 action items into the four broad GINI Healthy Neighborhoods Principles, these same four categories were utilized for goal-setting. As a result, there are only four goals embodied in the West Indianapolis Neighborhood Plan.

SOCIAL GOAL

A full diversity of residents and families share an appreciation of lifelong learning and meaningful employment; work together with neighborhood organizations in education, recreation, employment, and community activities; and help neighbors in need.

CIVIC GOAL

Organizations, businesses, churches, and residents of all ages and backgrounds in West Indianapolis are engaged and active participants in the neighborhood.

ECONOMIC GOAL

Commercial and industrial development in West Indianapolis provides residents with quality goods, services and jobs and residents support the community aspirations to be a desirable area in which to live, be employed, and locate a business

PHYSICAL GOAL

West Indianapolis is known for its attractive physical appearance, gateways on Morris Street, and greenway connections to the zoo that provide connections between blocks of stable housing with good infrastructure, accessible recreational opportunities, and integrated land use where residential, commercial, and industrial uses co-exist to the benefit of all.

Given the broad nature of these goals, measuring progress and success is dependent on the careful identification of data sets that can act as indicators of positive change. The Steering Committee identified data sets (see right) as being the most meaningful measures of tracking progress for the goals they set for themselves.

Once these goals and indicators had been identified, the Steering Committee identified areas of action, beginning with priority actions identified in 2004 and updating them to reflect current conditions, partnerships, and priorities. The results of the action planning process are shown on the following pages.

Goal Category	Data Sets	Baseline
Social	Neighborhood satisfaction with community services	Resident responses (157 respondents) to a 2004 survey rated “social services” as being roughly “average” (average rated score of 2.8 with 1 being “stable” and 5 being “critical)
	School enrollment	In 2000, 37.7% of kids aged 16-19 living in West Indianapolis were not enrolled in school and were not high school graduates
	No. of community volunteers involved in assisting their neighbors	New data to be collected
	Employment rate	In 2000 the unemployment rate in West Indianapolis was 8.5%
	Educational attainment	In 2000, 44.1% of the adult population over 25 years had less than a high school graduate degree, 37.6% had a high school degree, 10.4% had some college, and 7.9% had a college or professional degree
	Library circulation and usage – particularly literature vs. media (e.g., DVDs)	In 2007, door count of patrons coming to the library averaged about 300/day (down 7% from 2006); check-out rates were roughly 275/day (down less than 1% from 2006)
Civic	No. of active community volunteers by type (senior, youth, church, business Hispanic, etc.)	New data to be collected
	No. of participants at community events	New data to be collected
Economic	No. of businesses in the area	213 businesses in West Indianapolis as of 2007
	No. of retailers in the area	43 retailers in West Indianapolis as of 2007
	Amount of retail expenditures leaving the neighborhood	In 2004, retail float was high in the following categories: drug stores / pharmacies (\$6.6M); Apparel (\$5.1M); hardware (\$4M), appliance, radio and television stores (\$3.8M); Eating and drinking establishments (\$3.5M); Furniture stores (Float of \$3.2M); Food stores (\$3.2M), automotive dealers (\$3.1M)
Physical	Resident satisfaction with physical conditions	Resident responses (157 respondents) to a 2004 survey rated only “parks” as being roughly “average” in condition (average rated score of 2.6 with 1 being “stable” and 5 being “critical”); ratings of other physical characteristics fell below average: “residential property conditions” (4.2), “business/industry property conditions” (3.4), “streets” (3.6), “sidewalks” (3.4); “traffic” (3.1); “sewers” (3.5); “litter” (4.2), “building conditions” (3.7)
	No. of Health & Hospital code violations	New data to be collected
	Median home values	In 2000, the median owner-occupied housing value was \$50,152

1. SOCIAL

Goal

A full diversity of residents and families share an appreciation of lifelong learning and meaningful employment; work together with neighborhood organizations in education, recreation, employment, and community activities; and help neighbors in need

Indicators and Baseline

- Neighborhood satisfaction with community services - Resident responses (157 respondents) to a 2004 survey rated "social services" as being roughly "average" (average rated score of 2.8 with 1 being "stable" and 5 being "critical")
- School enrollment - In 2000, 37.7% of kids aged 16-19 living in West Indianapolis were not enrolled in school and were not high school graduates
- No. of community volunteers involved in assisting their neighbors - New data to be collected
- Unemployment rate - In 2000, the unemployment rate in West Indianapolis was 8.5%
- Educational attainment - In 2000, 44.1% of the adult population over 25 years had less than a high school graduate degree, 37.6% had a high school degree, 10.4% had some college, and 7.9% had a college or professional degree
- Library circulation and usage - In 2007, door count of patrons coming to the library averaged about 300/day (down 7% from 2006); check-out rates were roughly 275/day (down less than 1% from 2006)

Story Behind the Numbers

- Residents are happy with the availability and provision of social services, but providers have concerns about funding sustainability. Additionally, funding availability for all neighborhood groups – from Mary Rigg Neighborhood Center to WIDC – has changed and become more and more of a challenge.
- Community service providers in West Indianapolis see a lack of good financial management as a significant issue in the neighborhood that may be affecting home purchase/repair lending and home improvement work.
- "Funding silos" make it difficult for organizations to look beyond their "core-funded" activities.
- Shifting of "funder priorities" for service providers has created instability and need for each of these organizations to develop strategic plans for sustainability.
- Residents are happy with the community health center, but Southwest Health Center Board members see a more critical need for expansion in order to serve the community. Data indicating that the percent of births to moms with inadequate prenatal care are higher in West Indianapolis than in the county and data indicating that more than one-third of births are to moms who smoked during pregnancy may suggest a significant work load for the health center.
- Median incomes in West Indianapolis are higher than Center Township as a whole but are generally lower (by about \$7,000) than the county in all of the neighborhood's census tracts but one.
- Residents see the schools as a strength of the neighborhood – possibly because of their involvement in neighborhood discussions and



activities – however, there is dissatisfaction with the 45.3% rate of persons without a high school diploma. Despite the low diploma rate, ISTEP scores have been steadily increasing and the neighborhood is happy to have a re-opened high school at George Washington Community School.

- The high number of single-parent households headed by males has increased countywide; but West Indianapolis has a higher percentage (by double) of male-headed households than the county (male-headed households represent 15.2% of West Indianapolis families with children under 18 years of age; female-headed households represent 33.3%). This percentage of male-headed households grew by 63.4% in the 1990s. 63% of West Indianapolis households are family households (a higher percentage than in Marion County as a whole); however, families with children under 18 decreased by 23.8% and married couples declined by 21.7%.

1. SOCIAL (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
1.1 Increase availability of employment services								
1.1.1 Build and maintain local business database and work with local businesses to create an available jobs database as a community resource	■	■	■	■	■	Mary Rigg	WINC, local businesses, DMD	No. of job placements
1.1.2 Develop local work/study internships	■					Mary Rigg	WINC, local businesses, IUPUI, CAP, IPS	Attendance at job fairs GED enrollment and completion
1.1.3 Develop Center for Working Families model as a comprehensive approach to increasing self-sufficiency including a strong financial coaching program	■	■				Mary Rigg	LISC, Purdue Extension, local funders	
1.1.4 Develop neighborhood job fairs and connect residents to Indianapolis job fairs		■				Mary Rigg	WINC, local businesses, industry, CAP, Goodwill, IPIC	
1.1.5 Develop plan for providing assistance such as job training, certification, and other supportive services to neighbors who are ex-offenders (use neighborhood study circles as a tool for refining this strategy)		■				Mary Rigg	WINC, Share Program	
1.1.6 Continue offering and promoting GED classes by targeting parents at neighborhood schools, 20-25-year-old high school dropouts (through WIKI, community sign, churches, recipients of MRNC services)	■	■	■	■	■	Mary Rigg	IPS	
1.1.7 Expand/develop community job resource room			■			Mary Rigg	WINC, Horizon House (for program model)	
1.2 Ensure that all residents have ability to provide for their basic needs								
1.2.1 Continue providing social services, emergency assistance, self-sufficiency programs, and rent/utilities assistance for emergency assistance AND add capacity for providing comprehensive services through the Center for Working Families	■	■	■	■	■	Mary Rigg	Billie's, Project Hope (re fore-closures), local churches, Corner-stone Church, local businesses & industry, Schools, LISC, Trustees' Office of Center and Wayne Townships	No. of people served in community programs No. of people enrolled in the Center for Working Families No. of people requesting emergency assistance
1.2.2 Continue providing program components for Fostering Independence program	■	■				Mary Rigg	WIDC	No. of programs offered No. and type of basic services available
1.2.3 Prepare plan/forum for assessing needs of community at least yearly and maximizing opportunities for coordinated service delivery		■				Mary Rigg	Billie's, SWHC, local churches	Completed and maintained database
1.2.4 Develop database/system for matching and tracking resident needs and volunteer participation		■				Mary Rigg	WINC	
1.2.5 Recruit volunteers to be available to assist neighbors in need		■				Mary Rigg	WINC, churches	
1.2.6 Enhance food delivery through Billie's Food Pantry and Mary Rigg Neighborhood Center	■					Mary Rigg	Billie's, churches	

1. SOCIAL (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
1.3 Promote library as a major asset in West Indianapolis								
1.3.1 Continue offering preschool, baby, and family story hours scheduled weekly, monthly, and on-demand	■	■	■	■	■	Library		No. of library patrons
1.3.2 Continue providing entertainment and educational adult programs at least quarterly	■	■	■	■	■	Library		Amount of traffic at library No. or participants in literacy programs
1.3.3 Continue and expand community outreach such as book delivery to William Penn Senior Center	■	■	■	■	■	Library	Mary Rigg	Library circulation – particularly literature vs. media (e.g., DVDs)
1.3.4 Develop materials regarding library programs to have available at all service provision sites	■					Library	All	
1.3.5 Expand local access to literacy-specific programs for adults and youth (such as Indy Reads)	■	■				Library	Churches, schools	
1.3.6 Identify ways community can help promote the library and its programs – within the neighborhood and to funding decision-makers within the central library system	■	■				Library	All, City-County Council, block clubs, neighbor-hood publications, PTAs, Head Start, moms' clubs	
1.4 Maximize school effectiveness and youth involvement/development opportunities								
1.4.1 Identify lead organization for organizing and recruiting youth to maximize school effectiveness and engage youth	■					GINI Implementation Team	WINC, IPS, youth, Mary Rigg	High school graduation rate % of students attending college
1.4.2 Develop stay-in-school messaging effort including encouragement of higher education	■					GWCS	Kroger, EDS, corporate partners, MCCOY, Bridges to Success, United Way Ready to Learn	No. of youth involved in neighborhood activities
1.4.3 Promote Kroger college scholarship at School 46 and Dollars for Scholars at GWCS	■					GINI Implementation Team	WINC, School 46, GWCS	No. of youth served in programs outside of school
1.4.4 Develop inter-agency community-wide plan for youth programming		■				GINI Implementation Team	WINC, IPS, IndyParks, Mary Rigg, United Way, After School Coalition	
1.4.5 Support and promote GWCS Learning Communities Initiative	■	■	■	■	■	GWCS	All	
1.4.6 Develop “barrier busters” that allow more youth to participate in activities		■	■			GINI Implementation Team	All	
1.4.7 Continue providing youth and young adult programming (including before- and after-school, summer youth employment, youth employment services, day camp, and GED)	■	■	■	■	■	Mary Rigg	IPS, IndyParks	

2. CIVIC

Goal

Organizations, businesses, churches, and residents of all ages and backgrounds in West Indianapolis are engaged and active participants in the neighborhood

Indicators and Baseline

- No. of active community volunteers by type (senior, youth, church, business, Hispanic, etc.) - New data to be collected
- No. of participants at community events - New data to be collected

Story Behind the Numbers

- Residents feel that the population in West Indianapolis is aging and that more young families may be needed to sustain the community in the long-term. Actual data indicates that the population above age 55 is decreasing but that the group between 35 and 54 years of age is increasing.
- Resident leadership (governance) on local community organization boards is an attribute but, aging board and community leadership threatens continued viability of several organizations.
- Residents see churches (53 in West Indy) in the neighborhood as a strength, but struggle with how to engage them more effectively in neighborhood activities and improvement. Migration of parishioners out of neighborhood has created need to re-connect congregations and neighborhood.
- Engagement of residents and raising awareness of opportunities for involvement are ongoing challenges for the West Indianapolis neighborhood.
- Lack of community newspaper created void in communication that must be address through collaboration and technology.
- Changing demographic trends in West Indianapolis indicate growth in the number of Hispanic residents. Growing Latino population has led to new range of needed services. Lack of social integration has resulted in failure of neighborhood and new residents to realize benefits.



2. CIVIC (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
2.1 Continue incorporating community engagement into daily work and project planning								
2.1.1 Continue planning annual Community Day event	■	■	■	■	■	WINC	Mary Rigg, WIDC, churches, Library, GINI Implementation Team, businesses, IndyParks, Urban Times	No. of projects involving residents No. of active block clubs
2.1.2 Increase local involvement in planning Community Day event	■	■	■	■	■	WINC	Mary Rigg, WIDC, churches, Library, GINI Implementation Team	Community Day attendance
2.1.3 Prepare strategy for bringing intergenerational focus to senior activities (potentially using study circles as a tool for generating ideas)		■				WINC	Mary Rigg, Billie's, IndyParks, churches	
2.1.4 Develop more block clubs	■	■	■	■	■	WINC	Schools, churches, GINI Implementation Team, INRC training, KIB, Operation My Town	
2.1.5 Organize block clean-ups	■	■	■	■	■	WINC	Schools, churches, GINI Implementation Team, KIB, Adopt-A-Block, Crime Watch/ block club groups, City-Council Council- person, DPW, Police, DMD	
2.1.6 Continue neighborhood organizing to increase WINC capacity and resident participation	■	■	■	■	■	WINC	GINI Implementation Team	
2.2 Strengthen communication among partners and among residents								
2.2.1 Create effective communication medium internally within GINI partners and local organizations through collaborative WIKI	■					WINC	GINI Implementation Team , WIDC, MRNC	No. of ways of communica-ting § Utilization of community wiki § No. of external communica-tions made
2.2.2 Create effective communication medium externally among the broader community and Central Indiana to maximize opportunities for financial support and raise awareness/promote West Indianapolis		■				WINC	PR firm, schools, churches, MCCANA, community newspaper, GWCS journalism class, local funders	
2.2.3 Develop plan to promote West Indianapolis externally		■				WINC	PR firm, schools, churches, MCCANA, community newspaper, GWCS journalism class	
2.2.4 Utilize IndyGov website and, ultimately, Accella to report and track problem properties/violations	■	■	■	■	■	WINC	DMD, INRC, ISA	
2.2.5 Create neighborhood representation/communication system through sub-area leader designation		■				WINC	Crime Watch/block club groups, Adopt-A-Block, schools, churches	

2. CIVIC (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
2.3 Promote and strengthen the capacity of WINC								
2.3.1 Grow WINC membership	■	■	■	■	■	WINC	INRC	No. of WINC members
2.3.2 Maintain WINC website as a community resource and communication tool	■	■	■	■	■	WINC	GINI Implementation Team	No. of website hits
2.3.3 Develop WINC membership involvement materials to have available at all service provision sites	■					WINC	GINI Implementation Team, INRC	
2.3.4 Identify WINC representative to sit on every community organization board	■					WINC	INRC, GINI Steering Committee	
2.4 Engage churches in community activities								
2.4.1 Prepare clear and succinct statement of community needs that could present assistance role for churches	■					West Morris Free Methodist Church	Local ministerial association, GINI Implementation Team	No. of churches involved in community activities
2.4.2 Assign community organization to church(es) to establish a relationship with them, assess their ability to contribute, and serve as a conduit for further engagement	■					West Morris Free Methodist Church	Local ministerial association, GINI Implementation Team,	
2.4.3 Prepare brochure summarizing quality-of-life plan and objectives that can be distributed to churches explaining how they can be involved and how important their congregations are to the neighborhood	■					West Morris Free Methodist Church	Local ministerial association, GINI Implementation Team, DMD, LISC	
2.4.4 Assemble churches to get to know one another, communicate objectives of quality-of-life plan, and discuss opportunities	■					West Morris Free Methodist Church	Local ministerial association, GINI Implementation Team, DMD, LISC	
2.5 Engage businesses in community activities								
2.5.1 Prepare clear and succinct statement of community needs that could present assistance role for businesses	■					GINI Implementation Team	Local funders	No. of businesses involved in community activities
2.5.2 Assign community organization to business(es) to establish a relationship with them, assess their ability to contribute, and serve as a conduit for further engagement	■					GINI Implementation Team	Local businesses	
2.5.3 Prepare brochure summarizing quality-of-life plan and objectives that can be distributed to businesses explaining how they can be involved and how important they are to the neighborhood	■					GINI Implementation Team	Local businesses, DMD, LISC	
2.5.4 Assemble businesses to get to know one another, communicate objectives of quality-of-life plan, and discuss opportunities	■					GINI Implementation Team	Local businesses, CAP	

3. ECONOMIC

Goal

Commercial and industrial development in West Indianapolis provides residents with quality goods, services and jobs and residents support the community aspirations to be a desirable area in which to live, be employed, and locate a business

Indicators and Baseline

- No. of businesses in the area - 213 businesses in West Indianapolis as of 2007
- No. of retailers in the area - 43 retailers in West Indianapolis as of 2007
- Amount of retail expenditures leaving the neighborhood - In 2004, retail float was high in the following categories: drug stores/ pharmacies (\$6.6M); apparel (\$5.1M); hardware (\$4M), appliance, radio and television stores (\$3.8M); eating and drinking establishments (\$3.5M); furniture stores (\$3.2M); food stores (\$3.2M), Automotive Dealers (\$3.1M)

Story Behind the Numbers

- Industrial development and reuse of formerly industrial land is a concern to the neighborhood; the closing of the Chrysler plant is one example heightening this condition because of the resulting loss of a significant number of jobs and likely affect on small businesses in the area (loss of economic input and customers to small businesses; this is tied to air pollution and community assets).
- The predominance of the industry in the neighborhood is cited as a weakness; however, partnerships with and involvement of industrial companies has been positive.
- Resident desires for retail development have economic support from a 2003 MetroEdge study that found that overall retail expenditures are leaving the neighborhood and that the area could support additional retail in the categories of Apparel, Drug Stores/Pharmacies and perhaps Hardware/Building Materials, Barber/Beauty Shops, Child Daycare, and Health Services. Conversely, physical boundaries such as the Conrail tracks along the north edge of the neighborhood provide a psychological barrier to some existing retail services. The neighborhood's unusually large daytime population (nearly twice the resident population) with generally higher incomes, however, provides further justification for a retail development strategy – one that will likely need to be complemented by other strategies that strengthen the marketplace.



Design charrette vision illustrating a new facade on the Safeway grocery store as well as improved streetscape and pedestrian elements.



Design charrette vision showing mixed-use infill development that forms a village center at Morris Street and Belmont Avenue.

3. ECONOMIC (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
3.1 Facilitate health and growth of local businesses through engagement and support								
3.1.1 Maintain communication with local industries through CAP and NIC	■	■	■	■	■	WIDC	CAP, NIC, local businesses, industry, FOCUS	No. of businesses assisted
3.1.2 Assist local businesses with facade grants and loans (when available)	■	■	■	■	■	WIDC	GINI Community Organizer, local businesses, DMD, LISC	No. businesses participating in discussions
3.1.3 Explore need for or creation of a business association		■				WIDC	Local businesses, WINC, GINI Implementation Team, WTDA, National City Bank	
3.1.4 Assemble businesses at least semi-annually to assess needs, desires, concerns – consider bringing in relevant expert speakers to attract participants	■	■	■	■	■	WIDC	Businesses, WINC, GINI Implementation Team	
3.2 Attract new businesses to West Indianapolis								
3.2.1 Acquire strategic sites for future development of retail uses		■	■	■	■	WIDC	DMD, DMD-land bank, Indy Site Finder	No. of new businesses
3.2.2 Market vacant and underutilized properties	■	■	■	■	■	WIDC	DMD, land bank	Amount of positive press
3.2.3 Update market profile of the community and other marketing materials			■			WIDC	DMD, CAP, public relations firm	Completion of Harding Street plan
3.2.4 Develop communications/PR/promotions effort to get good stories about West Indianapolis into the press beyond the neighborhood in order to attract potential homebuyers, businesses, and customers			■			WIDC	CAP, public relations firm, WINC	
3.2.5 Prepare development and marketing plan for Harding Street			■			WIDC	WINC, property owners, businesses, DMD	
3.3 Capitalize on redevelopment site opportunities and promote available tools								
3.3.1 Maintain communication with City and realtors regarding TIFs for Blue Lake and Kentucky triangle			■			WIDC	CAP, WINC, DMD, DPW, Indianapolis Economic Development	No. of projects utilizing tools
3.3.2 Use relationships with industry/CAP to lobby to City	■	■	■	■	■	WIDC	CAP, WINC	
3.3.3 Use industry partnerships to assist with recruiting representatives from railroad industry into planning for redevelopment in the neighborhood		■	■			WIDC	CAP, WINC, railroad, DMD	

4. PHYSICAL

Goal

West Indianapolis is known for its attractive physical appearance, gateways on Morris Street, and greenway connections to the Indianapolis Zoo that provide connections between blocks of stable housing with good infrastructure, accessible recreational opportunities, and integrated land use where residential, commercial, and industrial uses co-exist to the benefit of all

Indicators and Baseline

- Resident satisfaction with physical conditions
 - Resident responses (157 respondents) to a 2004 survey rated only “parks” as being roughly “average” in condition (average rated score of 2.6 with 1 being “stable” and 5 being “critical”); ratings of other physical characteristics fell below average: “residential property conditions” (4.2), “business/industry property conditions” (3.4), “streets” (3.6), “sidewalks” (3.4); “traffic” (3.1); “sewers” (3.5); “litter” (4.2), “building conditions” (3.7)
- No. of Health & Hospital code violations - New data to be collected
- Median home values - In 2000, the median owner-occupied housing value was \$50,152

Story Behind the Numbers

- West Indianapolis has been experiencing a decline in homeownership while the county as a whole has enjoyed an increase. Additionally, West Indianapolis median owner occupied housing values are generally lower (by about \$20,000) than that of the county but higher than Center Township.
- Air quality in the West Indianapolis neighborhood is a top concern for residents.
- Crime continues to be a concern for residents; however the Uniform Crime Reports of crimes against people are lower in the neighborhood than the Uniform Crime Reports of crimes against people and property in IMPD as a whole and crimes against property are only slightly higher. A 2003 MetroEdge study conducted on behalf of WIDC also found that West Indianapolis experienced a decrease in crime during 2002 and 2003. Resident perceptions of crime do not match statistics. Improved resident awareness of IMPD activities and points of communication needed.
- Residential property conditions and the quality of existing housing are top concerns for residents. Neighborhood housing values that are well below the median housing values for the county appear to justify these concerns; however, two census tracts in West Indianapolis have housing values that are higher than those of Center Township. Also of significance, the number of home improvement loans declined between 2000 and 2002.



Design charrette vision of unique transit amenities along Morris Street.



Design charrette vision showing a widened pedestrian sidewalk over White River connecting West Indy with Downtown.



Design charrette vision illustrating potential the development of a gateway on Morris Street.

4. PHYSICAL (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
4.1 Monitor and address air quality concerns								
4.1.1 Provide updates on IDEM air quality plan and develop action plan to disseminate final results of study in the neighborhood	■	■				WINC	IDEM, CAP, NIC, media, Citizens Action Coalition, DPW	No. of trees planted
4.1.2 Identify locations/opportunities to plant trees to mitigate air quality concerns	■	■	■	■	■	WINC	KIB, schools, churches, DPW	Completion of community plan
4.1.3 Consider SWHC role in health monitoring re: air quality (and potentially to identify new sources of funding that could go toward solutions, e.g., tree planting)		■				WINC	SWHC, IKE, HEC, state-level advocacy partners	
4.2 Provide a high quality, high amenity public environment								
4.2.1 Prepare and implement Morris Street streetscape plan	■	■	■			WIDC	WINC, City-County Council, INDOT, DMD, KIB, businesses, DPW, LISC	No. of improvement projects completed
4.2.2 Prepare and implement Belmont Street streetscape plan			■	■	■	WIDC	WINC, City-County Council, INDOT, DMD, KIB, businesses, DPW, LISC	
4.2.3 Design and construct/install attractive gateways into the neighborhood initially promoting Kentucky Avenue at Morris per the Gateways Toolbox and the Morris Street Bridge	■	■				WIDC	WINC, City-County Council, INDOT, DMD, KIB, businesses, IndyParks, DPW, Gateways/Rotary	
4.2.4 Identify where and how to provide greenway connections to new Washington-to-Raymond corridor	■	■	■	■		WIDC	WINC, City-County Council, KIB, IndyParks	
4.2.5 Develop land use plan that allows for the transition of vacating industry and the mitigation of air quality impacts		■	■			WIDC	WINC, City-County Council, DMD, businesses, CAP, property owners	
4.2.6 Develop acquisition and development strategy for Blue Lake and Warman Chrysler land			■	■		WIDC	WINC, City-County Council, DMD, property owners	
4.2.7 Prepare infrastructure improvement priorities per resident input (i.e., alleys, sewers, sidewalks) and coordinate with Capital Improvement Program through Neighborhood Liaison	■	■	■	■	■	WINC	WINC, City-County Council, DPW, Mayor's Office	
4.2.8 Convene discussions with IndyGo on current and desired routes and schedule		■				WINC	WINC, IndyGo	
4.2.9 Promote and celebrate tree planting in Rhodius Park	■	■				WINC	IndyParks, KIB	

4. PHYSICAL (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
4.3 Improve housing conditions								
4.3.1 Raise awareness of available housing programs to increase homeownership and housing stabilization	■	■	■	■	■	WIDC	WINC	No. of persons using available programs No. of houses renovated or repaired
4.3.2 Rezone residential property classified otherwise where appropriate (particularly Morris Street)		■	■	■	■	WIDC	DMD, WINC, property owners,	
4.3.3 Review and revise current neighborhood comprehensive plan to ensure appropriate development	■	■				WIDC	DMD, WINC, property owners, CAP	
4.3.4 Educate residents on nuisance abatement procedures and processes	■	■	■	■	■	WINC	H&H, WINC, property owners, Fire Dept., IMPD, Community Court	
4.3.5 Market West Indianapolis homeownership to WIDC renters	■	■	■	■	■	WIDC	H&H, WINC, property owners, CAP, Fire Dept., IMPD, City Prosecutor	
4.3.6 Host homeowner management/repair seminars to prepare for and help residents move into/maintain homeownership		■	■	■	■	WIDC	H&H, WINC, property owners, CAP, Fire Dept., IMPD, INHP	
4.3.7 Utilize Lilly (and other business partners) volunteers and training to assist with homeowner repairs and neighborhood improvement projects	■	■	■	■	■	WIDC	WINC, property owners, CAP	
4.3.8 Continue monitoring code compliance through WINC committee	■	■				WINC	H&H, property owners, DMD	
4.3.9 Identify areas in which to conduct concentrated code enforcement by connecting efforts to redevelopment strategies	■	■				WINC	DMD, H&H, WIDC	
4.3.10 Apply greater pressure at Health and Hospital utilizing Fire Dept. and CAP	■	■				WINC	H&H, WINC, Fire Dept., CAP	
4.3.11 Develop a comprehensive housing investment plan to steer neighborhood development	■					WIDC	DMD, WINC, property owners, CAP	
4.4 Promote neighborhood involvement in creating a safer neighborhood								
4.4.1 Promote and implement existing programs that encourage anti-crime activities, safer neighborhoods, and beautification to improve neighborhood image and appearance	■	■				WINC	IMPD, schools, Fire Dept., Crime Watch/block club groups, churches, Weed and Seed, KIB, Operation My Town	No. of Crime Watch groups No. of projects implemented
4.4.2 Communicate/facilitate distribution of real facts regarding crime	■					WINC	IMPD, schools, churches	
4.4.3 Promote formation of additional Crime Watch groups	■	■	■	■	■	WINC	IMPD, schools, Crime Watch/block club groups, churches	

4. PHYSICAL (CONT.)

Action Steps	Year					Facilitating Partner	Other Partners	Performance Measures
	1	2	3	4	5			
4.5 Plan for long-term development opportunities resulting from downtown activity, industry vacancies, and other projects								
4.51 Prepare renewal/reinvestment plan and land use study for the Valley including the GM plant site		■	■			WIDC	DMD, INDOT, WINC, LISC	Completion of plans
4.5.2 Engage community with INDOT/City plans for 2012 and 2022 plans for I-70			■			WIDC	DMD, INDOT, WINC, MPO	
4.5.3 Engage community with City on reuse planning for the GM plant site		■	■			WIDC	DMD, INDOT, WINC	
4.5.4 Engage community with City on reuse of Chrysler property	■					WIDC	DMD, INDOT, WINC	

ABBREVIATIONS

CAP	Community Advisory Partnership	MCCANAM	Marion County Alliance of Neighborhood Associations
DMD	Department of Metropolitan Development	MPO	Metropolitan Planning Organization
DPW	Department of Public Works	MRNC	Mary Rigg Neighborhood Center
EDS	Electronic Data Systems	NIC	Neighborhood Improve Council
GWCS	George Washington Community School	PTA	Parent-Teacher Association
H&H	Health and Hospital Corporation	SPEA	School of Public and Environmental Affairs at IUPUI
HEC	Health Education Council	SWHC	Southwest Health Center
IDEM	Indiana Department of Environmental Management	WIDC	West Indianapolis Development Corporation
IKE	Improving Kid's Environment	WINC	West Indianapolis Neighborhood Congress
IMPD	Indianapolis Metropolitan Police Department		
INDOT	Indiana Department of Transportation		
INRC	Indianapolis Neighborhood Resource Center		
IPIC	Indianapolis Private Industry Council		
IPS	Indianapolis Public Schools		
ISA	Information Services Agency		
IUPUI	Indiana University-Purdue University Indianapolis		
KIB	Keep Indianapolis Beautiful		
LISC	Local Initiatives Support Corporation		

For More Information

Jeff Gearhart, *Executive Director*
Beth Gibson, *GINI Coordinator*

West Indianapolis Development Corporation
1211 S. Hiatt Street
Indianapolis, IN 46221

(317) 638-9432 phone
wstindydev@aol.com

Staff and Consultants

Indianapolis LISC

Bill Taft, *Executive Director*
Sara VanSlambrook, *Program Officer*
Ted Massey, *Assistant Program Officer*

City of Indianapolis

Bob Wilch, *Principal Planner*
Philip Hooper, *Senior GINI Project Manager*

Indianapolis Neighborhood Resource Center

Anne-Marie Predovich, *Executive Director*
Amy Tompkins, *Neighborhood Development Specialist*

Ball State University, CAP/Indianapolis Center

Scott Truex, *Director, Community Based Project Program*
Brad Beaubien, *Project Manager & Communications Specialist*

GINI Planning Facilitator

Jill Siegel