ONE MUNCIE
ONE VISION

A Strategic Youth Action Plan

Prepared for: Mayor Dennis Tyler, The City of Muncie, the Indiana Housing and Community Development Authority, & Muncie Central High School

Prepared by: Bryant Niehoff, 4th Year Bachelor of Urban Planning, Ball State University

April 2016

The ideas and recommendations outlined in this plan are the result of the cooperation between Ball State University, the Indiana Housing and Community Development Authority (IHCDA), Muncie Central High School, and the City of Muncie in the 2015-2016 My Community, My Vision program. The contents of this document are recommendations made by Ball State and Muncie Central students. This document is intended for use only in the City of Muncie, Indiana. All information presented is perceived correct at the final publishing date: April 12, 2016.

Part 1: Introduction

About My Community, My Vision 6

The One Muncie One Vision Process 8

Connection to the Muncie Action Plan 10

Acknowledgements 11

Executive Summary 12

Part 2: Existing Conditions & Analysis

Demographic Profile 16

Housing Profile 18

Economic Profile 20

SWOT Analysis 22

Part 3: Initiatives

Explore opportunities for a Muncie bike-share system 26

Expand school-to-work opportunities 28

Improve counseling and mental health services and facilities 30

Promote trail-based development along local greenways 32

Pursue a regional trail connection between Muncie and Anderson 34

Support downtown business and housing development 36

Part 4: Next Steps & Implementation

Implementation & Economic Development Plan 40

Appendices

Economic Improvement Strategies 48

Environmental Inventory 53

Environmental Hazards 56

THIS PAGE INTENTIONALLY LEFT BLANK

Part 1: Introduction

IN THIS PART:

About My Community, My Vision
The One Muncie One Vision Process
Connection to the Muncie Action Plan
Acknowledgements
Executive Summary

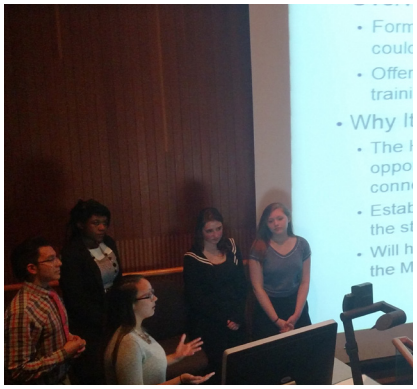
ABOUT MY COMMUNITY, MY VISION

My Community, My Vision (MCMV) is a program sponsored by former Lieutenant Governor Sue Ellspermann in an effort to engage youth in community planning, and it is implemented through a partnership between the Indiana Housing and Community Development Authority (IHCDA) and Ball State University (BSU). The initiative was created to encourage the next generation of civic leaders to take an active role in shaping the future of their hometowns. This program targeted small Indiana communities, as many of these suffer from a collective "brain drain" of youth and talent moving to more urbanized areas for jobs, entertainment, and cultural amenities.

Under the premise of students not having to leave their hometowns to fulfill their dreams, MCMV sought applications from around the state. These applications were to detail the youth perspective and what they might include in a community vision plan that BSU would assist in creating. Applicants were asked to answer a few questions and provide information about their hometowns such as:

- How their organization was active in their community
- The strengths and challenges of their community
- The applicant's vision for the community
- How the vision might impact their decision to return to their hometown
- The community demographics and other information that may support their described vision

Letters of support from local and state government elected officials were also encouraged as supporting documentation. For the second year, six applications were chosen by IHCDA based on how well they answered the questions, how inclusive their vision was in regards to the community as a whole, and the level of involvement of students in their plan.

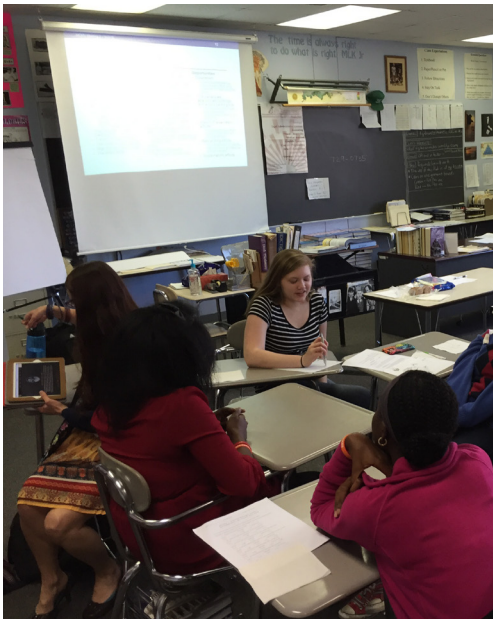


Each group was assigned a BSU mentor, with two mentors actively participating in all groups for Economic Development, Environmental Planning, and Implementation, for a total of eight mentors to assist the creation of community vision plans. The mentors were tasked with introducing students to community planning, how projects evolve from an idea to reality, and how their ideas could shape the future of their hometowns. From that point, students and BSU mentors held various meetings and brainstorming sessions to create this plan.

Each plan is unique, from the goals and needs of the community through the process that it took to get it to the final stage. The following plan, One Muncie One Vision, was created by Bryant Niehoff and students from Muncie Central High School for the City of Muncie, Indiana.

THE ONE MUNCIE ONE VISION PROCESS

Starting in September of 2015, a small group of Muncie Central High School students began meeting weekly with their MCMV Mentor to make their way through the planning process for the Muncie community. The students started the process by first defining the problem. The MCMV Mentor walked the students through various existing conditions and analysis exercises to begin identifying some of the trends affecting the City of Muncie. Qualitative and quantitative analysis techniques were both employed in this process, spanning from strengths and weaknesses exercises to demographic and economic census data to student surveys. Together, this information was collected to inform the students and assist them in making informed decisions when recommending projects for community economic development.



At the end of October and early November, the MCMV Mentor guided the Muncie Central students through the brainstorming process. Through this process, the students thought of projects and programs that would transform the Muncie community into a place worth returning to upon graduating from college or achieving some form of post-secondary training. Originally the students came up with fourteen strategies that they believed would have a significant impact on the Muncie community. Of these original fourteen strategies, six were chosen to be included as projects within the students' Strategic Youth Action Plan.

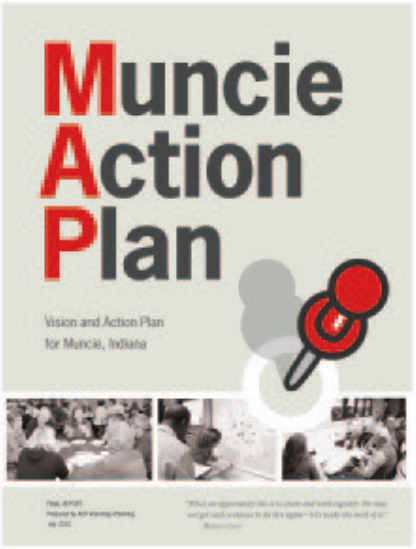
The six chosen strategies include exploring opportunities for a Muncie bike-share system, expanding school-to-work opportunities, improving counseling and mental health services, promoting trail-based development along local greenways, pursuing a regional trail connection between Muncie and Anderson, and supporting downtown business and housing development. The strategies in One Muncie One Vision comprehensively address a wide variety of needs in the City, including community development, multi-modal transportation, economic development, and community services.

In January and February of 2016, the students, with the help of their MCMV Mentor, began the process of reviewing and editing draft versions of One Muncie One Vision. A meeting will be held in March to present concepts within the plan to organizations identified as key stakeholders for strategy implementation. After editing the draft based on the stakeholders' comments, a final draft of One My One Vision will be presented at the Indiana State Library in Indianapolis to IHCDA, the Lieutenant Governor, and other state agencies at the Concluding Event for the 2015-2016 My Community My Vision Program.

CONNECTION TO THE MUNCIE ACTION PLAN

Throughout the planning process, Muncie Central students were introduced to the Muncie Action Plan (MAP) – a highly successful planning project completely driven by the Muncie community back in 2010. During the public outreach process, MAP received input by more than 2,000 Muncie residents, an unprecedented level of public involvement.

MAP identifies five overarching initiatives that the City aspires to achieve. Within each of these initiatives is a series of actions, or individual projects, intended to help achieve the larger initiative. To this day many of the actions outlined in the plan have been achieved, and as a result, a re-visioning process was initiated in 2013 to assess the progress of the original MAP and devise an update to the document entitled MAP2. While creating One Muncie One Vision, the students used both MAP and MAP2 as examples of successful planning processes. Consequently the students envisioned One Muncie One Vision as an extension of MAP driven by Muncie youth.



As a whole, Muncie Central's involvement in the My Community My Vision planning process is related to MAP Initiative 2: Fostering Collaboration due to Action 2: Conduct a Campaign to Increase Civic Participation and to Foster Civil Discourse. Overall, this initiative and action encourage Muncie residents to work together in community planning, decision making, and civic affairs.

The creation of One Muncie One Vision is a step forward in achieving this initiative by engaging students in local government and involving them in the planning process. Coordinating One Muncie One Vision with MAP is important to ensure a cohesive vision for the Muncie community and to build upon the momentum started by MAP in 2010.

ACKNOWLEDGEMENTS

The Muncie Central High School students behind the creation of this plan were:

Breanna Antrim

Kayleigh Barker

Jenny Gercilus

Lily Rivera

Howard Rodriguez

Kacie Roark

Lena Spotts

Hannah Williams

This effort would not have been possible if not for Mr. Todd Gibson, Social Studies teacher and Faculty Coordinator of the My Community, My Vision program at Muncie Central High School.

The author and students would like to thank Lieutenant Governor Eric Holcomb and the former Lieutenant Governor Sue Ellspermann for their leadership in this initiative, as well as Jacob Sipe, Executive Director of the Indiana Housing and Community Development Authority. Thank you as well to the IHCDA staff that directly managed the program, Carmen Lethig, Kait Baffoe, and Beth Neville.

Bruce Frankel was the manager of the program at Ball State University. This plan would not have been successful without his guidance and leadership. The plan would also not have been possible without the continuous support from the other MCMV student mentors: Amber Braun, Chelsea Fenimore, Heath Harper, Kenneth Hughes, Paul Jones, Spencer Starke, and Lindi Conover.

Finally, the author and students would like to thank Mayor Tyler, the Councilmen and women of Muncie City Council, Ball State University, the Delaware-Muncie Metropolitan Plan Commission, the Community Foundation of Muncie and Delaware County, Inc., Cardinal Greenways, and members of the Muncie Bicycle-Pedestrian Advisory Committee for their continued support for the project and efforts in adopting and implementing One Muncie One Vision.

EXECUTIVE SUMMARY

PURPOSE

Similar to many other Midwestern communities, Muncie was once known as a heavy industrial powerhouse with major corporations such as the Ball Company, Hemingray Glass, and Warner Gear dominating the landscape and empowering economic growth. Once all of these manufacturers left, the community was left in a state of disrepair, struggling to redefine its identity.

Now the community is making many efforts to shift from the old way of thinking to a technology- and creativity-driven economy. One component of achieving this goal is capitalizing on the skills offered by the young people who grow up in the community. Many young people who grow up in Muncie move to other communities upon graduation and use their talents elsewhere. This plan, One Muncie One Vision, is an effort to alter this phenomenon. By focusing on strategies and goals that young people have outlined for the community, Muncie can begin to attract more of those young people back and capitalize on the unique talents that they possess.

EXISTING CONDITIONS & ANALYSIS

Demographic, Housing, and Economic Data Analysis shows that Muncie's population is expected to decline at a very low rate and that Muncie's housing composition differs from the typical Indiana community due to it's almost even split of renter-occupied and owner-occupied housing units. In addition, Educational Services and Health Care Services dominate the local economy. A SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) shows that Muncie has many educational, cultural, and environmental assets; however, the community struggles with setbacks in quality transportation infrastructure, deteriorating housing, and the idea that Muncie will forever be an average and declining community.

INITIATIVES

Throughout the planning process, Muncie Central High School students developed six key strategies for attracting youth back to the community:

1. Explore opportunities for a Muncie bike-share system.

In recent years Muncie has made many efforts to place a newfound emphasis biking and walking as alternatives to the traditional auto-oriented transportation system. A Muncie bike-share program would build upon these efforts, while promoting tourism, increasing connectivity, promoting active living, and creating development opportunities.

2. Expand school-to-work opportunities.

Muncie Community Schools offers many programs to prepare students for their careers upon graduation; however, the students mentioned the need to expand these programs in a way that better connect students with local employers and service opportunities. Better connecting young adults with local businesses is beneficial to both parties, increases economic development, and incentivizes youth to stay in the community where they have business connections.

3. Improve counseling and mental health services and facilities.

According to Muncie Central students, those suffering from mental illness or in need of counseling services typically travel outside of the community to receive the quality care that they desire. Students mentioned that if these high quality health services were enhanced and more accessible in Muncie, the community would be a more desirable place to live and raise a family.

4. Promote trail-based development along local greenways.

Muncie's greenways offer many recreational opportunities to Muncie residents and draw visitors from across the region, thus creating a unique opportunity for economic development to cater to these users' needs. Trailside development along Muncie's greenways would enhance the user experience, encourage tourism, and promote small business development among other benefits.

5. Pursue a regional trail connection between Muncie and Anderson.

Due to the Cardinal Greenway's renowned success and popularity amongst Muncie residents, expanding the system from Muncie to Anderson would improve the quality of life, connectivity, recreational, and economic development opportunities not only in Muncie but in Anderson and other East Central Indiana communities as well.

6. Support downtown business and housing development.

Downtown Muncie is listed as one of the community's greatest opportunities Muncie Central students mentioned that they would like to see downtown Muncie expand its retail, office, and residential opportunities to create a lively district in which to live, work, and play.

NEXT STEPS & IMPLEMENTATION

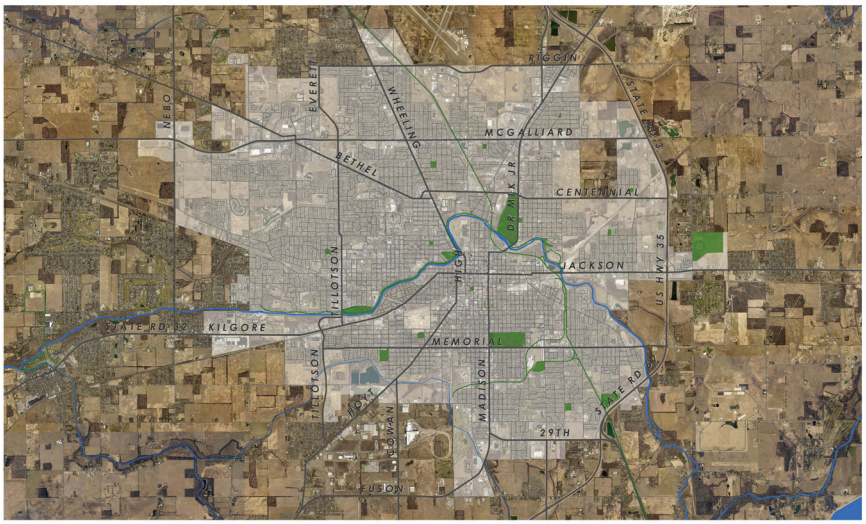
Without having resources and a road map for implementing these initiatives, the projects outlined in this plan would never come to fruition. The Implementation and Economic Development Plan outlined in this section highlights key resources, strategies, and funding methods for each of the six initiatives.

THIS PAGE INTENTIONALLY LEFT BLANK

Part 2: Existing Conditions & Analysis

IN THIS PART:

Demographic Profile
Housing Profile
Economic Profile
SWOT Analysis



The information provided in this section gives a description of Muncie's and Delaware County's demographic, housing, and economic profiles. Analyzing existing conditions is the beginning point of the planning process and helps in identifying and understanding the community's needs and aspirations. Understanding Muncie's current trends in demographics, housing, and economics provided a basis for the strategies outlined within this plan. The statistical information provided below analyzes both Muncie and Delaware County due to the regional impact of many of the strategies identified in this plan as well as limited information provided at different levels of government. Where necessary, Muncie and Delaware County are compared to the State of Indiana to show how the local community matches up against the state as a whole. This allows for a more in-depth assessment of Muncie's and Delaware County's existing conditions. All demographic, housing, and economic data was found using the U.S. Census Data and ESRI Business Analyst.

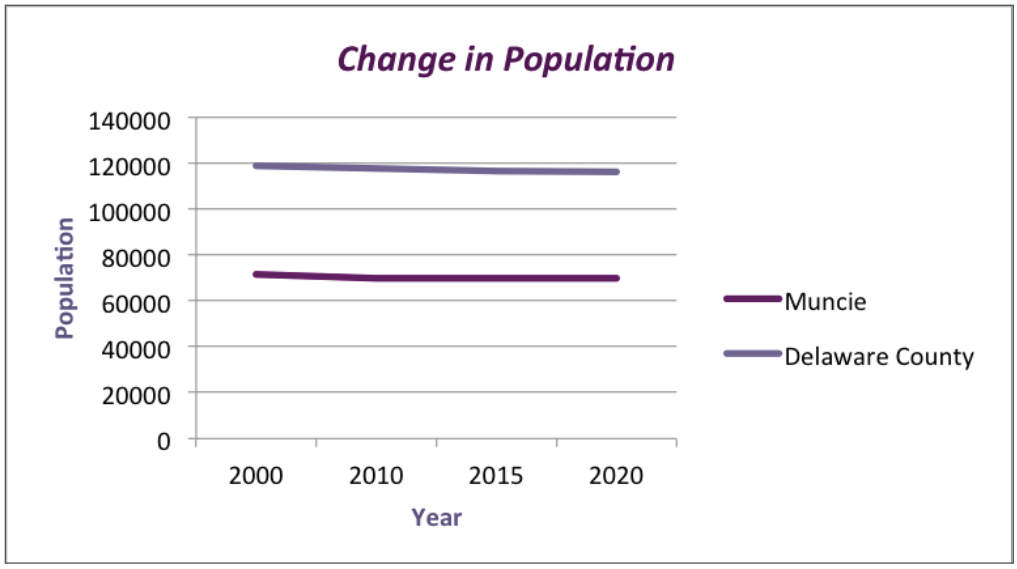
DEMOGRAPHIC PROFILE

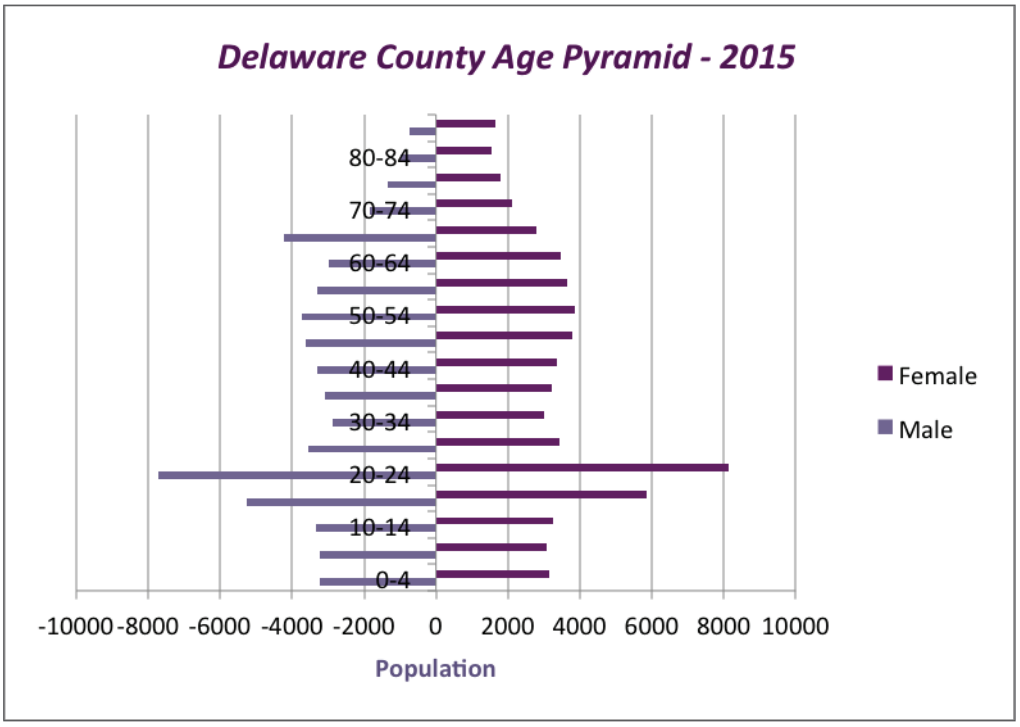
In 2015 Muncie's population was 69,929, which shows a small decrease from the 2010 population of 70,085. According to ESRI data, the population is expected to continue to decline at a steady rate of 0.4% (See next change for Population Change). The City's median

Muncie Racial Distribution - 2010

	MUNCIE	INDIANA
White	86.38%	86.03%
Black or African American	11.24%	9.30%
American Indian and Alaska Native	0.30%	0.29%
Asian	1.25%	1.61%
Native Hawaiian and Other Pacific Islander	0.06%	0.04%
Some Other Race	0.78%	2.73%

age is 28.1 compared to the State of Indiana, which has a median age of 37. Muncie's significantly lower median age results, in part, from the impact of Ball State University's student population. This phenomenon is best shown in the Delaware County Age Pyramid diagram on the following page where there is a significant increase in the 20-24 age category. Also on page 17, Muncie's racial distribution is fairly comparable to the State of Indiana with the largest category being White (86.38%) and the second largest group being African American (11.24%).



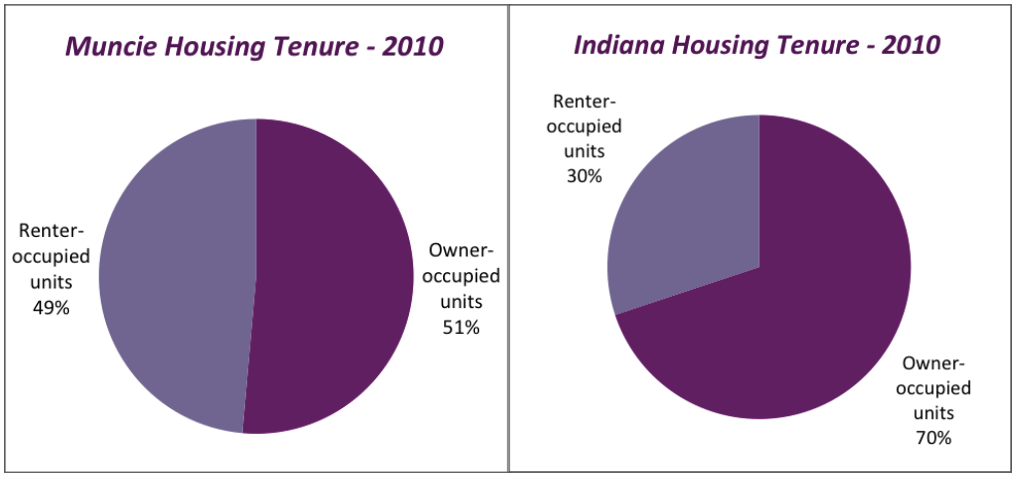


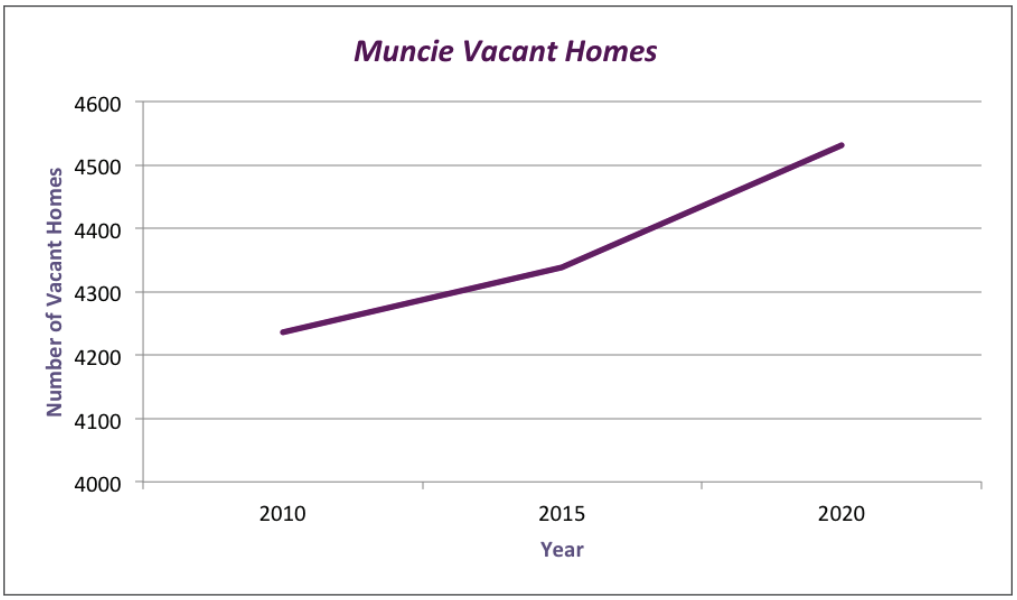
HOUSING PROFILE

The City of Muncie offers a wide variety of housing options, from detached single-family homes all the way to dense, multi-family units in the urban core. According to the Household by Type figure below, Muncie has an almost even 50/50 split between family and non-family households. This statistic is interesting when compared to the state, in which two-thirds of the residential population classifies as family households and one-third classifies as non-family. Almost going hand-in-hand with the division of households, Muncie has an almost even split between renter-occupied and owner-occupied housing in comparison to the state, which has a much higher percentage of the owner-occupied homes (See Housing Tenure figures). In recent years Muncie has also struggled with a significant increase in vacant homes, and this trend is expected to continue. Between 2010 and 2015, the number of vacant homes increased by 3.85 percent, and by 2020, vacancies are expected to increase by another 3 percent. This steady increase in the amount of vacant homes should be noted, as increasing vacancies can be detrimental to a community's overall health and well-being.

Household by Type - 2010

	MUNCIE	INDIANA
Family Households	50.20%	66.90%
Non-Family Households	49.80%	33.10%




Muncie Vacant Homes
Number of Vacant Homes
4600
4500
4400
4300
4200
4100
4000
2010
2015
2020
Year

ECONOMIC PROFILE

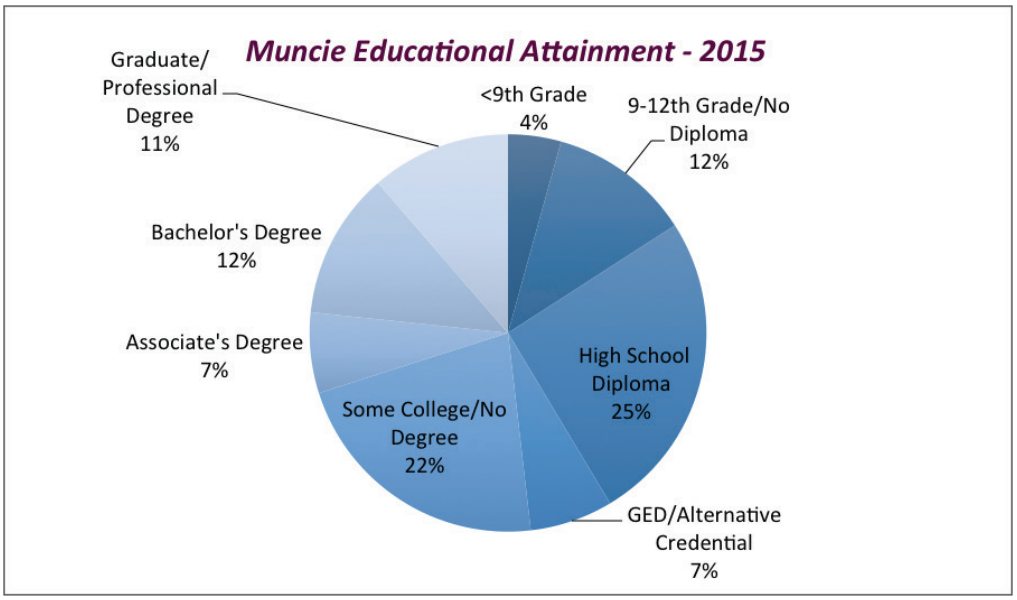
According to ESRI Labor Force data, the educational services and health care/social assistance industries employed the largest percentages of the Muncie population at 18.81 percent and 15.51 percent respectively in 2015. These two industries are followed closely by the retail (14.14 percent) and accommodation/food service (12.25 percent) industries. The presence of Ball State University, Ivy Tech, Ball Memorial Hospital, and the many retail and restaurant stores scattered throughout the community contribute to this phenomenon. In 2015 Muncie's per capita income, median household income, and average household income were all higher than the State of Indiana by 44 percent, 61 percent, and 55 percent respectively (See Income - 2015). When analyzing the community's educational attainment, Muncie is fairly similar to the state of Indiana with slight increases in the 9-12th Grade/No Diploma, GED/ Alternative Credential, and Graduate/Professional Degree categories (See Educational Attainment on the following page).

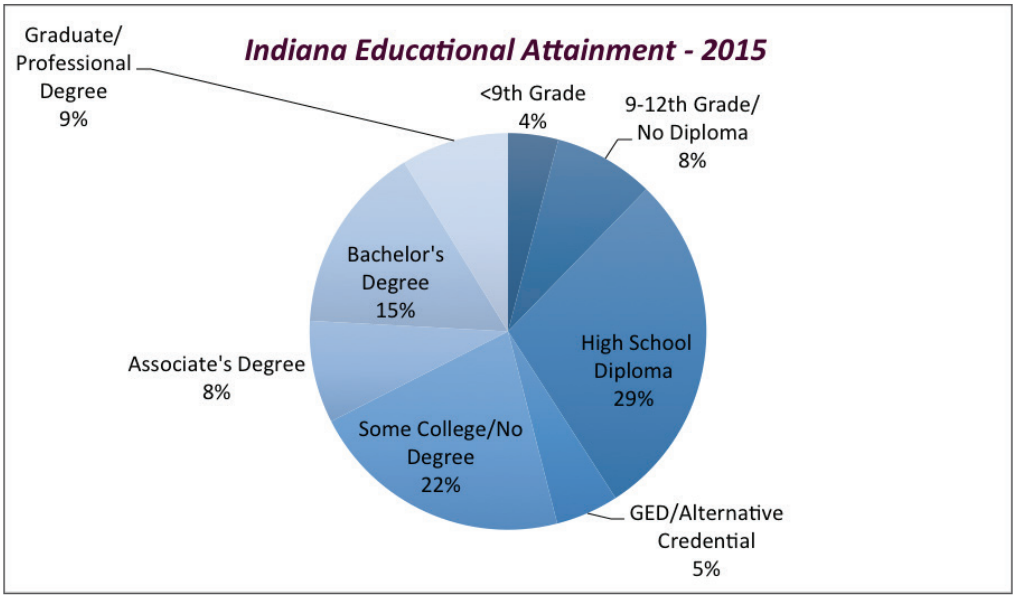
Labor Force by Industry - 2015

	MUNCIE	INDIANA
2015 Industry: Agriculture/Forestry/Fishing/Hunting	0.08%	1.14%
2015 Industry: Mining/Quarrying/Oil & Gas Extraction	0.00%	0.27%
2015 Industry: Construction	3.08%	5.85%
2015 Industry: Manufacturing	11.18%	18.85%
2015 Industry: Wholesale Trade	1.20%	2.34%
2015 Industry: Retail Trade	14.14%	11.29%
2015 Industry: Transportation/Warehousing	2.19%	4.70%
2015 Industry: Utilities	0.16%	0.71%
2015 Industry: Information	0.85%	1.41%
2015 Industry: Finance/Insurance	3.01%	3.67%
2015 Industry: Real Estate/Rental/Leasing	0.81%	1.40%
2015 Industry: Professional/Scientific/Tech Services	2.69%	4.30%
2015 Industry: Management of Companies/Enterprises	0.08%	0.06%
2015 Industry: Admin/Support/Waste Management Services	4.32%	3.63%
2015 Industry: Educational Services	18.81%	9.17%
2015 Industry: Health Care/Social Assistance	15.51%	13.78%
2015 Industry: Arts/Entertainment/Recreation	2.14%	1.72%
2015 Industry: Accommodation/Food Services	12.25%	7.05%
2015 Industry: Other Services (excluding Public Administration)	4.50%	4.81%
2015 Industry: Public Administration	2.98%	3.85%

Income - 2015

	2015 PER CAPITA INCOME	2015 MEDIAN HOUSEHOLD INCOME	2015 AVERAGE HOUSEHOLD INCOME
Muncie	$24,562	$47,659	$63,031
Indiana	$17,013	$29,563	$40,600


Muncie Educational Attainment - 2015
Graduate/ Professional Degree 11%
<9th Grade 4%
9-12th Grade/No Diploma 12%
Bachelor's Degree 12%
Associate's Degree 7%
High School Diploma 25%
Some College/No Degree 22%
GED/Alternative Credential 7%


Indiana Educational Attainment - 2015
Graduate/ Professional Degree 9%
<9th Grade 4%
9-12th Grade/ No Diploma 8%
Bachelor's Degree 15%
Associate's Degree 8%
High School Diploma 29%
Some College/No Degree 22%
GED/Alternative Credential 5%

SWOT ANALYSIS

A SWOT Analysis is a method of analyzing a community's Strengths, Weaknesses, Opportunities, and Threats. By understanding each of these components, initiatives and goals can then be created to build upon the strengths and opportunities while enhancing areas identified as weaknesses and threats. This analysis was created through an exercise with Muncie Central High School students in which the students came up with each item in all four categories.

STRENGTHS

- Ball State University
- Restaurants and retail
- Cultural amenities - Ball State University, Minnetrista, Cornerstone, Civic Theater, etc.
- Recreational amenities and opportunities such as the Cardinal Greenway network, parks and open spaces, the YMCA
- The White River
- Muncie Central High School
- MITS (Muncie Indiana Transportation System)

WEAKNESSES

- Transportation infrastructure
- Lack of inexpensive entertainment opportunities
- Availability of adequate mental health services
- Dilapidated structures and deteriorating housing stock
- Weakening tax base and job opportunities
- Crime

OPPORTUNITIES

- Downtown Muncie where investment is currently happening with projects such as the downtown hotel and Walnut Commons, but there is still room for improvement and further development.
- Vacancies and parking lots could be occupied with new businesses, entertainment options, or residents.
- Historic preservation efforts and Muncie's developing cultural identity.
- Rebranding efforts to establish the "New Muncie."
- Citywide sustainability efforts.

THREATS

- The "Muncie Mentality" – The thought that Muncie is and forever will be an average and declining community with crime and vacancies. Many local youth have lost hope in the community and cannot imagine it getting better.
- Other Indiana communities that are making quality of life investments at a much higher rate than Muncie and attracting millennials at an increasing rate. Examples include Indianapolis and Bloomington.

THIS PAGE INTENTIONALLY LEFT BLANK

Part 3: Initiatives

IN THIS PART:

Explore opportunities for a Muncie bike-share system

Expand school-to-work opportunities

Improve counseling and mental health services and facilities

Promote trail-based development along local greenways

Pursue a regional trail connection between Muncie and Anderson

Support downtown business and housing development

EXPLORE OPPORTUNITIES FOR A MUNCIE BIKE-SHARE SYSTEM

INTRODUCTION

Bike-share programs are popping up across the nation as innovative tools for promoting alternative transportation within communities. Bike sharing enables users to pick up a bicycle at any self-service station within the overall system and drop it off at another when the bicycle is no longer needed. By placing self-service stations in strategic locations throughout a community, a bike-share system promotes short, spontaneous trips between a community's key destinations.

In communities with mass transit, bike sharing often acts as a compliment to these systems and provides a fast and user-friendly method of traveling between major transit stops. In addition, bike-share programs can be incredibly popular amongst tourists, visitors, and novelty bike users because the system provides the experience of cycling without the hassle of owning or transporting their own bicycle.

WHY IS THIS IMPORTANT?

In recent years the City of Muncie has made many efforts to place a newfound emphasis on multi-modal and alternative transportation methods. With the addition of many new bike lanes, bicycle-friendly streets, and the availability of multi-use trails such as the Cardinal and White River Greenways, it is fairly easy to travel around Muncie using a bicycle. Implementing a bike-share program throughout the city would not only improve multi-modal transportation options, but it would also promote tourism, increase connectivity, build upon the community's identity, promote active living, and create development opportunities around key bike-share stations.

In 2015 the city earned an honorable mention designation from the League of American Bicyclists in the contest to become a Bicycle-Friendly Community. To become a Bicycle-Friendly Community, it was mentioned that Ball State University needs to align itself better with bicycle-friendly efforts in the greater Muncie community as well as improve bicycle infrastructure and programming within the university's campus. This creates an opportunity for Ball State to take the initiative in establishing a Muncie bike-share system and act as the driving stakeholder in the process. Efforts to advance this idea are taking place in Muncie wit the establishment of a bike-share exploratory committee. The committee is comprised of Bike-Ped Advisory Committee members, the Muncie Mayor's Office, and Ball State University. Other organizations, such as IU Health are also interested in a bike-share system due to it's health benefits.

HOW IS THIS ACCOMPLISHED?

The already formed exploration committee should begin by studying successful bike-share programs in comparable cities and understand the feasibility of implementing a similar system in Muncie. In these beginning phases, the partners should identify the ownership structure and funding methods needed to finance the development and day-to-day operations of the system. A decision needs to be made on whether the system will be contracted out to a bike-share consultant, such as Zagster, or if it will be a more organic system comprised of donated and collected bikes.

After deciding on the ownership, operation, and maintenance structure, the committee or leading partner, Ball State for example, should then begin laying out station/hub locations, collecting the bikes and equipment, and hiring workers or securing volunteers to help with maintenance and day-to-day operations.

KEY STAKEHOLDERS

Implementing a Muncie bike-share program will be no small feat and should be accomplished through a partnership between many public, private, and non-profit community organizations. These organizations could include but are certainly not limited to:

- Ball State University
- The City of Muncie
- Muncie Bicycle-Pedestrian Advisory Committee
- Cardinal Greenways
- IU Health
- Local Businesses/Bicycle Donors

EXPAND SCHOOL-TO-WORK OPPORTUNITIES

INTRODUCTION

Having a high quality education system is important to any community and is essential in offering a high quality of life to residents. Particularly in communities struggling to retain the students they educate, preparing students for their future careers while helping them form partnerships with local businesses can be the first step in helping them realize local career opportunities. In addition to helping students learn about local careers, school-to-work, service-learning, and volunteer activities keep students focused and off the streets. Offering programs such as these helps to educate, prepare, and train the local workforce, which can be an impactful economic development strategy if effectively leveraged.

WHY IS THIS IMPORTANT?

Currently Muncie Central High School and the Muncie Area Career Center offer many programs to prepare students for their careers upon graduation. Muncie Central students listed their high school and its programs as one of the community's strengths; however, the students mentioned the need to expand these programs in a way that better connect students with local employers and service opportunities.

Offering such programs is beneficial to both the students and local businesses due to the fact that the students are getting real world experience and businesses are getting an opportunity to attract future employees to replace the aging baby boomers currently dominating the workforce. In the long run, these programs will help to retain young adults and match them with jobs in the Muncie community.

HOW IS THIS ACCOMPLISHED?

Before implementing school-to-work, volunteer, and service-learning programs, Muncie Central High School students should first be surveyed to find out about the types of programs they would like to see offered and the job connections that they would like to see established. By surveying the students, stakeholders will be able to develop programs that best suit the students' needs and increase the chances of success.

After identifying the desired programming, a partnership should be formed between key stakeholders, local businesses, government agencies, and non-profits in the Muncie community. Additionally, the partnership would have to decide on the funding and organizational responsibilities of each stakeholder. In one scenario, the Muncie-Delaware Economic Development Alliance could be

the lead partner and work with Muncie Community Schools, the Career Center, and local businesses to organize part-time internships for high school students. Another potential program could help students maintain and operate their own local business. Examples include a student-run gourmet restaurant or a mobile app-developing startup that is guided by a professional in the field, but staffed by local high school students interested in careers within their chosen field.

KEY STAKEHOLDERS

Offering school-to-work and service-learning opportunities will require strong relationships and cooperation between various organizations and businesses. Among these key stakeholders is:

- Muncie Area Career Center
- Muncie Community Schools/Muncie Central High School
- Ball State University and/or Ivy Tech
- Muncie-Delaware Economic Development Alliance/Chamber of Commerce
- Local businesses
- Local non-profit organizations

IMPROVE COUNSELING AND MENTAL HEALTH SERVICES

INTRODUCTION

The availability of health services of all kinds is a highly important aspect people look at when searching for a community to live in. Among these health services are counseling and mental health care, which are underappreciated yet essential aspects of any strong community. In community development it is important to remember all members of a community can contribute, and often times residents suffering from mental illness get marginalized in this process. Offering services to help these residents and provide them the care they need creates a stronger community for all.

WHY IS THIS IMPORTANT?

With the recent development of the downtown Marriott Hotel and the Erskine Training Institute for those with disabilities, Muncie leaders are making many efforts to cater to the section of the population that feels marginalized by society. In a visioning meeting with Muncie Central High School students

early in the planning process, it was mentioned that Muncie could benefit from stronger mental health and counseling services in the community.

Currently those suffering from mental illness or in need of counseling services travel outside of the community to receive the quality care that they desire. Students mentioned that if these high quality health services were available in the Muncie community, Muncie would be a more desirable place to live and raise a family.

HOW IS THIS ACCOMPLISHED?

First and foremost, an inventory should be created of all available counseling and mental health service providers. After taking an inventory of available service providers, each of them should be approached to see what services they are currently offering and how they can be improved to better serve the needs of the community. To ensure their continued commitment to offering high quality services, the providers' performance should be evaluated every year.

KEY STAKEHOLDERS

The parties responsible for implementing this initiative would be as follows:

- Muncie Community Schools
- Ball Memorial Hospital
- The Arc of Indiana
- Local mental health and counseling service providers

PROMOTE TRAIL-BASED DEVELOPMENT ALONG LOCAL GREENWAYS

INTRODUCTION

Multi-use trails and greenways are developing at an ever-increasing rate to accommodate the new multi-modal transportation preferences of younger generations. Not only do trails act as a recreational asset for communities, but they can also serve as drivers for economic and community development. As a new approach to economic development, many communities are focusing commercial and tourism development efforts along trails to capture the high foot traffic along these multi-use corridors.

Trail-based economic development focuses on promoting businesses that serve the trail-users' needs, such as restaurants, cafes, retail, and lodging. Additionally, these types of businesses tend to be locally owned and operated, thus increasing the likelihood that the money spent at these businesses will be reinvested in the community. Promoting trail-based development can be a successful economic development strategy that can completely revolutionize the culture and tourism industries within the surrounding region.

WHY IS THIS IMPORTANT?

The Cardinal Greenway and White River Greenway offer many recreational opportunities to Muncie residents and are significant assets to the community. The Greenway draws visitors and residents from across the

region, thus creating a unique opportunity for economic development to cater to these users' needs. Trailside development along Muncie's greenways would enhance the user experience, encourage tourism, and promote small business development among other benefits. An example of trailside development can be seen in Muncie with the Island, a tropical-themed restaurant that is only accessible from the Cardinal Greenway.

Credit: indystar.com

Focusing trailside development along the Cardinal Greenway could transcend beyond simply benefitting the Muncie community by also having an impact on the regional economy. In light of the State of Indiana's Regional Cities Initiative, the City of Muncie has aligned itself with surrounding communities in the East Central region to plan for regional economic development. Promoting regional trail-based development would not only improve the quality of life and create opportunities in Muncie but also the greater East Central Indiana region.

HOW IS THIS ACCOMPLISHED?

As with any regional development initiative, the first step in promoting trail-based development would be to create a partnership between local businesses, non-profit organizations, and government entities seeking to be involved with the project. This partnership can begin by researching communities where trail-based development efforts have been successful and model Muncie's plan off of this.

After researching trail-based development case studies, the partners can begin to identify the desired development pattern and areas along the greenways that are suitable for trail-based development. After identifying key development areas, organizations involved with the partnership can begin to market these areas along the greenways to prospective business owners and developers.

KEY STAKEHOLDERS

The number of involved stakeholders required to implement this initiative primarily depends on the scale of the initiative's impact. For example, if intended as a regional economic development strategy along the Cardinal Greenway, this initiative would require involvement from the local governments and primary economic development agencies of each community along the greenway. Local businesses, entrepreneurs, and developers interested in trailside development should also be involved in the partnership. Last but certainly not least, non-profit organizations such as Cardinal Greenways and the local foundations should be consulted in the implementation process.

PURSUE A REGIONAL TRAIL CONNECTION BETWEEN MUNCIE AND ANDERSON

INTRODUCTION

The availability of recreational facilities and spaces is a key factor in determining the quality of life in a community. Not only are parks and open spaces important for recreational opportunities, but trails and greenways are becoming popular as recreational routes for bicyclists and pedestrians. In addition to being used for recreational purposes, trails and greenways are doubling as safe and healthy methods of transportation as an alternative to the automobile. Having a strong, well-integrated and developed trail system is a crucial asset for communities when seeking to attract young families and young professionals as potential residents.

WHY IS THIS IMPORTANT?

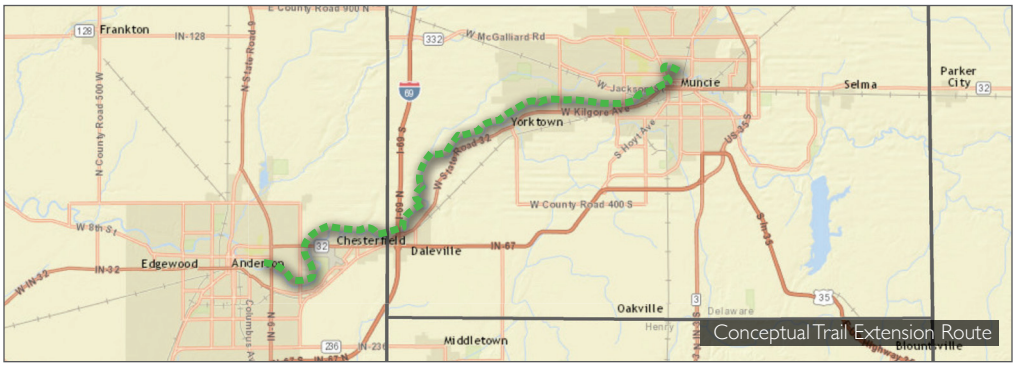
Muncie's and Delaware County's Cardinal Greenway network is one of the community's most treasured assets with over 250,000 users each year in the greater Muncie area alone. The Cardinal Greenway includes over 60 miles of pedestrian and bicycle-friendly trail and allows users to travel all the way from Marion in the north to Richmond in the south while passing through many communities along the way, one of which is the City of Muncie. Due to the greenway's renowned success and popularity amongst Muncie residents, expanding the Cardinal Greenway system from Muncie would improve the quality of life, connectivity, recreational, and economic development opportunities not only in Muncie but in Anderson and other East Central Indiana communities as well.

Recently an old proposal has resurfaced for an extension of the Cardinal Greenway from Muncie to Anderson called the Mounds Greenway. The new trail would span 20 miles along the White River from Anderson's Edgewater Park to the White River Greenway, which is included in the greater Cardinal Greenway network. In October of 2015, the Hoosier Environmental Council commissioned an economic impact study to gauge the feasibility of the immense project.

HOW IS THIS ACCOMPLISHED?

Upon completing the economic impact study and determining the Mounds Greenway's feasibility, a partnership should be formed to discuss the ownership of the trail: will it be owned by a non-profit entity such as the Cardinal Greenway or will it be publicly-owned? After deciding on the ownership structure, a consultant should be hired to design the greenway's path in a manner that minimizes land acquisition and construction costs while maintaining a scenic and desirable route.

When the preliminary design phase is completed, then the land acquisition and assembly process begins. Depending on whether the greenway is privately or publicly owned, this phase of the implementation process either consists of negotiating with individual landowners or initiating eminent domain. Land acquisition could be the most troublesome and lengthy component of the implementation process, potentially spanning many years before construction on the greenway even begins. Upon assembling the land necessary for the project, construction would begin on the Mounds Greenway.



KEY STAKEHOLDERS

A project of this magnitude would require cooperation from several government agencies spanning multiple jurisdictions in Delaware County and Madison County including but not limited to:

- The City of Muncie
- The City of Anderson
- Delaware-Muncie Metropolitan Plan Commission
- Madison County Council of Governments

Another key partner in the implementation process would be Cardinal Greenways, the non-profit organization that manages the Cardinal Greenway network. In addition, these stakeholders should align with private donors and the local foundations to secure funding for the new greenway.

SUPPORT DOWNTOWN BUSINESS AND HOUSING DEVELOPMENT

INTRODUCTION

Revitalizing communities' downtown cores is becoming a crucial component for attracting young families and young professionals back to small- and mid-sized communities. Communities that have a strong, vibrant central business district offer the urban amenities, commercial opportunities, and variety of residential options that young adults seek when choosing a place to live. To provide these urban amenities and create a vibrant downtown, many small- to mid-sized communities must employ a variety of planning tools and techniques to leverage the desired level of private investment.

WHY IS THIS IMPORTANT?

In recent years Muncie has shifted its focus from the suburban sprawl development pattern of the 1960s and 70s to revitalizing downtown as the commercial and cultural core of the city. A great deal of public investment has been made in the district with the intent of leveraging private investment, and to a certain degree, these initiatives have been successful in transforming downtown Muncie. Efforts such as the façade improvement program, streetscape renovations, the Liberty Pass canal and stormwater project, Walnut Commons, and the new Courtyard Marriott are all examples of projects that have changed the landscape of downtown Muncie and created opportunities for continued development.

Downtown Muncie is listed as one of the community's greatest opportunities in the SWOT analysis of the Inventory and Analysis section of this plan (see p. 12). Muncie Central students mentioned that they would like to see downtown Muncie expand its retail, office, and residential opportunities to create a lively district in which to live, work, and play. Currently downtown living is in high demand and with an almost 90% vacancy rate there is a potential market for

new downtown housing. In response to these needs, conceptual plans are in place for a $48 million downtown riverfront development project. If completed this project would provide an urban lifestyle destination for Muncie residents with new buildings offering ground-level commercial space and residential apartment units above.

HOW IS THIS ACCOMPLISHED?

Many key players are currently working together to create these opportunities in downtown Muncie. Supporting continued efforts of the Muncie Downtown Development Partnership to implement the strategies and objectives outlined in its Master Plan is crucial to developing more opportunities and investment in downtown Muncie. Additionally, backing community leader's efforts to develop the Muncie riverfront will be imperative to downtown Muncie's success. Projects such as this can come with high risk, so the greatest help can be in securing grants, tax credits, and other financing tools that will help to lower the developer's initial costs.

KEY STAKEHOLDERS

Attracting more retail, commercial, and residential spaces downtown will more than likely always take the form of a public-private partnership (PPP). In a public-private partnership, local government entities align as partners with private developers to lower the equity required for high-risk projects. The public typically contributes financially by making infrastructure improvements or providing tax incentives to the developer, whereas the developer contributes through construction and operating costs. The key stakeholders in achieving this initiative will be the City of Muncie, the Muncie Downtown Development Partnership, and a private developer(s).

THIS PAGE INTENTIONALLY LEFT BLANK

Part 4: Next Steps & Implementation

IN THIS PART:

Implementation & Economic Development Plan

IMPLEMENTATION & ECONOMIC DEVELOPMENT PLAN

MUNCIE BIKE-SHARE SYSTEM

Many youth are excited to implement bike share programs throughout the country. It's a great initiative and one that could be implemented with the right support and dedication. There are many resources available online to help you with various models for implementing this project. Financing this project could take a number of forms:

Memberships

One option for this initiative is to offer a memberships to the program for a set rate. Membership to the program would be a set rate and allow individuals to access the bikes for a lowered rate. Conducting a one-time robust membership drive aimed at "starting the bike share program" would provide part of the upfront costs needed for one-time capital startup.

Sponsorships

A committee of dedicated individuals may solicit sponsorships from local businesses and, in turn, provide advertising opportunities for those businesses and/or individuals. For example, a local business, Agency XYZ, may choose to sponsor the project at the $5,000 dollar level, and in turn, be allowed to decorate and place their logo on the bikes. More robust donations (like $50,000 or greater) might receive advertising space at the bike stations.

Grants

Grants from the local community foundation or other private foundations can be sought out to help with this project. See the fundraising database available through the website for more resources.

Public Funding

Since the bike share program is a public good, asking the city and/or county to help pay for components of the project is appropriate. The committee should approach the city council or county commissioners to help with operating costs, for example.

In-kind donations

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. Local businesses are usually good candidates for requesting in-kind donations, especially for specific and clearly detailed projects such as this. Asking the local hardware store for materials to help upkeep the bikes would be a reasonable request. In turn, the bike share committee should provide marketing and advertising materials for the sponsoring business.

Loans

A loan from a local bank or credit union is a logical option for an initiative of this magnitude. Since banks rarely finance 100% of a project, funds that are raised from the options above will help to fill the gap. Repayment can be made from entrance fees and other funds raised through things like fees.

EXPAND SCHOOL-TO-WORK OPPORTUNITIES

Credit: cognitioneducation.com

This initiative really calls for contracting with a professional in the career development field to help develop a program that meets the needs of the students. Funding to contract with someone to develop the project could be accomplished through grants and/or NAP credits.

Grants

Grants from the local community foundation or other private foundations can be sought out to help with components of the project. The best way to begin this application is to clearly describe what it is that the group wants—which is a career development professional to help create a program within the high school or extracurricular setting. Then, find out how much this might cost and create the budget.

NAP Credits

NAP Credit funding is an opportunity with through the State of Indiana whereby a non-profit can apply for tax credits that can be sold to an individual or business. The dollars acquired through this sale can be applied to just about any component of this project. Dollars from NAP credits can help with hiring someone to develop the program.

IMPROVE COUNSELING AND MENTAL HEALTH SERVICES

Credit: aturningpoint.org

This initiative calls for establishing relationships with local health service providers and seeing where expansion and growth are possible. Efforts to attract new mental health services is also an option; however, Muncie has access to great healthcare resources and efforts to expand upon existing assets may prove more fruitful.

PROMOTE TRAIL-BASED DEVELOPMENT ALONG LOCAL GREENWAYS

Students have identified promoting trail-based development along local greenways as an initiative that they would like to seem implemented. A committee or taskforce of resident volunteers should be established and work with the Parks Department to ensure that the following goals and objectives are met.

The Indiana Department of Natural Resources has produced a guide for five year park plans, which can be found here: http://www.in.gov/ocra/files/Five_year_parks_master_plans.pdf. This might serve as a guide map for the committee and the Parks Department to help roll out components of this project.

ADA Accessibility

Greenways and stops along the way should be ADA accessible. A number of planning and construction grants are available to help with such projects. Specifically, consult the fundraising booklet available to all MCMV groups on the website.

Grants

The committee should work with the local parks department to prepare grant applications for the local community foundation and other private foundations and organizations. The committee needs to be able to clearly articulate to the granting agency which components of the greenway for which they are requesting support. Demonstrating that the committee has also gathered support from the city/county as well as secured in-kind donations will also help the application.

PURSUE A REGIONAL TRAIL CONNECTION BETWEEN MUNCIE & ANDERSON

There are many opportunities for connecting multiple jurisdictions. The first step in implementing this project is to connect the stakeholders in Muncie & Anderson, and all points in between. Beginning the conversation between the two groups will allow for the plan to take shape.

A planning grant to help the jurisdictions create a master trail plan is likely the next step. Apply for a grant through the Indiana Office of Community and Rural Affairs (OCRA) to help with a plan for the project. See the fundraiser database available on the website.

SUPPORT EFFORTS TO PROVIDE A VARIETY OF DOWNTOWN BUSINESS AND HOUSING OPPORTUNITIES

The Muncie MCMV group has chosen to encourage small business growth within their community. While a lofty goal, the City of Muncie is primed for such a step. While this goal is a multi-year process with many steps along the way, this initiative is certainly an achievable goal. This goals should coincide with the major objectives in the Muncie Comprehensive Plan.

A good place to start for such a project would be to receive a planning grant from the Indiana Office of Community and Rural Affairs (OCRA). See the fundraiser database available on the website.

When considering adaptive reuse of abandoned buildings for both commercial and residential use, the community has several steps which they need to be ready to take. The first step in this process is going to be to identify a taskforce or committee of volunteers who is ready to spearhead this project. It would serve the committee well to affiliate themselves with a non-profit in the area. The committee must make their intentions known to the local planning commission and work with them to identify their goals.

The commission will need to approve zoning variances or re-zone the entire area for any mixed-use developments. Additionally, specific areas may need to undergo brownfield remediation. After determining the general idea for the project(s), the City of Muncie should bid out options for the redevelopment of this project. The developer should produce proforma for this project, after which the City must be prepared to leverage public dollars for private funding. Funds from the town, grants from the state and other sources should be combined with loans and investment dollars to help make this project successful.

The timeline on this project is likely 5-10 years after the initial ideas are proposed to the planning commission. The funding database that is available to MCMV partners lists potential partners that would be good candidates for helping to finance this project. Specifically, see the community development section of the resource.

THIS PAGE INTENTIONALLY LEFT BLANK

Part 5: Appendices

IN THIS PART:

Economic Improvement Strategies
Environmental Inventory
Environmental Hazards

ECONOMIC IMPROVEMENT STRATEGIES

While each community has their specific goals and initiatives, there are several factors that each plan has in common. A list of economic improvement strategies was developed at a meeting of MCMV Year One community members in November 2014 in Columbus, IN. The list was compiled and organized by India Ballard-Bonfito. This portion of the plan is intended to share resources which empower each community to achieve their goals. Online resources on the My Community, My Vision website supplement this information. It is highly recommended that each community review these resources at https://sites.google.com/site/mycommunitymyvision

- Business Improvement Districts
- Crowdfunding
- Heritage Tourism
- Makers Districts
- Revolving Loan Funds
- Downtown Living Opportunities
- Student Led Restaurants
- Community Gathering Events
- Food Security
- Resource Recovery

The list includes the overall strategies for community development. Viewed alone, these strategies can be rather overwhelming. "How does one actually implement heritage tourism?" for example, is a question you might ask yourself. If broken down into smaller tasks in the form of individual projects and programs, coupled with community dedication and provided the resources to do so, the goals can become ever-achievable!

Oftentimes, larger goals must be broken down into smaller projects, pilot projects and use project-specific funding sources to be achieved. Once a history of success is established, then higher-dollar funders will be more likely to give, as is the case for federal funding resources.

ACTION

All programs, whether they are small projects with a short timeline, or larger projects that will take five years or more, require collaboration with various local, state and federal partnerships. Such partnership is essential for success, but also demonstrates strong, grassroots commitment to community improvement.

An online video guide on the "My Community, My Vision" website accompanies the following action items and the economic tools and fundraising resources listed below. In this guide, Lindi Conover takes you through the following components with an example to explain the particular organizing goals and strategies, along with the fundraising and economic implementation tools.

Keys to success include the following:

A core group of dedicated individuals who will begin the planning

The good news is that you already have this in place by being a part of the My Community, My Vision program! But you may need more people on board, which involves "selling" or lobbying for your project(s). Before you can really begin to inform and educate, you have to identify and plan out the smaller tasks of your specific projects/plan. Again, because of your involvement in the My Community, My Vision program, you already have a really strong start!

Identifying local stakeholders

Include local county and city government (mayor, city & county council, commissioners), school boards, libraries, parks departments, community leaders, businesses and business owners, political parties, banks, chambers of commerce, tourist and visitors centers. This step usually involves the core group of organizers to brainstorm and systematically write down what headway has been made. Time will be spent looking up phone numbers, asking questions, being re-directed to the right people and generally learning the "lay of the land" in your local community.

Educate & Advocate

Now your job is to get the stakeholders on board with your project, to bring them into the fold and get them excited for your plan. This is the step in which partnerships really begin to emerge and blossom. You will discover aspects of your community which you didn't already know and begin to work together with others who are passionate about your town(s). Delegate out to your core group of people specific tasks required to get the job done. Don't be afraid to ask for help and guidance. This is your chance to show stakeholders what the plan is and why you need them.

Assign Tasks to Achieve the Plan

You have committed individuals, agencies, organizations, and all sorts of local institutions ready to see your plan take shape and begin to make a difference in the experiences of people within the community. Identify which institutions are best suited to take part in various aspects of the process and ask them to do so.

FUNDING

Funding sources for community projects can be broken down into several basic category types. Each type of funding sources has its benefits and particular use, which are described below.

- Grants
- Private Corporate/Business sponsorship
- Individual sponsorship
- In-kind sponsorship
- Crowd funding
- Tax Incentives
- Loans

Grants

Grants are monies which are applied for by organizations from foundations. These are monies that do not need to be repaid, but often have certain requirements, including public acknowledgement and reporting. Foundations which grant money usually have one or more application rounds each year and give priority to particular program areas or project types. Check with each foundation for details.

One great thing to keep in mind is that each county in Indiana has an established community foundation. This good fortune was made possible by the Eli Lily Foundation. These local community foundations grant funds in each county, and their giving levels can vary based on available funds. This is always a great place to start with funding and grants because these foundations are plugged in to what is happening on the local level and are very accessible.

Private corporate or business sponsorship

Oftentimes, corporations or local businesses are interested in working with local communities to support projects, especially if those projects have some

connection to the business's mission or commercial matter. Like grants, sponsorship dollars do not need to be repaid but may require significant public acknowledgement and reporting. Business sponsorship committees may also have application deadlines, or rolling deadlines. Be sure to check with each business prior to requesting funding.

One great way to encourage sponsorship is to frame it as an advertising opportunity for the local business by giving them naming rights and/or allowing the entity to place their logo on publicly displayed objects like signs, etc.

Individual sponsorship

Individual sponsorship generally occurs for a particular event and is funded by an individual, family, or small group of individuals who have donated money to the same thing. Typically, this type of sponsorship involves direct solicitation and request, and does not include an application. These types of sponsorships might be given as memorials for a loved one, because the individual(s) cares about the program/project, and can include naming rights.

In-kind sponsorship

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. In kind sponsorship is often appropriate for projects that might require supplies that can be donated by a local business, but can occur at any scale. It might also be appropriate for overhead costs that an organization might not have in their budget as they start up, like marketing services.

Crowdfunding

Crowdfunding is an emerging field of fundraising in which funds are requested from a large group of people, usually for a singular project, and typically occurring through intense social media campaigns. There are 3 participants in the crowdfunding model: the project initiator who proposes the project, individuals/groups who support and fund the project; and a moderator to bring the groups together. The project initiator creates a business plan and marketing strategy

for their idea. After deciding on an appropriate crowdfunding platform, they connect with a moderator. The moderator assists them in finding local supporters appropriate for the project.

An organization typically sets up a website which accepts pledges; if a particular amount is met, then those pledges are turned into donors and the project is funded. See this resource for rules about crowdfunding projects in Indiana: http://www.in.gov/sos/securities/4114.htm.

Tax Incentives

This type of economic development tool requires detailed coordination with governing bodies like state and local councils and government agencies. Tax incentive tools are designed to bring a certain type of business or resident to an area and offer certain tax credits or benefits for those people/businesses.

Business Improvement Districts

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like those described above). These communal funds are then used for services that benefit the downtown; this in turn makes the area more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

Revolving Loans

Revolving loan funds provide a source of capital within the community that can be used to fill in gaps for funding. They provide low interest loans to community members. When the loans are repaid, the loan amount is returned to the fund and is available to other borrowers. This type of funding is most useful for projects that will eventually make money and be self-sustaining. RLFs are typically administered by planning and development commissions or economic development organizations. Initial funding can come from federal grant programs and other sources, listed above.

Business Loans

Business loans are available through banks. Loans must be repaid with varying levels of interest.

The best resources are usually those in one's own community, including local credit unions and banks.

ENVIRONMENTAL INVENTORY

WHITE RIVER:

The White River is the primary environmental feature for Muncie. The river runs straight through the center of the city. The river is the greatest environmental resource for Muncie, and has the greatest potential for development.

Opportunities:

Riverside expansion:

- Shops and cafes that look over the river
- Expand the buffer area (approximately 30 foot zones on either side of the river) with trees and native flora to increase the aesthetic and health of the river

Clean up and mitigate up stream point source pollution:

- Clean stream allows it be used recreationally
- Increase fish and wildlife

MUNCIE PARKS:

1. Aultshire Park
2. Ball Community Park
3. Canan Commons Park
4. Chambers Park
5. Clifton-Wallace Park
6. Cooley Park
7. Cowing Park
8. Emerson Dog Park
9. Gilbert Park
10. Guthrie Park
11. Heekin Park

12. Jacks Park
13. Jerry L. Thornburg Memorial Park
14. Mansfield Park
15. Matthews Park
16. McCulloch Park
17. Morningside Park
18. Muncie Cantilevered Walkway
19. Muncie Fireman's Park
20. Prairie Creek Park
21. Riverbend Park
22. Riverview Park

CARDINAL GREENWAY

The Cardinal Greenway is great opportunity to create a more bike friendly community. The Greenway offers Muncie residence a place to run, walk and bike, that is both safe and beautiful. It interconnects communities and offers alternative transportation.

Opportunities:

Trail Expansion:

- Connect the north and south parts with a bike trail instead of along the roads perhaps along octane creek
- Expand south towards Mounds State recreation Area (for example, the Katy Trail between Kansas City and St. Louis)
- Connect the trail to individual communities within Muncie, in other words make the trail accessible from the urban areas of Muncie

WHITE RIVER TRAIL

The White River Trail connects to the Cardinal Greenway and creates a bike route for western and eastern Muncie. It has great potential to link Muncie and Anderson, perhaps eventually moving towards Indianapolis.

Opportunities:

Trail Expansion:

- Expand towards Anderson eventually meeting Indianapolis and make Muncie the intersection of the Cardinal and White River Greenway
- Make the trail accessible to the urban areas of Muncie

EMPTY LOTS AND BROWNFIELDS

The abundance of empty lots is great opportunity for establishing local green space. These areas have tremendous potential. Putting these spaces to use would not only improve the quality of place in Muncie but could also brand Muncie as an innovative city. The recommendations below are just few uses out of a myriad that may be implemented

Opportunities:

- Urban Gardens, Butterfly Gardens, Song Bird Gardens, Neighborhood parks, Art parks, Outdoor theatre space, Local markets

ENVIRONMENTAL HAZARDS

This document is a list of the environmental hazards in the Muncie area. The hazards are mainly chemical in nature; they include active and archived sights.

SUPERFUND SITES

The Environmental Protection Agency (EPA) has listed ten active superfund sites. These sights are potentially harmful to human health and are on schedule to be cleaned up.

1. Baker Property

237 Rte 10, Delaware County Rd And 700-s

Muncie, IN 47302

2. Muncie Library Mercury Spill

1700 West Mc Galliard Street

Muncie, IN 47304

3. Kiser Plating

401 E. Howard Street

Muncie, IN 47305

4. Muncie Mercury House

711 West Powers Street

Muncie, IN 47305

5. Frank Foundries Corporation

1324 S. Brotherton Blvd

Muncie, IN 47305

6. Muncie Precision Hard Chrome

1001 E. 18th Street

Muncie, IN 47302

7. Muncie Paper Process

701 W. 23rd Street

Muncie, IN 47302

8. Westinghouse Abb Power

3500 South Cowan Road

Muncie, IN 47302

9. Muncie Race Track

Intersection Sr 67 & Rr 700

Muncie, IN 47307

10. Memorial Drive Dump

Memorial Drive & White River

Muncie, IN 47306

ARCHIVED SUPERFUND SITES

There are 45 superfunds sites that have already been cleaned up and are listed as archived. These sights may be redeveloped potential depending on the specification of the site.

BROWNFIELDS

Brownfields are areas that previously were used for industrial or commercial uses. The land is considered contaminated but not to the level of a NPL. These areas can be used for business developments and retail parks once they have been cleaned. There are currently 18 identified brownfields in Muncie; however, there are probably more that have not yet been identified.

POLLUTERS

There are currently 13 active sources of pollution within and immediately surrounding Muncie. These sources affect the air, soil, and water quality throughout Muncie. The listed polluters have varying degrees of output, from negligible to severe.

1. Twoson Tool

4620 W Bethel Ave

Muncie, IN 47304

2. Mid City Plating Co Inc

416 S Hackley St

Muncie, IN 47305

3. Marathon Petroleum Co Muncie In Terminal

2100 E State Rd 28

Muncie, IN 47303

4. Marathon Petroleum Co Llc Muncie In Terminal

2100 E State Road 28

Muncie, IN 47303

5. Manual Transmissions Of Muncie Llc

1200 W Eighth Ave

Muncie, IN 47302

6. Gkn Aerospace Muncie Inc

3901 S Delaware Dr

Muncie, IN 47302

7. Exide Technologies (Pertinent Information)

2601 W Mt Pleasant Blvd

Muncie, IN 47302

8. Delaware Machinery And Tool Co Inc

700 S Mulberry St

Muncie, IN 47302

9. Delaware Dynamics Llc

700 S Mulberry St

Muncie, IN 47302

10. Borgwarner Diversified Transmission Products Inc

5401 Kilgore Ave

Muncie, IN 47304

11. Beckett Bronze Co Inc

106 E 20th St

Muncie, IN 47302

12. Azz Galvanizing Muncie

2415 S Walnut St

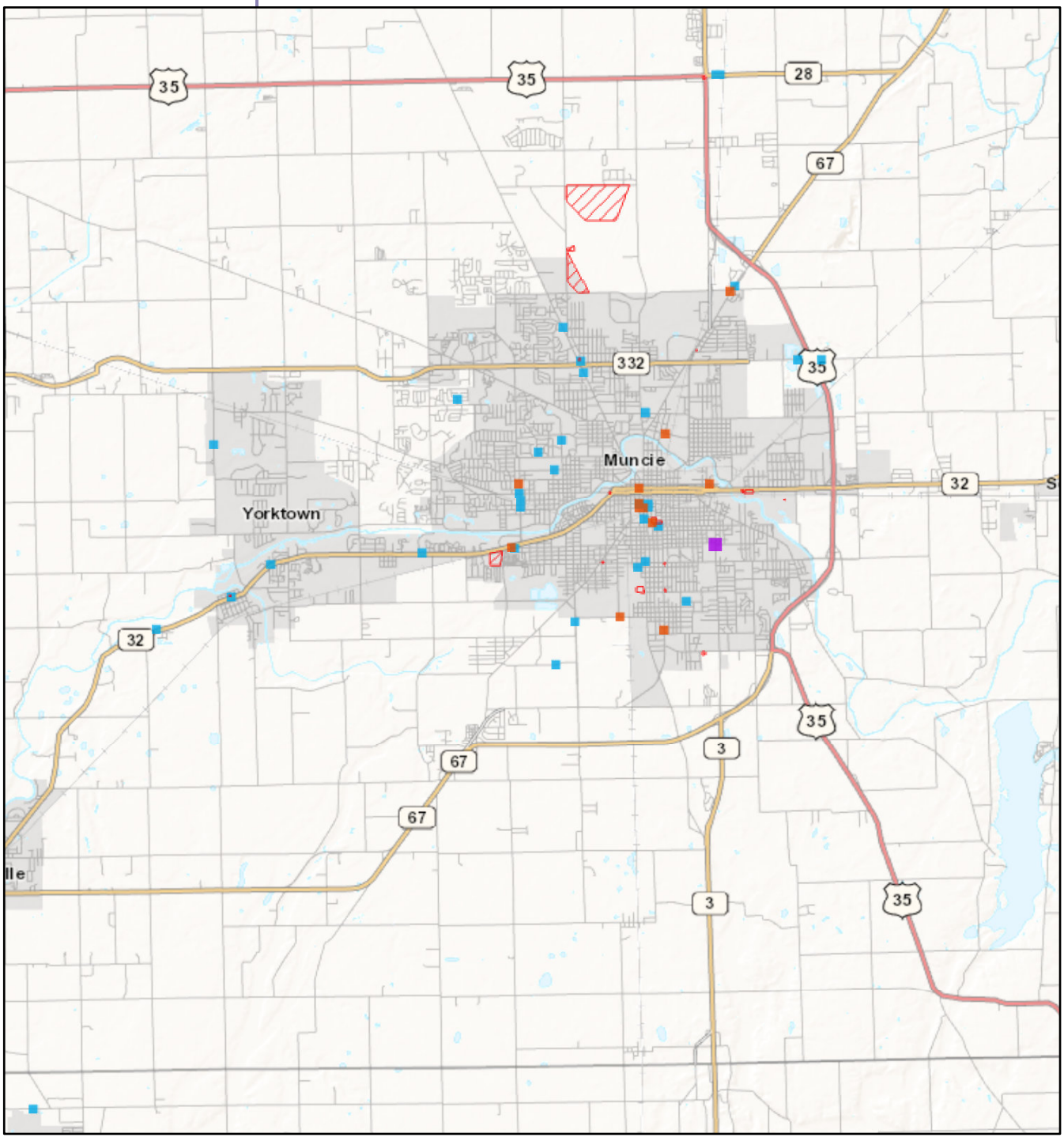
Muncie, IN 47302

13. Arrowhead Plastic Engineering Inc

2909 S Hoyt Ave

Muncie, IN 47302

Muncie Hazards



February 23, 2016

1:125,000

0 1 2 4 mi

0 1.75 3.5 7 km

- Brownfields
- Institutional Control Sites
- Corrective Action Sites
- Cleanup Sites 2015
- Superfund Sites

Indiana Department of Environmental Management, Office of Land Quality
Indiana Department of Transportation (INDOT), U.S. Census Bureau (USCB), Indiana Geographic Information Council (IGIC), UITS, Indiana Spatial Data Portal

THIS PAGE INTENTIONALLY LEFT BLANK