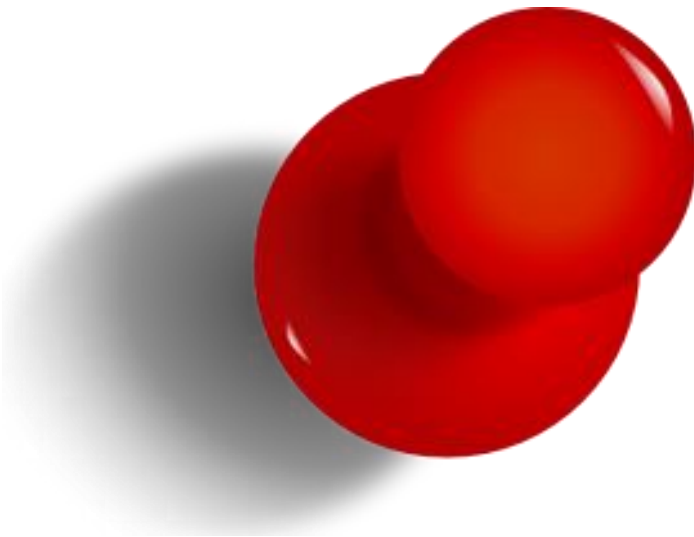


Muncie
Action
Plan **2**

December 2013

PLAN FOR ACTION



Submitted to:
Citizens of Muncie, IN

Prepared by:
Muncie Action Plan

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

The Muncie Action Plan (MAP) has been transforming our community, providing a common language and goals for the past three years uniting us across agencies and organizations. That language initially included 47 action steps or goals identified through conversations with each of more than 2,000 adults and secondary students from across our community. Ultimately, these were organized into five task forces to clarify our priorities – priorities the participants believed would make Muncie a better place to live, work, and play. The impact was immediate and dramatic. Two years after implementation, local foundations were requesting nonprofit organizations submitting funding proposal to identify the MAP goal(s) their request would address.

Neighborhood associations have grown from 4 to 28 meeting regularly to clean up neighborhoods, problem-solve, fund-raise, develop pocket parks and community gardens, and organize neighborhood picnics. Code enforcement has been transformed thanks to a partnership with MAP, Neighborhoods, and the City of Muncie.

Our community recognized that many of our children were not ready to learn when they entered kindergarten and this most often has the effect of limiting their potential throughout life. To help ensure every child enters kindergarten ready to learn, a “Birth to Kindergarten” initiative, known as B5, is underway to educate parents, neighborhood leaders, and all child care providers/educators about early brain development and help them develop appropriate programs/curricula for preschool children. It is a massive effort that began under the MAP umbrella.

In short, the community is educating itself, learning how to solve problems together, and embracing the vision and values articulated by 2,000 citizens at the beginning of the MAP process. They have become part of the community’s lexicon and many are built into the goals of organizations like the Chamber of Commerce, the Muncie Public Library, Muncie Community Schools, health networks, community centers, arts and cultural organizations, and more.

It has been thrilling to be part of this community building process. We are grateful to Jamie Greene, principle, with ACP Planning and Visioning of Columbus, Ohio, for developing and shepherding the original plan. It was a positive process, one that forced us to look ahead and not behind; to look at what we wanted to accomplish, not what we had lost.

And, we are not finished. MAP2 began with a series of public meetings in the Spring of 2013, facilitated again by Jamie Greene. Through these meetings and further deliberation by the MAP Board, we have created this new plan (MAP2) that refocuses our energy, attention and resources for the future.

In conclusion, we summarize our first three years by thanking the 2,000 Muncie and Delaware County citizens who participated in the MAP public meetings and clearly articulated what they wanted to see happen in Muncie. MAP’s primary effort has been and will continue to be one of encouraging, facilitating, and collaborating with existing organizations and initiatives. Therefore, we want to thank the many entities, agencies, and elected officials who have worked together to bring about progress and/or completion of many of the action steps identified by citizens during the MAP process.

Sincerely,

George Branam and Ginny Nilles

Co-Chairs, MAP Board of Directors

Acknowledgments

Ball Brothers Foundation

Ball State University

B5 Initiative

City of Muncie

Chamber of Commerce

Community Foundation of Muncie and Delaware County

Delaware County Redevelopment Commission

Ivy Tech Community College

Minnetrista

Muncie Community Schools

Muncie Public Library

Neighborhood Council of Presidents

Teamwork for Quality Living (EPIC)

MAP Volunteer Board of Directors (December 2013):

- *George Branam, Co-chair*
- *Ginny Nilles, Co-chair*
- *Dale Basham*
- *Terry Whitt Bailey*
- *Andy Bowne*
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- *Roni Johnson*
- *Matt Kelsey*
- *Marta Moody*
- *Tom Kinghorn*
- *Jim Wingate*

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Executive Summary

Introduction

“What is needed for Muncie to be the best it can be in the coming years?” The original Muncie Action Plan (MAP) was the result of an intensive year-long, citizen-based initiative to answer that question and in so doing create a holistic, collaborative vision and Action Plan for the future of the city. MAP brought together a diverse group of citizens to chart a course toward a common future that reflects the community’s shared values and aspirations.

MAP2 is the next stage of the MAP effort. Over the past three years many of the original 47 initiatives (see Appendix A) have been addressed. Focus continues on a number of key areas (education, neighborhoods, and community image) and a series of community meetings held in March 2013 allowed the community to express its interest in new and some recurring themes. This report presents MAP2, as adopted by the MAP board, to serve as a guide for future action.

“Muncie has good potential and concerned citizens but needs a good plan that more uniformly addresses our needs, yet with creativity and strength.”

– Muncie citizen



MAP 2 carries forward the five initiatives from the original Action Plan, which emerged from the public process as critical areas of focus for the community. Addressing each of these initiatives is necessary to fully achieve the community's vision for the future. The five initiatives are:

1. *Linking Learning, Health, and Prosperity*
2. *Fostering Collaboration*
3. *Strengthening Pride and Image*
4. *Creating Attractive and Desirable Places*
5. *Managing Community Resources*

In summary, the vision for the future of Muncie is expressed by the following statement:

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

MAP2 – A Plan for Action

The Muncie Action Plan was completed in 2010 following an intensive public engagement process organized by the MAP Steering Committee and facilitated by ACP Planning and Visioning. In the summer of 2010 City Council Adopted the Plan along with many of the community's clubs, organizations and other governmental entities. A volunteer Board of Directors was identified from the original Steering Committee and has been working on implementing or facilitating the implementation of the 47 action steps identified in the plan since Fall 2010 (Appendix A). The 47 action steps are organized under five task forces, each chaired by one or two members of the Board.

Task Forces

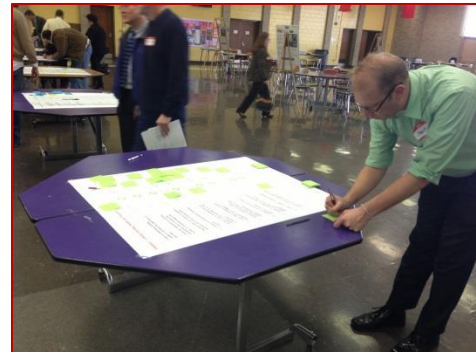
- Initiative 1: Linking Learning, Health, and Prosperity
- Initiative 2: Fostering Collaboration
- Initiative 3: Strengthening Pride and Image
- Initiative 4: Creating Attractive and Desirable Places
- Initiative 5: Managing Community Resources

Three years later a review of the Plan reveals that significant progress has been made on many albeit not all, initiatives (Appendix B). The Board again sought public input to help determine what action steps should be kept and whether any should be added or altered. And, while some change was to be expected, the basic principles and aspirations from the original plan (Appendices C and D) remain tenets of the updated plan.

MAP2 Process and Re-vision

Report Card

ACP Planning and Visioning was hired to assist with public meetings to position MAP for the future. The meetings were held at Southside High School and Central High School on March 13th and 14th, 2013, respectively. This process was titled MAP2. Participants saw a presentation on the state of MAP's progress, the "Report Card," and then were provided with three avenues for input into the process. Attendees could use sticky notes to post comments on posters delineating MAP Initiatives and Actions. They could use comment cards to comment on MAP actions or the charrettes themselves. They were also invited to participate in roundtable discussions where their ideas and opinions were recorded by volunteers.



As attendees entered each meeting they were presented with 5 tables displaying a large poster. Each poster focused on one of the 5 MAP Initiatives by outlining that initiative's actions, its progress, and the MAP Board's commitment to future action. Participants were asked to post comments on any aspect of the initiative and/or action using sticky notes. Each table had volunteers and/or task force leaders that were available to answer questions.

As the public entered they were also given comment cards. The card had three sections: comments for specific actions, general comments, and volunteer contact information. They could identify a specific action and comment directly to it, and/or comment generally about the experience. If they wanted to volunteer they could leave their name, phone number, email, and a brief description of how they wanted to contribute.

The breakout sessions were opportunities for participants to voice their ideas on the future direction of MAP. They could identify areas where MAP had good momentum, areas where it should continue to focus or shift attention, and identify new aspects not previously identified.

After the public sessions, all input was compiled and analyzed, resulting in revised action steps for the five Initiatives, as set forth on the following pages.

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Initiative 1:

Linking Learning, Health and Prosperity

Overview

No factor is more important to the success of a community than the health of its economy driven by the education of its people. The education level of a community's workforce is one of the most important factors in determining the types of jobs that can be offered by existing and prospective employers. The future belongs to those communities that dedicate themselves to growing the capacity to provide a forward looking 21st Century workforce and economy. Such an economy will provide the kinds of jobs that will attract and retain productive citizens and generate sufficient government revenue streams to promote progress. The economy must be diverse enough to serve the basic needs of visitors, the local population and business community. To ensure a high quality of life and remain competitive economically in the face of globalization and expanding technology citizens must be well educated. The research is abundantly clear that building the foundation for an individuals' future success occurs between birth and age 5 – and is demonstrated by kindergarten readiness. This means that parents and families with the support of the community have much to do with the success of individuals and the community. At the same time, as youngsters enter the local educational institutions ready to learn, schools must be ready to supply the knowledge, assistance, and human capital that cultivate a talented and adaptive economy. Finally, people must be healthy to be productive and re-circulate their income through the local economy.

This initiative will focus on strengthening educational attainment and linking educational organizations and institutions to develop a comprehensive, career-oriented, life-long educational system. It will also focus on promoting a community-based approach to wealth and wellness.

Actions

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

- Develop a communication plan that clearly communicates the link between birth through age 5 education and prosperity to the entire community. Form partnerships with public and private schools and institutions.

2. Create a campaign to promote the importance of early childhood learning.

- Develop a communication plan that clearly communicates the link between an individual's early brain development, education and future success in life.
- Develop and administer evaluation and assessment tools to measure progress and gauge all states of a child's development beginning at birth through kindergarten for use by educators, parents and child care providers.

- Measure B5 certified provider programs and make information about B5 certified childcare providers widely available.
- Investigate and promote partnerships with public schools to provide early childhood educational opportunities.
- Focus on development of programming to support parents and families with the assistance they desire and need to enable children to reach their full potential.
- Work in conjunction with neighborhood associations to promote an understanding of the vital role they can play in building a knowledge base for the benefits and services available to families in their neighborhoods.
- Expand on the information available to those who may currently qualify for assistance to help pay for quality child care programs.
- Offer additional educational opportunities to assist at-risk youngsters in the transition to kindergarten.
- Develop and promote literacy development programming opportunities for children and their parents working in close association with local businesses.
- Engage with health providers and other organizations to encourage health promotion and services required by the preschool population.

3. Develop a community-based mentoring program.

- Evaluate community based mentoring programs. Develop mechanism to identify, link/coordinate programs and publicize them. Facilitate partnerships with educational opportunities, retired teachers and others for mentors and other participants.

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

- Work with stakeholders to identify opportunities for social and economic development focusing on Ivy Tech students.

5. Support and promote the community-wide poverty awareness campaign.

- Support the work of other organizations to promote and expand awareness of poverty guidelines so there is a greater understanding of how many working families live in poverty. Work to eliminate the stigma of poverty.
- In partnership with providers, faith-based organizations and others showcase services and identify ways they are working to alleviate poverty in the community.

6. Support and promote a healthy community initiative.

- Work with healthcare institutions and organizations, physicians and schools to educate people about and to reduce childhood obesity.
- Facilitate meetings between worksite wellness stakeholders.
- Celebrate organizations and individuals working to create a healthier community.
- Develop information that makes the connection between healthier employees and a healthy bottom line.
- Work with organizations and providers on drug awareness and its impact on brain development, educational and career attainment.
- Support workshops to promote walking, bicycling, running, swimming and other activities that encourage healthy living.

7. Re-institute campaign to make a 211 community services program operational.

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Initiative 2

Fostering Collaboration

Overview

There has been considerable improvement in efforts to work together and bring the community closer together. Muncie is composed of distinct and disparate neighborhoods with concentrated areas of disinvestment, deterioration, and poverty.

The students and faculty of Ball State University and Ivy Tech, who comprise a significant portion of the community could be better acknowledged, included and engaged. Ball State's Building Better Communities initiative, which connects people and organizations across Indiana to the university's expertise and resources, has recently repositioned itself to give greater attention to the Muncie community. The university's Strategic Plan establishes a strong precedent for improving relationships, including a strategy that entails "embracing and supporting partnerships and collaboration...with the greater external community" and a goal to "address local...needs through activities that foster collaboration and mutually beneficial relationships."

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

Actions

- 1. Build on Neighborhood Presidents Council efforts to support and encourage neighborhood organizations.**
- 2. Develop materials and expertise to help neighborhoods organize, identify and train emerging leaders and connect them with resources in the larger community.**
- 3. Work with Building Better Communities at Ball State University to expand the Neighborhood Presidents Council's role in developing neighborhoods, securing grants and educating residents about issues of concern.**
- 4. Create a robust clearinghouse for volunteer service.**
- 5. Develop mechanism that encourages and supports civil, respectful public dialogue.**
- 6. Encourage partnerships with educational institutions that will expand their influence and involvement in the community.**
- 7. Create strategic neighborhood plans and work with neighborhoods to identify and secure funding to implement plans.**

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Initiative 3

Strengthening Pride and Image

Overview

Muncie lacks a unified community identity, instead having competing identities based upon geographic areas of the city. Muncie has a strong set of assets—most notably its institutions and people—which can be leveraged to redefine Muncie and generate the excitement necessary to raise optimism in the community and change some of the negative perceptions that exist.

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

Actions

- 1. Promote a community identity that seeks to unify and advance pride in the community.**
- 2. Create a centralized community events calendar to increase event awareness in the community.**
- 3. Utilize social media more effectively to promote community pride and event awareness.**
- 4. Build on existing events using local community resources.**
- 5. Encourage signage using the way-finding signage initiative.**

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Initiative 4

Creating Attractive and Desirable Places

Overview

A post-industrial economy has left Muncie with the difficult task of improving large swaths of underutilized land on which development cannot occur without environmental remediation. Improving the quality of place throughout the city is an essential task in moving forward and includes: creating a vibrant downtown with a mix of amenities, attractions, and gathering places; improving infrastructure quality and connectivity; providing parks and recreational opportunities; and managing the redevelopment of underutilized land. This initiative seeks to better manage the physical environment of the city in order to guide future land development, improve accessibility, and create a place that people can be proud of—a place in which people want to live, work, play, and visit.

Actions

1. Implement the Downtown Master Plan.

- Request a status report from Muncie Redevelopment Commission on the Downtown Plan every six months.
- Promote and develop infill in empty spaces.
- Develop a stakeholders group from the broader community to support downtown.

2. Continue and expand the blight removal program.

- Develop a city plan for rehabilitation, restoration, and/or demolition of derelict properties; strategies may include establishing a Land Bank or public green spaces.
- Work with BSU design students to help identify and develop the city's mitigation plan.
- Develop incentives for repurposing or reusing vacant lots in neighborhoods.

3. Adopt and enforce updated corridor development standards.

- Define corridors and develop a Citizen's Committee to help with this process.
- Develop goals and timelines to ensure action.
- Adopt corridor development standards for all major arterial roads in Muncie.
- Develop a communication plan to keep MAP and the community informed about progress.

4. Implement City of Muncie's 5-year Parks and Recreation Master Plan.

- Create dog parks in existing parks, as appropriate.
- Create a Citizens Committee to prioritize projects and assist the City in developing a fundraising plan.
- Promote the hiring of a Recreational Director.

5. Improve appearance of Gateways.

- Work with local government to identify gateways and create an enhancement plan for each.
- Implement the South Gateway transportation enhancement project.
- Develop a communication plan so MAP and the community stay abreast of plans and timelines.

6. Strengthen code enforcement.

- Partner with Building Better Communities to evaluate, promote, and improve the online reporting mechanism, including communicating results to the public.
- Develop an anti-littering awareness campaign.
- Develop plans to strengthen code enforcement for private properties, especially rental properties and new developments.
- Develop a communication plan for City Council, the Mayor, and the Board of Public Works to keep MAP and the community apprised of progress.
- Work with Neighborhood Associations to make reporting of violations a priority.

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

- Promote installation of public art.
- Work with relevant stakeholders to promote neighborhood cleanup, curb appeal, and home improvement projects.

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

Initiative 5

Managing Community Resources

Overview

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

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

Actions

1. Create a design manual for public infrastructure for use by public entities, developers and homeowners.

- Work to increase collaboration between various departments of government dealing with development and infrastructure requirements.
- Work with Neighborhood Presidents Council as means of communicating with neighborhoods and educating people on infrastructure ordinances and jurisdictions.

2. Implement the *Prairie Creek Master Plan*.

- Develop a communication plan to keep MAP and the community informed about the status of the plan and Prairie Creek.

3. Create a Muncie Energy Office and advisory committee.

- Adopt a carbon footprint reduction goal and supporting policies.
- Create a citizens-led committee in partnership with Ball State that will serve as clearinghouse and resource for residents, businesses and government in developing and implementing green practices and energy efficient initiatives.
- Develop an Energy Star program.
- Secure funding to support programs and initiatives.
- Develop a communication plan to inform MAP and the community about the importance of reducing carbon footprints and progress made toward this goal.

4. Implement models of sustainable design throughout the city.

- Develop an Urban Tree Planting and Management Program.
- Develop a communication plan to inform MAP and the community about efforts to plant and remove trees and urban garden initiatives.

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

6. Create a Brownfields Redevelopment Program.

- Create a Brownfield Redevelopment Program plan and seek additional funding.
- Develop a communication plan to keep MAP and the community apprised of progress.

7. Institute bike-friendly community programs.

- Work to develop educational programs and information that give people of all ages and abilities the skills and confidence to ride.
- Work on programs that encourage a strong bike culture that welcomes and celebrates bicycling as a safe and viable transportation option.
- Work with enforcement agencies to ensure safe roads for all users.
- Develop a communications plan to keep MAP and the community apprised of progress.

8. Develop and implement a sidewalk and recreational paths plan.

- Improve collaboration between the City and BSU on projects.
- Develop a five-year capital improvement program for sidewalks.
- Develop a communication plan to keep MAP and the community apprised of progress.

Appendix A: The Original MAP Action Steps

Initiative 1. Linking Learning, Health & Prosperity	Recommended Stakeholders	Recommended Timeframe
1.1. * Create an awareness-building coalition to promote the importance of education	Muncie Community Schools, parents, neighborhood associations, local foundations, churches, service clubs, libraries, business leaders including Chamber of Commerce, Ball State University, Ivy Tech, etc.	Short-term and ongoing; Long-term for generational stability.
1.2. * Create and implement an economic development plan to expand the number of competitive-wage jobs	City of Muncie, Muncie-Delaware County Economic Development Alliance, Energize ECI, Chamber of Commerce, Ball State University, Ivy Tech, Downtown Development, and Muncie Visitors Bureau	Immediate and short-term
1.3. Augment school curriculums to address both basic and career-oriented skills	Muncie Community Schools, Ivy Tech, Ball State University, Muncie Area Career Center, 21st Century Community Learning Centers	Immediate and ongoing
1.4. Develop a community-based mentoring program	Ball State University, Ivy Tech, Ball Memorial Hospital, Guardian Scholars, Big Brothers/Big Sisters, community centers, churches, etc.	Immediate and ongoing
1.5. * Develop and implement plan to coordinate with and capitalize on the relocation of Ivy Tech to downtown	Ivy Tech, City of Muncie, Downtown Development	Immediate and short-term
1.6. Create a Muncie Delaware Economic Development Council (MDEDC)	Chamber of Commerce, Downtown Development, Small Business Bureau, City of Muncie, Delaware County	Immediate and ongoing
1.7. Develop an initiative to promote community-based learning for early childhood development	Selected daycare facilities, an organization of early childhood experts, Muncie Public Library, Ball Memorial Hospital, parents, and community leaders	Immediate
1.8. Conduct a community-wide poverty awareness campaign	TEAMwork for Quality Living would mobilize social service providers, churches, and others to showcase their services and would facilitate the work of a community-wide group	Immediate and short-term
1.9. Conduct a campaign to raise awareness about community services offered through 211	United Way, LifeStream Services	Immediate and ongoing
1.10. Create a healthy community initiative	Ball Memorial Hospital, Mayor's Advisory Committee for Health Education, Gateway Clinic, Community Center for Vital Aging, Little Red Door, YWCA, Delaware County Health Department	Immediate and short-term
1.11. Create a prisoner re-entry program with support from local businesses	Muncie Alliance for the Prevention of Substance Abuse (MAPSA), Weed and Seed, Community Foundation, Community Development, Meridian Services, BSU Criminology and Counseling Psychology faculties	Short-term

Initiative 2. Fostering Collaboration	Recommended Stakeholders	Recommended Timeframe
2.1. * Develop a Council of Neighborhoods to build and support the capacity of neighborhood organizations	Neighborhood Presidents Association, Community Development	Short-term
2.2. Conduct a campaign to increase civic participation and to foster civil discourse	Church organizations, Chamber of Commerce, League of Women Voters	Short-term
2.3. Create a robust volunteer program	Muncie Clean and Beautiful, Rebuilding Together, Cardinal Greenway, Sanitary District, United Way, neighborhood associations	Immediate and ongoing
2.4. * Develop a Uniform Code of Ethics for local government	Muncie Bar Association	Immediate
2.5. Initiate a campaign to recognize and promote higher education's partnerships in community endeavors	Ball State University, Ivy Tech, City of Muncie, and various community organizations	Short-term and ongoing

Initiative 3. Strengthening Pride and Image	Recommended Stakeholders	Recommended Timeframe
3.1. * Develop a city brand identity and marketing campaign	Muncie-Delaware County Economic Development Alliance, Chamber of Commerce, City of Muncie, Muncie Visitors Bureau	Immediate and short-term
3.2. Create a comprehensive and centralized event guide to increase awareness of community events for residents and visitors	Muncie Visitors Bureau, Downtown Development, Minnetrista Cultural Center, Cornerstone Center for the Arts, <i>Muncie Star-Press</i>	Immediate and ongoing
3.3. Complete the installation of wayfinding signs as detailed in the <i>Wayfinding Signage Plan</i>	City of Muncie Public Works Department, Community Enhancement Project (CEP), Ball State University, Delaware-Muncie Metropolitan Plan Commission (DMMPC), Delaware County	Short-term
3.4. Create additional community events that build on existing events	City of Muncie, Muncie Visitors Bureau, Chamber of Commerce, Ball State University	Short-term and ongoing
3.5. Continue to pursue Cultural District designation from Indiana Arts Commission	Muncie Arts and Culture Council (MACC), City of Muncie	Immediate and ongoing
3.6. Link primary websites for Muncie	City of Muncie, Muncie-Delaware County Economic Development Alliance, Energize ECI, Chamber of Commerce, Downtown Development, Muncie Visitors Bureau	Immediate and short-term
3.7. Establish a City-wide Positivity Challenge	MAP Implementation Leadership Group	Immediate and ongoing

Initiative 4. Creating Attractive and Desirable Places	Recommended Stakeholders	Recommended Timeframe
4.1. Create and implement a Downtown Plan *	Community Development, Muncie Redevelopment Commission (MRC), City Council, Downtown Development, Delaware-Muncie Metropolitan Plan Commission (DMMPC)	Immediate and ongoing
4.2. Develop and implement a Sidewalk and Recreational Paths Plan *	City of Muncie, Delaware-Muncie Metropolitan Plan Commission (DMMPC), Cardinal Greenway	Immediate and ongoing
4.3. Continue and expand the blight removal program *	Community Development, Unsafe Buildings Commission	Immediate and ongoing
4.4. Adopt and enforce updated corridor development standards	Delaware-Muncie Metropolitan Plan Commission (DMMPC), City Council	Short-term
4.5. Create a brownfield redevelopment program	Community Development, Muncie Redevelopment Commission (MRC), Muncie-Delaware County Economic Development Alliance	Short-term and ongoing
4.6. Implement City of Muncie's <i>5-Year Parks and Recreation Master Plan</i>	City of Muncie, Parks Department	Immediate and ongoing
4.7. Improve the appearance of city Gateways	City of Muncie, Board of Works, Community Enhancement Projects (CEP)	Short-term
4.8. Strengthen code enforcement	City of Muncie	Immediate and ongoing
4.9. Promote and expand community-based neighborhood enhancement programs *	Community Development, Weed and Seed, neighborhood associations, future Neighborhood Council	Short-term and ongoing
4.10. Develop and maintain a Five-Year Capital Improvement Plan	City of Muncie Public Works Department, Delaware-Muncie Metropolitan Plan Commission (DMMPC), Muncie Indiana Transit System (MITS)	Immediate and ongoing
4.11. Explore the feasibility of an event space for year-round activities in downtown	Parks Department, Community Enhancement Projects (CEP), Mayor's office, Downtown Development, Muncie Arts and Cultural Council (MACC)	Immediate and ongoing
4.12. Promote and support the land bank program	Muncie Redevelopment Commission (MRC), City of Muncie, Community Development, Unsafe Buildings Commission	Ongoing
4.13. Create incentives to achieve development priorities	City of Muncie, Community Development's Neighborhood Stabilization Program, Banks, City Council, Redevelopment Commission (MRC), HOME program	Immediate and short term
4.14. Create Development Plans for each neighborhood	Community Development, Ball State University	Immediate and short-term























Initiative 5. Managing Community Resources	Recommended Stakeholders	Recommended Timeframe
5.1. Create an infrastructure design manual	City of Muncie Public Works Department, Ball State University College of Architecture and Planning, ecoRehab, Delaware-Muncie Metropolitan Planning Commission (DMMPC)	Mid-term
5.2. * Implement the Prairie Creek Master Plan to protect the ecological health of the reservoir and watershed	Parks Board, Cooper Audubon Society, Indiana American Water, White River Watershed Project	Mid-term
5.3. * Renovate and re-open Tuhey Pool	City of Muncie, Parks Board	Immediate
5.4. Hire a Recreational Director	City of Muncie, Parks Board	Immediate and ongoing
5.5. Create a Muncie Energy Office and Advisory Committee	City of Muncie, Sanitary District, Stormwater Management Department, Green Group	Immediate and short-term
5.6. Implement models of sustainable design around the city	Ball State University, Green Group, Minnetrista Cultural Center, Parks Department and Board, Community Enhancement Project (CEP), Downtown Development, Stormwater Management, Muncie Sanitary District, future Muncie Energy Office, neighborhood associations, future Neighborhood Council	Short-term and ongoing
5.7. Adopt a carbon footprint reduction goal and supporting policies	Green Group, Ball State University, future Muncie Energy Office, neighborhood associations, future Neighborhood Council, Delaware-Muncie Metropolitan Plan Commission (DMMPC)	Immediate and short-term
5.8. Contribute funding to support Central Indiana Regional Transportation Authority (CIRTA) membership	Delaware-Muncie Metropolitan Plan Commission (DMMPC), City of Muncie	Immediate and ongoing
5.9. * Institute a Bike-Friendly Community Program	Delaware-Muncie Metropolitan Plan Commission (DMMPC), City of Muncie Public Works Department, Cardinal Greenway, Health Department	Short-term
5.10. Conduct public workshops throughout the city to encourage walking and healthy living	Delaware-Muncie Metropolitan Plan Commission (DMMPC), TEAMwork for Quality Living, Ball Memorial Hospital	Short-term and ongoing

Appendix B: Action Step Status - 2013

MAP REPORT CARD

2013

Initiative 1: Linking Learning, Health and Prosperity

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

ACCEPTABLE PROGRESS?



Yes



No



Cannot be evaluated

BOARD COMMITMENT TO FUTURE ACTION?



Supportive



Very Supportive

 Board Action not needed

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

Initiative 2: Fostering Collaboration

ACTION	STATUS	ACCEPTABLE PROGRESS?	BOARD COMMITMENT TO FUTURE ACTION?
2.1 Develop a Council of Neighborhoods to build and support the capacity of neighborhood organizations.*	In process		
2.2 Conduct a campaign to increase civic participation and to foster civil discourse.	Exists		
2.3 Evaluate volunteer program.	In process		
2.4 Develop a Uniform Code of Ethics for local government.*	Exists		
2.5 Initiate a campaign to recognize and promote higher education partnerships in community endeavors.	N/A		

Initiative 3: Strengthening Pride and Image

ACTION	STATUS	ACCEPTABLE PROGRESS?	BOARD COMMITMENT TO FUTURE ACTION?
3.1 Develop a city brand identify and marketing campaign.*	Pride Campaign was first step		
3.2 Create a comprehensive and centralized event guide to increase awareness of community events for residents and visitors.	In process		
3.3 Complete the installation of wayfinding signs as detailed in the Wayfinding Signage Plan.	Signage plan underway		
3.4 Create additional community events that build on existing events.	In process		
3.5 Continue to support the Cultural District.	In process		
3.6 Link primary websites for Muncie.	Funding needed		
3.7 Establish a City-wide Positivity Challenge.	In process		

ACCEPTABLE PROGRESS?



Yes



No

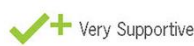


Cannot be evaluated

BOARD COMMITMENT TO FUTURE ACTION?



Supportive



Very Supportive

Board Action not needed

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

MAP REPORT CARD

2013

Initiative 4: Creating Attractive and Desirable Places

ACTION	STATUS	ACCEPTABLE PROGRESS?	BOARD COMMITMENT TO FUTURE ACTION?
4.1 Implement a Downtown Plan.*	In process		
4.2 Develop and implement a Sidewalk and Recreational Paths Plan.*	In process		
4.3 Continue and expand the blight removal program.*	In process		
4.4 Adopt and enforce updated corridor development standards.	In process		
4.5 Create a brownfield redevelopment program.	In process		
4.6 Implement City of Muncie's 5-Year Parks and Recreation Master Plan.	Plan is complete		
4.7 Improve the appearance of city Gateways.	In process		
4.8 Strengthen code enforcement.	In process		
4.9 Promote and expand community-based neighborhood enhancement programs.*	In process		
4.10 Develop and maintain a Five-Year Capital Improvement Plan.	N/A		
4.11 Explore the feasibility of an event space for year-round activities in or near downtown.	Canon Commons		
4.12 Promote and support the land bank program.	City leadership		
4.13 Create incentives to achieve development priorities.	N/A		
4.14 Create Development Plans for each neighborhood.	In process		

ACCEPTABLE PROGRESS?



Yes



No



Cannot be evaluated

BOARD COMMITMENT TO FUTURE ACTION?



Supportive























Very Supportive



Board Action not needed

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

Initiative 5: Managing Community Resources

ACTION	STATUS	ACCEPTABLE PROGRESS?	BOARD COMMITMENT TO FUTURE ACTION?
5.1 Create an infrastructure design manual.	Consultant to be hired		
5.2 Implement the Prairie Creek Master Plan.*	Ongoing		
5.3 Renovate and re-open Tuhey Pool.*	Done		
5.4 Hire a Recreational Director.	Evolving		
5.5 Create a Muncie Energy Office and Advisory Committee.	Done		
5.6 Implement models of sustainable design around the city.	In process		
5.7 Adopt a carbon footprint reduction goal and supporting policies.	See 5.5		
5.8 Contribute funding to support Central Indiana Regional Transportation Authority (CIRTA) membership.	Continuous		
5.9 Support bike-friendly community Initiatives.	In process		
5.10 Conduct public workshops throughout the city to encourage walking and healthy living.	In process		

ACCEPTABLE PROGRESS?



Yes



No



Cannot be evaluated

BOARD COMMITMENT TO FUTURE ACTION?



Supportive



Very Supportive

 Board Action not needed

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

Appendix C: Community Aspirations and Principles – MAP 2010

Community Aspirations – 2010

Amenities: Programs and facilities that are affordable, accessible, and safe, and that both attract visitors and serve the recreational, cultural, entertainment, and educational needs of the community.

Community Building: An engaged, proud community where diverse individuals and organizations live and work together to strengthen the community’s vitality and promote a well-known shared identity.

Economic Development & Employment: A strong, diverse economy that provides improved job opportunities for all people—especially entrepreneurs and young adults—and that yields a competitive wage and a stable tax base.

Education: A well-educated community that embraces life-long learning and is supported by affordable collaborative educational institutions, parental involvement, and non-academic initiatives—extracurricular, neighborhood improvement, social service, mentorship, etc.

Energy, Environment & Sustainability: Cost-effective alternative energy (development and use), effective environmentally sustainable practices, and careful conservation of natural habitats and resources.

Health, Safety & Social Services: Coordinated services that promote personal wellness, ensure public safety, and support the needs of all of

the community’s citizens, especially those who are most vulnerable.

Identity & Marketing: A proud community with a widely recognized reputation for its key assets—people, places, and values—that is attractive to visitors and investment.

Infrastructure & Transportation: Well-designed and maintained transportation network that provides safe and efficient pedestrian and vehicular connections among neighborhoods and regional destinations with expanded opportunities for walking and biking.

Leadership: Collaborative leadership that represents the diversity of the community and fosters broad citizen involvement in community deliberations and demonstrates civility in working for effective and efficient progress.

Neighborhoods, Land Use & Community Appearance: Strong stewardship of land resources and creative use of space that emphasizes reinvestment in all neighborhoods, clean and attractive places, and expansion that is limited to strategic opportunities.

Community Principles – MAP 2010

1. Infill development and redevelopment of underutilized and/or deteriorating sites take priority over development in greenfield locations.
2. Underutilized and/or deteriorating industrial, institutional, and manufacturing districts and sites will be strategically redeveloped and integrated into the neighborhood fabric, with consideration of cost-effectiveness and community priorities.
3. Areas of the city will be reclaimed—distressed and abandoned properties will be deconstructed if necessary—and will remain undeveloped but maintained and/or creatively used until reasonable development demand materializes.
4. Downtown and new commercial developments will have an integrated mix of uses (residential, commercial, institutional, etc.) that are distinctive and contribute to enhancing the city’s overall vitality.
5. Future development, including redevelopment, will include new parks and open space that will be integrated into the community fabric.
6. The development of new residential areas and redevelopment of existing residential areas will have strong neighborhood qualities, including sidewalks, mixed housing types, parks, and easy access to basic retail needs.
7. A broad range of housing types, price levels, and ownership options—throughout the community and within neighborhoods—will strengthen community identity and improve housing choice.
8. The appearance of neighborhood and commercial districts will promote positive attitudes of safety and community pride.
9. Places will be better connected to improve the function of the street network and facilitate pedestrian activity, and more opportunities will be created to walk and bike safely between neighborhoods, commercial districts, and local/regional trails, for users of all abilities.
10. Streets will create an attractive public realm and be welcoming and comfortable places for people while safely accommodating vehicles.
11. Entryways into Muncie will be attractive and contribute to improving the city’s identity.
12. Quality design is emphasized for all uses to create an attractive, distinctive public (streets, sidewalks, parks, and street trees, etc.) and private (building faces, lawns and landscaping, parking lots and driveways, etc.) realm.

Appendix D: Conceptual Development Framework – MAP 2010

A conceptual map illustrates graphically the development principles through eight concepts and shows where these concepts generally apply throughout the city. The principles and this diagram form a conceptual framework to serve as a guide when preparing detailed land development or infrastructure plans and when evaluating formal development proposals. This framework should inform the forthcoming Muncie-Delaware County Comprehensive Plan Update, specifically by guiding the development and adoption of future land use maps and policies.

