

CROWN HILL

HIGHLAND VICINITY

HISTORIC MERIDIAN PARK

MAPLETON-FALL CREEK

MERIDIAN HIGHLAND

WATSON-MCCORD

SIX NEIGHBORHOODS

One Vision

Mid-North Quality of Life Plan
I N D I A N A P O L I S



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Prosecutor's Office, Marion County Health Department, Martin Luther King Community Center, MBA Property Management, Meridian Highland Neighborhood Association, Metropolitan Indianapolis Board of Realtors, Mid-North Church Council, Mid-North Food Pantry, Midtown Indianapolis, Inc., Midwest Management, Mobile Doctors, North Start Capoiara, Mt. Zion Baptist Church, Near North Community Development Center, Onward with Character, Osell Youth Group, Our Redeemer Lutheran Church, Project Home Indy, Public Advocates in Community Re-entry, Purdue Extension, Raphael Health Center, Ruth Lilly Health Education Center, Shortridge Magnet High School, Tabernacle Presbyterian Church, Teacher's Credit Union, Trinity Episcopal Church, Watson-McCord Neighborhood Association, Willow Marketing, Wooden Association Youth, Urban League, Urban Mission YMCA

Vision renderings by Lohren Deeg, Ball State University.





SIX NEIGHBORHOODS One Vision

MID-NORTH QUALITY OF LIFE PLAN | INDIANAPOLIS | EXECUTIVE SUMMARY



This is the first time that all of our neighborhoods have been involved together in a planning effort on this scale. We see this plan as a key moment in the forward progress of our community.

NEIGHBORHOOD +Opportunity

Dreams will power the growth and rebirth of the neighborhoods, and the community will provide the comprehensive resources necessary to be a neighborhood of opportunity for all.

- + New housing options for all ages and backgrounds
- + Improved transportation connectivity
- + Trails, art, parks, gardens, and wellness options
- + Commitment to youth, education, and family learning.
- + Promoting business and entrepreneurship



communicate +Connect

Through the synergies of sharing information, celebrating assets, and building a shared identity based on neighborhood values, the neighborhoods of Mid-North will continue to achieve success and be recognized as a special place to live, work, learn, and visit.

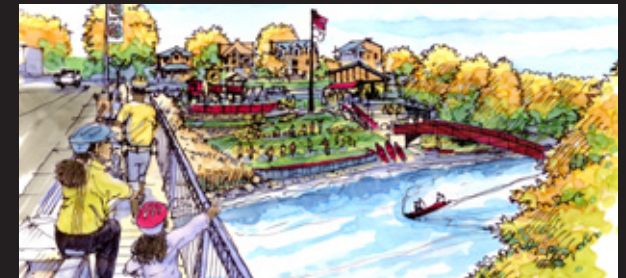
- + Inventory, promote, and celebrate assets
- + Continue momentum with cross-neighborhood collaboration and initiatives
- + Building a shared identity based on neighborhood values



destination +Fall Creek

Capitalize on the historic Fall Creek corridor to weave together diverse neighborhoods, encourage civic, ecological, and entrepreneurial ethics, and help re-establish the Mid-North area on the regional map as a unique and progressive place to call home.

- + Clean, restore, and celebrate Fall Creek
- + Recreational, entrepreneurial, and educational opportunities
- + New housing and businesses
- + Public art and streetscapes that reflect the neighborhood spirit





BY THE NUMBERS

6

Diverse neighborhoods working together toward a common future.

7

Action teams that worked across traditional divisions to develop this plan.

492

Neighborhood stakeholders engaged in the development of this quality of life plan.

79

Organizations engaged in the development of this quality of life plan.

118

Action steps we've identified and have taken responsibility for implementing.

1

Vision of a brighter tomorrow.

our Plan

1. The Mid-North area will have an appearance that reflects the spirit, history, and culture of the community, and will provide access to art, nature, beauty and recreation for everyone, every day.

- Develop a brand identity for the Mid-North area which can be applied in areas of marketing and communications, aesthetics and business development.
- Improve conditions of infrastructure elements of the Mid-North area.
- Increase access to greenspace and recreation, including community gardens, parks and raingardens.
- Improve aesthetics of neighborhood through nature, beauty and art.
- Advocate for improved connections to current and future transit.

2. The Mid-North area's business environment will contribute to an improved economic situation of local residents, local businesses, and growing neighborhood serving commercial centers.

- Focus on incubating entrepreneurship within the Mid-North area.
- Create an environment that supports and grows Mid-North area businesses.
- Identify and grow specific neighborhood-serving commercial centers.

3. The Mid-North area will be a safer community with improved communication and cross-neighborhood coordination.

- Create communication between all Neighborhood Associations, their neighbors, and the Indianapolis Metropolitan Police Department.
- Strengthen the relationships between the Indianapolis Metropolitan Police Department and the Mid-North community.
- Educate Mid-North area residents about safety procedures.
- Create a Mid-North area assets directory.

4. Mid-North area residents and educational organizations are partners in educational excellence, family learning, and a resurgence of progressive innovation that improves learning and life outcomes, cultivates productive citizens, and creates world-class educational facilities and resources.

- Create a "Cradle to Career" family learning-initiative.
- Engage residents, educational organizations, and education advocates in a Mid-North area educational round table.
- Educate, empower, and involve parents and guardians in early childhood education as well as educational opportunities and learning activities.
- Encourage excellence and success in early education programs.
- Pursue business as learning.
- Increase resident awareness, access and connectivity to educational facilities.

5. Mid-North area residents will embrace holistic wellness and live healthier lifestyles.

- Improve access to health and wellness education facilities and resources.
- Improve wellness education outreach.

6. The Mid-North area will address substandard housing and housing-related quality of life issues for homeowners and renters in the six Mid-North neighborhoods by using a creative and informed mix of renovation, repurposing, and new development.

- Develop, establish and facilitate a neighbor-powered volunteer group who will advocate for changes in policy and practice that affect the quality of the Mid-North area's housing.
- Create new and innovative uses for vacant and abandoned properties.
- Continue to promote and support homeownership in the Mid-North area. Implement targeted housing revitalization efforts.
- Utilize housing planning and redevelopment as an economic development opportunity.

7. Seniors are empowered to age and engage in the neighborhoods of Mid-North.

- Establish networks and centers of services that help keep seniors engaged with each other and their communities.
- Provide a continuum of housing and housing services that allow seniors to age in place in the neighborhood.
- Create a N-NORC (Neighborhood- Naturally Occurring Retirement Community).
- Arrange networks of services that help ensure seniors' safety at home and in their community.

8. Seniors will enjoy a high quality of life by embracing a holistic approach to wellness that addresses their physical, intellectual, and spiritual needs.

- Promote health by informing seniors about, and coordinating providers of: medical, insurance, prevention measures, health and alternative health options, fitness, and nutrition.
- Promote activities that strengthen the mental, intellectual, and spiritual health of seniors.

9. Youth are aware of and have access to community resources to empower and improve their own quality of life.

- Gather and disseminate information about youth in the neighborhood.
- Develop and leverage more accessibility and engagement to youth programs.
- Improve mobility of neighborhood youth by increasing transportation options.
- Develop youth-led, project-based community learning programs.



A SELECTION OF OUR
**Planned
INITIATIVES**

- AESTHETICS**
1. Integrate complete streets
 2. Extend & improve connectivity to Fall Creek Trail
 3. Promote gateways & public art
- BUSINESS DEVELOPMENT**
4. Entrepreneurship mentoring programs
 5. Create a business incubation facility
 6. Focus development in commercial centers
- CRIME & SAFETY**
7. Establish new block clubs
 8. Leadership development programs for leaders
 9. Improve relationship with IMPD
- EDUCATION**
10. Create a "Cradle to Career" learning initiative
 11. Improve access to early childhood education
 12. Improve wellness education outreach
- HOUSING**
13. Address vacant and abandoned homes
 14. Engagement in planning of new housing projects
 15. Continue targeted revitalization efforts underway
- SENIOR ADVOCACY**
16. Engage senior volunteers in community activities
 17. Develop new senior housing
 18. Promote the health of seniors
- YOUTH ENGAGEMENT**
19. Promote project-based learning activities
 20. Increase transportation options for youth
 21. Establish a Youth Council



THE NEIGHBORHOOD

Covering three square miles in the heart of Indianapolis, the Mid-North area is home to more than 10,000 residents of all backgrounds living in six distinct neighborhoods: Crown Hill, Highland Vicinity, Historic Meridian Park, Mapleton-Fall Creek, Meridian Highland, and Watson-McCord. An unparalleled array of institutional partners including major destinations like Ivy Tech Community College and The Children's Museum of Indianapolis as well as dozens of places of worship, non-profit organizations, and private enterprises also call the neighborhood home.

Developed in the early part of the 20th century when bridges and streetcars first crossed historic Fall Creek, the neighborhood has a storied history of embracing innovation, integration, and education, the legacy on which this plan is built.

QUALITY OF LIFE PLANNING

Quality of life planning emphasizes the philosophy of asset-based community development that reminds us to: see assets, not liabilities; develop the strengths of our neighborhoods, and not focus on the weaknesses; and, learn from one another, so that we can collectively implement positive change in our neighborhoods.

Our plan was developed by the community stakeholders who will be most impacted by the plan: the residents, institutions, schools, businesses, places of worship, associations, and organizations that call the neighborhood home. Our plan is also comprehensive in nature. Housing, economic development, transportation, safety, education, land use, ecology, culture, and other aspects of neighborhoods are all intimately intertwined and must be incorporated in a comprehensive vision.

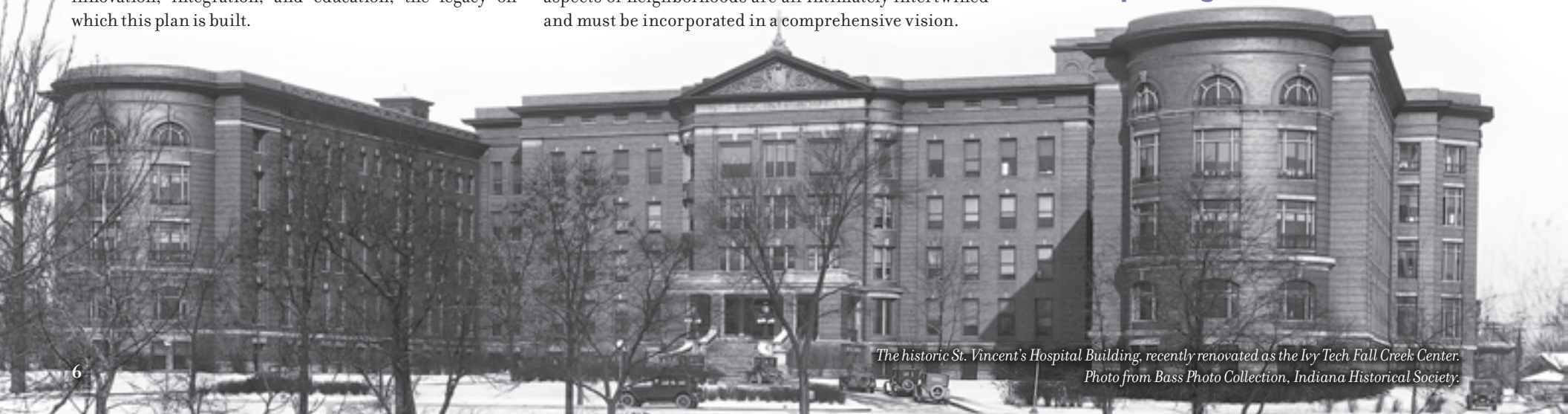
STAYING INVOLVED

The hundreds of stakeholders and organizations who developed this plan are invested in seeing it succeed. Not only did we invest thousands of hours in its development, we have committed to carrying out each and every action item. We're not expecting anyone to do this work for us. This is our plan, and we're going to make it happen.

Our plan is just the beginning, and with the continued investment of time and resources by neighborhood stakeholders, and the support of partners, we will build a quality of life and a community that is sustainable in every definition.

Join us, and follow our success online at:

midnorthplan.org



*The historic St. Vincent's Hospital Building, recently renovated as the Ivy Tech Fall Creek Center.
Photo from Bass Photo Collection, Indiana Historical Society.*



Background Information



SIX NEIGHBORHOODS. one VISION.

This quality of life plan was developed by and for the residents and stakeholders of the neighborhoods of Mid-North: Crown Hill, Highland Vicinity, Historic Meridian Park, Mapleton-Fall Creek, Meridian Highland, and Watson-McCord.

HOW TO USE THE PLAN

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

guide for neighborhood progress. It will not sit on a shelf, but instead regularly inform the strategic decisions of neighborhood leaders. Thus, elements of this plan should be incorporated into the strategic plans of neighborhood groups and institutions as appropriate. Similarly, we also expect that this plan will serve as a roadmap to guide investors and other potential partners interested in helping us accomplish our neighborhood goals. This plan will be revisited annually, if not more frequently, so that it consistently reflects the priorities and opportunities in our neighborhood.

ABOUT QUALITY OF LIFE PLANNING

Quality of life planning emphasizes the philosophy of asset-based community development that reminds us to: see assets, not liabilities; develop the strengths of our neighborhoods, and not focus on the weaknesses; and, learn from one another, so that we can collectively implement positive change in our neighborhoods. Quality of life plans are developed by the community stakeholders who will be most impacted by the plan: the residents, institutions, schools, businesses, places of worship, associations, and organizations that call the neighborhood home. Those very same stakeholders are also charged with implementing the plan. Each action item identified in this plan was developed by these neighborhood stakeholders and at least one stakeholder has agreed to carry out every item. Quality of life planning is also comprehensive in nature. Housing, economic development, transportation, safety, education, land use, ecology, culture, and other aspects of neighborhoods are all intimately intertwined and must be incorporated in a comprehensive vision.



PLANNING PROCESS

In the Spring of 2010, residents and other stakeholders from the Mid-North neighborhoods of Crown Hill, Highland Vicinity, Historic Meridian Park, Mapleton-Fall Creek, Meridian Highland and Watson-McCord came together for preliminary meetings of the Mid-North Quality of Life plan. With the Children's Museum of Indianapolis serving as the convener for the effort, the first order of business for participants was to create a collaboration team to guide the creation of the plan. This group of committed Mid-North stakeholders met monthly and laid the ground work for the planning process by...

- Creating a website and social networking site for those on the collaboration team and the Mid-North community; whereby visitors could find more information about the plan
- Setting up an e-blast list to communicate with Mid-North stakeholders. This list eventually grew to over 800 members!
- Creating a timeline for the plan
- Hiring a Community Builder to manage and support the process

The principles of collaboration, engagement and hard work were at the very heart of the Mid-North planning effort. The collaboration team was tasked with not only the creation and implementation of the plan, but with ensuring deep community engagement and weigh in; a tall order. They agreed the first step in getting the pulse of the Mid-North area was to do something simple, though rarely done... have community members sit face to face and talk to each other.

The Interviews

In the fall of 2010, the collaboration team came up with the names of 100+ community and organizational leaders in the Mid-North area. The team targeted the group of leaders for one-on-one interviews, but they knew they needed help to complete the work. The collaboration members put out the call that they were looking for additional neighbors to complete the process. A training session was held in October of 2010, and nearly 30 additional community members learned how to conduct SWOT interviews.



These interviews, which gauge community leaders' perceptions of the Strengths, Weaknesses, Opportunities and Threats of the neighborhood, were completed in five months. The interviews and the linkages that came out of these interviews created the framework for additional engagement activities which included canvassing by neighborhood youth to more than 1,000 homes to spread the message of the plan, identifying over 200 community assets (such as schools, churches, and businesses) and regular attendance by collaboration team members to neighborhood association meetings, business forums and other community meetings. The engagement by the team served to deepen the relationships among those in the Mid-North Area and culminated with the community convening for a neighborhood event.

The Summit

In April 9, 2011 residents and other stakeholders came together for the Mid-North Community Visioning Summit. Planning for the day included utilizing a community IMAGINE grant to support pre- and post-Summit marketing and engagement strategies. In addition, the collaboration group divided into three teams--logistics, design and outreach--in order to ensure the day went off without a hitch. Shortridge High School was selected as the venue for the event. The school,



which boasts many graduates in the Mid-North area, is also registered as a national landmark. On the day of the Summit, more than 300 residents and other stakeholders kicked off activities in the Caleb Mills auditorium at the school. Attendees were entertained by local dancers, given some background on the quality of life plan effort and then moved to the school cafeteria to begin their work. Using the original interviews completed by area stakeholders as the backdrop, participants were able to brainstorm in small groups to come up with several priority areas upon which the community should focus. The morning activities were followed by lunch as members of the collaboration team believed “breaking bread” with neighbors was one of the best ways to bring people to the table. All the food was donated in-kind and contact information was collected to further engage residents in the process. Just like the interviews, the Summit was the kick start to the next leg of the planning process.

The Action Teams

The ideas from the Summit were transformed into Action Teams. These Action Teams, comprised of stakeholders in the community, met over the summer of 2011 to come up with their part of the plan. The Action Teams were formed around six areas: Aesthetics, Business Development, Crime and Safety, Education, Housing, Senior Advocacy,

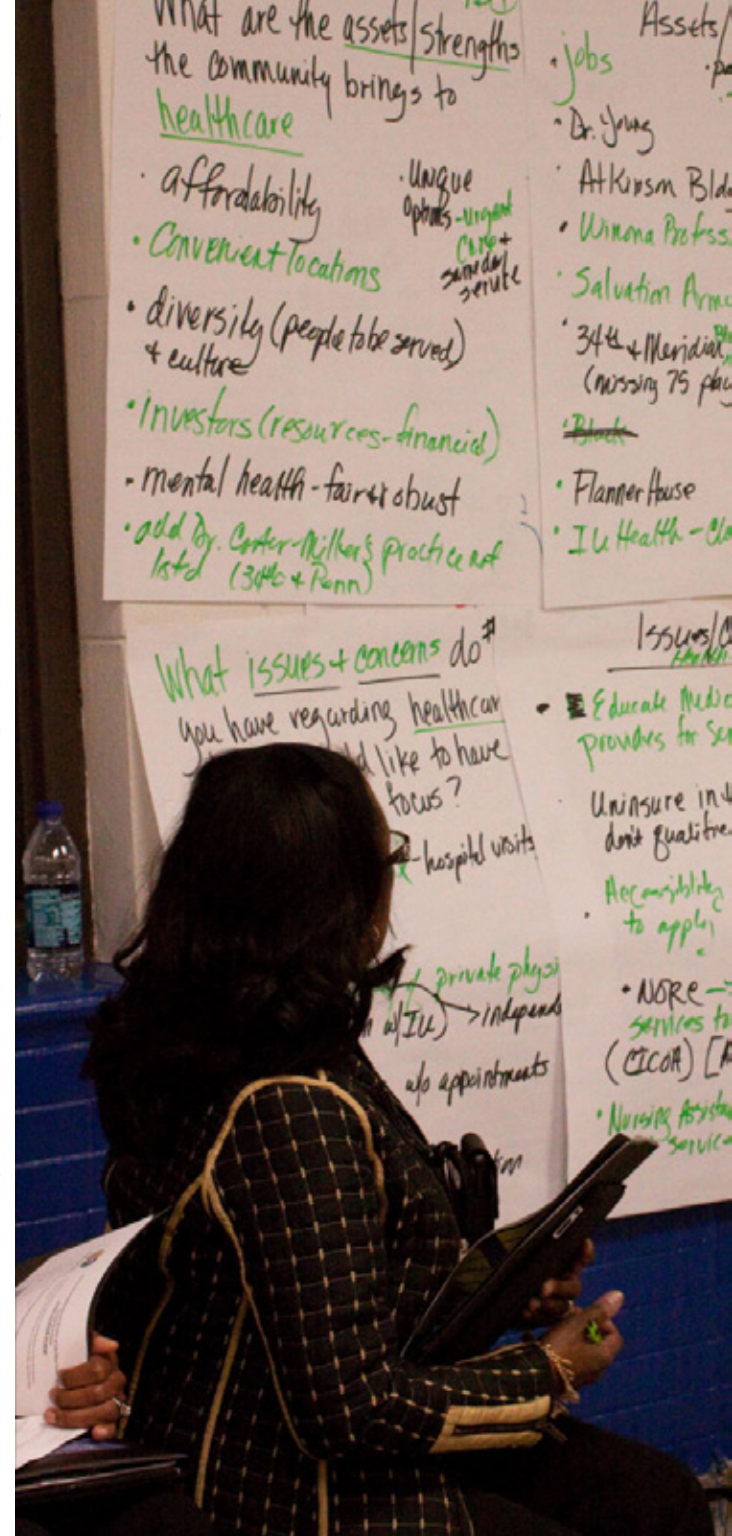
and Youth Engagement. Meetings were held at Fall Creek Academy charter school and upwards to 100 community stakeholders attended each of the nine meetings. Working off of a results based accountability model, participants started with the results and then worked their way backwards to the specific action steps to create the plan. The meetings also included ongoing outreach to organizational partners in the community that would be accountable for taking the lead in making the different action steps happen. In addition to the Action Team meetings, \$15,000 was made available from the Local Initiatives Support Corporation to promote “Early Action” community projects that would be completed while the planning process was still underway. The grants had to meet criteria such as:

- Show visible results within three to six months;
- Benefit residents of all six neighborhoods;
- Promote stakeholder engagement;
- Complement the purposes of the Mid-North Quality of Life Plan;

Out of more than 20 grant proposals submitted, projects were ultimately funded that completed a Mid-North Infrastructure Survey, allowed local entrepreneurs to start up businesses, trained area youth in neighborhood canvassing and started an oral history project.

The Next Phase

In September of 2011, members of the Action Teams came together again to tie all the pieces of the plan together. Members also used group exercises to come up with themes that represented their visions. These themes would ultimately be used in the plan document. The later part of 2011 was used to solidify partners and a sustainability group was also created to work on the implementation phase of the plan. The Mid-North residents and other stakeholders completed their plan in December 2011 and celebrated with a Community Unveiling event at the Children’s Museum of Indianapolis in January of 2012.



NEIGHBORHOOD BEGINNINGS

It wasn't too long ago – only a little more than a century and a half – that the area now home to the six neighborhoods of the Mid-North area was completely undeveloped. It was pristine land completely distinct from the town that has since come to be known as Indianapolis. There's even a legend that the hill on Watson Road was once known as the "High Ridge" of a stream running through to Fall Creek from the "Short Ridge" where the high school now stands.

Legends aside, there's documented history indicating that, toward the middle of the 19th Century, much of the area had become farmland with a few small areas beginning to be thought of as stopping places between Indianapolis and somewhere else.

One of these stopping places was at a very small community located near what is now Illinois and 38th Streets. Although it has since become known as part of Crown Hill neighborhood, it was then known as Maple Town or Sugar Grove (for the many sugar maple trees that grew

here). Horse-drawn carriages would stop there on their way to vacation in outlying Broad Ripple. Eventually this stopping place became Mapleton, and a post office was established in the 1850s.

During the next decades, a street railway system ran along Illinois Street to Crown Hill Cemetery, and its turnaround was to the west. Once part of the Indianapolis and Westfield Gravel Road, Illinois Street is probably the oldest street in the neighborhood. In 1891, the railway system extended east along Maple Road when the Indiana State Fairgrounds was built.

Meanwhile, more farms and single-family homes were built and small residential areas were developed throughout the area, first west of Meridian Street, then east, some along Maple Road, some closer to what we now know as 30th Street. Fall Creek Parkway was designed by prominent landscape architect George Kessler as a scenic boulevard and part of a city-wide network of parks connected by beautiful parkways. The bridges that still stand today, along with pedestrian promenades along the creek made the area very attractive to visitors.

By the first decade of the 1900s, when the advent of automobiles made the area more accessible, more family vacation homes were built and developers subdivided parcels of land to create small communities here and there. Particularly in the neighborhoods now known as Crown Hill, Highland Vicinity, and Meridian Highland, the homes were laid out according to a gridiron subdivision concept which attracted homeowners who did not have to depend on public transportation. The area became home to many of the city's most prosperous, especially along the Meridian Street corridor between Fall Creek and Maple Road. Charles W. Fairbanks, Vice President of the United States, built his mansion at 30th and Meridian in 1913. Plumbing and sewage lines were extended to the neighborhood in 1914. The next year, the Governor's residence, in the prevalent Tudor Revival style, was built at 101 W. 27th Street.

By the end of the 20s, several large churches including Third Christian Scientist, Tabernacle Presbyterian, Church of the Advent (Episcopal), Our Redeemer Lutheran, and Parish Church of the Advent (later Trinity



Looking north across the Meridian Street bridge over Fall Creek toward the Mid-North area in 1920. Six years later the Marrott Hotel was built where the "Kelly Tires" billboard stands. Photo from Bass Photo Collection, Indiana Historical Society.

Episcopal) had been built. Shortridge High School moved into its location at 34th and Meridian Street and School #76 (also known as the Paul C. Stetson School) opened.

During the 30s, all areas of the Mid-North neighborhoods were built up as small clusters of similar housing stock. Schools provided classes in music and art as a matter of normal curricula. Trackless trolleys (electric buses) replaced interurban trains, and the automobile, proliferating by this time, became the vehicle of choice for those who could afford one.

With the advent of World War II, schools and other neighborhood institutions created war-service committees to build "victory gardens", conduct bond and war stamp sales, and engage the community in a variety of war-relief efforts. Beginning in the 1940s, affluent residents began moving out to the townships and suburbs. The Governor's residence moved north out of the neighborhood and the Children's Museum, today the largest in the world, moved into a mansion at 30th and Meridian Streets where its current building stands. Tabernacle Presbyterian Church's recreation program was rated one of the five best of its kind in the United States.

The 50s and 60s were a time of great change. It was the time when the baby-boom children of the post-war years reached school age, and neighborhood schools became overcrowded. Following national trends made possible by interstate highways and federally guaranteed mortgages, many families began migrating out of the neighborhood, and homes that had once held stable single families became rental properties or sites for many new businesses appearing on the scene. During the mid-fifties, *Time* and *Newsweek* ranked Shortridge as one of the best schools in America, with its progressive hands-on learning approach, illustrated by the launch during this time of student radio station WIAN (which eventually grew into WFYI public radio today). During this time, several other institutions also got their start in the neighborhood. IUPUI began when Purdue University opened an Extension program office across 38th Street from the State Fairgrounds, a Memorial Clinic (the precursor to the former Winona Memorial Hospital) at 32nd and Meridian Streets opened as the first private, for-profit hospital in the city, and

The Indiana Herald, housed at 2170 N. Illinois Street, established itself in 1958 as "the African-American and multi-ethnic newspaper serving Indiana and nationally." Students and faculty at Shortridge High School, the first integrated school in the State, stood in support of continued integration in the face of attempts to diminish minority representation at the school.

It was during this era that Mapleton-Fall Creek Neighborhood Association was founded, eventually to become one of the most visible neighborhood groups in the city. The Children's Museum held its first Haunted House with more than 26,000 attending. Two clinics – one medical, the other legal – opened at Broadway United Methodist Church to serve area residents. Mt. Zion Baptist Church moved to its current home across Boulevard Place from Crown Hill Cemetery. A plan to bring infrastructure and housing in Mapleton-Fall Creek up to building and health codes, the first of its kind in the city, was implemented in 1967 and a city-based neighborhood three-year pilot improvement plan was begun in 1969.

Through the 1970s the neighborhoods continued to evolve. The Mid-North Church Council, a coalition of churches in and around Mapleton-Fall Creek, formed to strengthen the outreach of its member churches by staying in the community. The Mid-North Food Pantry began as a combined ministry of the Council. Near North Development Corporation was formed in 1977 as a partnership among businesses, neighborhoods, and institutions. Job-training programs began and many other initiatives focused on renewing the vitality of the area got underway during this time.

The place where the original Maple Town/Mapleton once served as way station for travelers from the city to the suburbs underwent a significant change in the 80s. A McDonald's restaurant at the corner of 38th and Illinois brought the trend toward replacing small, locally-owned shops with national franchises into the neighborhoods in a way that had not been seen before.

Shortridge High School in 1929, shortly after it relocated from downtown to 34th and Meridian Street. Note the streetcar tracks and wires along 34th Street. Photo from Bass Photo Collection, Indiana Historical Society.



The first Indiana Governor's Residence at 101 West 27th Street, shown in this 1922 photo, was built in the neighborhood in 1915. Photo from Bass Photo Collection, Indiana Historical Society.



The 34th Street gates to Crown Hill Cemetery in 1906. Photo from Bass Photo Collection, Indiana Historical Society.



Martin Luther King Multi-Service Center, formerly Butler-Tarkington Community Center, relocated to 38th and Meridian Streets and expanded its service area to include all six of the Mid-North neighborhoods and some farther north. School bussing began, bringing about the end of neighborhood schools. Ivy Tech, then Indiana Vocational and Technical School, moved to what had been the old American United Life building at the corner of Fall Creek Parkway and Meridian Street. The first annual North Meridian Street Fair was held. Community stakeholder groups, in collaboration with faith and neighborhood groups such as the neighborhood associations and development corporations, initiated various housing, health and recreational programs.

Mapleton-Fall Creek Development Corporation grew out of collaboration between Mid-North Church Council and the Mapleton-Fall Creek Neighborhood Association, inaugurating its first five year plan in 1986. Marion County Health Department opened a clinic on west 38th



Street for adolescents. Meridian Park Historic District (now Historic Meridian Park Neighborhood) was listed on the National Register of Historic Places in 1990.

The 80s saw much creativity and improvement. Affordable housing and rehabilitation projects, infrastructure improvements, home repair/maintenance/weatherization programs, job training, adopt-a-block programs, and many creative social service initiatives to improve the quality of life were in full swing and continue to this day. With all this positive, proactive activity on the part of institutions large and small in the neighborhoods, residents and stakeholders began to take a much more active role in their neighborhood associations.

Meanwhile, Allison Christian Community Center opened, Phillips Temple CME moved into the former site of Third Christian Scientist Church, Indiana Black Expo moved its headquarters to the 3100 block of Meridian Street, a Walgreens drugstore opened at 38th and College, Reclamation I project of Mapleton-Fall Creek Development Corporation began helping renters become neighborhood homeowners. IUPUI moved its last program from the 38th Street campus and Shortridge became a middle school. A legal aid and medical clinic was established at the Allison Center. Mapleton-Fall Creek Neighborhood Association, then encompassing Historic Meridian Park and Watson-McCord neighborhoods, held weekly marches on suspected crack houses and established a "Good Neighbor Fair" on summer Saturdays on an empty lot at 30th and Central.

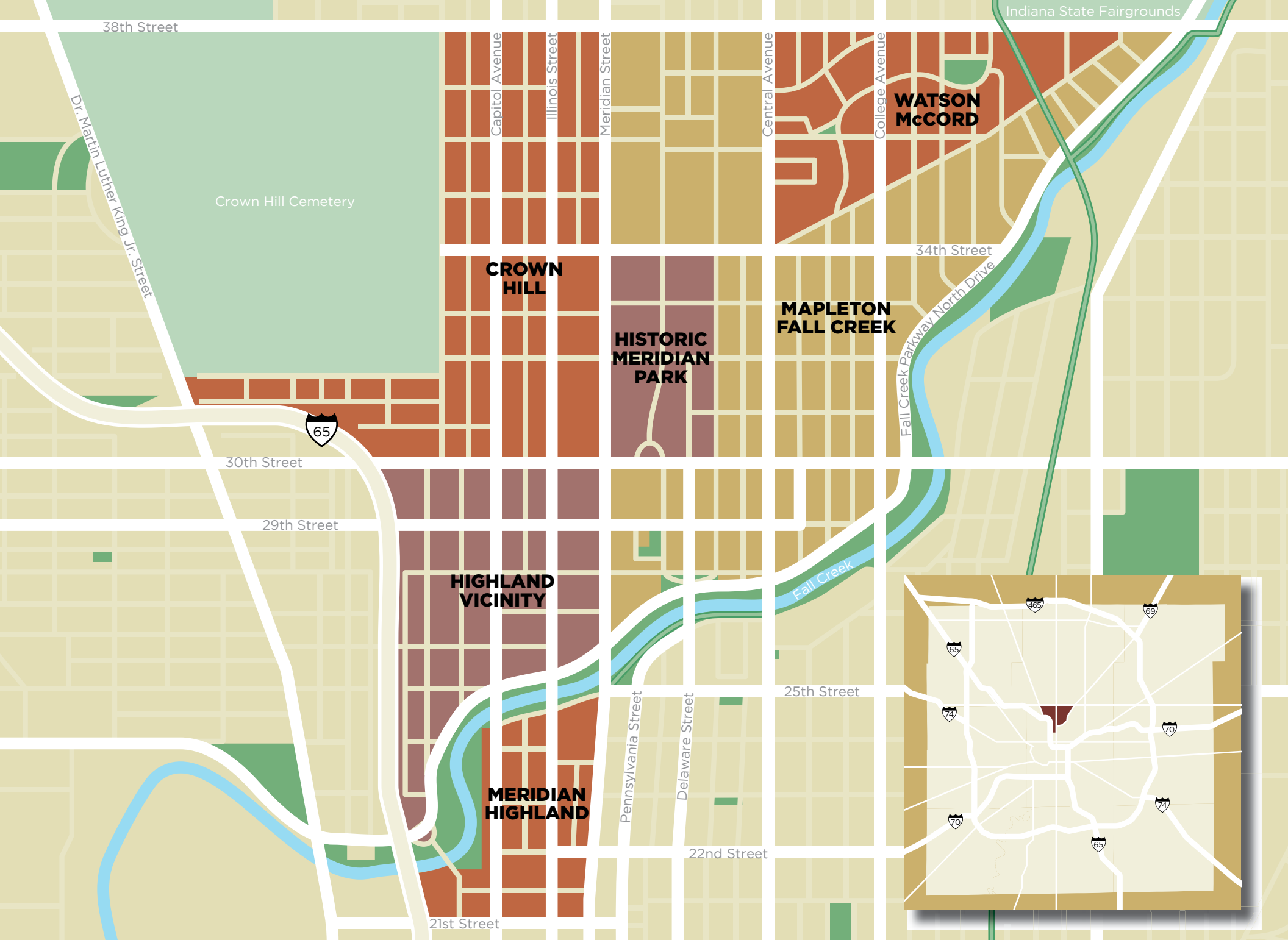
Just the same, serious crime rose sharply during this period throughout the entire city as well as the rest of the nation. The Mid-North neighborhoods were not spared, and the number of homicides, emerging gang problems, escalating gun use and other violent crimes spiked.

In response a multi-agency crime control/prevention program called Weed and Seed was brought in and several sites were chosen to be the first to participate. *It* *Two players from the Shortridge High School basketball team receive the second place trophy after falling to Gary Roosevelt High School in the 1968 Indiana High School Championship. Photo from Bass Photo Collection, Indiana Historical Society.*

was under this Weed and Seed initiative in the late 90s that the six Mid-North Neighborhoods first began to work together, and the first time the "mid-north" term was applied to this community configuration.

During the decade following the turn of the century the Historic Meridian Park and Watson-McCord neighborhood associations were born, and all six neighborhood associations were fully functioning. Mapleton-Fall Creek Development Corporation shaped a targeted comprehensive community development strategy to combat housing deterioration and reduce criminal activity by building community, increasing homeownership, and improving neighborhood appearance. The InfoZone, a branch of the Indianapolis Marion County Public Library, opened inside the Children's Museum. Near North Development Corporation worked to entice new retail ventures to the area as part of a program. Fire Station 14 at Kenwood and 30th Streets was rebuilt, stimulating considerable interest in redeveloping a 29th/30th Street Corridor Improvement Plan and the Children's Museum District Plan, which combined housing, environmental remediation, beautification, public safety, and business expansion and retention. Three abandoned gas stations at the 29th and Capitol intersection were cleared as a result, and a Neighborhood Development Working Group, an early pre-cursor to the Mid-North Quality of Life planning process, was formed to help guide increasing neighborhood revitalization investments by the Children's Museum. Fall Creek Academy, a charter school with a rigorous academic program, opened at the intersection of 25th and Capital Streets. Shortridge re-opened as a college preparatory Magnet High School for Law and Public Policy. Ivy Tech Community College continues to expand through renovations to its existing site and the old St. Vincent's Hospital building, renamed the Illinois Fall Creek Center. And the Children's Museum is working in consultation with neighborhood stakeholders to redevelop the former Winona Memorial Hospital into a mix of community-serving uses in the heart of the neighborhood.

But that's just the beginning!



BUILDING ON momentum

Our plan builds on the momentum of many larger physical projects already under development or planned initiatives in the pipeline, a sampling of which are included here.



Mapleton-Fall Creek 20/21 Vision Plan

Mapleton-Fall Creek Development Corporation is implementing a comprehensive neighborhood revitalization strategy that will rehab 21 single-family homes and 54 rental units, develop three neighborhood parks, boost economic growth through mixed use development and create transportation enhancements, including the reversion of Central Avenue back to a neighborhood-friendly 2-way street.



Mapleton-Fall Creek LEED-ND

Mapleton-Fall Creek Development Corporation has registered a 27-acre portion of their 20/21 Target Area for the LEED-ND® (Leadership in Environmental Design in Neighborhood Development) program and continues to work closely with a project team to help devise a plan to achieve certification, with the intention of preserving the neighborhood fabric while making targeted improvements to walkability, equity, green infrastructure, and neighborhood amenities.



Near North 30/33

Near North Development Corporation is implementing a Neighborhood Stabilization Program project focused on housing revitalization through new infill construction, rehabilitation of abandoned or foreclosed homes, and supporting existing homeowners with repair assistance.



Illinois Fall Creek Center at Ivy Tech

Ivy Tech is rehabilitating the historic St. Vincent Hospital, constructed in 1909 along Fall Creek Parkway, to provide 200,000 square feet of additional instructional, community, and meeting space, including a new café. A newly-built addition to the building, as well as a skywalk across Illinois Street, will also be added.



RebuildIndy Infrastructure

Several streets will see resurfacing and/or curb and sidewalk reconstruction.



Bike Lanes

Bicycle Lanes have been added to Capitol Avenue and Illinois Street through the neighborhood with plans to add them to Washington Boulevard/Delaware Street and Central Avenue as well.



Fall Creek Trail

IndyParks continues to work on plans to extend the Fall Creek Trail from its current terminus at the Monon Trail south through the neighborhood, providing additional recreation and transportation options while tying the neighborhood into the region.



Meridian Street Bridge Rehabilitation

The historic Meridian Street bridge over Fall Creek will be rehabilitated and restored through the City of Indianapolis' RebuildIndy program. The iconic arch bridge was built in 1917 and was the last of the five Kessler bridges across Fall Creek.



Winona Hospital Redevelopment

The former Winona Memorial Hospital has been razed and environmental contamination remediated, opening a significant redevelopment opportunity in the heart of the neighborhood. The Children's Museum is working with the City of Indianapolis on redevelopment plans that will include some affordable housing and neighborhood greenspace.



Trinity Church-St. Richard's School Campus

The Trinity Church-St. Richard's School proposed campus master plan includes expansion to the north for Trinity education, fellowship, and office spaces, an expansion to the south for St. Richard's with more classrooms, a cafeteria, and a performing arts center, and a conversion of 33rd Street to a pedestrian area.



Fall Creek Gardens

This developing urban farm teaches organic and sustainable methods of growing food, encourages community garden space, and provides access to tools, supplies and information. A rain water harvesting system will soon collect stormwater from the roof of the adjacent Unleavened Bread Cafe.



Double 8 Foods Rain Garden

The proposed rain garden at the Double 8 grocery store calls for the design and installation of a comprehensive on-site stormwater management system. The garden seeks to address a community need for more greenspace while also having a direct and beneficial environmental impact on the area. The rain garden will be an opportunity to provide educational resources to students and local residents, and have a direct and indirect aesthetic benefit for the surrounding neighborhood.



Coppin Chapel Pocket Park

Coppin Chapel AME Church and Near North Development Corporation are proposing the building of a pocket park next to the church at 3201 North Capitol. The initial plan would see the park built over two or three church owned lots, and would be designed with an eye towards community accessibility and gathering space, kid-friendly elements, and environmental impact.



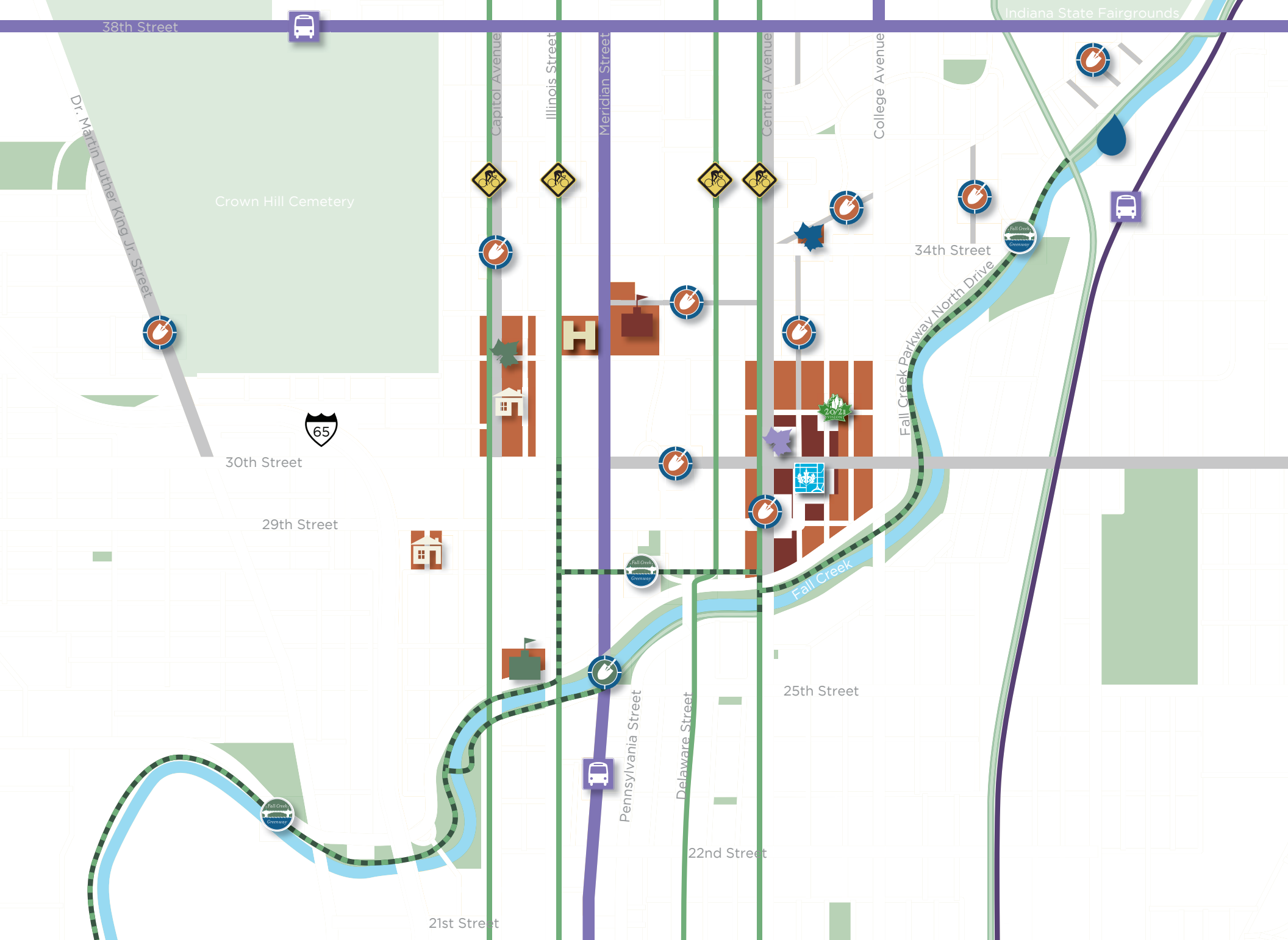
Fall Creek Storage Tunnel

As part of the federally-mandated plan to reduce raw sewage overflows into Indianapolis waterways, including Fall Creek, a 7 to 10 mile tunnel system will be built to store sewage during rainfalls so that it can later be treated, rather than overflowing into waterways as it does today. A tunnel 200 feet below Fall Creek will begin near the State Fairgrounds and connect to other tunnels at White River.



IndyConnect

The IndyConnect Initiative seeks to dramatically improve the mobility of residents in Central Indiana and position the region competitively through significant investments in roads, public transit, and bike and pedestrian connections. If approved, bus rapid transit lines would run on Meridian and 38th Streets, and the first leg of a regional rail system connecting the northeastern suburbs with downtown would run near the neighborhood. It is vital the neighborhood connect to this regional vision so it is a place transit connects, not simply passes through.

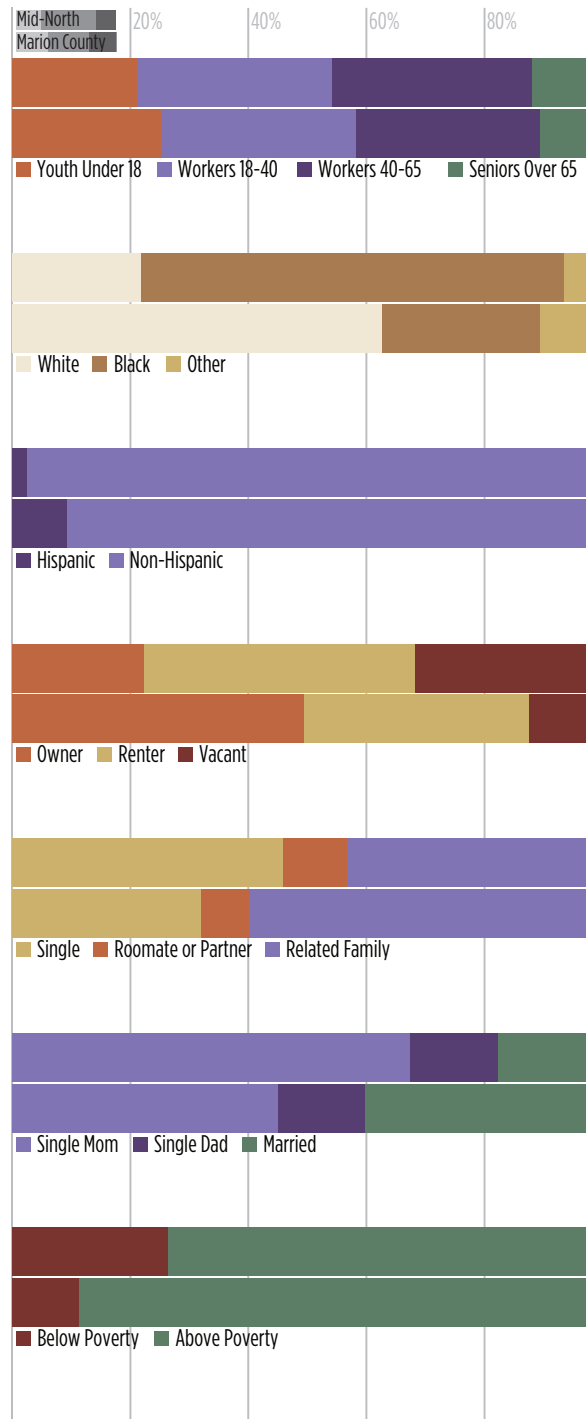
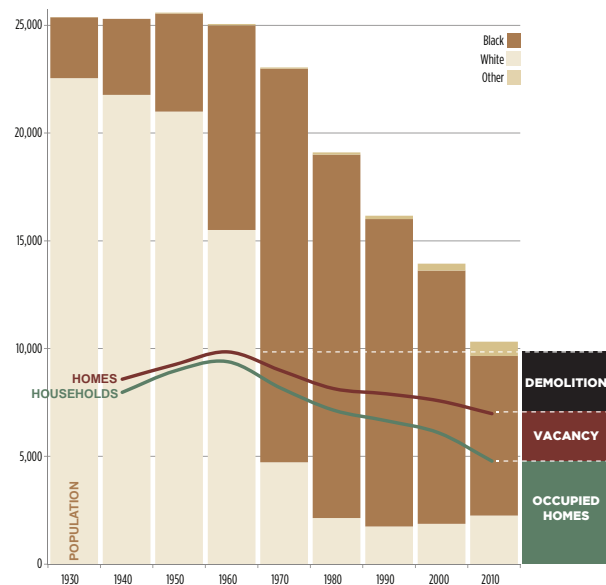


NEIGHBORHOOD Demographics

The history of the neighborhood can be summed up by looking at the historical data offered by the U.S. Census. Today the neighborhood is home to just over 10,000 people, just 40% of its peak population in 1950. As the population declined, so did the housing stock. Today there are just under 7,000 housing units in the neighborhood, but of that nearly a third sit vacant. With a declining population comes less demand for homes, resulting in falling property values as well as vacant homes potentially leading to abandonment and demolition. Businesses, faced with a declining customer base, have also been forced to leave the neighborhood.

Note: Data from the U.S. Census for the Mid-North area is for Census Tracts 3503, 3504, 3509, 3510, and 3515. The geography of these tracts does not exactly line up with the Mid-North area boundaries, but only tract-level data for the 2010 Census was available at time of production.

NEIGHBORHOOD CHANGES, 1930-2010



STATISTICAL ALMANAC

Age

There are fewer youths by percentage and more working-age residents in the neighborhood, both a factor of the larger number of single-person households. *2010 Census.*

Race

The neighborhood has a far greater minority population than the county. *2010 Census.*

Ethnicity

The neighborhood has fewer residents of hispanic origin. *2010 Census.*

Housing Occupancy

The neighborhood has far fewer homeowners and far more vacant homes, suggesting an opportunity for investment in housing rehabilitation and homeownership programs. *2010 Census.*

Household Type

The neighborhood has more single households and fewer families, possibly a factor of the large number of apartments in the neighborhood. *2010 Census.*

Families with Children

Nearly two-thirds of neighborhood kids live with a single mother, highlighting a potential opportunity for parenting, youth, and family development programs. *2010 Census.*

Poverty

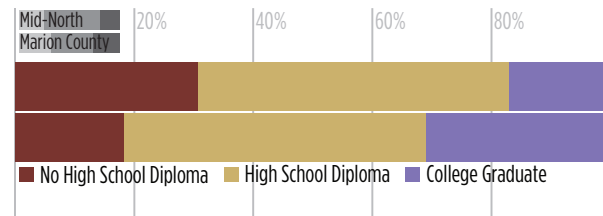
Residents living in poverty was more than double the county rate in 2000, highlighting an opportunity for workforce, entrepreneurship, and economic development as well as the need for a continuum of social services. *2000 Census.*

TRACKING IMPACT

Statistical data is by no means the only way to evaluate the health of a neighborhood. But like a blood test at the doctor's office, it does provide an overall assessment of indicators of neighborhood health. While each action step identified in the workplan has detailed performance measures by which they can individually be measured, these overall baseline indicators can be tracked to gauge the overall impact of the plan.

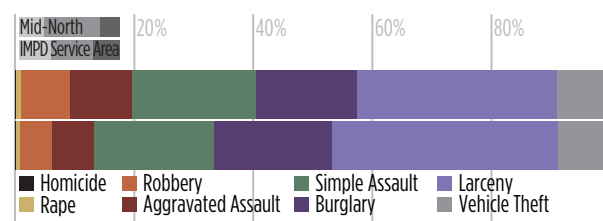
Educational Attainment

While the share of residents with a high school diploma is about the same, the neighborhood has more drop-outs and fewer college graduates, presenting a tremendous opportunity for educational programs serving residents. 2000 Census.



Crime

Violent crime, especially robbery and aggravated assault, is more prevalent in the neighborhood, but property crime is lower. 2008, IMPD.



Business Growth

Reference USA lists 196 businesses located in the Mid-North area, excluding medical offices, schools, and daycare facilities.

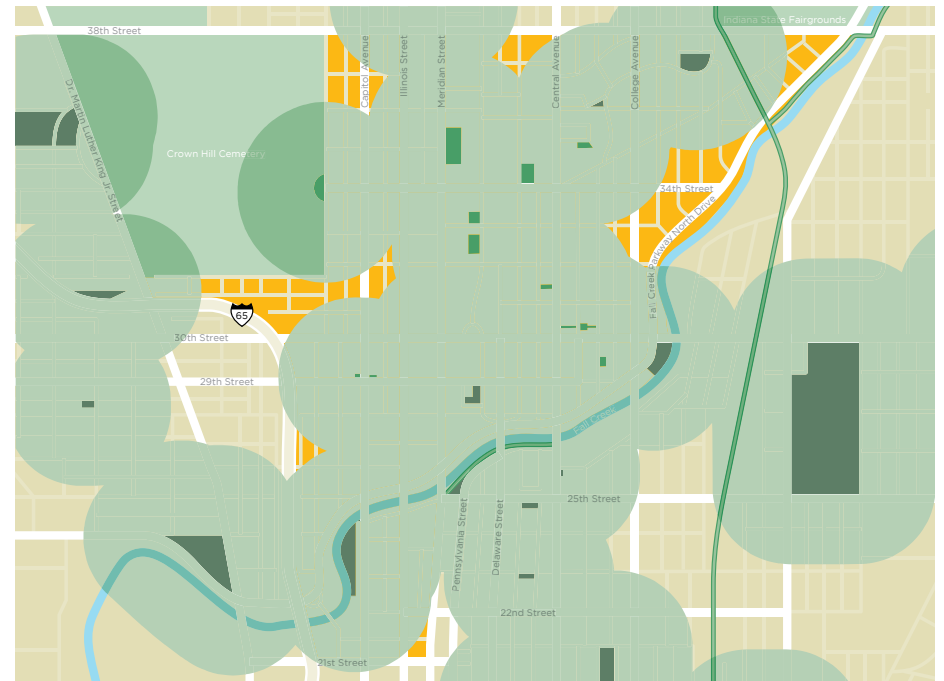
Vacant and Abandoned Housing

Properties that, according to the United States Postal Service, were vacant homes or buildings in December 2011.



Access to Green Space

Areas of the neighborhood within a five-minute walk (a quarter-mile) of a municipal park (dark green) or other greenspace.





ASSETS & Opportunities



The assets of the neighborhoods of Mid-North are the foundation on which this quality of life plan builds and are the keys to opening up the opportunities the community has identified in this plan.

RESIDENTS AND ASSOCIATIONS

The six neighborhoods that make up the Mid-North area are home to active and committed residents of all backgrounds. Residents have a proven record of coming together to address common concerns and promote quality of life for everyone.

INSTITUTIONS

From engaged places of worship that provide community programs, childcare, financial services, recreation programs, and emergency help to world-class facilities like Ivy Tech, The Children's Museum of Indianapolis, and the Indiana State Fair that are regional destinations for health, education, and entertainment, the collection of diverse institutions in the neighborhood is unparalleled.

HISTORY

The Mid-North area has a rich history. The homes range from craftsman bungalows to elegant mansions to beautiful apartment buildings. Fall Creek, and the historic bridges that cross it, is part of the historic Kessler Parks and Boulevards System. Shortridge High School and the progressive education values it adopted, and the civil rights issues it attracted, reflect the social values that have evolved over time. And Crown Hill Cemetery serves as the final resting place of who's who of the community.

LOCATION

The Mid-North area is close to a vibrant downtown, world-class hospitals, the Indiana State Fairgrounds, and countless other major destinations. It also has great access with Interstate 65, major streets, an emerging bicycle route network, and a solid network of bus service.

ASSETS

NEIGHBORHOOD ASSOCIATIONS

- Crown Hill
- Highland Vicinity
- Historic Meridian Park
- Mapleton-Fall Creek
- Meridian Highland
- Watson-McCord

DEVELOPMENT CORPORATIONS

- Mapleton-Fall Creek Development Corporation
- Near North Development Corporation

PUBLIC SAFETY

- 1 Indianapolis Fire Department
- 2 Indianapolis Peace And Justice Center
- 3 Salvation Army City And State Headquarters

CHILD CARE

- 4 Angelic Child Care Center
- 5 Childcare Answers
- 6 Day Nursery - IU Health
- 7 Day Nursery - Lilly Center
- 8 Ever Rise Enrichment
- 9 Excellence In Flight Child Development Ministry
- 10 God's Angel's Child Care
- 11 God's Little Wonders Childcare
- 12 Grandma Margaret's Daycare
- 13 Head Start
- 14 Jewel's Infant Care
- 15 Kathy's Loving Care
- 16 Kozy's Kidz Day Care
- 17 Linda's Home Child Care
- 18 Mt. Zion Day Care Center
- 19 Nana's Kids Child Care
- 20 New Westside Infant And Toddler
- 21 Precious Gifts Visionaries Childcare
- 22 Seasons Caring Daycare

- 23 The Development Center
- 24 Tonia Bears Child Care
- 25 Young's Home Day Care

YOUTH

- 26 Big Brothers Big Sisters
- 27 Free Wheelin' Bikes
- 28 KI EcoCenter
- 29 Reach for Youth
- 30 Son Seekers Daycamp & Jump Start
- 31 Tab Sports Programs

SOCIAL SERVICES

- 32 African Community International
- 33 Coalition For Homelessness Intervention And Prevention
- 34 Community Action Of Greater Indianapolis
- 35 Dayspring Center Wellspring Cottage
- 36 Down Syndrome Indiana
- 37 Families In Touch
- 38 Family Development Services
- 39 Fathers And Families Center
- 40 Indiana Black Expo
- 41 Indiana Healthy Marriage & Family
- 42 Indiana NORML
- 43 Indianapolis Branch Of NAACP
- 44 Indianapolis Neighborhood Housing Partnership
- 45 Indianapolis Ten Point Coalition
- 46 John P. Crane House
- 47 Latino Coalition Against Domestic and Sexual Violence
- 48 Lilly Endowment
- 49 Martin Center Food Pantry
- 50 Mid-North Shepherd's Center
- 51 Neighborhood Christian Legal Center
- 52 Pathways to Recovery
- 53 Project Home Indy
- 54 The Open Door, Tab Ministries
- 55 Vocational Rehabilitation Services

HEALTH

- 56 A.C.T.I.O.N. Center
- 57 Bethlehem House
- 58 Briarwood Health and Rehab Center
- 59 Dialysis Institute Of Indiana
- 60 Downtown Pregnancy Center
- 61 Family Works
- 62 Hamilton Center
- 63 Highland Manor Healthcare
- 64 Indiana Blood Center
- 65 Martin Center
- 66 Mental Health America Of Greater Indianapolis
- 67 Meridian Chiropractic
- 68 Meridian Dental
- 69 Midtown Community Mental Health Center
- 70 Planned Parenthood
- 71 Raphael Health Center
- 72 Rehabilitation Institute
- 73 Spain's House

EDUCATION

- 74 African University Foundation Education
- 75 Building Blocks Academy
- 76 Capitol City SDA Church School
- 77 Fall Creek Academy
- 78 Indianapolis-Marion County Public Library
- 79 Indy Reads
- 80 Ivy Tech
- 81 Louis B. Russell School 48
- 82 Shortridge High School
- 83 St. Richard's Episcopal School
- 84 The Children's Museum of Indianapolis
- 85 United Negro College Fund
- 86 William A. Bell School 60





A SAMPLING OF NEIGHBORHOOD BUSINESSES

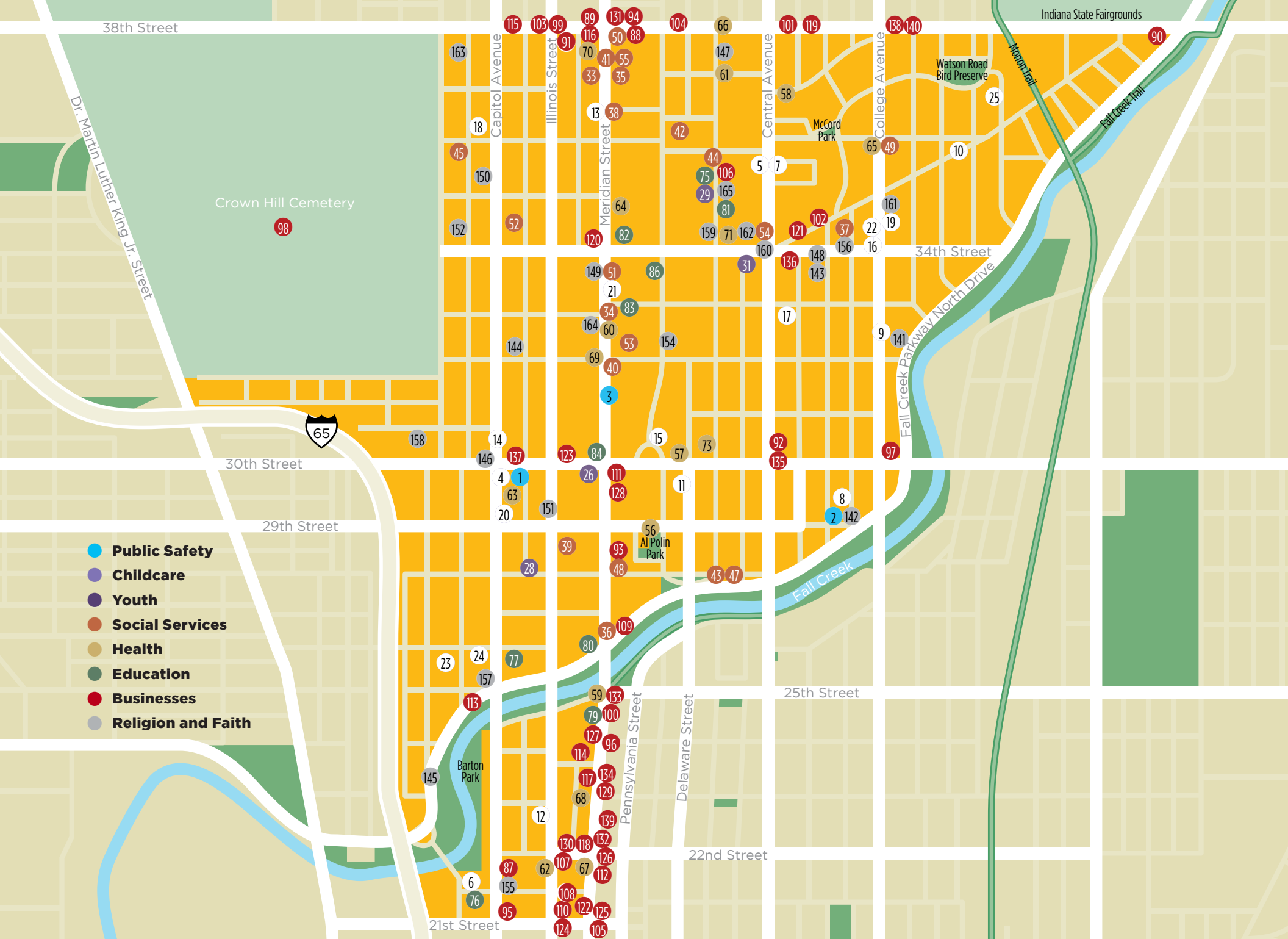
- | | |
|---------------------------------------|-----------------------------|
| 87 All Nations B&B | 114 KFC/Taco Bell |
| 88 Big City Grill & Lemonade | 115 Martin Petroleum Inc. |
| 89 BP Amoco | 116 McDonalds |
| 90 BP Connect | 117 Mercedes Benz |
| 91 Burger King | 118 Meridian Modern |
| 92 C & D Variety | 119 Midtown Arts & Coffee |
| 93 Chase Bank | 120 Nate's Variety |
| 94 China King II | 121 Pierres Barber |
| 95 Circle K | 122 Promotus Advertising |
| 96 CMC Media | 123 Shell Station |
| 97 College Marathon | 124 Side Street Deli |
| 98 Crown Hill Cemetary | 125 Southwest Funding |
| 99 CVS Pharmacy | 126 Speedway Liquor |
| 100 Dock Brothers Jewelry & Loan | 127 Stallard & Company |
| 101 Domino's Pizza | 128 State Auto Insurance |
| 102 Double 8 Foods | 129 State Insurance/Unicity |
| 103 Family Dollar Store | 130 Stuart Mortuary |
| 104 Fifth Third Bank | 131 Subway |
| 105 Gary Bryant Financial Services | 132 Subway |
| 106 Grant & Grant | 133 Tax Masters |
| 107 Hoot Liquor | 134 Teacher's Credit Union |
| 108 I.N. Supplier Diversity Council | 135 Unleavened Bread Café |
| 109 Indianapolis Downtown Real Estate | 136 Variety General Store |
| 110 Indianapolis Power & Light | 137 Vickies Liquor |
| 111 International Medical Group | 138 Walgreens |
| 112 Jackson Hewitt | 139 Wendy's |
| 113 Keybank | 140 Zheng's Garden |



RELIGION AND FAITH

- | |
|---|
| 141 Antioch Missionary Baptist Church |
| 142 Broadway United Methodist Church |
| 143 Church Of The Living God |
| 144 Coppin Chapel AME |
| 145 Fall Creek Parkway Church Of Christ |
| 146 Greater Guiding Light Missionary Baptist Church |
| 147 Indianapolis Zen Center |
| 148 International Life Christian Church |
| 149 Mid-North Church Council |
| 150 Mt. Zion Baptist Church |
| 151 New Liberty Missionary Baptist |
| 152 New Life Worship Center |
| 153 North United Methodist Church |
| 154 Open Hand International |
| 155 Original Church Of God |
| 156 Our Redeemer Lutheran Church |
| 157 Our Savior Lutheran Church |
| 158 Pathway Missionary Baptist Church |
| 159 Phillips Temple CME Church |
| 160 Presbyterian Foundation |
| 161 Shiloh AOH Church Of God |
| 162 Tabernacle Presbyterian Church |
| 163 Travelers Rest Missionary Baptist |
| 164 Trinity Episcopal Church |
| 165 Triumph Church & Kingdom Of God In Christ #2 |





OPPORTUNITIES

INFRASTRUCTURE

Crumbling sidewalks, neighborhood streets turned into highways for commuters, and a beautiful creek too contaminated to touch have left the neighborhood a very poor infrastructure framework on which to grow. Addressing these and similar public realm issues in a manner that reflects the spirit of the neighborhood, promotes community building, and inspires residents and visitors with beauty and creativity is essential to the rebirth of the Mid-North area.

BUSINESS

As the population has declined, so have the customers needed to support neighborhood businesses. By encouraging businesses to work together and supporting the entrepreneurial spirit of residents, the Mid-North area can once again be home to a growing and engaged



CRIME

Crime and safety concerns permeate many discussions in the neighborhood. Located in the heart of American's 13th largest city, the presence of crime is inevitable. Combined with vacant buildings, poverty, and an unacceptably high drop-out rate, crime is a very real symptom of the decay that has threatened the neighborhood. Neighbors can continue working together through block clubs and associations, in partnership with the churches and organizations working to strengthen individuals and families and with the police and criminal justice system working to combat crime.

HOUSING

Since the peak population in the 1950s, the neighborhood has lost nearly 3,000 homes, and countless more sit vacant or abandoned. While these vacant homes and lots breed crime, disinvestment, and demoralize neighborhoods, they present an opportunity for renewal and reinvestment. Merging historic preservation with innovative, green practices, the neighborhood can once again be a vibrant and growing place to call home.

YOUTH AND SENIORS

With all of the existing assets and resources in the area, it is not surprising that many families call the neighborhoods of Mid-North home. Working to provide support for the most vulnerable—the youth and senior citizens of the neighborhoods—is important in maintaining the quality of life for all. Enriching the lives of young people and helping them become engaged citizens while creating a neighborhood where seniors are able to age in place and continue being engaged role models can build on the strength of committed and engaged residents working for change.

EDUCATION

The presence of world-class educational institutions in neighborhoods where nearly a third of all adults do not even have a high school diploma is perhaps the greatest paradox in the Mid-North area. From the mix of public, private, and charter schools to The Children's Museum of Indianapolis and Ivy Tech, these resources present a tremendous opportunity to develop the neighborhood as an educational corridor that dramatically improves the life outcomes of all residents.





Our Vision



IN OUR OWN WORDS | My neighborhood is **family friendly** with housing for all ages. Singles, families with children, and seniors interacting in an **attractive**, friendly, viable place to live, work, volunteer, and play sports, with places to go for good food and entertainment, and with programs bridging seniors and youth to grow healthy gardens, local business, and share life stories. ☞ A day in our future will be clean with **vibrant neighborhoods, homes, and businesses** renovated with new sidewalks and greenery. Businesses reinvest in the community and partner with others to help provide **fresh and healthy food** in our neighborhoods. We feel safe with more police visible in our community. What happened to the days when we knew our officers by name? ☞ All **people feel connected** to, and are supported by, all others in the community. There is a mutual, shared respect. ☞ Residents wake up to a **green and clean** environment. Families are able to live, work, learn, and play in this neighborhood safely. Our **connective, culturally diverse community** attracts new businesses and happy, healthy families. ☞ Living in a **safe and affordable**, family friendly community where there is the option to live, work, and/or play. Where there is an infrastructure that includes local businesses such as dry cleaners, pharmacies, grocery stores, restaurants, and parks within a reasonable distance. ☞ A thriving neighborhood with exceptional social and family friendly coffeeshops and meeting places, mixed-use neighborhoods with good schools, recreational facilities and well-equipped health clubs. ☞ Our neighborhood is an inviting and safe place where people can ride their bikes, walk, and children are playing in the parks. Neighbors of all ages are out and about and know one another by name. The streets and sidewalks are clean and well-lit, almost like 24/7 daylight! **Public transport is abundant** and easily accessible. **Public art and streetscapes reflect creativity** and the cultural diversity of the Mid-North communities. **Lifelong learning is a priority**, small to medium-sized businesses thrive, our health and well-being is nurtured, and resources are accessible to all. P.S. No Drugs! ☞ I look out of my window at the pocket park seeing neighbors enjoying themselves. Right next door is the nationally acclaimed, **award-winning school**. Living for the weekend there is so much to do. I love to go shopping...gotta get to the meat market—oh, oh—there's a lecture at Ivy Tech I don't want to miss! Can't miss Monday's Mid-North Council meeting for the sit-on-the-porch beauty initiative as well as planning for our annual celebration event. I can walk my dog at night with no fear. **How beautiful it is here!** It's Sunday—wow we are on the national news! Mid-North community of Indianapolis, a place to visit, a place to live. I think of how lucky I am to live in the mid-north community. ☞ Safe neighborhoods with thriving businesses, walkable sidewalks and bikeable pathways, beautifully-maintained yards, respectfully rehabbed homes, where youth and seniors can co-exist and the **community is actively engaged** in crime prevention programs. ☞ Welcome to the cultural, family-friendly, community-focused, **intergenerational**, business and development driven neighborhood with bikeable, walkable pathways; safe meeting places; lively activities; and youth and adult educational achievement so you can live to the fullest. ☞ All neighbors, seniors and youth included, will stroll along well cared for streets lined with occupied houses, play in neighborhood parks, and advocate for **sustainable** communities with the ability to influence policy, attract public and private investment, and enjoy the company of others.

OVERALL STORIES

The seven action teams developed a workplan organized around nine result statements, 35 strategies, and 118 action steps.

Neighborhood + Opportunity

Dreams will power the growth and rebirth of the neighborhoods, and the community will provide the comprehensive resources necessary to be a neighborhood of opportunity for all.

- New housing options for all ages and backgrounds
- Improved transportation connectivity
- Trails, art, parks, gardens, and wellness options
- Commitment to youth, education, and family learning
- Promoting business and entrepreneurship



The essence of this cumulative work can be summed up in three overarching stories:

Communicate + Connect

Through the synergies of sharing information, celebrating assets, and building a shared identity based on neighborhood values, the neighborhoods of Mid-North will continue to achieve success and be recognized as a special place to live, work, learn, and visit.

- Inventory, promote, and celebrate assets
- Continue momentum with cross-neighborhood collaboration and initiatives
- Building a shared identity based on neighborhood values



Destination + Fall Creek

Capitalize on the historic Fall Creek corridor to weave together diverse neighborhoods, encourage civic, ecological, and entrepreneurial ethics, and help re-establish the Mid-North area on the regional map as a unique and progressive place to call home.

- Clean, restore, and celebrate Fall Creek
- Recreational, entrepreneurial, and educational opportunities
- New housing and businesses
- Public art and streetscapes that reflect the neighborhood spirit



NEIGHBORHOOD + Opportunity



From its humble beginnings, the neighborhoods of Mid-North have always been neighborhoods of opportunity. In the early days, new bridges crossing Fall Creek presented new opportunities for citizens of a growing city to build homes, farms, families, and businesses in the area. Streetcar lines--along Illinois Street to the Crown Hill neighborhood and along College Avenue--further expanded opportunities for residents to get to and from the area and solidified the community as a prominent piece of the Indianapolis landscape. As the neighborhoods grew, a variety of housing, from large mansions to working class duplexes and grand apartments were built, providing opportunities to live in the area for a wide array of people. Shortridge High School, founded downtown as the first free public high school in the state before moving to the neighborhood, has always been an integrated school, providing opportunity for neighborhood residents of all backgrounds for more than eighty years. The school has a history of progressive education inspired by John Dewey, transforming education from simple mastery of knowledge through books to "learning by doing." The first student newspaper in the nation and a student radio station that evolved into today's WFYI exemplify these progressive education principles. Ivy Tech planted roots in the heart of the neighborhood in the early 1980s, and the campus today is the second largest community college in the entire nation, providing higher education opportunities for thousands.

As the Mid-North area has grown, so too have the institutions that support and enrich the lives of its residents. A host of places of worship and social service organizations provide critical holistic support to children, families, and seniors working to live productive and engaged lives. An emphasis on education continues with a full range of public, private, and charter schools that continue the evolution of progressive education techniques and position the neighborhood as a unique educational corridor. Community development corporations work to provide a range of housing services for residents, including making the dream of homeownership possible for many.

The neighborhoods of Mid-North will continue to be a place of opportunity for residents of all backgrounds. New housing options will be added to the area, transforming vacant lots and properties into homeownership and rental opportunities for new and existing residents. Transportation options will promote neighborhood connectivity and enhanced connections to the region, providing greater mobility for residents of all ages. New trails, parks, gardens, and wellness opportunities will inspire residents to live healthy, engaged, and social lives. A continued focus on youth, education, and family learning will truly embody the notion of an educational corridor, as residents engage in a range of cradle to career education programming, leveraging the community's assets of early childhood development, project

based, informal and family learning, and workforce development. These resources enable the neighborhood to step beyond the traditional notion of "school" to focus on a broader definition of education, with world-class educational facilities, strong families, neighborhood organizations, and community programming working hand in hand to cultivate enriched, productive citizens and youth that are leaders, not followers. The area will be a place of opportunity for entrepreneurs, with programs, networks, and facilities that help turn great ideas into realized dreams. From cradle to career, the Mid-North area will empower all residents to achieve their dreams. And the small businesses that are the backbone of our economy will thrive, supported by a strong business association, a growing residential, student, and visitor population, and through connections into the larger community.

Dreams will power the growth and rebirth of the neighborhoods, and the community will provide the comprehensive resources necessary to be a neighborhood of opportunity for all.



communicate +connect

The Mid-North area is home to a diverse array of key players: six neighborhood associations; two community development corporations; a host of places of worship, social service organizations, non-profit organizations; a range of businesses from entrepreneurial enterprises to major corporations; public, private, and charter schools; and large institutions like Ivy Tech and The Children's Museum to name a few. With so many players working so closely together, it's not surprising that a lot of things are happening! It's also not surprising that it becomes very hard for these players and the residents of the neighborhoods to be aware of everything that is going on. We all shake our heads when a newly repaved street is torn up by a utility company or when we are forced to make a choice between two big neighborhood events that fall on the same evening. It can even be difficult to share and coordinate our daily lives with our own family members, and communication, and the resulting coordination it achieves, is a challenge facing every neighborhood, community, organization, government, and corporation.

While challenging, communication and coordination maximize the impact of the time, money, and mission of each and every stakeholder brings to the table. The good news is the neighborhoods have a track record in reaching across traditional boundaries. The Mid-North Weed and Seed Initiative, for example, has brought together neighborhoods to combat crime and blight. The development of this quality of life plan is a significant

Education Roundtable will bring education stakeholders together to continue the tradition of educational innovation and opportunity for all residents. A housing collective will forge partnerships to address vacant and abandoned properties, housing affordability, and other critical housing issues. A neighborhood task force will promote improved public safety for all residents by sharing information and coordinating activities across neighborhood boundaries. The youth of the area will be empowered through a Youth Council, while seniors will implement a Neighborhood Naturally Occurring Retirement Community program.

Another significant first step is to identify and bring attention to the assets, resources, skills, and networks that already exist in the neighborhood. Whether individual resident talent and experience, organizational programs and offerings, or products and services from neighborhood businesses, identifying what the Mid-North area has is a necessary prerequisite to sharing and coordinating activities.

The quality of life planning process has encouraged the neighborhoods to see the assets, challenges, and opportunities that they have in common while also highlighting those things that make them unique. This healthy tension between shared values and unique qualities is the basis for a desire to undertake a branding process and continue asking and answering the question

"who are we?" Branding may manifest itself in traditional marketing ways, such as a logo and message or tagline. At its core, branding is about communicating who and what we are and what is important to us--our values. Values provide a core understanding that ties groups--whether they be a few friends, a neighborhood, an interest group, a nation, or a society--together. They permeate all aspects of this plan and will guide its implementation. Whether we value tradition or innovation (or both), for example, could translate into how the neighborhoods look and feel, the types of people and businesses that move in or out, and the types of programs and networks that evolve. In short, branding is a key component of communication. It not only positions the area in the eyes of outsiders, it helps us to understand what is important to the "insiders."

Through the synergies of sharing information, celebrating assets, and building a shared identity based on neighborhood values, the neighborhoods of Mid-North will continue to achieve success and be recognized as a special place to live, work, learn, and visit.



Destination + Fall Creek

Fall Creek has been a defining landmark for the neighborhood ever since the first bridges connected the growing city north to what was then pristine farmland dotted with small settlements. Today that farmland has long been plowed under; those settlements are remembered only as namesakes for neighborhoods. But Fall Creek remains as a weaving thread of natural beauty thanks to the foresight of prominent American landscape architect George Kessler, who in 1909 laid out a system of parks and boulevards along six waterways throughout the city. Characterized by landmark, beautifully-ornamented bridges, pedestrian promenades, and extensive native landscaping, the Kessler System today is one of the largest listings on the National Register of Historic Places, at over 3,400 acres.

While beautiful, Fall Creek faces many challenges today. Fall Creek Parkway, once a quaint, scenic drive, has grown into a five-lane commuter corridor that cuts off the Creek from the neighborhood. The last remnants of parkway design can be found in the large homes with magnificent street trees planted in wide tree lawns. However, wide pavement, a reversible traffic lane, highway signage, steel guardrails, and auto-oriented lighting now dominate the character of the street. The creek itself is contaminated with combined sewer overflows that pollute the water with raw sewage during many rainfalls. The native landscaping that was once carefully designed has been displaced by invasive honeysuckle that now chokes off most views of the creek. And many of the landmark bridges are crumbling.

But there is hope. Work to address the combined sewer overflow problem is underway and by 2025 the problem will be nearly eliminated. The historic Central Avenue bridge has been restored, and the Meridian Street bridge is scheduled for restoration in 2012. IndyParks continues to pursue extension of the Fall Creek Trail through the neighborhood. And the signature historic St. Vincent's Hospital building along Fall Creek Parkway has been renovated by Ivy Tech.

It is this momentum that the neighborhoods will push forward in order to re-establish Fall Creek as a destination, not simply the sidebar to a commute. With water that is once again safe to touch, kayaking and canoeing can be encouraged with a public boat launch. Streambanks can be restored through neighborhood cleanups, invasive honeysuckle removal, and the re-introduction of native landscaping that restores beautiful vistas of the creek from adjacent streets, homes, and parks. The Fall Creek Trail can be completed from its current termination at the Monon Trail south through the neighborhood, including more than a mile without a street crossing, and helping connect neighborhood residents and institutions like Ivy Tech and The Children's Museum into the regional network. Improved pedestrian connections to and across the creek help weave the corridor into adjacent neighborhoods. Fall Creek Parkway can be restored to a parkway condition with a streetscape befitting a parkway that reflects the spirit and character of the neighborhood, and a design

policy that promotes neighborhood businesses and safer pedestrian crossings. Historic bridges can be restored to once again serve as landmark gateways that, together with new gateway enhancements and public art, help reflect the history and civic pride of residents. Parks see new investment in a variety of equipment and amenities to provide for a range of passive and active recreation, from places that offer a relaxing respite from city life to bustling playfields that support active lifestyles. Educational opportunities abound with venues, kiosks, and signage that communicate the history and ecology of the area. New infill apartments and condominiums take advantage of this destination, providing for a wide range of housing types and markets while adding tax base, buying power, and eyes on the street. And new space that promotes the entrepreneurial spirit of the neighborhood is created that provides both temporary homes for lemonade stands and neighborhood-grown produce as well as buildings for new restaurants and retail shops that serve both neighborhood residents and visitors to the creek.

Together these actions weave together diverse neighborhoods, encourage civic, ecological, and entrepreneurial ethics, and help re-establish the Mid-North area on the regional map as a unique and progressive place to call home.



WORK Plan



Our vision will be realized when nine results are achieved, and the strategies and action steps outlined in our workplan detail how we will accomplish those results.

1. The Mid-North area will have an appearance that reflects the spirit, history, and culture of the community, and will provide access to art, nature, beauty and recreation for everyone, every day.
2. The Mid-North area's business environment will contribute to an improved economic situation of local residents, local businesses, and growing neighborhood serving commercial centers.
3. The Mid-North area will be a safer community with improved communication and cross-neighborhood coordination.
4. Mid-North area residents and educational organizations are partners in educational excellence, family learning, and a resurgence of progressive innovation that improves learning and life outcomes, cultivates productive citizens, and creates world-class educational facilities and resources.
5. Mid-North area residents will embrace holistic wellness and live healthier lifestyles.
6. The Mid-North area will address substandard housing and housing-related quality of life issues for homeowners and renters in the six Mid-North neighborhoods by using a creative and informed mix of renovation, remodeling, repurposing, and new development.
7. Seniors are empowered to age and engage in the neighborhoods of Mid-North.
8. Seniors will enjoy a high quality of life by embracing a holistic approach to wellness that addresses their physical, intellectual, and spiritual needs.
9. Youth are aware of and have access to community resources to empower and improve their own quality of life.

AESTHETICS

1. The Mid-North area will have an appearance that reflects the spirit, history, and culture of the community, and will provide access to art, nature, beauty and recreation for everyone, every day.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
1.1 Develop a brand identity for the Mid-North area which can be applied in areas of marketing and communications, aesthetics and business development.				
1.1.1 Conduct branding exploration, including an audit of current marketing efforts in the neighborhood. Coordinate community conversations towards the development, launch and implementation of a comprehensive branding strategy.	Create a Branding Taskforce; Establish a process for branding; Produce a report documenting results of branding.	Citizens Energy Group, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Neighborhood Housing Partnership, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation	12 13
1.2 Improve conditions of infrastructure elements of the Mid-North area.				
1.2.1 Improve conditions of infrastructure elements by conducting and producing an infrastructure analysis survey, conducting a community project prioritization process based on the results of the infrastructure survey, and advocating for infrastructure improvements.	Document presence and condition of pavement, sidewalks, public street lighting, and street trees. Produce report documenting presence and condition of pavement, sidewalks, and street trees.	AARP, Crown Hill Neighborhood Association, Department of Metropolitan Development, Department of Public Works, Highland Vicinity Neighborhood Association, Indianapolis Power and Light, IndyGo, Keep Indianapolis Beautiful, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Mayor's Office, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Near North Development Corporation	12 13
1.2.2 Advocate for improved parking lot aesthetics, improving traffic flow and safety, and integrating principles of complete streets and accessibility into infrastructure repair work in order to enhance the safety, identity and experience of neighborhood streets.	Streetscape enhancements of one primary corridor by 2015.	Crown Hill Neighborhood Association, Department of Metropolitan Development, Department of Public Works, Highland Vicinity Neighborhood Association, IndyGo, Keep Indianapolis Beautiful, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Mayor's Office, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Near North Development Corporation	13 14 15
1.3 Increase access to greenspace and recreation, including community gardens, parks and raingardens.				
1.3.1 Increase access and provide development support to current and planned greenspaces and recreation areas, including, targeted pocket parks, Fall Creek Gardens, the site of the former Winona Memorial Hospital, other established community gardens and playground spaces across the Mid-North area.	Create or enhance three additional pocket parks in an underserved areas of the neighborhood by 2015 Increase the number of residents accessing a neighborhood greenspace or garden by 10% Provide connectivity trails between all Mid-North greenspaces by 2015.	Broadway Community Garden, Broadway United Methodist Church, Central Indiana Community Foundation, Citizens Energy Group, Coppin Chapel, Crown Hill Neighborhood Association, Fall Creek Gardens, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indy Tilth, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, People for Urban Progress, Rundell Ernstberger and Associates, Schmidt Associates, SustainIndy, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation	12 13 14 15 16
1.3.2 Advocate for improvements and increased connectivity along Fall Creek Trail.	Completion of the Fall-Creek Trail through the Mid-North area Creation of a Destination Fall Creek Taskforce to advocate for progress along Fall Creek Trail.	Central Indiana Community Foundation, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Indy Parks, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Mayor's Office, Meridian Highland Neighborhood Association, SustainIndy, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
1.3.3 Provide support in the planning and development of neighborhood and residential rain gardens in the Mid-North area, including current rain gardens located at Double 8 on Fairfield Avenue, Fall Creek Gardens and other Mid-North planned projects.	Further develop online resources available for all Mid-North residents Make printed copies available in addition to web-based information.	Crown Hill Neighborhood Association, Department of Public Works, Fall Creek Gardens, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indy Parks, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Near North Development Corporation	12 13 14 15 16

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
1.4 Improve aesthetics of neighborhood through nature, beauty and art.				
1.4.1 Utilize data and implement a street tree planting program that prioritizes plantings in areas that demonstrate the most need and also incorporates a long-term maintenance plan.	Plant 50 trees annually.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indy Parks, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Near North Development Corporation	12 13 14 15 16
1.4.2 Install trash receptacles at key locations throughout the Mid-North area.	Gateways and public spaces will be equipped with trash receptacles by 2015.	Crown Hill Neighborhood Association, Department of Public Works, Highland Vicinity Neighborhood Association, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation	12 13 14 15 16
1.4.3 Identify and develop new and current gateways into the Mid-North area.	Enhance current gateway with plantings, signage and public art by 2015 Develop one new gateway with plantings, signage and public art by 2015.	Arts Council of Indianapolis, Crown Hill Neighborhood Association, Department of Public Works, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
1.4.4 Continue to build out information, resources, guidelines and workshops regarding "good neighbor" exterior maintenance and issues such as illegal dumping.	Further develop online resources available for all Mid-North residents Make printed copies available in addition to web-based information.	City of Indianapolis, Crown Hill Neighborhood Association, Fall Creek Gardens, Health and Hospital Corporation, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Neighborhood Housing Partnership, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation	13 14 15
1.4.5 Improve Mid-North conditions through neighborhood cleanups while building community and raising awareness among residents.	Organize one Fall Creek cleanup event and support one cleanup in each neighborhood annually.	Crown Hill Neighborhood Association, Department of Public Works, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indy Parks, Ivy Tech, Keep Indianapolis Beautiful, Mapleton-Fall Creek Development Corporation, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Neighborhood Association	12 13 14 15 16
1.4.6 Increase Adopt a block programs across the Mid-North area.	Each neighborhood Association will have increased Adopt a Block participation by 100%.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Keep Indianapolis Beautiful, Mapleton-Fall Creek Development Corporation, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Neighborhood Association	12 13 14 15 16
1.4.7 Encourage and support the production, placement and creation of art in public spaces, including landscape, painting, and sculpture.	Neighborhood will add public art annually.	City of Indianapolis, Crown Hill Neighborhood Association, Health and Hospital Corporation, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall-Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
1.5 Advocate for improved connections to current and future transit.				
1.5.1 Provide Mid-North representation at city-wide transit meetings; Host a Mid-North resident and stakeholder meeting about transit options.	Host at least one city transit meeting annually.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, IndyGo, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation	12 13 14 15 16

BUSINESS DEVELOPMENT

2. The Mid-North area's business environment will contribute to an improved economic situation of local residents, local businesses, and growing neighborhood serving commercial centers.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
2.1 Focus on incubating entrepreneurship within the Mid-North area.				
2.1.1 Establish an entrepreneur training program for the Mid-North area.	Enrollment: Enroll 10 participants in the program by 2013. Businesses Started: Five new businesses started by Mid-North residents or in the Mid-North area by 2013. Graduation Rate: Graduate 75% of enrolled participants.	Business Ownership Initiative, DevelopIndy, Generation Next Project, Ivy Tech, KI EcoCenter, Mapleton-Fall Creek Development Corporation, Near North Development Corporation	Dreamapolis	12
2.1.2 Maintain and promote an online catalog of entrepreneur services, including training and technical services.	Website completed and launched. 10 businesses are assisted annually.	Business Ownership Initiative, DevelopIndy, Indiana Small Business Association, KI EcoCenter, Local Initiatives Support Corporation, Mapleton-Fall Creek Development Corporation, Near North Development Corporation	Dreamapolis	12 13 14 15 16
2.1.3 Establish a peer-to-peer mentoring program for Mid-North entrepreneurs by soliciting mentors and connecting them with entrepreneurs.	Create 10 new Mentor/Mentee Partnerships.	DevelopIndy, KI EcoCenter, Mapleton-Fall Creek Development Corporation, Near North Development Corporation	Dreamapolis	13
2.1.4 Attract investment and micro-loans for startups and micro-enterprises in the Mid-North area through a joint venture of neighborhood community development corporations.	Secure \$25,000 in investment for businesses, support five businesses a year through micro-lending. Support three façade improvement grants a year.	Business Ownership Initiative, DevelopIndy, Dreamapolis, Local Initiatives Support Corporation, Mt. Zion Credit Union	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	13 14 15 16
2.1.5 Identify and create physical, low-cost incubation opportunities in the Mid-North area by conducting an inventory of current shared space opportunities and an incubator feasibility study and needs assessment.	Five new businesses Matched with Rental/Lease Opportunities.	Broadway United Methodist Church, DevelopIndy, Dreamapolis, KI EcoCenter	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12
2.2 Create an environment that supports and grows Mid-North area businesses.				
2.2.1 Create a business association to advocate for local business interests, improve patronage by residents, promote business-to-business networking, and connect businesses with neighborhood schools in the Mid-North area.	25 members by the end of 2014 through a business model that provides for at least part time paid staff or consultants.	DevelopIndy, Indianapolis Metropolitan Police Department, Maple Road Development Association, Mapleton-Fall Creek Development Corporation, Midtown Indianapolis Inc., Near North Development Corporation	Double 8	12 13 14
2.2.2 Market the Mid-North area as a "great place to do business" by engaging in a neighborhood branding strategy, creating and implementing a strategic communication plan, and by publishing a neighborhood business directory.	Launch of online and print business directory.	Crown Hill Neighborhood Association, DevelopIndy, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Midtown Indianapolis Inc., Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	13
2.2.3 Create a business information clearinghouse for the Mid-North area that includes: current businesses, financial resources and incentives, available retail and commercial space, and training opportunities and technical support.	Expansion of online business directory to become a business portal.	Business Ownership Initiative, DevelopIndy, Indiana Small Business Development Center, Ivy Tech, Local Initiatives Support Corporation	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	14

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
2.3 Identify and grow specific neighborhood-serving commercial centers.				
2.3.1 Identify target commercial centers by completing an identification exercise that inventories all existing retail/commercial centers in the Mid-North area.	Map and inventory report of existing commercial centers.	Ball State University College of Architecture and Planning Indianapolis Center, Department of Metropolitan Development, Local Initiatives Support Corporation, The Children's Museum of Indianapolis	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13
2.3.2 Complete a needs assessment by inventorying all businesses operating in the Mid-North area.	Report outlining needs of current businesses.	Ball State University College of Architecture and Planning Indianapolis Center, Department of Metropolitan Development, The Children's Museum of Indianapolis,	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13
2.3.3 Prioritize commercial centers for focused development activities that have the greatest ability to: increase population density, including mixed-use opportunities; capitalize on student, employee, visitor populations; encourage transformation of infrastructure and street patterns from those that prioritize commuter traffic to those that promote neighborhood connectivity and walkability, and; utilize multi-modal transportation options. Initially identified targets include: 34th and Illinois Streets, 38th and Illinois Streets, the former Winona Hospital site, 30th Street and College Avenue, around the Indiana State Fairgrounds, along Central Avenue, around the Indianapolis Museum of Art, and around the IU Health Methodist Hospital campus.	Report evaluating and prioritizing identified nodes. Increase in resident access to neighborhood goods and services.	Ball State University College of Architecture and Planning Indianapolis Center, Department of Metropolitan Development, The Children's Museum of Indianapolis	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13
2.3.4 Create commercial center-specific development plans using community input, existing planning efforts, and information garnered in the node identification and assessment process with a focus on advocacy for multi-modal transportation access and neighborhood-serving infrastructure improvements.	Reduction in vacancy rates, increase in investment, and infrastructure improvements in at least 3 Mid-North area commercial centers by 2015.	Department of Metropolitan Development, Department of Public Works, Indiana Small Business Development Center, IndyConnect, IndyGo, SustainIndy, The Children's Museum of Indianapolis	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	14
2.3.5 Put in place economic development tools for project development and business attraction with the following possible components: Economic Improvement District designation, tax abatement, State grants, and loan programs.	Add 10 new businesses to the Mid-North area.	DevelopIndy, Department of Metropolitan Development, Indiana Small Business Development Center, Local Initiatives Support Corporation	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	14
2.3.6 Create a toolkit for marketing commercial centers including materials and resources to promote the centers and connect businesses with neighbors.	Toolkit created and used in at least one formal campaign by 2014.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	14

CRIME & SAFETY

3. The Mid-North area will be a safer community with improved communication and cross-neighborhood coordination.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
3.1 Create communication between all Neighborhood Associations, their neighbors, and the Indianapolis Metropolitan Police Department.				
3.1.1 Create strong leadership within the neighborhoods by encouraging neighborhood association leaders and emerging leaders to participate in leadership development programs.	50% of neighborhood association boards/residents participate in a leadership program.	Indianapolis Neighborhood Resource Center, Ivy Tech, Lacy Leadership Association, Making Connections Indianapolis	Watson-McCord Neighborhood Association	12
3.1.2 Ensure that each neighborhood association is represented at monthly Indianapolis Metropolitan Police Department community meetings.	Neighborhood associations attend 75% of Indianapolis Metropolitan Police Department monthly meetings.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Marion County Prosecutor's Office, Meridian Highland Neighborhood Association	Watson-McCord Neighborhood Association	12
3.1.3 Identify existing neighborhood crime watch captains and leaders.	List identifying neighborhood crime watch leaders created.	Birchwood Neighbors, Broadway Area Neighborhood Group, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Crown Hill Neighborhood Association	13
3.1.4 Establish a crime watch program in the neighborhoods where one does not exist.	25% increase of new crime watches formed.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Historic Meridian Park Neighborhood Association	13 14 15 16
3.1.5 Create a crime task force comprised of all neighborhood crime watch captains to share information and to coordinate activities and advocacy.	Task Force established.	Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Marion County Prosecutor's Office, Meridian Highland Neighborhood Association, Mid-North Weed and Seed, Watson-McCord Neighborhood Association	Crown Hill Neighborhood Association	13
3.1.6 Establish block clubs where none exist.	25 new block clubs established spread across the Mid-North area.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Historic Meridian Park Neighborhood Association	12 13 14 15 16

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
3.2 Strengthen the relationships between the Indianapolis Metropolitan Police Department and the Mid-North community.				
3.2.1 Improve relationship with the Indianapolis Metropolitan Police Department's Community Liaison to enhance communication, information sharing, and awareness.	25% increase of residents receive Indianapolis Metropolitan Police Department Community Liaison periodic newsletter.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Historic Meridian Park Neighborhood Association	13
3.2.2 Communicate the neighborhood's appreciation of Indianapolis Metropolitan Police Department officers and Marion County Prosecutor staff by sending holiday cards signed by the community, participating in the Court Watch program, offering neighborhood impact statements to support prosecution, and to invite representatives to community and neighborhood events.	Increase appreciation to Indianapolis Metropolitan Police Department/ Prosecutor's Office by 25%; Increase resident participation in Court Watch/ Impact Statements; Increase invitations to attend community events to Indianapolis Metropolitan Police Department/ Prosecutor's Office by 50%.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Development Corporation, Meridian Highland Neighborhood Association, Near North Development Corporation, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Neighborhood Association	13
3.2.3 Promote the reporting of crime and safety incidents in the neighborhood.	Increase completed and returned hot spot cards to Indianapolis Metropolitan Police Department by 25%.	Highland Vicinity Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Marion County Prosecutor's Office, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Crown Hill Neighborhood Association	12
3.3 Educate Mid-North area residents about safety procedures.				
3.3.1 Hold a Crime Summit that includes Crime Prevention through Environmental Design (CPTED) principles, presentations from Indianapolis Metropolitan Police Department and the Marion County Prosecutor, and updates on new laws and initiatives.	Crime Summit implemented with 100 attendees.	Crown Hill Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Metropolitan Police Department, KI EcoCenter, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Marion County Prosecutor's Office, Meridian Highland Neighborhood Association, Mid-North Weed and Seed, Watson-McCord Neighborhood Association	Highland Vicinity Neighborhood Association	12 13 14 15 16
3.3.2 Create and distribute a Public Safety Handbook that includes safety advice, meeting, and contact information from Indianapolis Metropolitan Police Department as well as neighborhood association meeting and contact information.	Handbook created and distributed.	Crown Hill Neighborhood Association, Indianapolis Metropolitan Police Department, Mapleton-Fall Creek Neighborhood Association, Marion County Health Department, Marion County Prosecutor's Office, Mayor's Office, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association	12 13 14 15 16
3.4 Create a Mid-North area assets directory.				
3.4.1 Create and distribute a Mid-North assets directory that inventories the talents, skills, and side businesses of neighborhood residents, identifies neighborhood organizations and programs, and includes relevant information from the Public Safety Handbook.	Asset Directory created and distributed.	Broadway United Methodist Church, Dreamapolis, Mapleton-Fall Creek Development Corporation, Near North Development Corporation, Tabernacle Presbyterian Church	KI EcoCenter	12

EDUCATION

4. Mid-North area residents and educational organizations are partners in educational excellence, family learning, and a resurgence of progressive innovation that improves learning and life outcomes, cultivates productive citizens, and creates world-class educational facilities and resources.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
4.1 Create a "Cradle to Career" family-learning initiative.				
4.1.1 Develop and promote an initiative to provide cradle to career educational programs for Mid-North area families featuring free memberships to The Children's Museum of Indianapolis; scholarships for neighborhood children to attend the museum's pre-school; development or expansion of after-school and out of school programs, including Museum Apprentice Program and Starpoint Summer Academy; family learning programs based on museum exhibits and arts, culture, and sciences; and higher learning and work force development tuition assistance or grants for area youth and adults.	Program established and neighborhood families utilizing the program.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Horizons Summer Camp, Ivy Tech, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Mount Zion Academy, Precious Gifts Childcare, School 48, School 60, Shortridge High School, Watson-McCord Neighborhood Association	The Children's Museum of Indianapolis	13 14 15 16
4.2 Engage residents, educational organizations, and education advocates in a Mid-North area educational round table.				
4.2.1 Assemble a cross-section of community members, education advocates, school teachers, and educational organizations to participate in education round table focused on the Mid-North area.	Educational alliance group is established.	Crown Hill Neighborhood Association, Day Nursery Association of Indianapolis, Family Development Services, Highland Vicinity Neighborhood Association, Indiana Black Expo, Ivy Tech, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, School 48, School 60, Shortridge High School, Stand for Children, Watson-McCord Neighborhood Association	The Children's Museum of Indianapolis	13 14 15 16
4.2.2 Develop or support existing innovative and collaborative programming initiatives that help meet school based academic standards while also helping children and adults to improve outcomes for career, life opportunities, and family learning.	Increased participation in newly developed or existing initiatives.	Crown Hill Neighborhood Association, Day Nursery Association of Indianapolis, Family Development Services, Highland Vicinity Neighborhood Association, Indiana Black Expo, Ivy Tech, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, School 48, School 60, Shortridge High School, Stand for Children, Watson-McCord Neighborhood Association	The Children's Museum of Indianapolis	13 14 15 16
4.3 Educate, empower, and involve parents and guardians in early childhood education as well as educational opportunities and learning activities.				
4.3.1 Create and maintain an ongoing list of educational opportunities for parents and early education trainers.	Create and update document as easily accessible resource.		Day Nursery Association of Indianapolis	12 13 14 15 16
4.3.2 Communicate and distribute information about education and training options to residents by mail and/or using street teams.	Increased participation in parent training workshops.	Child Care Answers, Day Nursery Association of Indianapolis, The Children's Museum of Indianapolis	Day Nursery Association of Indianapolis	12
4.3.3 Encourage one on one, group family learning, and early childhood education mentoring resources.	Program developed with at least 10 participants.	Goodwill Industries, Indianapolis Healthy Start, IU Health, The Children's Museum of Indianapolis	Day Nursery Association of Indianapolis	12
4.4 Encourage excellence and success in early education programs.				
4.4.1 Establish professional school readiness facilitator visits for home-based daycares that expand educational offerings, including field trips, for children.	Establishment of school readiness facilitator.	Child Care Answers, Ivy Tech	Day Nursery Association of Indianapolis	14

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
4.5 Pursue business as learning.				
4.5.1 Neighborhood youth identify, develop and use by agreement a vacant lot to manage an urban garden that integrates food, nutrition, gardening as an integrated effort.	Program created and a vacant or useable lot used for summer urban garden.	Blue Earth, Ivy Tech, Mid-North Pantry, Purdue Extension, School 60, The Children's Museum of Indianapolis	Mapleton-Fall Creek Development Corporation	13
4.5.2 Encourage and track paid or educational credit work study opportunities, shadowing, internships, and apprenticeships for neighborhood youth and adults.	Paid/credit opportunities available to 20 residents by 2014 and 50 residents by 2016.	Providence Christo Rey High School, The Children's Museum of Indianapolis	Ivy Tech	13
4.6 Increase resident awareness, access and connectivity to educational facilities.				
4.6.1 Promote Ivy Tech programs and resources to area households via bi-annual open houses and newsletters.	At least two open-houses held for neighborhood residents each year.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Ivy Tech	12 13 14 15 16
4.6.2 Promote InfoZone library usage and digital literacy programming for area residents and early childhood education organizations.	Increase in number of residents and early childhood programs using InfoZone.	The Children's Museum of Indianapolis	Indianapolis-Marion County Public Library	12
4.6.3 Establish a Mid-North Center for Working Families location.	Center for Working Families established.	Central Indiana Community Foundation, Local Initiatives Support Corporation, Making Connections Indianapolis	Ivy Tech	12
4.6.4 Develop plan for a centrally-located large community center.	Stakeholder planning council established by the end of 2012 and plan with sponsors and commitments developed by 2015.	Indy Parks, Mapleton-Fall Creek Development Corporation, Near North Development Corporation, Pacers Entertainment, Purdue Extension, Starfish Initiative	KI EcoCenter	12 13 14 15

EDUCATION

5. Mid-North area residents will embrace holistic wellness and live healthier lifestyles.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
5.1 Improve access to health and wellness education facilities and resources.				
5.1.1 Promote access to health care facilities.	Increase in percentage of residents using health care facilities.	Health and Hospital Corporation, Marion County Health Department, Martin Luther King Community Center, Mid-North Shepherd's Center, Raphael Health Center	IU Health	12 13 14 15 16
5.1.2 Establish a new health and wellness facility for area families and individuals, employees, and students.	Establishment of health and wellness facility in the neighborhood.	IU Health, Raphael Health Center, Ruth Lilly Health Education Center, YMCA	Ivy Tech	13
5.2 Improve wellness education outreach.				
5.2.1 Encourage usage of mobile health outreach mechanisms by area residents, individuals, and employees .	Mobile education and outreach mechanism established.	Crown Hill Neighborhood Association, Garden on the Go, Highland Vicinity Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	IU Health	12 13 14 15 16
5.2.2 Conduct Community Health Needs Assessment Survey.	Survey conducted and data analyzed.	The Children's Museum of Indianapolis	IU Health	12
5.2.3 Create a neighborhood health and/or wellness index based on data gleaned from Community Needs Assessment.	Index created.	The Children's Museum of Indianapolis	IU Health	13
5.2.4 Promote healthy nutrition and lifestyle workshops, seminars, and resources to area families, individuals, and employees.	Workshops or programs accessible to neighborhood residents and employees.	American Chef Federation, Mid-North Food Pantry, Ruth Lilly Health Education Center, Sodexo, The Children's Museum of Indianapolis	Ivy Tech	12

HOUSING

6. The Mid-North area will address substandard housing and housing-related quality of life issues for homeowners and renters in the six Mid-North neighborhoods by using a creative and informed mix of renovation, repurposing, and new development.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
6.1 Develop, establish and facilitate a neighbor-powered volunteer group who will advocate for changes in policy and practice that affect the quality of the Mid-North area's housing.				
6.1.1 Bring together stakeholders from each neighborhood to help form the group.	Volunteer group established and meeting quarterly.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, The Children's Museum of Indianapolis, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12
6.1.2 Determine a vision, create a plan of action, and develop progress goals for the work of the group.	Vision drafted; action plan created with progress benchmarks established.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13
6.1.3 Create a broad-based neighborhood housing plan to prioritize housing intervention strategies and lead entities responsible for implementation.	Housing plan created.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	13 14
6.1.4 Collect existing and develop new resources to support the work of the group, including but not limited to the creation of a lot-by-lot assessment tool and property data collection toolkit.	Database of new and existing resources established.	Ball State University College of Architecture and Planning Indianapolis Center, Crown Hill Neighborhood Association, Department of Code Enforcement, Department of Metropolitan Development, Health and Hospital Corporation, Highland Vicinity Neighborhood Association, Indianapolis Metropolitan Police Department, Indianapolis Neighborhood Resource Center, Ivy Tech, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Metropolitan Indianapolis Board of Realtors, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	15 16
6.1.5 Document best practices from inside and outside the area and provide strategic guidance as to how these can best be used to further the housing goals of the Mid-North neighborhoods.	Best practices collected and plan of action for implementation established.	Crown Hill Neighborhood Association, Department of Code Enforcement, Department of Metropolitan Development, Health and Hospital Corporation, Highland Vicinity Neighborhood Association, Indianapolis Coalition for Neighborhood Development, Indianapolis Neighborhood Housing Partnership, Indianapolis Neighborhood Resource Center, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Metropolitan Indianapolis Board of Realtors, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	15 16

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
6.2 Create new and innovative uses for vacant and abandoned properties.				
6.2.1 Facilitate the implementation of appropriate and applicable best-practice and innovative demonstration pilot projects to reuse vacant and abandoned residential housing throughout the Mid North area.	10 vacant and abandoned properties returned to residential use.	Crown Hill Neighborhood Association, Department of Metropolitan Development, Highland Vicinity Neighborhood Association, Indy Land Bank, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14
6.2.2 Facilitate the implementation of appropriate and applicable best-practice and innovative demonstration pilot projects to repurpose vacant and abandoned properties throughout the Mid-North area.	Five vacant or abandoned properties repurposed by neighborhood-based organizations.	Crown Hill Neighborhood Association, Department of Metropolitan Development, Department of Public Works, Growing Places Indy, Highland Vicinity Neighborhood Association, Indy Land Bank, Indy Tilth, IU Health, Keep Indianapolis Beautiful, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Purdue Extension, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14
6.3 Continue to promote and support homeownership in the Mid-North area.				
6.3.1 Promote pre-ownership training for individuals wishing to invest and live in the Mid-North area.	80 homebuyers purchase homes after completing homebuyer trainings, 50 residents access education regarding personal finance or homebuying, and 5 homeownership fairs.	Crown Hill Neighborhood Association, Fall Creek Academy, Highland Vicinity Neighborhood Association, Indianapolis Housing Agency, Indianapolis Neighborhood Housing Partnership, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Metropolitan Indianapolis Board of Realtors, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
6.3.2 Identify vacant properties that would make strong homeownership options and market those to investors or potential home buyers.	List of vacant properties completed and updated annually; marketing strategy developed	Citizens Energy Group, Habitat for Humanity, Indiana Community Action Association, Indianapolis Power and Light	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
6.3.3 Improve living conditions by making repairs to owner occupied houses.	\$1 million in health, safety, and/or structural improvements to 125 substandard owner-occupied houses will be documented in the next 5 years.	Citizens Energy Group, Community Action of Greater Indianapolis, Habitat for Humanity, Indiana Community Action Association, Indianapolis Power and Light	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
6.3.4 Establish an employer-assisted home ownership program.	Pilot program established in 2012 with at least 30 assisted purchases by participating employees by 2016.	Community Action of Greater Indianapolis, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Indianapolis Neighborhood Housing Partnership, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
6.3.5 Create a Homeownership Care Program to educate current homeowners on home improvements.	At least one community supported event annually.	Community Action of Greater Indianapolis, Crown Hill Neighborhood Association, Health and Hospital Corporation, Highland Vicinity Neighborhood Association, Home Depot, Indianapolis Coalition for Neighborhood Development, Indianapolis Neighborhood Housing Partnership, Lowes, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	15 16
6.3.6 Continue and expand the Near North Development Corporation Lease-Purchase program.	At least 20 completed purchases by participating households by 2016.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Indianapolis Neighborhood Housing Partnership, Meridian Highland Neighborhood Association	Near North Development Corporation	12 13 14 15 16
6.3.7 Support foreclosure prevention services for current homeowners.	At least 25 homeowners served annually.	Apprisen Financial Advocates, Indianapolis Neighborhood Housing Partnership, Mapleton-Fall Creek Development Corporation, Near North Development Corporation, Neighborhood Christian Legal Center	Community Action of Greater Indianapolis	12 13 14 15 16

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
6.4 Implement targeted housing revitalization efforts.				
6.4.1 Continue the targeted redevelopment effort in Mapleton-Fall Creek Development Corporation's "20/21" target area of Mapleton-Fall Creek that emphasizes green development and affordable single family and duplex houses.	Vacant structures will be reduced to fewer than 50 in the 20/21 target area by 2016.	Habitat for Humanity, Mapleton-Fall Creek Development Corporation Housing and Steering Committees	Mapleton-Fall Creek Development Corporation	12 13 14 15 16
6.4.2 Build a mixed-use housing development at the 2900 block of Central Avenue that provides independent housing options for seniors in the community.	Senior housing will be constructed.	Mapleton-Fall Creek Development Corporation Housing and Steering Committees	Mapleton-Fall Creek Development Corporation	12 13 14
6.4.3 Design and implement a process to steward abandoned properties owned by the Indy Land Bank by marketing the properties and connecting them with neighbors and investors for redevelopment.	75 properties stewarded.	Habitat for Humanity, Mapleton-Fall Creek Development Corporation Housing and Steering Committees, Near North Development Corporation	Mapleton-Fall Creek Development Corporation	12 13 14
6.4.4 Complete Near North Development Corporation's "CK 30/33" housing revitalization initiative with the goals of increasing property values, re-establishing a functioning for-sale market, and providing increased homeownership opportunities for a diverse socio-economic mix of households.	24 severely blighted structures demolished, 40 single-family homes developed and sold, and repairs made to 18 substandard owner-occupied homes in the target area.	Community Action of Greater Indianapolis, Habitat for Humanity, Indianapolis Neighborhood Housing Partnership, Health and Hospital Corporation	Near North Development Corporation	12 13
6.4.5 Facilitate the transfer of tax or mortgage foreclosed properties to private or non-profit investors to increase the supply of quality, affordable owner-occupied or rental housing.	45 properties transferred.	Crown Hill Neighborhood Association, Fannie Mae, Highland Vicinity Neighborhood Association, Indianapolis Neighborhood Housing Partnership, Indy Land Bank, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, National Community Stabilization Trust, Watson-McCord Neighborhood Association	Near North Development Corporation	12 13 14
6.4.6 Create and launch a targeted, comprehensive housing revitalization initiative incorporating best practices from Near North Development Corporation's "CK 30/33" initiative as well as pilot projects identified by the Mid-North housing group.	Plan developed in 2012 with resources identified in 2013 and implementation in 2014.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Meridian Highland Neighborhood Association	Near North Development Corporation	12 13 14
6.4.7 Engage community stakeholders around the planning and development of the Winona re-development.	Two public community input sessions convened annually.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	The Children's Museum of Indianapolis	12 13 14
6.5 Utilize housing planning and redevelopment as an economic development opportunity.				
6.5.1 Research Mid-North area housing-related capacities including employment, training, and rehabilitation projects.	Report published and accessible to neighborhood residents.	Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Ivy Tech Green Building Technology Program, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	13
6.5.2 Create a plan to support neighborhood-based workforce/ workforce training to do homeowner repairs, rehabilitations, and deconstructions and to reuse, recycle and market deconstructed materials.	Plan developed.	Crown Hill Neighborhood Association, EmployIndy, Highland Vicinity Neighborhood Association, Ivy Tech, Local Initiatives Support Corporation, Mapleton-Fall Creek Neighborhood Association, Martin Luther King Community Center, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	14 15

SENIOR ADVOCACY

7. Seniors are empowered to age and engage in the neighborhoods of Mid-North.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
7.1 Establish networks and centers of services that help keep seniors engaged with each other and their communities.				
7.1.1 Identify existing centers of senior activity.	Report identifying existing centers completed and delivered to Mid-North N-NORC Advisory Board.	CICOA, Martin Luther King Community Center, Senior 1000 Coalition	Mid-North Shepherd's Center	12
7.1.2 Explore and advocate for establishment of additional needed senior centers (either stand-alone or as extension of existing center). Develop mechanisms to support, promote and connect existing centers with each other and seniors.	Documentation of identified need and mechanisms that connect, promote and support existing centers sent to Mid-North N-NORC Advisory Board.	CICOA, Martin Luther King Community Center, Phillips Temple, Senior 1000 Coalition, Tabernacle Presbyterian Church, University of Indianapolis	Mid-North Shepherd's Center	12
7.1.3 Mobilize seniors to network with one another and coordinate communication through the establishment of a Mid-North Seniors Steering Committee. Engage neighborhood associations and establish cross-neighborhood linkages, coordinate involvement at the block level, and train callers to develop the network.	Six neighborhood associations sign MOU Lead Caller and callers in each of at least 3 blocks per neighborhood are identified and trained. A network of 10 seniors in each neighborhood is established.	AARP, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Martin Luther King Community Center, Meridian Highland Neighborhood Association, University of Indianapolis, Watson-McCord Neighborhood Association	Mid-North Shepherd's Center	12 13 14 15 16
7.1.4 Create, publish, and widely distribute a master list of all services in all aspects of life available to seniors.	List of services completed, printed, published and distributed throughout Mid-North area.	CICOA, Indianapolis Metropolitan Police Department, Marion County Prosecutor's Office, Mid-North Shepherd's Center, Senior 1000 Coalition	Martin Luther King Community Center	12
7.1.5 Activate, strengthen and support intergenerational activities and networks through churches, community centers, historic places and museums, and other hubs including those at which seniors may volunteer.	At least four planned intergenerational activities in the Mid-North area each year after 2012.	Ivy Tech, Martin Luther King Community Center, Mid-North Shepherd's Center, OASIS, Purdue Extension, The Children's Museum of Indianapolis, University of Indianapolis	KI EcoCenter	12 13 14 15 16

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
7.2 Provide a continuum of housing and housing services that allow seniors to age in place in the neighborhood.				
7.2.1 Establish and promote network of service providers that can retrofit homes for seniors wanting to stay in their homes.	Networks established and services communicated to seniors through Mid-North N-NORC Advisory Board.	AccessAbility, CICOA, Citizens Action of Greater Indianapolis, IU Health, Near North Development Corporation	Mapleton-Fall Creek Development Corporation	13
7.2.2 Arrange with community development corporations, churches, youth service clubs, extension services, and similar organizations to connect well-trained young people with seniors who need assistance with regular home maintenance activities.	At least 40 youth performing a total of at least 120 hours of volunteer service each year.	Department of Code Enforcement, Indianapolis Metropolitan Police Department, Mapleton Fall Creek Development Corporation, Marion County Health Department, Mt. Zion Church, Near North Development Corporation, Phillips Temple	KI EcoCenter	12 13 14 15 16
7.2.3 Identify and market senior apartment buildings, communities, and assisted living facilities in the Mid-North area.	List published with addresses, contact info, names of Executive Director and other key personnel.	Briarwood Health and Rehabilitation Center, Near North Development Corporation	Mapleton-Fall Creek Development Corporation	12
7.2.4 Provide new housing and facilities according to assessed need, including in the 2900 block of Central Avenue.	Increase in new housing units for seniors.	Near North Development Corporation	Mapleton-Fall Creek Development Corporation	13 14
7.2.5 Make home-share arrangements safe and viable by enlisting community development corporations, churches, community centers, and similar organizations in creating a network of seniors needing someone with whom to share their home and those needing a place to live as a suitable companion.	Home-share arrangements program established.	Ivy Tech, Mid-North Church Council, Mid-North Shepherd's Center, Tabernacle Presbyterian Church	Martin Luther King Community Center	13
7.2.6 Ensure homeowners' repair programs include an emphasis on seniors aging in place	Investments in over 50 houses occupied by seniors will be documented in the next five years.	AccessAbility, CICOA	Mapleton-Fall Creek Development Corporation, Near North Development Corporation	12 13 14 15 16
7.3 Create a N-NORC (Neighborhood- Naturally Occurring Retirement Community).				
7.3.1 Create a comprehensive assessment of senior needs and resources, including an asset map.	Survey results showing needs, resources and asset map delivered to Mid-North N-NORC Advisory Board.	AARP, IU Health, KI EcoCenter, Martin Luther King Community Center	Mid-North Shepherd's Center	12
7.3.2 Establish a Mid-North N-NORC Advisory Board to develop a mission statement to guide the N-NORC process	Advisory Board established and mission statement completed.	AARP, AccessAbility, CICOA, Marion County Health Department, Mid-North Shepherd's Center, OASIS, Senior 1000 Coalition, University of Indianapolis	Martin Luther King Community Center	12
7.3.3 Establish a Mid-North N-NORC Steering Committee to guide and direct the Mid-North N-NORC plan.	Representation by the six neighborhoods and six social/city agencies with a memorandum of understanding signed by each representative.	AARP, AccessAbility, CICOA, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Mid-North Church Council, Mid-North Shepherd's Center, OASIS, Watson-McCord Neighborhood Association	Martin Luther King Community Center	12
7.3.4 Develop a Mid-North N-NORC Plan that empowers seniors to age in place in their neighborhoods by addressing issues such as housing, community connections and events, health and wellness, safety and safety training, self-advocacy, and spiritual issues.	Creation of a comprehensive plan.	AARP, AccessAbility, Briarwood Health and Rehabilitation, CICOA, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, IU Health, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Marion County Health Department, Meridian Highland Neighborhood Association, Mid-North Shepherd's Center, Mobile Doctors, OASIS, Senior 1000 Coalition, University of Indianapolis, Watson-McCord Neighborhood Association	Martin Luther King Community Center	12

Action steps for this result are continued on the next page.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
7.3.5 Implement the Mid-North N-NORC Plan to provide an opportunity for seniors to age in place in their neighborhood.	All Collaborating partners are actively engaged in implementation.	AARP, AccessAbility, Briarwood Health and Rehabilitation, CICOA, Crown Hill Neighborhood Association, Highland Manor Healthcare, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Indianapolis Retirement Home Inc., IU Health, Mapleton-Fall Creek Development Corporation, Mapleton-Fall Creek Neighborhood Association, Marion County Health Department, Meridian Highland Neighborhood Association, Mid-North Shepherd's Center, Mobile Doctors, Senior 1000 Coalition, University of Indianapolis, Watson-McCord Neighborhood Association	Martin Luther King Community Center	13 14 15 16
7.4 Arrange networks of services that help ensure seniors' safety at home and in their community.				
7.4.1 Assess the physical safety of seniors' living conditions and connect seniors with assistance to address identified safety concerns.	Safety audit program developed and at least 10 seniors each year participate. Increase in number of homes provided with carbon monoxide detectors, smoke/fire alarms, fire extinguishers and alarm systems as appropriate.	AccessAbility, CICOA, Citizens Energy Group, Department of Code Enforcement, Health and Hospital Corporation, Indiana Family and Social Services Administration Adult Protective Services, Indianapolis Fire Department, Indianapolis Metropolitan Police Department	Mapleton-Fall Creek Development Corporation	13 14 15 16
7.4.2 Utilize a calling tree as the core of a "buddy system" in which someone regularly checks on the well-being of all seniors.	At least 100 "buddy" teams of seniors are connected.	CICOA, Crown Hill Neighborhood Association, Highland Vicinity Neighborhood Association, Historic Meridian Park Neighborhood Association, Mapleton-Fall Creek Neighborhood Association, Meridian Highland Neighborhood Association, Watson-McCord Neighborhood Association	Mid-North Shepherd's Center	13 14 15 16
7.4.3 Provide quick and easy access to emergency and supportive services such as medical necklaces, wristbands and talking caller IDs with medical history and recordable voice announcement at low cost or free. Ensure that all Mid-North area seniors have access to assistive technology services.	Emergency and supportive devices and assistive technology services are available to seniors who need and request them at low or no cost.	AccessAbility, Health and Hospital Corporation, IU Health, Marion County Health Department, Mid-North Shepherd's Center	Martin Luther King Community Center	12

SENIOR ADVOCACY

8. Seniors will enjoy a high quality of life by embracing a holistic approach to wellness that addresses their physical, intellectual, and spiritual needs.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
8.1 Promote health by informing seniors about, and coordinating providers of: medical, insurance, prevention measures, health and alternative health options, fitness, and nutrition.				
8.1.1 Coordinate service provider spokespersons to present to senior groups on a regular basis. Promote all such presentations so that senior group participants and those in senior housing arrangements are informed about these presentations.	At least four presentations are made to senior groups each year.	AARP, CICOA, Health and Hospital Corporation, IU Health, Martin Luther King Community Center, OASIS, Raphael Health Center, University of Indianapolis	Mid-North Shepherd's Center	12 13 14 15 16
8.1.2 Establish and maintain informational displays on health and wellness, medical and insurance services, prevention measures, nutrition, fitness and related topics at locations frequented by seniors.	An informational display is set up and maintained at each senior living facility, senior center, and at least six churches.	Briarwood Health and Rehabilitation, IU Health, Marion County Health Department, Senior 1000 Coalition	Martin Luther King Community Center	12 13 14 15 16
8.1.3 Engage entities to inform and advocate with health providers to make aids to personal comfort known and available to seniors at low or no cost.	At least two presentations to senior health providers concerning these aids and at least two presentations to senior groups are made each year.	AARP, CICOA, IU Health, Marion County Health Department, Purdue Extension	Mid-North Shepherd's Center	12 13 14 15 16
8.2 Promote activities that strengthen the mental, intellectual, and spiritual health of seniors.				
8.2.1 Engage all places of worship in the Mid-North area to ensure that the spiritual needs of seniors are met through access to places of spiritual wellness.	Increase in the number of churches providing transportation to and from places of worship and spiritual wellness.	Mid-North Church Council, OASIS, Tabernacle Presbyterian Church	Mid-North Shepherd's Center	12 13
8.2.2 Advocate for peaceful and uplifting environments in all places frequented by seniors, including apartment buildings, assistive living arrangements, and senior centers.	Increase in the number of new peaceful and uplifting environments created.	Mid-North Church Council, Mid-North Shepherd's Center, University of Indianapolis	Martin Luther King Community Center	13
8.2.3 Arrange transportation for seniors to and from parks, art galleries and museums, historic and cultural sites, and other uplifting environments.	Increase in number of seniors using free and low cost transportation options to visit parks, art galleries and museums, historic and cultural sites, and other uplifting environments.	AccessAbility, CICOA, IndyConnect, IndyGo, Mid-North Shepherd's Center, University of Indianapolis	Martin Luther King Community Center	12 13
8.2.4 Coordinate existing extension programs, historic places and cultural sites, museums, and programs at community and senior centers to ensure that seniors have access to education, entertainment, personal growth, spiritual wellness, and volunteer opportunities.	Increase in number of seniors taking advantage of education, entertainment, personal growth, spiritual wellness, and volunteer opportunities.	Indianapolis Neighborhood Resource Center, IUPUI Community Learning Network, Ivy Tech, OASIS, Purdue Extension, The Children's Museum of Indianapolis	Martin Luther King Community Center	12 13 14 15 16

YOUTH ENGAGEMENT

9. Youth are aware of and have access to community resources to empower and improve their own quality of life.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
9.1 Gather and disseminate information about youth in the neighborhood.				
9.1.1 Develop a survey created through youth focus groups that evaluates issues facing neighborhood youth, identifies existing service and project-based learning programs, and youth access to community resources.	Survey created.	Boys and Girls Club, Indianapolis Neighborhood Resource Center, Ivy Tech, Keep Indianapolis Beautiful, Purdue Extension, The Children's Museum of Indianapolis, Urban Mission YMCA, Youth as Resources, Youth in High Def	KI EcoCenter	12
9.1.2 Hold a Youth Summit, organized through neighborhood youth, that addresses issues identified through the youth survey and incorporates concepts of youth rights; a youth-based definition of "education;" and potential projects to serve multiple age groups and community needs.	Youth Summit attended by at least 250 residents.	Indianapolis Neighborhood Resource Center, Ivy Tech, Shortridge High School, Stand for Children, Urban Mission YMCA, Youth as Resources	KI EcoCenter	12 13
9.1.3 Involve youth through the formation of a Youth Council that develops its own goals while exploring concepts identified through the youth summit.	Youth group formed with participation/ attendance by at least 20 students.	Stand for Healthy Parents	KI EcoCenter	12 13 14 15 16
9.1.4 Create a media network to maintain and sustain youth awareness by identifying sponsors and partners to support and participate in the network.	Network established with information regularly included in church and school newsletters and posted to newly-created Facebook and Twitter accounts.	Indiana Black Expo, WFYI, Youth Media Network	KI EcoCenter	12
9.2 Develop and leverage more accessibility and engagement to youth programs.				
9.2.1 Identify community based programs that focus on or include components that address youth.	Inventory collection completed.	Indiana 211 Partnership, Marion County Commission on Youth	KI EcoCenter	12
9.2.2 Develop a community based youth resource directory that identifies arts and recreation programming for youth that includes music, dance, drama, poetry, reading, debate, arts and crafts, culinary, urban gardening, sports and fitness, and foreign language.	Resource directory created.	Indianapolis Neighborhood Resource Center, Ivy Tech	KI EcoCenter	12
9.2.3 Identify or develop peer mentoring programming that increase youth cognitive skills.	Peer mentoring programs identified.	100 Black Men, Marion County Commission on Youth	KI EcoCenter	13 14
9.3 Improve mobility of neighborhood youth by increasing transportation options.				
9.3.1 Identify various transportation options, including those provided by churches, taxis, corporate shuttles, IndyGo, schools, and through carpooling. Investigate enhancements such as pass key boarding, pass key bike systems, and free or reduced-cost bus passes.	Transportation options for youth identified.	Indianapolis Public Schools, IndyGo, Marion County Commission on Youth, Mayor's Office	KI EcoCenter	13 14
9.3.2 Obtain commitment from partners to coordinate transportation options for youth in programming.	Commitments secured to provide transportation and/or training on transportation options for youth.	Fall Creek Academy, Free Wheelin Bikes, IndyGo	KI EcoCenter	12

Action steps for this result are continued on the next page.



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