

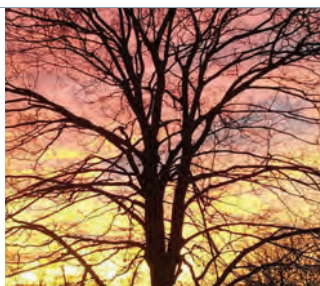


SO INDY

QUALITY OF LIFE



Bean Creek • Carson Heights
Garfield Park • Meridian Raymond
Northwest Perry • Rosedale Hills
South Village • University Heights





SO INDY QUALITY OF LIFE

TABLE OF CONTENTS

Executive Summary	3
QoL Process	6
Community Overview	8
Asset Mapping	13
Workplan	16
Acknowledgements	41

“We’re going to make a difference. The ideas we share will shape the future of South Indy. It’s our turn, it’s our time.”

SOUTH INDY QoL PLAN

Bean Creek • Carson Heights • Garfield Park • Meridian Raymond
Northwest Perry • Rosedale Hills • South Village • University Heights

Thriving Households

South Indy will thrive with a diversity of affordable housing opportunities and well-managed, quality rentals. Our youth and adults will have productive training and career options with local employers. Families and individuals will have access to health, wellness, recreational and community programming opportunities.

- Increase diversity in housing opportunities including mixed-use and senior developments.
- Trades programs will be accessible and link to career opportunities in South Indy.
- Educate residents regarding IndyGo’s Red Line and Marion County Transit Plan and improved transit access to quality of life services.

Healthy Communities

South Indy residents will have access to affordable, healthy food options which are locally sourced. We envision improved connectivity and infrastructure creating a healthier community where pedestrians of all ages and ability are given the same consideration as automobiles. Shelby Street will flourish as a village community with transit oriented development that meets the needs of the community.

- Recruit existing and new grocery stores to provide healthy food options at affordable prices.
- Structure a connectivity master plan around three fundamental factors: health & safety, access and economic impact.
- Focus transit oriented development opportunities to align with resident and business priorities.

Talent & Trades

South Indy residents will have a broad community awareness of resources available to promote family supporting careers where our youth and adults have productive career opportunities with local employers. The South Indy QoL will serve as a connector between training and employment opportunities and residents.

- Five trades programs developed and sustained with South Indy education and workforce partners.
- Hold South Indy QoL education & workforce events that relate to the needs of the family.
- Work with businesses and schools to develop a trades mentoring program.





OUR PLAN

COMMUNITY BUILDING

We envision an inclusive South Indy identity which reflects the assets of the entire community and individual neighborhoods.

- Conduct asset mapping of historic locations, anchor institutions and neighborhood specific destinations and create a map to promote.
- Get a "SO" sign to place with one of the "I" in Indy signs.
- Establish a 501c3 organization that will serve as the driver of South Indy QoL progress and implementation.

- Available land is prioritized for urban farm development.
- Secure partnership with three food pantries where approved food production models are established.

HOUSING

All neighborhoods in South Indy will boast a diversity of affordable housing opportunities available to all (age, income, race, familial status).

- Identify available educational and financial resources for potential homebuyers and promote opportunities (workshops, classes, lending programs).
- Identify funding sources for the development of multifamily housing for seniors, particularly along transit corridors.
- Seek funding and partnerships for repairs and retro-fitting of existing housing stock to meet ADA standards of accessibility.

MADISON AVENUE CORRIDOR

Madison Avenue will be a vital central business corridor where industry and mixed use development will broaden job opportunities and community partnerships.

- Complete a market study for regional commercial development.
- Engage Madison Avenue focus area residents and commercial property owners for needs assessment and desired commercial amenities.
- Develop a sustainable beautification plan for Madison Avenue that focuses on native plantings, public art, median adoption and local business participation.

SHELBY STREET CORRIDOR

Shelby Street will become a commercial destination with an increased variety of small local businesses.

- Conduct a transit oriented development study for Beecher Street south to Hanna Avenue that focuses on neighborhood and business priorities and envisions a village community from Beecher Street to Hanna Avenue.
- Engage South Indy neighborhoods to identify desired types of businesses along the Shelby Street Corridor.
- Create a Shelby Street Merchants Association (SSMA) that is inclusive to all businesses.

by the numbers

8

South Indy neighborhoods coming together for the first time

7

Resident-led Action Teams formed to improve key quality of life issues

398

Neighborhood stakeholders engaged to create a quality of life plan

95

Organizations and businesses represented at planning meetings

173

Action steps identified to support thriving households, health communities, and a growing workforce in South Indy

1

Vision of a united South Indy community

CONNECTIVITY

We envision improved connectivity & infrastructure creating a healthier community where pedestrians of all ages and ability are given the same consideration as automobiles.

- Structure the connectivity master plan around three fundamental QoL factors: health & safety, access and economic impact
- Understand the impact of the Red Line on pedestrian traffic and anticipated future demand.
- Investigate best practices nationally for increasing bike/pedestrian traffic & safety.

EDUCATION & WORKFORCE

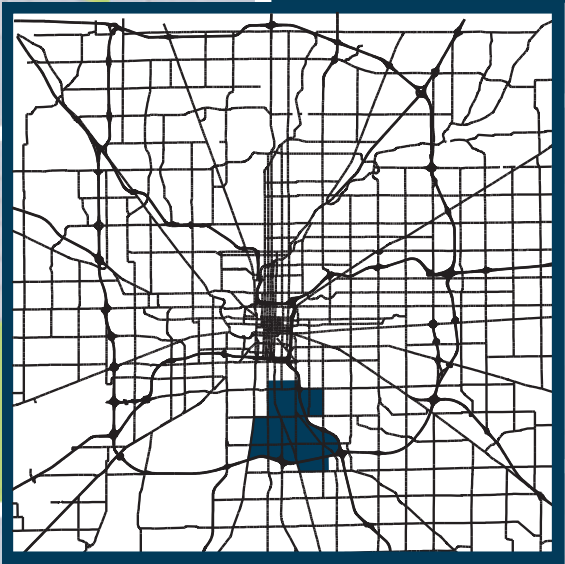
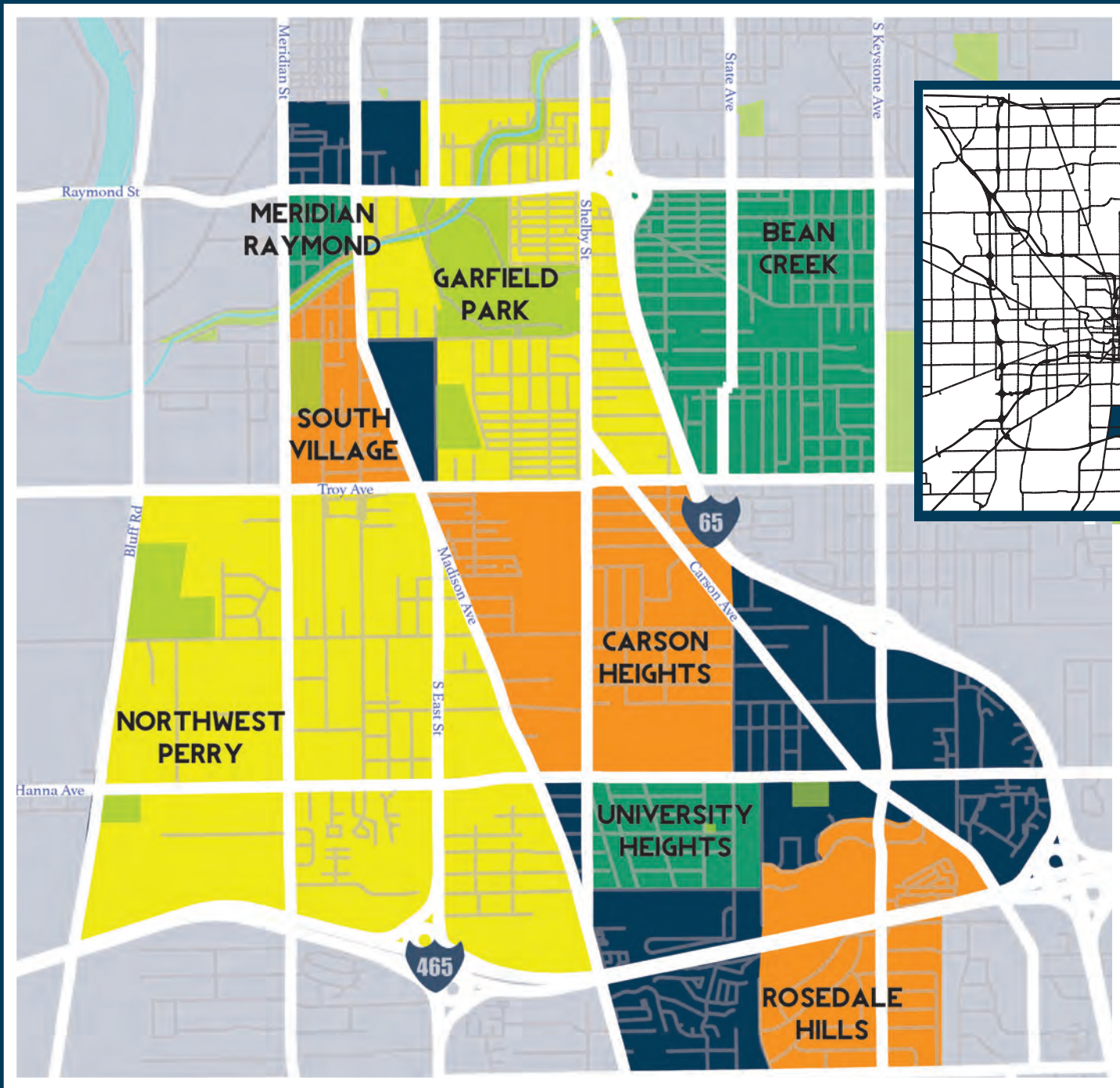
South Indy youth and adults have productive career opportunities with local employers.

- Identify trades that are in demand by area businesses to promote job opportunities.
- Develop a strategy to implement trades programs and identify potential public and private partners for implementation.
- Work with the Indiana Construction Roundtable to utilize their Speakers Bureau for career skills development.

HEALTH & WELLNESS

Healthier food options are accessible, affordable and locally sourced.

- Healthy food suppliers are identified, listed, and mapped for the 8 neighborhoods.



QoL PROCESS



A quality-of-life planning process engages stakeholders in defining a shared vision for their neighborhood's future that includes all aspects of life, such as housing, safety, culture, parks, health care, child care, education and economic development. This results in a written document that captures a collaborative vision and outlines clear action steps, timelines, and individuals or institutions responsible for making it a reality.

Local Initiatives Support Corporation (LISC) Indianapolis originated Quality of Life planning in Indianapolis neighborhoods through the Greater Indianapolis Neighborhood Initiative in 2008. Incorporating a resident-led framework of community planning, LISC has stabilized eight targeted areas of Indianapolis with the support of hundreds of anchor institutions, businesses and thousands of residents resulting in \$458 million leveraged investment impacting housing, community and economic growth.

In Spring 2015, LISC, University of Indianapolis (UIndy) and Fifth Third Bank announced the ninth QoL planning area in South Indy. Including eight neighborhoods, Bean Creek, Garfield Park, University Heights, Carson

Heights, Meridian Raymond, South Village, Northwest Perry, and Rosedale Hills, the South Indy QoL plan identifies priorities determined by the community input and strategies and partners for inclusive, sustained and conscious development. Feedback from over 200 South Indy residents and community partner interviews, as well as input from 225 February 2016 Visioning Summit attendees, provided resident leaders from all eight neighborhoods the direction to focus planning efforts in seven QoL areas: Community Building, Connectivity, Education & Workforce Development, Health & Wellness, Housing and Shelby Street and Madison Avenue Corridors.

The Indianapolis Neighborhood Housing Partnership (INHP) sponsored six Early Action grants for resident-led action teams. Awarded projects include Community Career Fairs, South Indy Connectivity Master Plan, Shelby Street Beautification and Signage, SNAP Outreach for Garfield Park Farmer's Market, South Indy Environmental Health Research, and South Indy Neighborhood Tailgate Party. These resident-led initiatives will kick off in the first year of plan implementation and build momentum towards other goals in the Quality of Life Plan.



TIMELINE

May-July 2015:
Convening Stakeholders: Steering Team is formed.

August 2015 - January 2016:
Early Planning Phase: 200 interviews with residents & engagement through neighborhood and city-wide meetings.

February 2016:
Public Kick-off: Over 225 community members participate in a visioning summit.

March - September 2016:
Writing the Plan:

- 15 Resident Led and Action Team Meetings
- Plan Partner Panel Conversations
- Community Branding Exercise

October - December 2016:
Bringing it all Together: The plan is unveiled!

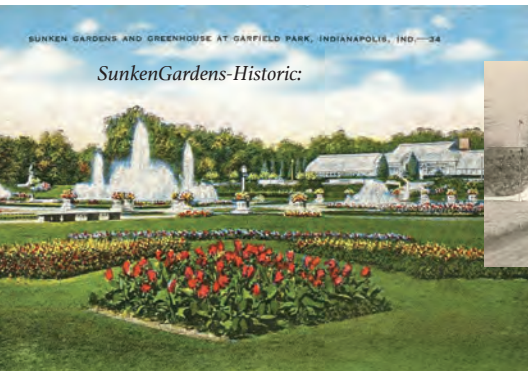
May 2016:
Bean Creek Neighborhood Association established and included in South Indy QoL plan boundaries September 2016.

September 2016:
NW Perry Neighborhood Association established and included in South Indy QoL plan boundaries.

COMMUNITY OVERVIEW



Photo from Allie Kast, Community Outreach Intern



SunkenGardens-Historic:



Entrance to Garfield Park taken on December 14, 1915. (black&white) from Indiana Historical Society

Photos from Friends of Garfield Park Facebook page



Miracle Mile parade

Photo from Gateway Community Alliance

1822

Virginia-born brothers Henry and James Bradley come to Indiana and purchase eighty acres each of land in the area that is now Garfield Park and its surrounding neighborhood.

1847

The Madison-Indianapolis Railroad is the first steam railroad to reach Indianapolis. Today, the line is owned by CSX Transportation North of Hanna Avenue and the Louisville and Indiana Railroad from Hanna Avenue south to Jeffersonville.

1858

Historic Hannah House is built and utilized as a passage for the Underground Railroad.

1876

The City of Indianapolis acquires the land for its first city-owned park two years earlier and establishes it as Southern Park. The park is renamed Garfield Park in 1881, soon after the assassination of President James Garfield.

The park expands in the late 19th and early 20th centuries. Now listed on the National Register of Historic Places, Garfield Park serves as a major asset for South Indy neighborhoods and the entire city.

1900

Service starts for the first electric interurban railroad serving Indianapolis. The interurban train ran in the middle of Shelby Street north of Madison Avenue from the 1910s-1940.

1902

Indiana Central University (known as Indiana Central College from 1921-1975) is chartered. The construction of Good Hall is completed in 1905, and the first classes are held. Around this same era, the first properties in University Heights neighborhood are platted and developed

1907

The town of University Heights was incorporated. It was annexed into the City of Indianapolis in 1923. The interurban train had a stop near Hanna Avenue and Shelby Street, where several stores and a village center began to develop.

1912

Landscape Architect George Kessler develops a complete master plan for Garfield Park, which includes the Sunken Gardens and new bridges which still exist today.

1922

St. Roch Parish is founded.

1957

Claude B. Kendall, owner of the Key West Shrimp House on Madison Avenue, starts the Madison Avenue Businessmen Association and initiates an annual Miracle Mile Parade to celebrate the businesses and entertainment opportunities along Madison Avenue. In 2006, the parade was revived by the Gateway Community Alliance.

1958

The Madison Ave. Expressway is constructed.

1970

The City of Indianapolis consolidates with the government of Marion County, forming the 'Unigov' system. The previous boundaries of the city extended south to Troy Avenue, which is now the northern boundary of Perry Township and southern boundary of Center Township.

1975

Interstate-65 is built just east of Garfield Park, creating a barrier between Garfield Park and Bean Creek neighborhoods.

1986

Indiana Central University is renamed University of Indianapolis.

1998

Friends of Garfield Park is founded to maintain and enhance the park.

2009

The Indy Connect initiative is created to organize transportation planning efforts throughout the region. Years of public input through the initiative leads to the development of the Marion County Transit Plan, which includes the first bus rapid transit (BRT) service in Indiana. The Red Line BRT service will have four stops in South Indy and run along the Shelby Street Corridor.

2013

Gateway Community Alliance finds the Gateway South District with an arch over Madison Avenue and landscaping near the intersection of Madison Avenue, East Street, and Troy Avenue.



Photo from IndyStar.com

Photo from IndyStar featuring a 45 passenger diesel bus on the Perry and Shelby line, parks next to a retired Massachusetts and College line mule drawn trolley in this 1953 Indianapolis News photo.



Photo from Garfield Park Neighbors Association Facebook page

Photo of Roehl Pharmacy that used to be located at Shelby Street.



Photo from Garfield Park Neighbors Association Facebook page

Photo of Garfield "The Dink" shop that used to be located at Shelby and Raymond where the CVS now is located.



Thriving Households
Madison Ave. & Southern Ave.

ASSETS & OPPORTUNITIES

The South Indy QoL plan incorporates community assets, focuses on opportunities and builds upon larger public, private and philanthropic projects planned and/or in development.

ASSETS

The South Indy QoL planning area covers 8 square miles and is comprised of:

- Eight neighborhoods with distinct history and identities boasting a range of housing options
- Commercial corridors serving local and regional needs
- Educational options from pre-k to graduate
- Recreational destinations

OPPORTUNITY

Concerns from South Indy residents create opportunities for focused QOL planning:

- Infrastructure that supports connectivity for all
- Affordable healthy food options
- Commercial development along key corridors
- Local industry that supports education and employment
- Transit oriented development that focuses on affordability, economic impact and community need

MOMENTUM

Successful QoL planning and implementation builds on larger community and city-wide projects in construction or development phases:

- **Big Car & Riley Area Development Corporation** - Working together to creatively rehabilitate a commercial node along Shelby Street between Southern Avenue and Nelson Avenue, the two organizations are focused both on residential and economic

growth. Vacant homes are being restored for artists with subsidized rent for artists by roughly 50 percent, in return, asking them to contribute 16 + hours a month to investing back into the neighborhood with local arts initiatives. A new food hub, the Food Beauty Center, will open to offer locally sourced food to residents. Big car is developing a second community arts center with Tube 2.

- **IndyGo Marion County Transit Plan**, including the **Redline Bus Rapid Transit System** – Access to frequent and reliable transit service through the all-electric Bus Rapid Transit system with IndyGo’s Redline service which will run the entire QoL area along Shelby Street. With recent voter approval of the Marion County Transit Plan referendum, existing IndyGo service improves with a 70% increase in frequency, extended service hours and easier transfers.
- **Citizens Energy Group** – The DigIndy Project is a nearly 28-mile long network of 18 foot diameter deep rock tunnels being built 250-feet beneath the city to address the combined sewer overflow problem in Indianapolis. Beginning near the Indiana State Fairgrounds on the north, and ending on the south side of Indianapolis, DigIndy will be the largest public works project in the city.
- In 2014, the **University of Indianapolis** announced a five-year plan for strategic capital improvements totaling \$50 million, including a renovation of the Krannert Memorial Library, the development of Greyhound Village Apartments, an expansion of biology, chemistry, and physics labs, new personnel and programmatic investments, and a renewed focus on career development through the Professional Edge Center.
- **Garfield Park** – One of the largest city parks in Indianapolis, the parks 500-seat outdoor MacAllister Amphitheater will see renovations that include a new roof and performance facility improvements led by the Friends of Garfield Park.



PLANNED INITIATIVES



COMMUNITY BUILDING

- Install a "So Indy" sign
- Advocate for more city-wide events in Garfield Park



CONNECTIVITY

- Identify and inventory infrastructure gaps
- Explore enforcement practices to protect pedestrians and cyclists



ED & WORKFORCE

- Educate families on choices beyond college with career events
- Trades programs are widely available for all ages



HEALTH & WELLNESS

- Expand the built environment in South Indy
- Support urban farm growth and development



HOUSING

- Connect individuals and families to home repair assistance
- Create housing options for seniors



MADISON AVENUE

- Establish Madison Avenue as a commercial destination
- Develop beautification standards for Madison Avenue



SHELBY STREET

- Install mural for wayfinding
- Identify desired types of businesses along Shelby Street

SOUTH INDY MOMENTUM



BIG CAR & RILEY AREA DEVELOPMENT CORPORATION

- Working together to creatively rehabilitate housing and commercial development along Shelby Street between Southern Avenue and Nelson Avenue.



- IndyGo Marion County Transit Plan, including the Redline Bus Rapid Transit System



- The DigIndy Project, a nearly 28-mile long network of 18 foot diameter deep rock tunnels built 250-feet beneath the city to address the combined sewer overflow problem in Indianapolis.



UNIVERSITY OF INDIANAPOLIS

- In 2014, the University of Indianapolis announced a five-year plan for strategic capital improvements totaling \$50 million.



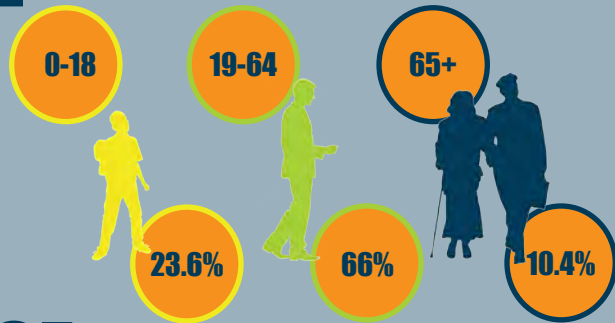
FRIENDS OF GARFIELD PARK

- Renovations planned for the park's 500-seat outdoor MacAllister Amphitheater

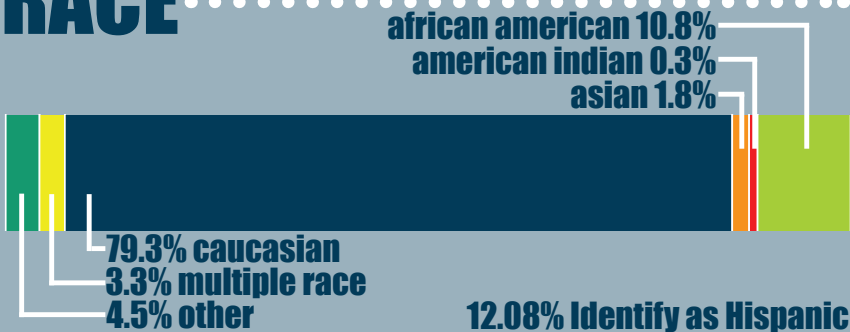
DEMOGRAPHICS

total population: 34,137 persons
total planning area: 8 square miles

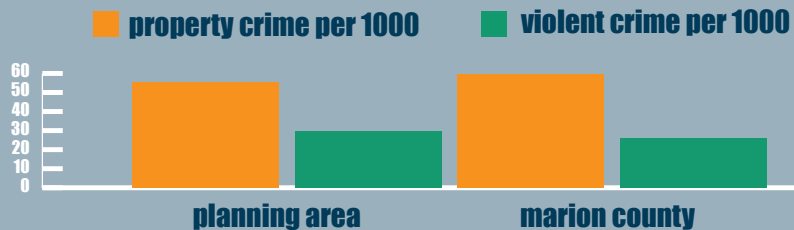
AGE



RACE



CRIME



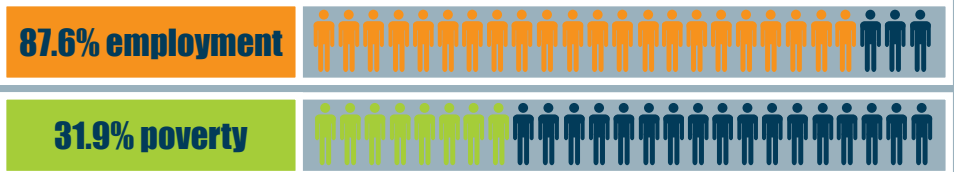
values based on 10.1 square mile census tract data

EDUCATION

- 24.5% no high school diploma
- 39% high school diploma
- 20.1% some college, no degree
- 4.4% associate degree
- 12% bechelor's degree or more

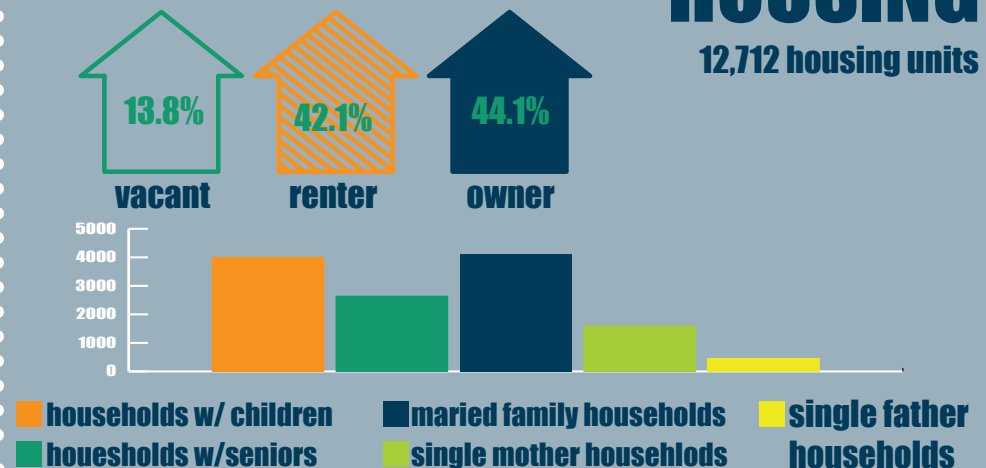


ECONOMICS



HOUSING

12,712 housing units



sources: SAVI Community Profiles, SAVI Trends in Crime Report September 2015



ASSET MAPPING

Workforce/Growth Emma Donnan Middle School

STORE

CVS Pharmacy	2215 Shelby St, Indianapolis, IN 46203	1
Dinner Bell Market	2824 Shelby St, Indianapolis, IN 46203	2
Walgreen's	4001 Madison Ave, Indianapolis, IN 46227	3
ALDI	2955 Madison Ave, Indianapolis, IN 46225	4
Buck's Market	3015 S Meridian St, Indianapolis, IN 46217	5
Kroger	4202 S East St, Indianapolis, IN 46227	6
Safeway	2176 Shelby St, Indianapolis, IN 46203	7
Save-A-Lot	3819 S East St, Indianapolis, IN 46227	8
Super Market Yolks	4202 S Meridian St #46217, Indianapolis, IN 46217	9
Walmart Neighborhood Market	3805 S Keystone Ave, Indianapolis, IN 46227	10
Carniceria El Ranchito	821 E Hanna Ave, Indianapolis, IN 46227	11
Tienda Morelos	3817 S East St, Indianapolis, IN 46227	12
Garfield Park Farmer's Market	(seasonal on Saturdays from May-October) Located in Garfield Park next to the tennis courts near the corner of Shelby St. and E. Southern Ave	13

PARK

Garfield Park	2505 Conservatory Dr, Indianapolis, IN 46203	14
Southside Park	1941 E Hanna Ave, Indianapolis, IN 46227	15
Columbia Park	2717 S East St, Indianapolis, IN 46225	16
Bluff Park	555 W Hanna Ave, Indianapolis, IN 46217	17
University Heights Community Park	4133 Matthews Ave, Indianapolis, IN 46227	18

SCHOOL

Calvary Christian School	3639 S Keystone Ave, Indianapolis, IN 46227	19
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University Heights Methodist Children's Center	4002 Otterbein Ave, Indianapolis, IN 46227	20
Montessori Garden Academy	4141 S East St, Indianapolis, IN 46227	21
Bethany Daycare and Preschool	4702 S East St, Indianapolis, IN 46227	22
Christel House Academy	2717 S East St, Indianapolis, IN 46225	23
Central Catholic School	1155 Cameron St, Indianapolis, IN 46203	24
Emma Donnan Middle School	1202 E Troy Ave, Indianapolis, IN 46203	25
St. Roch Catholic School	3603 S Meridian St, Indianapolis, IN 46217	26
Raymond F Brandes Elementary School (IPS 65)	4065 Asbury St Indianapolis, IN 46227	27
Emmerich Manual High School	2405 Madison Ave, Indianapolis, IN 46225	28
Indiana Bible College	1502 E Sumner Ave, Indianapolis, IN 46227	29
University of Indianapolis	1400 E Hanna Ave, Indianapolis, IN 46227	30
Excel Center	3919 Madison Ave, Indianapolis, IN 46227	31
Eleanor Skillen Elementary School (IPS 34)	1410 Wade St, Indianapolis, IN 46203	32
Frederick Douglass School (IPS 19)	2020 Dawson St, Indianapolis, IN 46203	33
Roncalli High School	3300 Prague Rd, Indianapolis, IN 46227	34

CHURCH

Garfield Park United Church of Christ	743 E Pleasant Run Pkwy S Dr., Indianapolis, IN 46203	35
Church of Acts	3740 S Dearborn St, Indianapolis, IN 46237	36
Southside Church of Nazarene	2515 E Thompson Rd, Indianapolis, IN 46227	37

Rosedale Hills		
United Methodist Church	4450 S Keystone Avenue, Indianapolis, IN 46227	38
Univeristy Heights Christian	4050 Shelby St, Indianapolis, IN 46227	39
Lifeway Church	3500 E Thompson Rd, Indianapolis, IN 46227	40
Indianapolis Christian		
Fellowship	4540 Madison Ave, Indianapolis, IN 46227	41
Good Shephard		
Catholic Church	1155 E Cameron St, Indianapolis, IN 46203	42

University Heights		
Baptist Church	2200 E Hanna Ave, Indianapolis, IN 46227	43
University Heights		
United Methodist	4002 Otterbein Ave, Indianapolis, IN 46227	44
Church of Christ		
Garfield Heights	2842 Shelby St, Indianapolis, IN 46203	45
Thompson Road		
Baptist Church	1700 E Thompson Rd, Indianapolis, IN 46227	46
St Timothy's		
Episcopal Church	2601 E Thompson Rd, Indianapolis, IN 46227	47
Villa Oaks Baptist Church	2650 Villa Ave, Indianapolis, IN 46203	48
Bethany Wesleyan Church	2802 Shelby St Indianapolis, IN 46203	49
Indianapolis Cornerstone		
Church	1326 E Sumner Ave, Indianapolis, IN 46227	50
Southside Missionary		
Baptist Church	1850 E Sumner Ave, Indianapolis, IN 46227	51
St. Roch Catholic Church	3600 S Pennsylvania St, Indianapolis, IN 46227	52
Bethany Lutheran Church	4702 S East St, Indianapolis, IN 46227	53
Church -Christ		
South Keystone	3802 S Keystone Ave, Indianapolis, IN 46227	54
Woodland Baptist	3200 S East St, Indianapolis, IN 46227	55
Landmark Baptist	2200 E Hanna Ave, Indianapolis, IN 46227	56
Indiana Lautu		
Evangelical Church	3200 S East St, Indianapolis, IN 46227	57
First Separate Baptist Church	25 Bixler Rd, Indianapolis, IN 46227	58
Petecostal Power of Praise	650 E Perry St, Indianapolis, IN 46227	59
Cross Fire	3102 S Meridian St, Indianapolis, IN 46217	60
Christ Our Healer	3350 Teakwood Dr, Indianapolis, IN 46227	61
Pleasant Run United		
Church of Christ	59 E Pleasant Run Pkwy S Dr, Indianapolis, IN 46225	62
Apostolic Christian Church	1532 Standish Ave, Indianapolis, IN 46227	63
Diversity Church	101 E. Raymond Street, Indianapolis, IN 46203	64
Garfield Park		
Baptist Church	1061 E Southern Ave, Indianapolis, IN 46203	65
La Luz del Mundo	2842 Shelby St, Indianapolis, IN 46203	66
St. Andrew United		
Methodist	2560 Villa Ave, Indianapolis, IN 46203	67

SERVICES

Marion County WIC	507 National Ave, Indianapolis, IN 46227	68
FSSA	3834 Madison Ave, Indianapolis, IN 46227	69
Family Development		
Services	4024 Madison Ave, Indianapolis, IN 46227	70
Marion County Probation	3920 Madison Ave, Indianapolis, IN 46227	71
Garfield Park Branch of		

Indianapolis Public Library	2502 Shelby St, Indianapolis, IN 46203	72
Mexican Civic Association		
of Indiana	2226 Shelby Street, Indianapolis IN 46203	73

YOUTH SERVICES

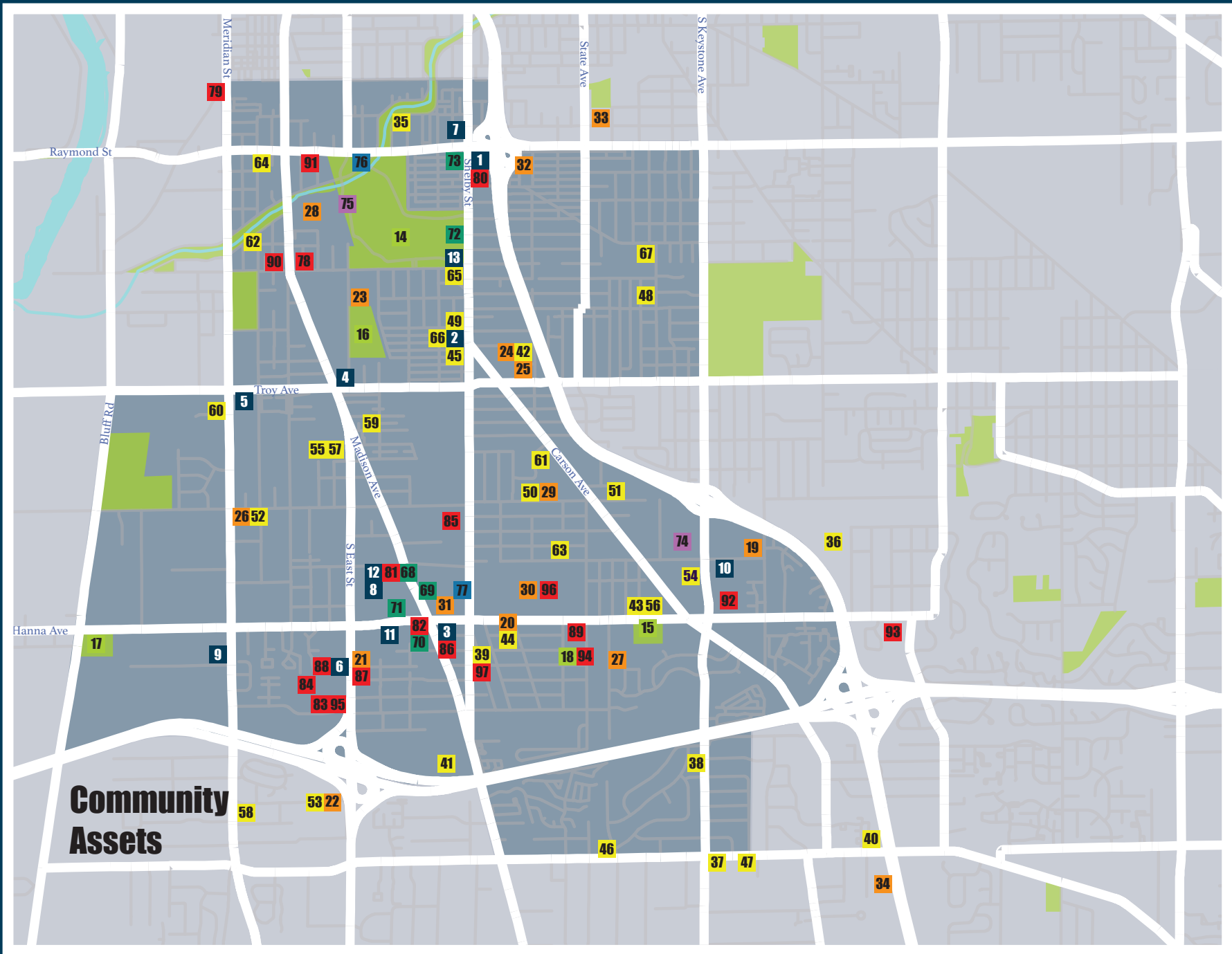
Boys & Girls Club	3530 S Keystone Ave, Indianapolis, IN 46227	74
Burello Family Center	2345 Pagoda Dr, Indianapolis, IN 46203	75

PUBLIC SAFETY

IMPd Southeast District	1150 Shelby St, Indianapolis, IN 46203	off site
Garfield Park	602 East Pleasant Run Parkway North Drive,	
Fire Department	Indianapolis, IN 46203	76
UIndy Police Department	3920 S. Shelby St. Indianapolis, IN 46203	77
Marion County		
Health Department	505 National Ave, Indianapolis, IN 46227	health #81

HEALTH SERVICES

Franciscan Health		
Neighborhood Center	234 E Southern Ave, Indianapolis, IN 46237	78
Meridian Nursing		
and Rehab	2102 S Meridian St, Indianapolis, IN 46225	79
CVS	2215 Shelby St, Indianapolis, IN 46203	80
Marion County		
Health Department	505 National Ave, Indianapolis, IN 46227	81
Planned	935 E Hanna Avenue, Suite A ,	
Parenthood	Indianapolis, IN 46227	82
Comdent	Southern Plaza Shopping Center,	
Dental Services	4200 S East St # 14A, Indianapolis, IN 46227	83
RoTech	Southern Plaza Shopping Center,	
Healthcare Inc	4200 S East St, Indianapolis, IN 46227	84
Bethany Senior Village	3530 S Shelby Street, Indianapolis, IN 46227	85
Fall Creek Counseling	4026 Madison Ave, Indianapolis, IN 46227	86
Aspen	University Shoppes, 4155 S East St b,	
Dental	Indianapolis, IN 46227	87
SVS Optical	Southern Plaza Shopping Center,	
Center	4200 S East St, Indianapolis, IN 46227	88
Community Health Physical		
Therapy and Rehab at the		
UIndy Health Pavilion	1643 E Hanna Ave #107, Indianapolis, IN 46227	89
Mosaic Recovery	2554 Madison Ave, Indianapolis, IN 46225	90
Southside		
Fellowship Center	259 E Raymond St, Indianapolis, IN 46225	91
The Waters of		
Indianapolis	3895 S Keystone Ave, Indianapolis, IN 46227	92
Altenheim Health		
and Living	3525 E Hanna Ave, Indianapolis, IN 46237	93
Joy's	1615 E. Castle Avenue,	
House	Indianapolis, Indiana 46227	94
Oak Street Health	4200 S. East St, Indianapolis, IN 46227	95
University of Indianapolis		
Schwitzer Health Center	1400 Campus Dr, Indianapolis, IN 46227	96
Shelby Street Dentistry	4131 Shelby St, Indianapolis, IN 46227	97





WORK PLAN

Healthy Communities Meridian & Raymond

Results Based Accountability™ (RBA) is a disciplined way of thinking and taking action that communities can use to improve the lives of children, youth, families, adults and the community as a whole. This framework of community planning provides guidance to residents in South Indy to shape the future of their neighborhoods, in an organized, thoughtful and collaborative process.

The RBA process first motivates individuals to determine a community vision and work towards the means to develop the Quality of Life (QoL) plan. RBA planning builds upon community assets and momentum, uses plain language and enables action quickly. 14 South Indy residents served as QoL Action Team Co-Chairs representing seven focus areas (**Community Building, Connectivity, Education & Workforce, Health & Wellness, Housing and Madison Avenue and Shelby Street Corridors**). The South Indy Action Team leadership, with 100% participation from South Indy neighborhoods, volunteered

their time for RBA & QoL leadership training to guide the action teams in defining:

- **A Vision for each Action Team**
- **Strategies & Action Steps for success**
- **Performance Measures to guide the work**
- **Collaborating & Lead Partners necessary for implementation**
- **Timetable for success**

The result of the community efforts: a phased, workplan that provides clear direction for Action Teams to move from planning to implementation. Completed in November 2016, the South Indy QoL plan is a living document. A South Indy QoL leadership team, guided by LISC's Great Places 2020 framework, will manage progress and sustainability of the workplan. Semi-annual QoL gatherings will provide a public platform for continued neighborhood engagement and involvement, reporting of Action Team efforts and celebrating plan successes.

Community Building

1: We envision an inclusive South Indy identity which reflects the assets of the entire community and individual neighborhoods.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
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1.1: South Indy is branded and promoted to reflect a community-wide and neighborhood specific identity.

I.1.1	Research past efforts to market South Indy and conduct market research.	Market research report developed which includes South Indy past and current marketing efforts.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	UIndy / Future South Indy 501c3	19
I.1.2	Conduct asset mapping of historic locations, anchor institutions and neighborhood specific destinations and create a map to promote.	Asset map developed and included on South Indy website.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	UIndy / Future South Indy 501c3	19
I.1.3	Develop messaging unique to South Indy.	Each neighborhood has an identifying sign and one South Indy sign installed that is visible from I-65.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	UIndy / Future South Indy 501c3	18
I.1.4	Develop a marketing strategy which includes print, online, etc. to promote assets, homeownership and businesses in South Indy.	Media plan for South Indy is created.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	UIndy / Future South Indy 501c3	19
I.1.5	Develop neighborhood banners or signage.	Eight neighborhood banners are created and installed.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	Big Car	20
I.1.6	Get a "SO" sign to place with one of the Visit Indy signs.	So Indy Installation is installed.	UIndy Business/Marketing Departments, UIndy Art Department, SAVI (IUPUI), Historic Indianapolis, South Indy Neighborhood Associations, Pivot Marketing, Direct Connect Printing, Big Car, Visit Indy, St. John's Signs, Friends of Garfield Park	UIndy / Future South Indy 501c3	18

2: Residents, businesses and community partners are able to communicate and collaborate across boundaries for continued progress in South Indy.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
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2.1: A mechanism and strategy is created to share South Indy news, information and events are shared across neighborhoods.

2.1.1	Enhance southindy.org as the website to serve the needs of all eight South Indy Neighborhoods.	SouthIndy.org website is updated and process for site maintenance is created.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy / Community Builder	17
2.1.2	Community calendar is created on southindy.org.	Fully functioning community calendar on website.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy / Future South Indy 501c3	18
2.1.3	Partner with local media outlets and South Indy partners who are already harnessing the media.	Media contact list is developed.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy/ Future South Indy 501c3	17, 18, 19, 20
2.1.4	Develop a public relations strategy including talking points.	Six news stories annually.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy/ Future South Indy 501c3	17, 18, 19, 20, 21
2.1.5	Maximize social media presence with Facebook, Twitter, Instagram, Yelp and Nextdoor.	500 followers per social media site plus 10% annual growth.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy/ Future South Indy 501c3	17, 18, 19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
2.1.6	Use traditional media to spread information about South Indy events and progress.	Four mentions in partner stories annually.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
2.1.7	Support the development of the eight South Indy neighborhoods individual communication plans.	Neighborhood information is visible on southindy.org, South Indy QoL newsletter, public relations and social media.	South Indy Neighborhood Associations, Indy Parks & Recreation, Public Libraries, Mayor's Neighborhood Advocates, Big Car, Friends of Garfield Park, Southeast Neighborhood Development Corporation (SEND), Indy Star, NUVO, Urban Times, Visit Indy, Yelp, Downtown Indy Inc, Do317, Eclipse Marketing	UIndy / Future South Indy 501c3	18

2.2: The South Indy QoL is sustained with a leadership model that facilitates QoL plan progress.

2.2.1	Develop the QoL sustainability model.	Leadership structure is identified with sitting representatives from each neighborhood.	South Indy Neighborhood Associations, LISC, INHP, Polyphonic Solutions, 5/3 Bank	UIndy / Community Builder	17
2.2.2	Plan QoL update events.	Two QoL Summits are held each year.	South Indy Neighborhood Associations, LISC, INHP, Polyphonic Solutions, 5/3 Bank	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
2.2.3	Plan QoL social events.	One Tailgate and one block party/social activity/service project are held each year.	South Indy Neighborhood Associations, LISC, INHP, Polyphonic Solutions, 5/3 Bank	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
2.2.4	Coordinate with Community Builder for semi-annual & annual reporting.	Quarterly reports are completed each year.	South Indy Neighborhood Associations, LISC, INHP, Polyphonic Solutions, 5/3 Bank	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
2.2.5	Establish a 501c3 organization that will serve as the drive of South Indy QoL progress and implementation.	A feasibility study is conducted which recommends a probable solution for long-term South Indy QoL sustainability solution and structure.	South Indy Neighborhood Associations, LISC, INHP, Polyphonic Solutions, 5/3 Bank	UIndy / Community Builder	17

3: South Indy families will have access to affordable programming that meets social, economic and wellness needs of all individuals.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
3.1: Build community by enhancing existing events.				
3.1.1	Create an inventory of existing community events and publicize.	Existing events listed on southindy.org community calendar.	UIndy, Indy Parks, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, Friends of Garfield Park, Indy Star, Nuvo, Urban Times, Visit Indy, Yelp, Downtown Indy, Do317, Hannah House	UIndy / Community Builder 18
3.1.2	Advocate for larger, city-wide events to take place in Garfield Park, UIndy and the South Indy QoL Planning area.	One city-wide event occurs annually in South Indy.	UIndy, Indy Parks, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, Friends of Garfield Park, Indy Star, Nuvo, Urban Times, Visit Indy, Yelp, Downtown Indy, Do317, Hannah House	Friends of Garfield Park 19
3.1.3	Create new, unique events to promote South Indy as a destination for work, life & play (i.e. home tours, business crawls, historic places tour).	One South Indy focused event annually.	UIndy, Indy Parks, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, Friends of Garfield Park, Indy Star, Nuvo, Urban Times, Visit Indy, Yelp, Downtown Indy, Do317, Hannah House	UIndy / Community Builder 19
3.2: Foster community and civic partnerships to advance the South Indy QoL vision.				
3.2.1	Identify the needs for partnerships in the area.	Established list of South Indy partners.	South Indy City County-Councillors, Mayor's Neighborhood Advocates, Indy Chamber, Indianapolis Public Schools (IPS), Indianapolis Metropolitan Police Department (IMPD), Marion County Sherrifs Office (MCSO), Marion County Prosecutor's Office (MCPO), AT&T, Eli Lilly, Community Health Network South, St. Francis Hospital, Citizens Energy Group (CEG)	UIndy / Community Builder 17
3.2.2	Develop partnerships with service and non-profit organizations, local businesses, apartment complexes, municipal agencies, law enforcement agencies and local schools.	A QoL partner certification program is developed.	South Indy City County-Councillors, Mayor's Neighborhood Advocates, Indy Chamber, Indianapolis Public Schools (IPS), Indianapolis Metropolitan Police Department (IMPD), Marion County Sherrifs Office (MCSO), Marion County Prosecutor's Office (MCPO), AT&T, Eli Lilly, Community Health Network South, St. Francis Hospital, Citizens Energy Group (CEG)	UIndy / Future South Indy 501c3 20
3.2.3	Develop an advocacy platform to inform and receive critical South Indy concerns and developments with City-County Councillors and civic agencies.	Clear policies and procedures in place for advocacy.	South Indy City County-Councillors, Mayor's Neighborhood Advocates, Indy Chamber, Indianapolis Public Schools (IPS), Indianapolis Metropolitan Police Department (IMPD), Marion County Sherrifs Office (MCSO), Marion County Prosecutor's Office (MCPO), AT&T, Eli Lilly, Community Health Network South, St. Francis Hospital, Citizens Energy Group (CEG)	UIndy / Future South Indy 501c3 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
3.3.3: South Indy QoL programming opportunities are available and meet the needs of individuals and families.				
3.3.1	Survey South Indy residents to understand programming needs.	Survey is developed and responses collected by 100 South Indy residents from all eight neighborhoods.	END, United Way, 211, Mayor's Neighborhood Advocates, IPS, Local Churches, Goodwill Industries/The Excel Center, Community Health Network South, St. Francis Hospital, Friends of Garfield Park, Indy Parks and Recreation	Friends of Garfield Park 17
3.3.2	Assess current programming available to individuals and families based on needs survey.	Survey results are analyzed identifying gaps.	END, United Way, 211, Mayor's Neighborhood Advocates, IPS, Local Churches, Goodwill Industries/The Excel Center, Community Health Network South, St. Francis Hospital, Friends of Garfield Park, Indy Parks and Recreation	UIndy / Future South Indy 501c3 18
3.3.3	Study other Indianapolis neighborhoods for best practices in community programming and identify programming partners.	A plan to enhance existing and create new South Indy QoL programming is created with partners and funding sources identified.	END, United Way, 211, Mayor's Neighborhood Advocates, IPS, Local Churches, Goodwill Industries/The Excel Center, Community Health Network South, St. Francis Hospital, Friends of Garfield Park, Indy Parks and Recreation	UIndy / Future South Indy 501c3 19, 20, 21
3.3.4	Develop new programming models (i.e. to meet the needs of homeless, adult sports league, mental health services, seniors and arts)	One new community program is developed and offered to South Indy residents annually.	END, United Way, 211, Mayor's Neighborhood Advocates, IPS, Local Churches, Goodwill Industries/The Excel Center, Community Health Network South, St. Francis Hospital, Friends of Garfield Park, Indy Parks and Recreation, UIndy	Friends of Garfield Park 19, 20, 21

Connectivity

4: We envision a healthier community with improved connectivity & infrastructure where pedestrians of all ages and ability are given the same consideration as automobiles.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
4.1. Develop a connectivity & land use master plan.				
4.1.1	Structure a South Indy connectivity master plan for the entire South Indy QoL planning area around three fundamental factors: health & safety, access and economic impact.	Connectivity plan created with health and safety, access and economic impact categories driving solutions.	City of Indianapolis - Department of Public Works (DPW), Ball State College of Architecture & Planning, Health By Design, Mayor's Neighborhood Advocates, IndyGo, South Indy Neighborhood Associations, Health & Wellness Action Team, Madison Avenue Corridor Action Team, Shelby Street Corridor Action Team, GPNA Walkability & Beautification	UIndy / Community Builder 17
4.1.2	Understand the impact of the Red Line on pedestrian traffic and anticipated future demand.	Traffic study from IndyGo obtained.	IndyGo	UIndy / Community Builder 17

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
4.1.3	Inventory assets or “demand drivers”: schools, retail, parks, art, amenities.	Inventory completed.	Ball State College of Architecture & Planning, City of Indianapolis - DPW, Indy Parks & Recreation, Friends of Garfield Park, Reconnecting to our Waterways, GPNA Beautification & Walkability	Big Car	17
4.1.4	Identify & inventory infrastructure for pedestrian, transit and bicycle.	Connectivity map completed	Ball State College of Architecture & Planning, City of Indianapolis DPW, Indy Go, Health By Design, GPNA Beautification & Walkability	Big Car	17
4.1.5	Engage residents and volunteers to conduct an infrastructure assessment that includes alleys, crosswalks, sidewalks, streets and street lighting.	South Indy Infrastructure assessment disseminated to city agencies and city-county Councillors.	Mayor’s Neighborhood Advocates, South Indy Neighborhood Association, Health By Design, Concord Neighborhood Center, Keep Indianapolis Beautiful, Reconnecting to our Waterways	UIndy / Community Builder	17
4.1.6	Engage the community for input and support for connectivity: residents, businesses, institutions, the City, IndyGo.	Public meetings held in the nine South Indy neighborhoods.	Mayor’s Neighborhood Advocates, South Indy Neighborhood Associations, GPNA Beautification & Walkability	Big Car	17
4.1.7	Inventory South Indy right of way areas, high crash intersections, danger zones, bus stops, etc.	Retrieve and document existing information.	Ball State College of Architecture & Planning, City of Indianapolis - DPW, Indy Go, Health by Design, IMPD, Mayor’s Neighborhood Advocates, GPNA Beautification & Walkability	Big Car	17
4.1.8	Investigate best practices nationally for increasing bike/ped traffic & safety and advocate for protected bike lanes on all thoroughfares.	South Indy safety awareness plan is developed.	Health By Design, Indiana Citizens Alliance for Transportation (ICAT), IndyCog, Access Ability, ADA Indiana, City of Indianapolis - DPW, GPNA Beautification & Walkability	Big Car	17
4.1.9	Develop community standards (separation of bike lanes, crossing enhancements, reduction of traffic lane width) and explore enforcement practices such as incentivizing non-motorized transit, advocating for “vision zero” type law enforcement to protect pedestrians.	Community standards published and presented to South Indy neighborhoods.	Ball State College of Architecture & Planning, GPNA Beautification & Walkability	Big Car	18
4.1.10	Ensure safe access to all education, faith-based, economic and recreation destinations is a key part of connectivity master plan.	Pedestrian access gaps and solutions for connectivity are identified.	Indy Parks & Recreation, Friends of Garfield Park, South Indy neighborhood associations, City of Indianapolis - DPW, Health By Design, Health & Wellness, Shelby Street and Madison Avenue Action Teams	Big Car	18
4.1.11	Develop community standards for land use.	Land use plan published	City of Indianapolis - DMD	UIndy	19

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
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4.2: Implement Connectivity Master plan focusing on health and safety, access and economic impact.

4.2.1	Communicate the plan via South Indy communication channels and neighborhood outreach.	Plan published on southindy.org, social media, in newsletters and presented to the eight South Indy neighborhood association meetings.	Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, Community Building Team	UIndy / Future South Indy 501c3	18
4.2.2	Establish an advocacy vehicle for both connectivity and land use.	South Indy connectivity advocacy organization created.	Mayor's Neighborhood Advocates, Health by Design, South Indy Neighborhood Associations, Big Car	UIndy / Future South Indy 501c3	18
4.2.3	Engage and advocate South Indy Connectivity Plan with residents, businesses, institutions, civic partners, and IndyGo.	100% participation from city agencies, City-County Councillors and community partners in advocacy meetings.	Mayor's Neighborhood Advocates, City of Indianapolis DPW/DMD, South Indy City-County Councillors, South Indy Neighborhood Associations, Health By Design, GPNA Beautification & Walkability	Big Car	19
4.2.4	Educate the importance of the plan to the community on connectivity plan standards and proper use.	Host connectivity meetings with stakeholders and residents.	Ball State College of Architecture & Planning, Mayor's Neighborhood Advocates, City of Indianapolis -DPW/DMD, South Indy City-County Councillors, South Indy Neighborhood Associations, Health By Design,	UIndy / Future South Indy 501c3	18
4.2.5	Prioritize implementation focused on the most critical needs and leveraged investment with greatest connectivity impact.	Cost and impact study developed.	Ball State College of Architecture & Planning, Mayor's Neighborhood Advocates, South Indy City-County Councillors, City of Indianapolis -DPW/DMD, Health By Design, IndyGo	Big Car	18

4.3: Create & improve connectivity signage in the community.

4.3.1	Use public art as tool for wayfinding and neighborhood identity.	Public art program establishing icon for each neighborhood.	Big Car, Reconnecting to our Waterways, Shelby Street Corridor Action Team, Madison Avenue Corridor Action Team	Big Car	19
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4.4: Inventory & Improve transit stops.

4.4.1	Ensure safe pedestrian access to Red Line stations.	100% of connectivity priorities to red line stations are prioritized and are key features of connectivity plan.	IndyGo, Shelby Street Action Team, Madison Avenue Action Team, Big Car, City of Indianapolis - DPW	UIndy / Community Builder	17
4.4.2	Inventory and assess pedestrian connection to all IndyGo stops in South Indy QoL planning area.	100% pedestrian transit access gaps are addressed.	IndyGo, City of Indianapolis - DPW	UIndy / Community Builder	17

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
4.5: Develop a plan for crosswalk improvements.					
4.5.1	Inventory crosswalks in connectivity plan and address priority intersections.	100% of major thoroughfares are identified with plan for improvements.	IndyGo, City of Indianapolis-DPW, Health by Design	UIndy / Future South Indy 501c3	18
4.5.2	Identify crosswalks gaps for handicapped and visually impaired needs and eliminate red light turns.	ADA accessibility and safety report is disseminated.	I CAT, City of Indianapolis - DPW, ADA Indiana, IndyGo	UIndy / Future South Indy 501c3	18

Education and Workforce Development

5: We envision broader community awareness of available resources that promote family supporting careers.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
5.1: Hold quarterly education & workforce development events that are related to the needs of South Indy families in partnership with local businesses.					
5.1.1	Identify the interests of the family & educate parents on career and educational options besides college and create events based on those needs (financial skills, career exploration, etc.).	A survey will be administered to both students and parents to gather input and share information about existing resources. Survey results will be used to create community and school events.	Southeast Community Center Services (SECS), Central 9 Career Center, Christel House, Christel House DORS, Hoosier Trades Council, IPS Parent Involvement, local schools	Emmerich Manual High School	18, 19, 20, 21
5.1.2	Work with schools, churches and community centers to schedule quarterly education and workforce events, making sure events are centric to each area and locations rotate.	Four events will be held each year at rotating locations that reflect the diversity of educational and workforce development resources in the South Indy QoL area.	Garfield Park Neighbors Association, University Heights Neighborhood Association, local churches, Emmerich Manual High School, UIndy	Garfield Park Branch of the Indianapolis Public Library.	18, 19, 20, 21
5.1.3	Develop partnerships to ensure event logistics are secured (i.e transportation to and from events, childcare, interactive demonstrations).	The logistical plan for each event will include at least one partner in a) transportation, b) childcare, and c) interactive demonstrations.	UIndy Department of Education, UIndy Service Learning, Indy Go, Central 9 Career Center, Tech High School	UIndy Department of Service Learning	18, 19, 20, 21
5.1.4	Coordinate sponsorships to enhance event dynamics (food, prizes, and & career giveaways).	The logistical plan for each event will include at least one partner in a) food, b) prizes, and c) career-related giveaways.	Chase Bank, 5/3 Bank, PNC Bank, local businesses	Gateway Community Alliance	18, 19, 20, 21
5.1.5	Work with local schools to ensure student participation is high.	Each event will have at least 5 schools present with between 2% and 5% student representation.	Excel Center, Christel House, Christel House DORS, Emmerich Manual High School, Perry Meridian High School, Central 9 Career Center, Southport High School	Christel House DORS	18, 19, 20, 21

6: South Indy youth and adults have productive career opportunities with local employers.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
6.1: Trades programs are widely available and accessible in South Indy and connect opportunities with local businesses.					
6.1.1	Identify trades that are in demand by area businesses as well as new business trades South Indy would like to attract and what jobs are currently available.	A comprehensive survey will be conducted to identify local businesses' needs for skilled trade employees, and a family survey will be conducted to identify trades South Indy residents want in the neighborhood.	Hoosier Trades Council, Local Businesses, Community Health Network, St. Vincent Hospital, Work One, Employ Indy, Indiana Construction Roundtable	Garfield Park Branch of the Indianapolis Public Library.	17
6.1.2	Research other successful adult trades programs and explore feasibility of new trades and basic skills training for adults.	At least ten successful trade programs will be identified on the South Side, and a comprehensive report will be created about each of these programs.	Job Corps, The Excel Center, Central 9 Career Center	UIndy Professional Edge Center	17, 18
6.1.3	Develop a strategy to implement trades programs and identify potential public and private partners for implementation.	Five trades programs developed and sustained with South Indy education and workforce partners.	Indy Public Library, Emma Donnan School, Excel Center in University Heights, Christel House, Christel House DORS, Manual High School, Perry Meridian H.S., Central 9 Career Center, Southport High School	Garfield Park Branch of the Indianapolis Public Library	19, 20
6.1.4	Promote trade employment opportunities in South Indy (i.e. billboards, direct mail, local churches, trades fair).	At least three different modes of communication will be used to promote trade opportunities including social media, direct mail, and trade fairs.	Hoosier Trades Council, Top Notch of Indiana, Quality Connection	UIndy Top Dog	21
6.1.5	Work with the Indiana Construction Roundtable utilizing their Speakers Bureau platform for South Indy residents.	One speakers bureau held annually.	Indiana Construction Roundtable	UIndy / Future South Indy 501c3	18, 19, 20, 21
6.2: Work with local businesses, educational institutions and workforce development agencies to develop a trades mentoring program					
6.2.1	Promote on the job training including apprenticeships, job shadowing, and /or internship opportunities.	An apprenticeship pipeline will be developed for at least three different trades.	Masters Heating & Cooling by Van Valer, Inc., Job Corps, Teen Works, SECS, The Excel Center, Christel House, Christel House DORS, Perry Meridian High School, Central 9 Career Center, Southport High School, UIndy Professional Edge Center	Emmerich Manual High School	20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
6.2.2	Start career exploration as early as 5th grade and have business representatives and alumni visit schools to tour facilities and speak with students.	Business representatives and alumni will visit at least five schools per school calendar year.	South Indy Neighborhood Associations, Marion County Health Department (MCHD), Indy Food Council, City of Indianapolis Food Policy & Program Coordinator	Emma Donnan Middle School	20, 21
6.2.3	Promote locations on the Southside that currently provide career counseling preparation.	At least two career counseling preparation programs will be present at each community event.	SECS, Concord Community Center, Indianapolis Public Library, Work One, 5/3 Bank, Chase Bank, PNC Bank	Garfield Park Branch of the Indianapolis Public Library	17, 18, 19, 20, 21

Health and Wellness

7: Healthier food options are accessible, affordable and locally sourced.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
7.1: Recruit existing and new Grocery stores to provide healthy food options at affordable prices.				

7.1.1	Identify current locations which offer grocery food choices.	Grocery stores are identified, listed, and mapped for the eight neighborhoods.	South Indy Neighborhood Associations, Marion County Health Department (MCHD), Indy Food Council, City of Indianapolis Food Policy & Program Coordinator	UIndy / Community Builder	17
7.1.2	Audit healthy food choices (and prices); prioritize desired foods at existing grocery stores.	Report of healthy food choices (and prices); survey of residents' desired foods at existing grocery stores completed.	South Indy Neighborhood Associations, Purdue Extension, grocery stores, UIndy	UIndy / Future South Indy 501c3	17, 18
7.1.3	Locate potential local healthy food suppliers.	Healthy food suppliers are identified, listed, and mapped for the eight neighborhoods.	Urban Farms, Indy Food Council, Growing Places Indy, Indy Winter Farmer's Market, We Grow Indy, City of Indianapolis Food Policy & Program Coordinator	Garfield Park Farmer's Market	17
7.1.4	Advocate the importance of healthy food options in the community and work with elected officials to promote South Indy as a place of need as new legislation emerges .	Document number of opportunities utilized for education and advocacy around healthy food options.	Mayor's Neighborhood Advocates, State Representatives to the Indiana General Assembly, Purdue Extension	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
7.1.5	Collaborate with Shelby Street and Madison Avenue Action Teams to inventory potential land for new construction or redevelopment to entice & recruit potential grocery store chains and retailers.	Available land is inventoried and presented for new/ redeveloped grocery store chains or retailer options.	Shelby Street Action team, Madison Ave Action team, South Indy Neighborhood Associations, City of Indianapolis - DMD, Mayor's Neighborhood Advocates	Riley Area Development Corporation / Southeast Neighborhood Development	17, 18, 19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
7.1.6	Promote information and opportunities through South Indy QoL communication channels.	Information disseminated on southindy.org, social media and in newsletter.	Southsider Voice, Southside Times, Urban Times, Community Building Action Team, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21

7.2: Develop available land as a location for urban farming or community gardens.

7.2.1	Identify current community gardens and urban farms.	Community gardens and urban farms are identified, listed, and mapped for the eight neighborhoods.	Urban farms, Purdue Extension, We Grow Indy, South Indy Neighborhood Associations, farmer's markets	Garfield Park Farmer's Market	17, 18
7.2.2	Collaborate with Shelby Street and Madison Avenue Action Teams and Renew Indianapolis to inventory and map available land/empty lots.	Available land and empty lots are listed and mapped for the eight neighborhoods.	Shelby Street Action team, Madison Ave Action team, South Indy Neighborhood Associations, Renew Indianapolis, Mayor's Neighborhood Advocates, Indy Parks and Recreation	UIndy / Community Builder	17
7.2.3	Contact land/lot owners about community garden/urban farm possibilities.	List of potential lots created.	South Indy Neighborhood Associations, Indy Parks and Recreation, Renew Indianapolis, Indy Food Council - Urban Garden Program	UIndy / Future South Indy 501c3	18
7.2.4	Connect urban farmers to opportunities for expansion in South Indy.	One new urban farm is developed in South Indy.	Urban farms, Indy Food Council, Purdue Extension, We Grow Indy, Shelby Street Action Team, Madison Avenue Action Team	UIndy / Future South Indy 501c3	18, 19, 20, 21
7.2.5	Engage schools and churches to promote use of their land for gardening and farming including Farm-to-School programs.	Efforts result in one new church garden and one new school garden.	IPS Schools, Neighborhood Associations, Farm-to-School network, Purdue Extension, local churches, local schools, Indiana Department of Education (DOE) Farm to School program	UIndy / Future South Indy 501c3	18, 19, 20, 21
7.2.6	Connect South Indy residents to Purdue Extension Urban Agricultural Program.	1-2 residents in South Indy are engaged in the program annually.	Urban farms, Purdue Extension - Master Gardeners, Central Indiana Community Foundation, Indy Food Council, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21
7.2.7	Promote information and opportunities through South Indy QoL communication channels.	Information disseminated on southindy.org, social media and in newsletter.	Southsider Voice, Southside Times, Community Building Action Team, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	19, 20, 21

7.3: Reducing food waste in food pantries by utilizing healthy foods grown in urban farms, community gardens and home gardens.

7.3.1	Identify and map food pantries.	Lists and maps of food pantries are generated for all 8 neighborhoods.	Indiana State Department of Health, SAVI, St. Vincent DePaul, Indiana Hunger Network, City of Indianapolis Food Policy and Program Coordinator	UIndy / Future South Indy 501c3	17, 18
7.3.2	Survey food pantries and develop resource guide for hours of operation, food acceptance policies, capacity, and needs.	Survey and resource guide completed and reviewed annually.	Food pantries, South Indy Neighborhood Associations, St. Vincent DePaul, UIndy Department of Public Health, Gleaners	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
7.3.3	Connect local food producers to food pantries in a meet and greet event.	Meet and greet event hosted and number of attendees documented.	Food Rescue, Second Helpings, food pantries, Gleaners Food Bank of Indiana, Urban farms, Community Harvest Food Bank	UIndy / Future South Indy 501c3	18
7.3.4	Encourage food pantries to develop an approved model for on-site food production for their own food pantry distribution.	3 food pantries will adopt an approved food production model.	Food pantries , Garfield Park Baptist Church, Purdue Extension, City of Indianapolis Food policy and Program Coordinator, Diversity Church	UIndy / Future South Indy 501c3	19, 20, 21
7.3.5	Develop and distribute community outreach on the importance of resident donation of excess grown foods to food pantries through community meetings, social media, etc.	Educational information/ handouts distributed.	South Indy Neighborhood Associations, Food pantries, Purdue Extension & urban farmer educators	UIndy / Future South Indy 501c3	19
7.3.6	Educate South Indy food pantry patrons on healthy produce and preparation.	An educational class in South Indy will be hosted annually.	Gleaners Food Bank of Indiana, Purdue Extension, Marion Co HD, Food pantries, local hospitals, Garfield Park Baptist Church, Diversity Church	UIndy Health Pavilion	17, 18, 19, 20, 21
7.3.7	Promote information and opportunities through South Indy QoL communication channels.	Information disseminated during gardening season (April-August) on southindy.org, social media and in newsletters.	Southsider Voice, Southside Times, Community Building Action Team, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21

7.4: Increase individual home gardening in South Indy.

7.4.1	Identify resources available for home gardening.	List of home gardening resources identified in all eight neighborhoods.	Purdue Extension Master Gardener Program, Local gardening/greenhouse organizations, Indy Food Council	UIndy / Community Builder	17
7.4.2	Collaborate with the library, local schools, and Purdue Extension to educate residents on benefits of home gardening.	One home gardening educational program held annually, 5 South Indy residents participate and implement practices learned.	Garfield Park Branch of the Indianapolis Public Library, IPS schools, Other schools, Purdue Extension	South Circle Farms	18, 19
7.4.3	Educate residents on the appropriate resources for soil testing.	Survey and calculate percentage of residents using soil testing services.	IUPUI - Dr. Gabe Filippelli, Marion Co Health Department, Garden Safe Garden Well	UIndy / Future South Indy 501c3	18, 19, 20, 21
7.4.4	Locate and work with greenhouses to provide discounts to residents who garden at home.	5 area Greenhouses to provide discounts to South Indy residents.	Local gardening/greenhouse organizations	UIndy / Future South Indy 501c3	19, 20, 21
7.4.5	Develop garden assistance teams that can spend ½ day with a homeowner to get their garden started	One garden assistance team is developed and sustained for seasonal work.	South Indy Neighborhood Associations, Purdue Extension, Boy/Girl Scout Troops, 4-H clubs, Purdue Extension/Master Gardener, Garfield Park Conservatory	UIndy Service Learning	19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
7.4.6	Encourage 4-H participation for children; Master Gardener participation for adults and children; Master Preserver participation for adults.	Increased participation by South Indy residents annually.	4-H clubs, Master Gardener program, Purdue Extension - Master Preserver, IPS and local schools, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21
7.4.7	Host sessions on healthy food preparation and how to save for the future when food is in abundance.	Sessions hosted for South Indy residents annually.	Purdue Extension, Purdue Extension Master Preserver, Growing Places Indy - Sarah Adams, Marion Co HD, UIndy Health Pavilion	South Circle Farms	18, 19, 20, 21
7.4.8	Host a community day for South Indy residents with resources and education readily available for home gardening.	Community day hosted annually prior to gardening season.	UIndy Health Pavilion, Friends of Garfield Park, City of Indianapolis Food policy and Program Coordinator, Garfield Park Farmers Market	South Circle Farms	18, 19, 20, 21
7.4.9	Promote information and opportunities through South Indy communication channels.	Information disseminated on southside.org, social media and in newsletters.	Southsider Voice, Southside Times, Community Building Action Team, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21

8: Recreational places and fitness programs are accessible to individuals of all ages and abilities.

8.1: Expand the built environment including green and recreational spaces and playground equipment at parks and schools to increase connectivity.

8.1.1	Identify and map existing recreational spaces.	Existing recreational spaces are ID'd and mapped for all eight neighborhoods.	Hoosier Environmental Council	UIndy / Future South Indy 501c3	17, 18
8.1.2	Survey walkability and barriers to access and connectivity in existing recreational spaces.	Survey Completed with participation from all eight neighborhoods.	South Indy Neighborhood Associations, Connectivity Action Team, Health by Design	Big Car	17, 18
8.1.3	Work with City of Indianapolis on accessibility challenges (wheelchair ramps, crosswalks, etc.) and repairs.	Non ADA compliant infrastructure is documented.	Indiana citizens alliance for transit (ICAT), City of Indianapolis DPW, South Indy Neighborhood Associations, South Indy City-County Councillors, Connectivity Action Team, IndyGo, Ball State University College of Architecture and Planning, Health by Design, AARP, CICOA	UIndy College of Health Sciences	19, 20, 21
8.1.4	Identify grant opportunities and locate funding resources already in place to fund improvements in existing recreational spaces such as purchasing new equipment and benches.	ID/Locate five funding sources and prioritize improvements needed in 100% of parks and public spaces.	Keep Indianapolis Beautiful, Indy Parks & Recreation, CICF, Nina Mason Pulliam Trust, Lilly Foundation (Day of Service), Reconnecting to our Waterways (ROW), Friends of Garfield Park	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
8.1.5	Advocate connecting existing trails including Garfield Park, Fountain Square, Cultural Trail, Monon Trail, UIndy Health Loop and proposed interurban trail.	Connectivity between all parks and public spaces is included as part of the South Indy Connectivity Plan.	Connectivity Action Team, Health by Design, Indiana Trails, DPW, Indy Parks and Recreation	Garfield Park Neighbors	18

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
8.1.6	Investigate feasibility for a dog park.	One dog park created and maintained in South Indy.	Indy Parks & Recreation, Mayor's Neighborhood Advocates, Shelby Street Animal Clinic, FIDO, Animal Care Services, (DBNS)	UIndy / Future South Indy 501c3	20, 21
8.1.7	Host community walks or events to promote recreational spaces and fitness programs.	Document number of walks hosted to promote recreational and fitness program stations.	Health by Design, Indianapolis Hiking Club, Indy Parks & Recreation, Local Schools, YMCA, Big Car, ROW, Friends of Garfield Park, South Indy Neighborhood Associations	UIndy College of Health Sciences	20, 21

8.2: Wellness organizations and businesses in South Indy will offer affordable fitness programming to South Indy residents.

8.2.1	Identify existing fitness programming/ locations.	Inventory complete with map of all fitness centers and program locations.	Indy Parks & Recreation, YMCA, Planet Fitness, Burrello Center, UIndy HP, Sports Leagues, exercise and dance studios	UIndy College of Health Sciences	17, 18
8.2.2	Negotiate discounts at current fitness locations for QoL residents.	100% of South Indy Fitness Centers offer membership or class discounts to South Indy residents.	Indy Parks & Recreation, YMCA, Planet Fitness, Burrello Center, UIndy HP, Sports Leagues, exercise and dance studios	UIndy / Future South Indy 501c3	19, 20, 21
8.2.3	Advertise existing fitness programming/ locations and discounts.	Information disseminated on southside.org, social media and in newsletters.	Southsider Voice, Southside Times, Community Building Action Team, South Indy Neighborhood Associations, Indy Parks & Recreation	UIndy / Future South Indy 501c3	18, 21
8.2.4	Identify land in South Indy QoL area that is owned (by partners or property owners) for development to encourage/ provide physical activity engagement.	Available land is identified and mapped.	Shelby St Action team, Madison Ave Action Team, Mayor's Neighborhood Advocates, Wellness Council of Indiana	UIndy / Future South Indy 501c3	17,18
8.2.5	Expand fitness programs that are accessible to all South Indy residents regardless of age, income or ability.	2-3 new fitness programs are made available to South Indy residents.	Wellness Council Indiana, CICF, Lilly Foundation	UIndy / Future South Indy 501c3	20, 21

9: Improving environmental issues impacting our neighborhoods.

9.1: A Southside community advocacy group will be dedicated to addressing key environmental issues to foster community pride.

9.1.1	Identify key environmental players.	Environmental advocacy partners identified.	Hoosier Environmental Council (HEC), SAVI, IU Fairbanks School of Public Health, Marion Co HD	UIndy / Community Builder	17
9.1.2	Inventory and map environmental assets and challenges.	South Indy environmental map is created.	South Indy Neighborhood associations, South Indy QoL Leadership, Mayor's Neighborhood Advocates	UIndy / Future South Indy 501c3	18

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
9.1.3	Create a list of residents to contact elected officials on environmental issues to advocate for policy which support healthy neighborhoods.	Participation from all eight neighborhoods.	Friends of Garfield park, Keep Indianapolis Beautiful, Indy Parks & Recreation, South Indy Neighborhood associations, Earth Day Indiana	UIndy / Future South Indy 501c3	18
9.1.4	Reduce litter for Garfield Park, trails, and neighborhoods.	Host one annual South Indy Clean-Up.	HEC Green Business Program, IDEM Office of Pollution Prevention, Indianapolis Chamber - Green Business Initiative, ROW, Environmental consulting firms, Friends of Garfield Park	Garfield Park Neighbors Association	17, 18
9.1.5	Investigate strategies for water quality accountability and resolutions for businesses.	At least one water quality accountability strategy identified by way of business resolution with an initial 25% of businesses signed on.	HEC Green Business Program, IDEM Office of Pollution Prevention, Indianapolis Chamber - Green Business Initiative, Reconnecting to our waterways, Environmental consulting firms	UIndy / Future South Indy 501c3	19, 20
9.1.6	Investigate strategies for air quality accountability and resolutions for businesses.	At least one air quality accountability strategy identified by way of business resolution with an initial 25% of businesses signed on.	HEC, IDEM, Indianapolis Chamber - Green business, IUPUI soil testing, Environmental consulting firms, Purdue Extension, Marion Co HD	UIndy / Future South Indy 501c3	19, 20
9.1.7	Investigate strategies for land quality resolutions including lead testing and gardening hazards.	At least one land quality accountability strategy identified by way of business resolution with an initial 25% of businesses signed on.	South Indy Neighborhood associations, DPW, Environmental consulting firms, HEC - MWL task force, IDEM	UIndy / Future South Indy 501c3	19, 20
9.1.8	Investigate strategies for South Indy environmental issues such as: metal working lubricant odor, Bean Creek, well testing, improve "No Dumping" signage on storm drains, medication take back events, gas station assessment and leak prevention steps.	Collaborate with state and local agencies to develop remediation strategies for South Indy environmental issues.	South Indy Neighborhood associations, City of Indianapolis-DPW, environmental consulting firms, HEC, IDEM	UIndy / Future South Indy 501c3	20, 21

10: We envision attracting healthcare to our area improving access to healthcare options and increasing diversity of available care.

10.1: A Southside community advocacy group will be dedicated to addressing key healthcare issues.

10.1.1	Identify and map current providers, indicating specialties.	Document existing health care providers in South Side Quality of Life Plan area.	Marion Co HD, ISDH, Mayor's neighborhood advocates, South Indy Neighborhood associations, Major hospital networks (community coordinators)	UIndy / Community Builder	17
10.1.2	Create resident resource guide on how to choose a healthcare provider and where providers are currently located.	A healthcare resource guide is made available to all eight neighborhoods.	UIndy, Marion Co HD, ISDH, HIP/FSSA	Community Health Network	18

Action Steps	Performance Measures	Collaborating Partner	Lead Partner	Year
10.1.3	Survey residents to identify healthcare accessibility needs/wants, special populations (aging population, veterans, etc.).	As many residents as possible are surveyed utilizing neighborhood associations and SQoL lists.	Neighborhood associations, Christopher Peiffer - IUPUI/Concord Center, Joy's House, Southeast community services, UIndy, Perry senior services	Community Health Network 17, 18
10.1.4	Investigate MCHD hospital discharge data for current healthcare issues.	A list of health care specialities needed is created to recruit additional services in South Indy.	Marion Co HD, UIndy, South Indy QoL Leadership	Community Health Network 18
10.1.5	Investigate locations for new healthcare facility locations and increase services of the U Indy Health Pavilion.	Locations or "areas" list created based on gaps in current providers. U Indy Health Pavilion services available to all South Indy residents.	Shelby St Action team, Madison Ave Action team, Major hospital networks, Federally qualified health centers, UIndy Health Pavilion	Community Health Network 19, 20, 21
10.1.6	Create an advocacy group for healthcare provider recruitment.	Advocacy group created.	South Indy Neighborhood associations, South Indy QoL Leadership, Mayor's Neighborhood Advocates	UIndy / Future South Indy 501c3 19, 20, 21

Housing

11: All neighborhoods will boast a diversity of affordable housing opportunities available to all (age, income, race, familial status).

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year
11.1: Connect individuals and families with low income access to home repair assistance.				
11.1.1	Identify funding sources & existing programs.	Five programs are identified.	Mayor's Neighborhood Advocates, RADCO Area Development Corporation (RADCO), SEND, INHP, Fifth Third, PNC, Habitat for Humanity	SEND 17
11.1.2	Identify home repair provider partners.	Five partners are secured.	Do-it Best, Suddings, Harbor Freight, South Indy QoL Leadership, NeighborLink, Servants at Work & Company, INHP, Habitat for Humanity	SEND 17
11.1.3	Identify volunteer groups.	One volunteer home repair event occurs annually.	Eli Lilly, Community Health, UIndy Department of Service Learning, Churches, NeighborLink, South Indy Neighborhood Associations	SEND 18, 19, 20, 21
11.1.4	Prioritize homeowners in need & repairs needed.	10% of home repairs completed annually	SEND, South Indy Neighborhood Associations, CICOA, AARP, NeighborLink, INHP	RADCO 17
11.1.5	Promote resources through South Indy communication channels.	Resources and applications are made available on southindy.org, social media and in newsletters.	DBNS, Health & Hospital Corporation of Marion County, Community Building Action Team, Renew Indy	UIndy 17, 18, 19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
11.1.6	Ensure system is in place to measure impact and follow up accordingly with homeowner clients.	100% of completed repairs are reviewed in the following year.	DBNS, INHP, Neighbor Link, CICOA, AARP	RADC Development Corporation	18, 19, 20, 21

11.2: Promote homeownership within the boundaries of the South Indy QoL plan.

11.2.1	Engage partner groups and inquire about current and planned homeownership strategies in the South Indy.	Comprehensive South Indy housing development plan is created.	IACED, LISC, City of Indianapolis-DMD, MIBOR, INHP, Greater Indy Habitat for Humanity, People of Praise, Big Car, South Indy Neighborhood Associations, INHP, SEND	RADC	17
11.2.2	Connect South Indy residents to available educational and financial resources for potential homebuyers.	10 South Indy residents and families annually enrolled in homeownership education courses.	MIBOR, INHP, Greater Indy Habitat for Humanity, Habitat, Fifth Third, PNC, SECS, Concord Community Center	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
11.2.3	Market homeownership opportunities through events, South Indy website, and other promotional materials.	1 event in year 2, 2 events in year 3, 3 events in year 4, 4 events in year 5	MIBOR, INHP, Habitat, Renew Indy, South Indy Neighborhood Associations, RADC, Big Car	UIndy / Future South Indy 501c3	18, 19, 20, 21
11.2.4	Support homeownership, multifamily options, and home repairs for UIndy faculty and staff in South Indy neighborhoods through the UIndy Housing Initiative	UIndy Housing Initiative meets or exceeds goals for helping faculty and staff relocate or stay in South Indy neighborhoods.	INHP, Community Building Team	UIndy	17, 18, 19, 20, 21

11.3: Promote a diversity of housing options for seniors.

11.3.1	Identify funding sources for a senior housing study along the Red Line corridor.	New senior housing opportunities are created.	INHP, LISC, IACED, Insight Development, AARP, CICOA, CICF Senior Fund, SEND	RADC	18, 19, 20, 21
11.3.2	Promote the development of new multifamily housing units along the Red Line Corridor.	Establish a mixed-use development along the Red Line Corridor.	Strategic Capital Partners, Insight Development, Joe Whitsett Group, INHP, LISC, IACED, Insight Development, AARP, CICOA, Reverie Estates, SEND	RADC	18, 19, 20, 21
11.3.3	Seek funding and partnerships for repairs and retro-fitting of existing housing stock to meet ADA standards of accessibility.	10% of repairs completed annually to meet ADA compliance.	CICOA, Community Action of Greater Indianapolis, INHP, IHADA, Mayor's Neighborhood Advocates, AARP, NeighborLink, ADA	RADC	19, 20, 21

12: South Indy neighborhoods will thrive with well managed, quality, affordable rentals

12.1: Recruit, educate, and retain quality landlords.

12.1.1	Identify and connect landlords to form a landlord commission that would promote responsible stewardship as a landlord and provide peer-to-peer education and support.	Establish a commission and identify education opportunities.	Department of Business & Neighborhood Services (DBNS), South Indy Neighborhood Associations, MNAs, City of Indianapolis-DMD	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
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Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
12.1.2	Use information from Renew Indianapolis and other organizations to identify developers who have successfully transformed abandoned homes into neighborhood assets and encourage them to redevelop homes in South Indy planning area.	List established and developers contacted.	LISC, INHP, DBNS, DMD, Renew Indianapolis	RADC	18, 19, 20, 21
12.1.3	Promote successful renting through resources such as INHP courses.	A community renters agreement is established.	INHP, DBNS, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21

12.2: Hold landlords accountable to meet or exceed South Indy and city code standards.

12.2.1	Use data to identify problem properties that do not meet code enforcement standards, are listed as vacant by the USPS, and/or are not included in the landlord registry database.	A database of problem properties is developed, maintained and presented to DBNS annually.	DBNS, South Indy Neighborhood Associations, Health and Hospital Corporation of Marion County	UIndy / Future South Indy 501c3	17, 18, 19, 20, 21
12.2.2	Work with the Department of Business and Neighborhood Services (DBNS) to develop a tool or checklist with criteria to identify issues to assure standardized approach to all properties.	100% problem properties assessed.	DBNS, Renew Indianapolis, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18
12.2.3	Work with DBNS to assess problem properties using a standardized tool or checklist.	Strategy is complete.	DBNS, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, City County-Councillors, Renew Indianapolis	UIndy / Future South Indy 501c3	18
12.2.4	Advocate to city departments for enforcement of code for problem properties.	List disseminated.	DBNS, DMD, Mayor's Neighborhood Advocates, Renew Indianapolis, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21
12.2.5	Outreach to owners of identified problem properties to ensure they are in compliance with the landlord registry and educate on code standards.	100% of problem properties contacted.	DBNS, Health & Hospital, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	18, 19, 20, 21
12.2.6	Work with DBNS to measure impact.	Reduce code violations by 10%.	DBNS, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations	UIndy / Future South Indy 501c3	19, 20, 21

Madison Avenue Corridor

13: Madison Avenue will be a vital central business corridor broadening job opportunities and community partnerships.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
13.1: Demonstrate the business viability of the Madison Avenue Corridor by identifying assets and opportunities and maintaining existing and creating quality jobs.					
13.1.1	Working with community stakeholders and partners, complete a market study for regional commercial development.	A commercial development plan for Madison Avenue Corridor is complete which includes demographics, market trends, community needs, property value assessments and local employment opportunities.	UIndy - Engineering, Arts, Ball State University College of Architecture and Planning, Connectivity Action Team, South Indy Neighborhood Associations, LISC, City of Indianapolis DMD/MPO	Gateway Community Alliance	17
13.1.2	Inventory abandoned and vacant properties which will identify ownership history, brownfield history, code enforcement violations, delinquent tax history and remediation efforts.	A usable master database is completed and presented to Mayor's Neighborhood Advocates City County Counselors, Mayor, other city officials and area stakeholders.	UIndy - Engineering, Arts, Ball State College of Architecture & Planning, Connectivity Action Team, City of Indianapolis - DMD	Gateway Community Alliance	17
13.1.3	Work with City of Indianapolis-DMD to produce a land use plan for the Madison Avenue commercial corridor.	Madison Avenue Land Use Plan is created by DMD for entire corridor within South Indy Quality of Life catchment area.	City of Indianapolis - DMD, UIndy - Engineering; Planning; Arts, Ball State University College of Architecture and Planning	Gateway Community Alliance	17, 18
13.1.4	Engage City of Indianapolis-DMD in conjunction with a Commercial Real Estate Broker for market analysis and strategy plan guidance and partnership.	Contact from DMD is identified, Commercial Real Estate Broker is secured, and market analysis and strategy plan is created with the support of DMD.	UIndy - Engineering, Arts, Ball State School of Architecture and Planning, Connectivity Action Team, Garfield Park Neighbors Association, City of Indianapolis - DMD, LISC	Gateway Community Alliance	17
13.1.5	Engage Madison Avenue commercial corridor residents and commercial property owners for needs assessment and desired commercial amenities that attract regional development (hotels, big-box stores) and create job opportunities.	Host a Madison Avenue Kick Off Meeting to engage commercial property owners, business owners and residents. With public forum and meetings and survey, objective is a completed commitment of 50 stakeholders of needs and wants of Madison Avenue Corridor.	UIndy, South Indy Neighborhood Associations, Old Southside Neighborhood Association, Hannah House	Gateway Community Alliance	17, 18

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
13.3: Beautification standards are developed for Madison Avenue that focus on improved connectivity, transit stops, streetscapes and public art.					
13.3.1	Research city and community streetscape plans for best practices and consult with industry experts.	Industry experts are identified and streetscape plan best practices are written in document form and are shared with South Indy QoL leadership and neighborhood associations.	Arts Council of Indianapolis, Broad Ripple, UIndy Arts, Emerich Manual High School, Christel House Academy, Engledow, City of Indianapolis Department of Public Works (DPW), MPO	Gateway Community Alliance	17, 18
13.3.2	Engage residents and businesses for feedback (preferences, priority locations, etc).	Survey to identify community stakeholder beautification priorities is created and implemented and 60% response rate is achieved.	Arts Council of Indianapolis, Broad Ripple, UIndy Arts, Manual H.S, Christel House Academy, Engledow, City of Indianapolis DPW, MPO, Hannah House	Gateway Community Alliance	17
13.3.3	Coordinate with Connectivity and Shelby Street Action Teams to develop plans for improved curbs and sidewalks.	Prioritized plan is created in collaboration with the South Indy Connectivity Master Plan with identified curbs and sidewalks improved in 5 years.	Arts Development Group, Broad Ripple, UIndy Arts, Manual H.S, Christel House Academy, Engledow, City of Indianapolis DPW / MPO	Gateway Community Alliance	17, 18, 19, 20, 21
13.3.4	Develop a Madison Avenue beautification plan which includes maintenance, cost estimates, potential funders and partners.	Beautification Plan is completed and presented at South Indy community gathering at The Tube.	Keep Indianapolis Beautiful (KIB), Reconnecting to our Waterways, UIndy, City of Indianapolis - DPW	Gateway Community Alliance	17, 18
13.3.5	Identify potential funders.	3 funders are identified with 1 of 3 acting as fiscal agent for beautification plan. Funders are aware of 5-10-year commitment to maintain completed beautification plan.	UIndy	Gateway Community Alliance	17, 18
13.3.6	Partner with schools, businesses and neighborhoods to adopt medians.	One median is adopted annually for maintaining.	Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, KIB, UIndy	Gateway Community Alliance	17, 18, 19, 20, 21
13.3.7	Re-introduce native plantings along Madison Avenue focus area.	5 year staged plan is created, implemented and maintained in partnership with KIB and INPAWS and ongoing maintenance partners are identified and assigned.	KIB, City of Indianapolis - DPW, UIndy	Gateway Community Alliance	17, 18, 19, 20, 21

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
13.3.8	Promote locations along Madison Avenue for installation of permanent and temporary public art.	Locations are secured with signed commitments of property owners and 2 permanent pieces and 5 temporary pieces are installed.	Arts Council of Indianapolis, KIB, Big Car, Schools, Lilly Foundation, CICF	Gateway Community Alliance	19, 20, 21
13.3.9	Façade grant opportunities will be identified and promoted for businesses in the Madison Avenue Focus Area.	One Façade grant is secured annually.	LISC, UIndy, RADC	Gateway Community Alliance	17, 18, 19, 20, 21
13.3.10	Advocate for bike share stations at corner of Southern Avenue and Madison Avenue with a sister station at Shelby St. and Southern Avenue	Bike Share Station is installed and utilized at both intersections.	Indiana Pacers Bike Share, CICF, UIndy	Gateway Community Alliance	19, 20, 21

13.4: Madison Avenue is promoted as a vital business corridor to potential developers, funders and other interested community members through the support of civic and community partners.

13.4.1	Engage with business owners and community stakeholders to participate in the marketing of Madison Avenue corridor.	Monthly project focused meetings are scheduled.	UIndy, PNC, Fifth Thid, Indiana Credit Union, local churches	Gateway Community Alliance	17, 18, 19, 20, 21
13.4.2	Package the plan with maps, reports, conceptual designs, etc.	Promotional plan is created and visible through community presentations, social media, and networking events with commercial brokers, interested stakeholders, developers and investors.	Fifth Third, PNC, Indiana Credit Union, Churches, South Indy Neighborhood Associations, Direct Connect Printing	Gateway Community Alliance	18, 19, 20, 21
13.4.3	Develop an active PR plan to promote the Madison Avenue commercial corridor, including a subcommittee or group responsible for advocating the area to city departments, organizations, businesses, and developers.	Subcommittee is created and presentations are scheduled with interested stakeholders.	UIndy, Fifth Third, PNC, Indiana Credit Union, local churches, South Indy Neighborhood Associations, Direct Connect Printing	Gateway Community Alliance	17, 18, 19, 20, 21
13.4.4	Host a Madison Avenue event, with a tour, to promote the opportunities and work of the Madison Avenue Action Team.	Madison Avenue Corridor showcase event is scheduled and executed twice.	UIndy, Mayor's Neighborhood Advocates, South Indy Neighborhood Associations, Fifth Third, PNC, Indiana Credit Union	Gateway Community Alliance	17, 18, 19, 20, 21

Shelby Street Corridor

14: Shelby Street will have an inviting and aesthetically pleasing appearance.

Action Steps	Performance Measures	Collaborating Partners	Lead Partner	Year	
14.1: Shelby Street will be a walkable corridor for individuals of all ages and abilities.					
14.1.1	Conduct infrastructure assessment along Shelby Street Corridor (including streets, sidewalks, crosswalks and streetlights)	Infrastructure assessment complete	City of Indianapolis-DPW, Connectivity Action Team, IndyGo, Bethany Village, Garfield Park Public Library, GPNA, Big Car, Reconnecting to our Waterways (ROW)	Garfield Park Neighbors Association (GPNA) - Walkability and Beautification Committee	17
14.1.2	Prioritize and advocate infrastructure and community standards for development and improvements(wider sidewalks, more signals at cross walks, lighting preferences, etc.).	List of Shelby Street infrastructure needs are prioritized and presented to South Indy City-County Councillors.	Health By Design, Ball State University College of Architecture & Planning, Connectivity Action Team, IndyGo, City of Indianapolis -DPW/DMD, GPNA, Community Health, Mayor's Neighborhood Advocates, South Indy City-County Councillors	Big Car (StreetSpark)	17, 18
14.1.3	Develop a fundraising and public relations plan to implement prioritized improvements.	Infrastructure Development plan is presented to 5 funders.	CICF, UIndy Public Relations, Polyphonic Solutions, Community Health	UIndy / Future South Indy 501c3	17, 18
14.1.4	Promote traffic calming activities or installations.	Reduce average speed from 45 miles per hour to 30 miles per hour (current speed limit) Install five - six crosswalks and lights at key intersections between Raymond St. and Troy Ave.	Green 3, ROW, Mad Lab Studio, UIndy - Art Department, IndyGo, South Indy Neighborhoods	Big Car (StreetSpark)	19, 20, 21
14.2: Beautification of Shelby Street with improved transit stops, lighting, public art and landscaping.					
14.2.1	Create Shelby Street beautification and community style guide for lighting, architecture, public art, landscaping and maintenance.	Plan is created in Year 2 and should also identify funding sources for landscaping, façade grants, and other streetscape improvements.	Ball State University College of Architecture and Planning KIB, GPNA, DPW, South Indy Neighborhoods, UIndy	Big Car	19
14.2.2	Support the installation of landscaping and maintenance of these amenities at IndyGo Red Line BRT stations and along corridor.	Locations for planters identified and installation at all four stations.	DPW, KIB, Garfield Park Conservatory, Arbor Day Association, UIndy	GPNA - Walkability and Beautification	17, 18, 19, 20, 21
14.2.3	Install unique street lighting consistent with community style guide and branding identity for Shelby Street Corridor.	Gaps in street lighting identified, 25% of corridor installed annually.	Ball State University College of Architecture , KIB, GPNA, DPW, South Indy Neighborhoods, UIndy	Big Car	19, 20, 21

14.2.4	Create banners with So Indy logo to place along the corridor.	Project is funded, banner locations are identified and installation occurs.	Area businesses (Zink Distributing, Tube Processing, Moore Restoration Company, Safeway) community groups and institutions (Garfield Park, Friends of Garfield Park, Indy Go, area churches and schools, Community Building Team, RADC	Big Car	19, 20
14.2.5	Implement public art program along Shelby Street Corridor, including programs with area businesses and anchor institutions.	1 installation annually and 1 program/event annually.	UIndy Art Department (social practice program), South Indy Neighborhoods, Garfield Park Arts Center, KIB, Eli Lilly & Co., GPNA - Economic Development Committee	Big Car	17, 18, 19, 20, 21

15.1: Promote Shelby Street as a Village Community with commercial, cultural, recreational and residential assets.

15.1.1	Coordinate with the Garfield Park Neighbors Association to identify existing business, property owners, and vacant buildings along Shelby Street from Beecher Street to Hanna Avenue.	Work with GPNA to expand existing map to include the area reaching to Hanna Ave.	Big Car, UIndy, City of Indianapolis-DMD	GPNA - Economic Development Committee	17
15.1.2	Engage the South Indy community to identify the types of desired businesses along the Shelby Street corridor.	Surveys, focus groups and other data gathered in Year 1, branding guide developed and introduced Year 2.	HUNI, Area businesses (Zink Distributing, Tube Processing, Moore Restoration, Safeway); Community Building Team, Big Car, IUPUI SPEA	GPNA - Economic Development Committee	17
15.1.3	Engage Ball State University College of Architecture and Planning and DMD to lead a transit oriented development study (TOD) of the Shelby Street corridor from Beecher Street to Hanna Avenue that focuses on creating a village community.	TOD study is completed.	GPNA - Economic Development Committee; Connectivity Team, City of Indianapolis - DMD, Ball State University College of Architecture and Planning	UIndy / Community Builder	17, 18
15.1.4	Create Shelby Street Corridor branding identity and guide, including logo, website, and related collateral like maps and brochures for use in advocating to developers, residents, visitors, and University of Indianapolis students consistent with style guide and branding.	Surveys, focus groups and other data gathered in Year 1, branding guide developed and introduced Year 2.	Area businesses (Zink Distributing, Tube Processing, Moore Restoration, Safeway) community groups and institutions (Garfield Park, Friends of Garfield Park, Indy Go, area churches and schools, Community Building Team, RADCLIFFE	Big Car	17, 18
15.1.5	Develop a Shelby Street marketing and public relations plan to attract new businesses, residents and visitors which would define partners, media plan and advertising opportunities.	A full marketing and public relations plan is created and presented to partners.	South Indy Neighborhoods, Community Building Action Team, Polyphonics Solutions	UIndy - Top Dog Marketing Program	17, 18, 19, 20, 21
15.1.6	Create Shelby Street Merchants Association (SSMA) that is inclusive of all businesses along Shelby Street Corridor from Beecher St. to Hanna Ave.	In Year 1, SSMA will create member benefit guide and recruit 10 businesses. In Year 2, SSMA will double membership and set five-year strategic goal. In Year 3, SSMA will maintain current membership of recruit 15 more members.	South Indy Neighborhoods; Area businesses (Zink Distributing, Tube Processing, Moore Restoration, Safeway) community groups and institutions (Garfield Park, Friends of Garfield Park, local churches and schools, Community Building Team, RADCLIFFE	GPNA - Economic Development Committee	17, 18, 19



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