

UNIVERSITY - VILLAGE

AREA DEVELOPMENT PLAN



in conjunction with HNTB

ACKNOWLEDGEMENTS

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	<ul style="list-style-type: none">▪ Outline of Proposed Zoning Overlay District Development Guidelines.▪ State Enabling Legislation for Economic Improvement Districts (Indiana Code 36-7-22).▪ 'The Helping Hands of Campus,' an article about universities that have participated with community revitalization efforts, from <u>Revitalizing Neighborhoods</u>, published by the Council for Urban Economic Development in coordination with the National Congress for Community Economic Development, March 2000.▪ Description of Employer-Assisted Housing Plans available from Fannie Mae.▪ Description of the Department of Housing and Urban Development's Office of University Partnership through the Community Outreach Partnership Centers Program.▪ Examples of projects funded by the Community Outreach Partnership Centers.	

Planning Context

The University-Village Area Development Plan is one of the first sub-area action plans resulting from the 1999 Delaware-Muncie Metropolitan Comprehensive Plan. This plan comes at an opportune time when Ball State University is contemplating an expansion into the neighborhood, local business owners are reinvesting in the area, and student housing preferences are changing. Overall this plan reconciles several issues that could negatively impact local businesses, the University, and the City of Muncie if not otherwise addressed. The primary objectives of this study were to:

- Identify the extent and potential area of future Ball State University campus expansion,
- Identify areas where new residential products could be introduced that would diversify the housing types available (i.e. ownership vs. rental),
- Develop projects and strategies that will result in the introduction of more green space and 'green' infrastructure into the neighborhood,
- Generate development strategies that support the implementation of an overall planning framework for the area, and
- Define mechanisms for improving residential areas and stabilizing those areas to the east and south of the study area.

The Planning Team found that owner occupancy in the study area was low; however, that characteristic may allow significant reinvestment to occur more quickly and easily than if there were a greater number of long-time owner-occupants. There are a substantial number of long-time property owners who will have to be convinced that the economic value of this plan is of benefit to them. The recommendations within this plan regarding code enforcement, parking, and redevelopment costs can support both the commercial and residential landholders, but that support will have a price that should be shared by the stakeholders of the entire study area.

Steering Committee participants had a number of diverse priorities when they came together to lead the Planning Team. Desires for better provision of parking, enhanced streetscapes, landscaping and connections to other City paths and greenways, more stringent development standards and code enforcement, homeownership opportunities, bike paths, and more commercial services have been balanced against one another during the preparation of this plan. The diversity of objectives is reflective of the proposed diversity of uses (rental apartments, single-family detached homes, attached townhomes, academic facilities, commercial uses, open space, and mixed-use structures) in the plan and provided the foundation for the following vision statement that was approved by the Steering Committee:

The Village Center offers Muncie residents and visitors the opportunity for lifelong learning that can be garnered from both casual interaction and deliberate study in a context where architecture, community, commerce, and activity are combined to provide a backdrop for daily enrichment. The curious youthfulness of the students unfolds along the streets, sidewalks, and buildings that reflect the dignity of the well-established Ball State University. This activity and animation acts as a magnet for attracting larger segments of the population to a variety of housing, restaurant, entertainment, and shopping venues.

... For those who appreciate an intellectual energy and open-mindedness, the University-Village Neighborhood provides a lively theater for viewing and for engaging.

... For those who value the neighborliness of BSU, the University-Village Neighborhood provides a stable climate within which to establish roots and raise a family.

... For those who are seeking residency in close proximity to BSU, the University-Village Neighborhood provides housing in an environment that encourages pedestrian and bicycle activity because of the well-landscaped streets, pathways, and open space.

Recommendations

The University-Village Area Development Plan allows for significant growth and expansion of services, both commercial and institutional/University, within the district. The proposed plan would potentially add more than 75,000 s.f. of new commercial space, more than 400,000 s.f. of new university classroom and office space, more than 1,700 parking spaces in two garages and five surface lots, two new significant public gathering places/parks, more than 350 new/improved rental residential units, and at least 12 new owner-occupied homes.

To help ensure that the goals of the plan are achieved, a recommended set of 'next steps' have been created. The following items are critical to the successful implementation of this plan:

1. Zoning Overlay District (ZOD) which can resolve discrepancies between current Zoning and neighborhood/market conditions. These guidelines can create a 'security blanket' for investors by outlining architectural and site design standards to which all property owners will be held. The ZOD will also change parking regulations so that property and business owners are no longer required to provide parking for each use. Rather, parking will be provided throughout the district in public lots that will serve all uses. In lieu of the parking provision, property owners will be assessed a parking impact fee as described below.
2. Tax Increment Finance (TIF) district that will direct revenue from the increase in property taxes (from redevelopment) to neighborhood improvements and will facilitate redevelopment through direct and indirect assistance.
3. Special Assessment Mechanism(s) that provides funds for redevelopment and provides an active merchants' association/business development program and generates support/buy-in for activities from the private sector. The proposed special assessments could also create a revenue source for improvements and programs.
4. Public-Private Parking Authority which will result in a single entity charged with monitoring district parking needs and will generate revenue to address parking needs.
5. Enhancement of Code Enforcement through a partnership with Ball State University to improve enforcement without over-burdening City staff.
6. Shared parking of the proposed Ball State University garage will provide an additional parking alternative for Village users.
7. A potential parking impact fee program will remove the burden of providing parking from property owners and create a funding source for the creation and management of new parking facilities.
8. A parking validation program will make parking more user-friendly for commercial users.
9. A homebuyer assistance program will encourage the introduction of more owner-occupied housing into the neighborhood and serve to stabilize property conditions.

10. A streetscape/public improvement program will improve the visual and pedestrian quality of the neighborhood and support private development activity.
11. Cooperative ownership arrangements could provide alternative investment options for 'absentee' landlords. Economies of scale in maintenance and management could be achieved that may be attractive to property owners.
12. A proposed corridor plan for Jackson Street will provide a development direction for the street that will inform property owners and direct uses to appropriate locations.

The key to successful plan implementation is reliant upon strong leadership from a number of stakeholders. The Steering Committee should assume that its role is not yet complete now that the guiding document is prepared, but should begin the next phase of its work by promoting the plan to area property owners, elected officials, and potential developers. A number of tools are described in this plan that can facilitate the achievement of the goals of the plan; however, the use of some of those tools will require the community to fully embrace and support the plan. A critical first step will be to broaden the discussion group to include, at a minimum, property owners in the proposed first phase area so that the work represented in this document can move quickly toward project implementation.

INTRODUCTION

chapter 2

The need for a detailed planning effort focusing on the University-Village study area was identified during the Delaware-Muncie Metropolitan Planning Commission's comprehensive planning effort undertaken in 1999. Led by HNTB, the Comprehensive Plan identified the University-Village Area as a critical transitional neighborhood between Ball State University and Downtown Muncie that was worthy of additional study. Staff of the Planning Commission assembled a Steering Committee to work with and review the recommendations of the University-Village Area Planning Team that consisted of three firms (Development Concepts, Inc.; Rundell Ernstberger Associates; and U.S. Architects) in conjunction with HNTB. The composition of the Steering Committee was: a commercial property owner, a property owner who is a landlord, an owner-occupant, a representative of the Ball State University administration, a member of the Apartment Association of East Central Indiana, a City of Muncie Code Enforcement representative, a member of the Comprehensive Plan Steering Committee, a Muncie Planning Commission representative, two at-large citizen representatives, and a member of the neighborhood association.

The study area for the planning effort is comprised of the blocks bound by Jackson Street on the south, McKinley Avenue on the east, Riverside Avenue on the north, and Dicks Street on the west. The area is characterized by its northern neighbor, Ball State University, who also owns a significant amount of property within the study area. In addition, the University-Village Area is distinguished by restaurant and retail services that serve the student population, as well as the entire community, and rental housing opportunities for students. The strong market for rental housing in the area has led to the adaptation of many single-family homes into multi-unit dwellings. The manner of these changes and property maintenance in the area, however, has not always encouraged appropriate additional investment or resulted in quality housing.



Recently constructed rental housing in the University-Village Neighborhood.



Older rental housing in the neighborhood.

Given these conditions, the following five primary objectives of the study were identified at the onset of the process:

- Identify the extent and potential area of future Ball State University campus expansion,
- Identify areas where new residential products could be introduced that would diversify the housing types available (i.e. ownership vs. rental),
- Develop projects and strategies that will result in the introduction of more green space and 'green' infrastructure into the neighborhood,
- Generate development strategies that support the implementation of an overall planning framework for the area, and
- Define mechanisms for improving residential areas and stabilizing those areas to the east and south of the study area.

Once the Steering Committee began meeting, it expanded upon those original objectives by identifying the following goals and objectives for the study listed below:

Goal One:

Improve and strengthen the Village Commercial District.

Objectives:

Develop opportunities for mixed uses, i.e. commercial/residential.

Provide architectural design guidelines.

Improve streetscapes.

Create community parking areas instead of individual business parking with landscape improvements.

Provide public open spaces for interaction of students, professors and the community.

Develop strong interface with expanded University campus.

Provide for new building expansions.

Goal Two:

Provide for expansion of the Ball State University Academic Campus

Objectives:

Provide opportunities for several academic buildings.

Provide for parking/possible shared use with the Village Commercial District.

Develop a plan that provides new open space opportunities.

Provide strong pedestrian connections between the expansion and North Academic Quad.

Develop strong interface with the Village Commercial District.

Develop a phasing plan for acquisition and campus expansion.

Goal Three:

Create a "Green Infrastructure" for the neighborhood that extends into surrounding neighborhoods and BSU.

Objectives:

Provide a system of open spaces that encourage the interaction of students, professors, and the community.

Provide wider, safe, and well-lit pedestrian and bicycle routes that connect to other community routes.

Develop the North Street Corridor (east/west) as a pedestrian/bike route from BSU, through the neighborhood, extending to Tuhey and the White River.

Develop the Martin Street corridor (north/south) as a pedestrian/bike route from BSU, through the neighborhood, to the White River.

Provide open space/plaza within the Village.

Provide open space as a gateway between the residential district and the Village.

Consider open space in expanded BSU a "public" amenity.

Goal Four:

Create opportunities to improve and diversify housing.

Objectives:

Create a multi-family development zone to encourage removal of existing substandard housing and replacement with new structures.

Create an environment to encourage more owner-occupied dwellings within the neighborhood.

Revise trash collection techniques to improve alleyway environments.

Establish improved streetscape guidelines (i.e., street widths, walks, lighting, setbacks, and landscape).

Provide areas for upscale condominium development.

Mix housing with commercial uses in the Village.

Create a strong interface along North Street between the Village and residential zones, and reorient new structures along North Street to face onto North Street.

Goal Five:

Develop workable, well-designed parking solutions.

Objectives:

Maximize opportunities for shared parking.

Develop "community" parking instead of individual business parking.

Provide well-lit, well-landscaped parking areas.

Develop new guidelines for parking requirements for each neighborhood zone.

Goal Six:

Improve the overall visual and physical qualities of the neighborhood.

Objectives:

Define and clarify areas of similar uses.

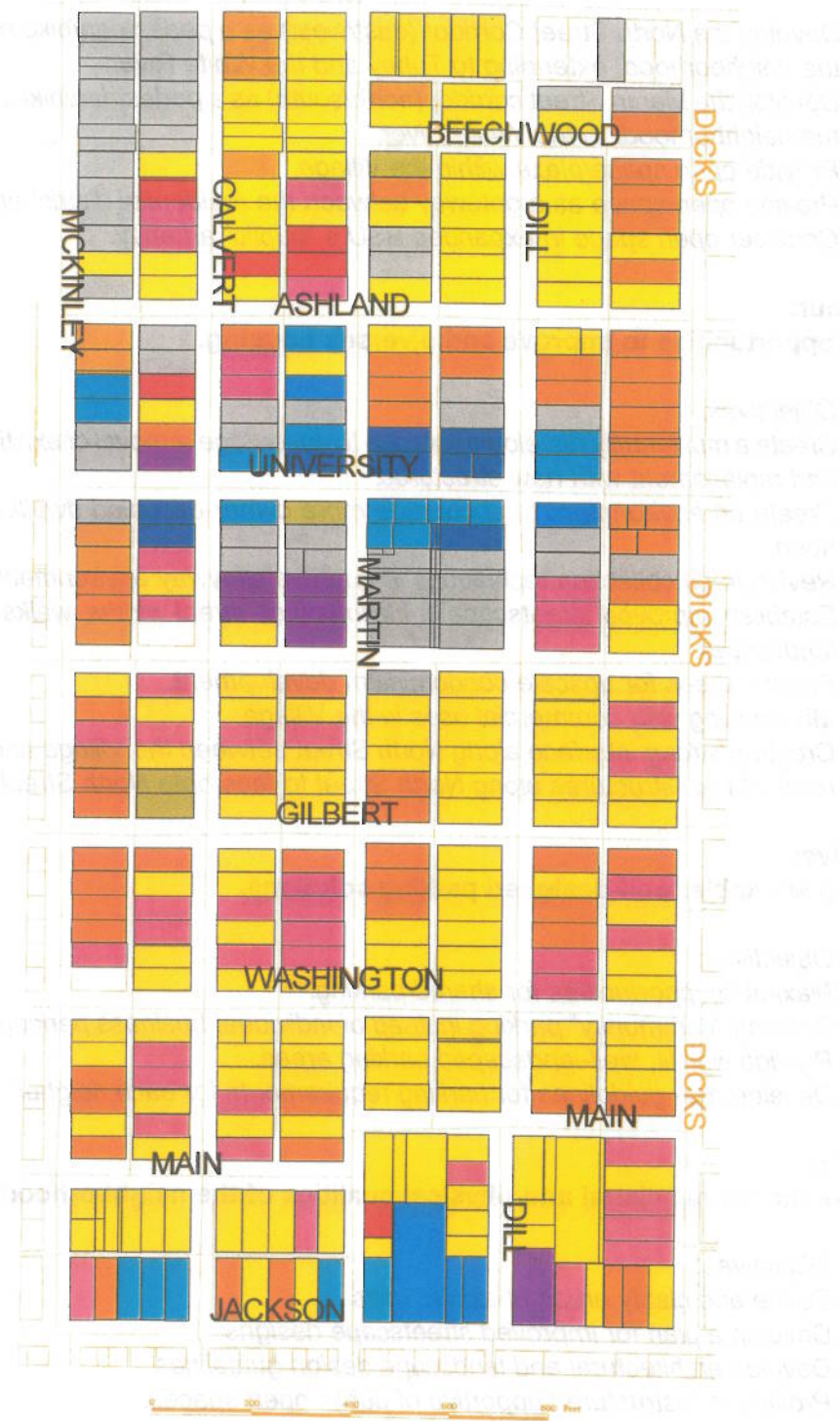
Develop a plan for improved streetscape designs.

Develop architectural and landscape design guidelines.

Provide infrastructure supportive of public open spaces.

Land Use

- Single Family
- Multi-Family (3+)
- Office
- Mixed Use
- Institutional
- Vacant Land
- Multi-Family (2)
- Retail
- Restaurant/Bar
- University
- Parking



The Village
Muncie, Indiana

EXISTING CONDITIONS

chapter 3

The University-Village neighborhood is roughly a 32-block, mixed-use area that provides housing for several hundred people (mostly students) and attracts many more due to Ball State University and neighborhood bars, restaurants, and shops.

The majority of land use in the University-Village neighborhood is residential as shown on the map on page 10; however, the predominance of the single-family classification is misleading because many of the single-family structures have been converted to multi-family use. Commercial uses are concentrated on University Avenue and Jackson Street. The commercial core along University Avenue, called the Village, is the heart of the neighborhood while Jackson Street is well-traveled by vehicles and directly connects the study area to Downtown Muncie. Pedestrian access along Martin Street is important since it provides a visual and physical connection to the dormitories north of the Village. Martin Street also provides a southward connection to the White River.



Example of single-family structure converted to multi-unit use.



Business along Jackson Street are more vehicular-oriented than elsewhere in the neighborhood.



University Avenue is the commercial core of the neighborhood.

There are several major property owners in the University Village neighborhood which represent different investment interests. Ball State University has a long-term commitment to the area due to the size/location of its campus and its desire to attract students and faculty to the school for the foreseeable future. Unfortunately, some other property owners are meeting their investment goals by reinvesting minimally in their properties while continuing to generate rental revenue. There is, however, another group of 'landlord' property owners that are exhibiting a long-term commitment to the area by upgrading existing properties and building new projects that are elevating the character of the neighborhood. As the owner occupancy map on page 13 indicates, there are fewer than 30 owner-occupied properties in the study area. This is an indication that the residential population is most likely a transient one which is to be expected in areas close to universities. As such, the motivation for upgrading and improving properties in the future may have to be a financial one, for the most part; rather than a civic- or community-minded one. As a result, strategies defined later in this document attempt to merge the motivations of long-term, community-minded investors with those of property owners who may be driven solely by the 'bottom line.'

Although rental housing is a predominant use in the study area, during the past several years, three, four, and five-bedroom apartments have become less popular. Vacancy of rental units in the neighborhood is rarely a problem. Given the predominance of rental units in the neighborhood, the below-average property conditions are not surprising. Many of the residential structures built in the first quarters of this century are wood frame construction and are showing visible signs of age and deferred maintenance. These conditions present a significant redevelopment opportunity if property owners are motivated to reinvest in their properties for long-term use. The map on page 14 highlights buildings that are in marginal condition or deprived of critical maintenance. These properties represent 45 parcels which create the opportunity to reposition the equivalent of 4 blocks of this 32-block area.



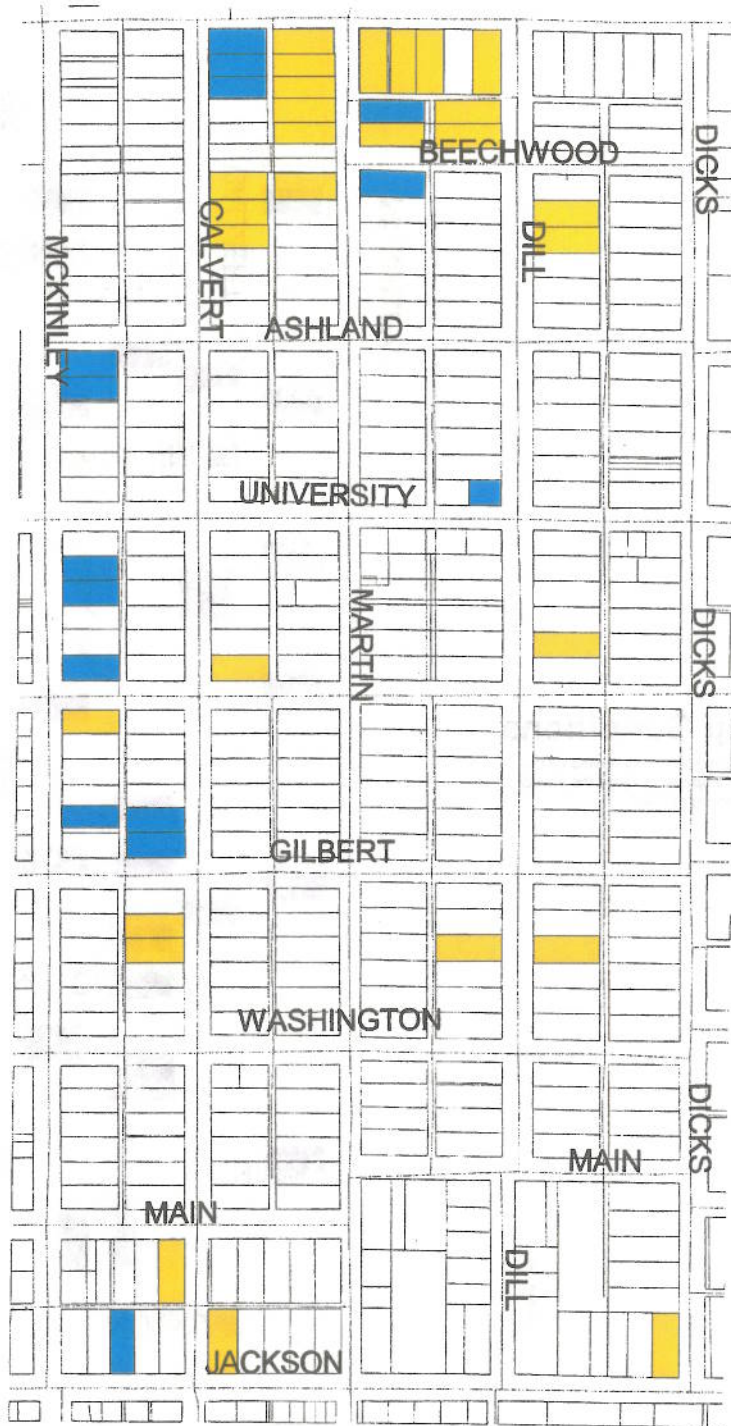
Example of 'marginal' building in the neighborhood.



Example of 'maintenance deprived' building in the neighborhood.

Owner Occupancy

NOTE: Parcels shown have addresses that are identical to those where the properties' tax bills are sent. This provided an approximation of the amount of owner occupancy in the neighborhood.



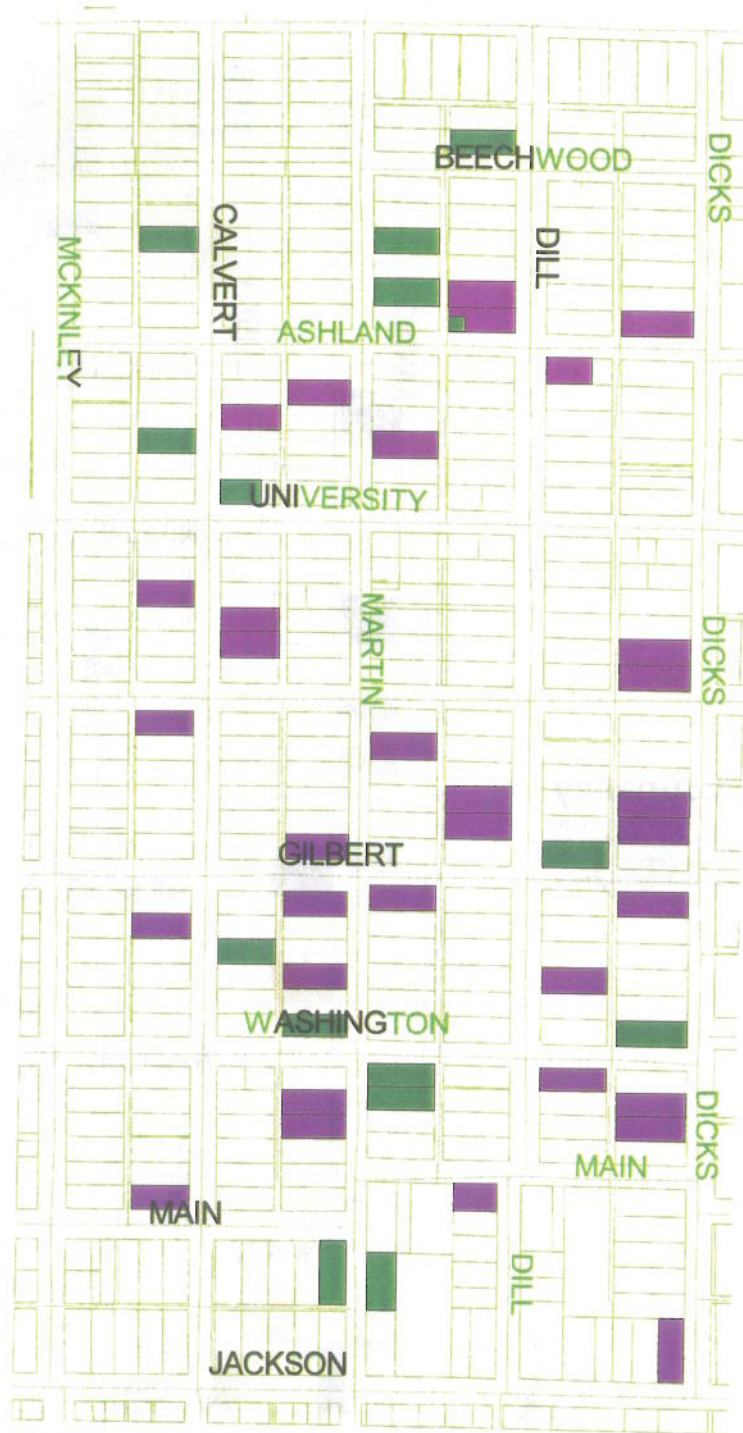
0 200 400 600 800 Feet

- Owner Occupied - Residential
- Owner Occupied - Non-Residential

The Village Muncie, Indiana

Building Conditions

NOTE: Buildings shown were evaluated by the exterior survey of properties only by the project team during the Spring of 2000.



- Marginal Properties
- Maintenance Deprived Properties

The Village Muncie, Indiana

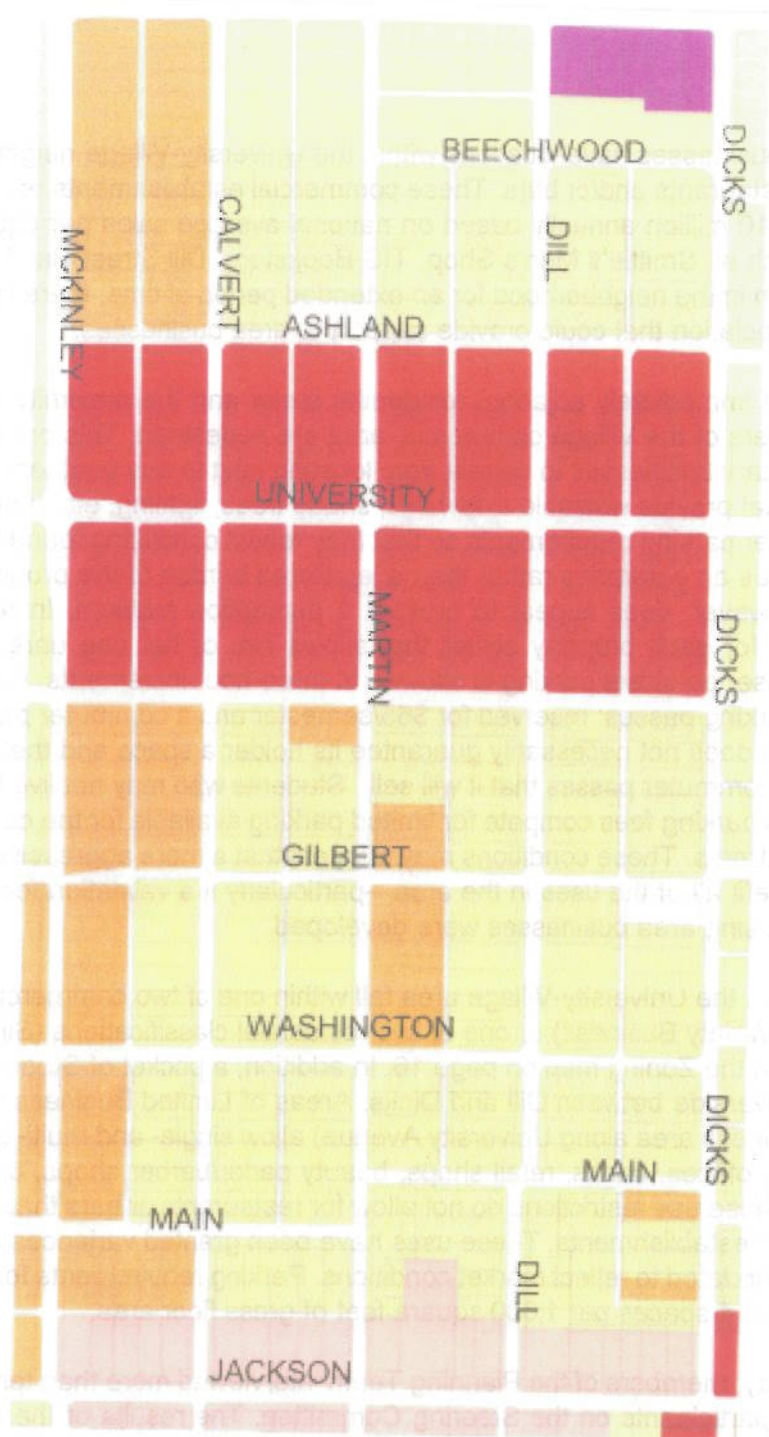
More than 40 businesses have locations within the University-Village neighborhood, nearly one-third of which are restaurants and/or bars. These commercial establishments represent potential revenues of more than \$10 million annually based on national average sales per square foot. Although many businesses such as Smittie's Men's Shop, TIS Bookstore, Dill Street Bar & Grill, and Travel Dimensions have been in the neighborhood for an extended period of time, there is a need for a more active merchants association that could provide support to area businesses.

Because of the immediately adjacent residential areas and the proximity of University dormitories, many of the users of the Village commercial area are pedestrian. This provides both the opportunity for complementary businesses to benefit from locating next to one another and the need for attractive streetscapes that provide walkable sidewalks, shade trees, lighting, etc. It also suggests the opportunity to reconsider parking requirements so that they reflect conditions found in downtown areas where parking becomes an enterprise rather than a legislated burden of the property owner. Parking in the study area, however, does appear to present a perception problem. In residential areas, the City issues permits for each property owner that allows him or her one unrestricted on-street parking space. Otherwise, on-street parking is allowed in three-hour increments. Ball State University issues two types of parking passes: reserved for \$65/semester and a commuter pass for \$35/semester. The commuter pass does not necessarily guarantee its holder a space and the University has no limit on the number of commuter passes that it will sell. Students who may not live in the area or want to pay the University's parking fees compete for limited parking available for the commercial enterprises and on residential streets. These conditions may suggest that a more aggressively managed parking system would benefit all of the uses in the area—particularly if a validation/fee reimbursement program for customers using area businesses were developed.

Properties within the University-Village area fall within one of two commercial classifications (Limited Business and Variety Business) or one of two residential classifications (Single Family or Multi-Family) as shown on the Zoning map on page 16. In addition, a pocket of Student Social Services Zoning exists along Riverside between Dill and Dicks. Areas of Limited Business zoning (which represents the Village business area along University Avenue) allow single- and multi-family residences, government buildings, offices, banks, retail shops, beauty parlor/barber shops, dry cleaners, laundromats, and schools. These use restrictions do not allow for restaurants or bars that represent one-third of the area's business establishments. These uses have been granted variances but Zoning classifications have not been updated to reflect market conditions. Parking requirements for various retail uses range between 2.4 and 4 spaces per 1,000 square feet of gross floor area.

During this study, members of the Planning Team interviewed more than ten stakeholders in the area who were not participants on the Steering Committee. The results of the interviews outlined below generally fall within one of four categories:

- Connections,
- Uses and Users,
- Opportunities, and
- Concerns.



The Village Muncie, Indiana

- Zoning**
- Community Business
 - Major Trading Zone
 - Limited Business
 - Single Family Residential
 - Variety Business
 - Single Family Residential
 - Flood Zone
 - Multi-family Residential
 - Intense Industry
 - Student Social Services

Zoning information provided by the City of Muncie.

Connections

- Commercial core along University could be better linked to the Ball State University campus & Ball Hospital
- Pedestrian access along Martin is important because it provides a connection to dormitories north of the study area
- Martin Street presents opportunities because it extends south to the White River
- North Street also provides a connection to the river
- Jackson Avenue is a well-traveled street extending to Downtown Muncie
- Pedestrian links to Ball Hospital exist and are necessary along Gilbert Street and University Avenue

Uses & Users

- Village commercial area attracts more than just students
- The study area has a predominance of rental units
- Jackson Avenue is becoming a vehicular-oriented street; some use conflicts with residential properties north of Jackson are starting to appear
- Zoning in the study area does not allow many of the uses that are currently there
- Larger homes have become more marketable as multi-unit buildings
- Noise, parties and trash occasionally create problems
- Landlords living outside of Muncie seem to be most likely to have deteriorated properties
- Low/no occupancy of rental units is rarely a problem
- Some turnover in businesses occurs – students will travel farther to buy cheaper

Opportunities

- North Street is an attractive residential street east of the study area; the relationship between the two areas could be strengthened
- Area around Hazelwood Church is attractive and could be the foundation for new development
- A designated area to concentrate fraternities could be a good addition
- Ball State University Property Management program provides opportunities for student involvement/learning within the context of neighborhood developments/projects
- Development of rental units with shared kitchen space may be a viable alternative
- Condos with access to BSU facilities for empty nesters could be successful
- Senior housing might be viable and could provide a training forum for students
- Ball State University could operate a 'branch' cafeteria in Village
- Density of uses should be greater between Ball State University and the Village because the location is so valuable
- No defined gateways to the neighborhood

Concerns

- Parking is difficult for residents and commercial users
- Lack of entertainment for minors
- Misconception that density of students has increased – new residential developments and desire to live alone has resulted in fewer students living in the Village area
- Some concern regarding whether or not sewer capacity could support substantial new development that increases density
- Fluctuations in University enrollment impact rental market and ability of smaller developers
- Some properties are being rented that should not because of their conditions
- Lack of open space
- Trash in alleys is constant problem

In summary, conditions in the University-Village study area present a number of economic opportunities that, if steered in the appropriate direction, could strengthen the character of the area and increase its economic and civic contribution to the Muncie community. The presence of Ball State University and its interest in participating in stabilization efforts is a tremendous asset of the area. In addition, the location of the University presents the study area with a captive market of students for both housing and commercial opportunities. Recent investment and completion of projects such as Scotty's Brewhouse, Suds Laundromat, and new housing developments indicates that there are private developers who will make improvements to the area that may extend the length of their investment but will ultimately elevate the conditions and property economics in the area. In order for more investments of that type to be made within the context of the recommendations of this plan, the following issues will have to be effectively addressed:

- Code enforcement of property conditions,
- Provision/amount of parking,
- Ball State University area of and schedule for expansion, and
- Redevelopment costs.

After assessing existing conditions in the study area, the Planning Team began setting up a framework for how the major neighborhood elements could be assembled to guide long-term planning and development. This framework is intended to identify key focal points, key connecting corridors and linkages, design characteristics, and sub-areas within the neighborhood that have predominantly similar development patterns.

FRAMEWORK FOR FUTURE DEVELOPMENT

chapter 4

The most significant expected change impacting the area is Ball State University's planned campus expansion. In the immediate future, the University plans to construct a building for the Music Department with a performing arts center and a parking garage along McKinley between Ashland and Riverside. Longer term growth could necessitate further expansion extending eastward south of Riverside Avenue for classrooms. Although expansion in this area would impact the most stable blocks within the neighborhood, there are a number of benefits to encouraging campus growth in this manner because doing so would:

- provide land contiguous to existing University property,
- allow the campus to remain a single, defined 'district,'
- allow the University to grow and continue to attract a student population,
- reinforce key connections to other parts of the University campus, and
- if done appropriately, strengthen the relationship and synergy between University uses and the Village Business area.

The Village Business area is currently more dynamic than the northern part of the neighborhood because of recent investment in restaurants, apartments, and other facilities. Determining the magnitude of growth that could both physically occur within the area and be supported by the community was an important step during the preparation of the Development Framework. The concentration of commercial uses is somewhat landlocked between McKinley and Dicks. Expansion of those uses to the east or west would conflict with uses on adjacent properties. It was the approach of the Steering Committee and Planning Team that the Village Business area would remain concentrated within the area bound by McKinley, Ashland, Dicks, and North; but that there was still the possibility of additional growth and expansion of the commercial uses. The resulting character would include a more dense arrangement of uses and more efficient parking solutions to accommodate the growth.

To the south of the Village and north of Jackson Street, the residential predominance will continue to be the highest and best use of the land for the foreseeable future given the proximity of Ball State University and the student population. There is an opportunity, however, to diversify the housing by providing more owner-occupied structures. Owner-occupancy could be encouraged through the provision of single-family structures, townhouses, or multi-unit condominium buildings and the stabilization of existing homes. The introduction of more owner-occupied homes will help to stabilize the neighborhood and will strengthen the relationship to the residential blocks further east of the study area.

The extreme southern end of the neighborhood, Jackson Street, with high traffic volumes and easy connections to Downtown Muncie, will likely remain commercial in nature but would benefit from development standards that help to minimize the impact of the commercial uses on the adjacent residential properties.

Given these conditions, the Planning Team identified three distinct zones, or areas, as represented in the Development Framework on page 21 that are characterized by the following predominant uses:

1. Ball State University campus expansion,
2. Village commercial, and
3. Neighborhood residential.

In addition, another smaller commercial zone that is more vehicular-oriented would remain at the south end of the study area along Jackson.

The key pedestrian connections in the neighborhood occur along North Street and Martin Street. North Street provides an opportunity to extend the character that exists to the east outside of the study area into the University-Village neighborhood. Martin Street is an important connection to the north into the Ball State University campus and southward to the White River. Uses along North Street would reinforce the connections to the east and provide an appropriate transition between the commercial area and the residential neighborhood to the south. For example, attached townhomes that face onto North Street could serve as a transition between the commercial and residential neighborhoods. Street-level retail with residential apartments above, particularly in areas near Martin, could also be an appropriate building type in this area. Regardless of building type, reorienting the ends of the blocks so that buildings face onto North Street on both sides would serve as a means of reinforcing the connectivity to east.

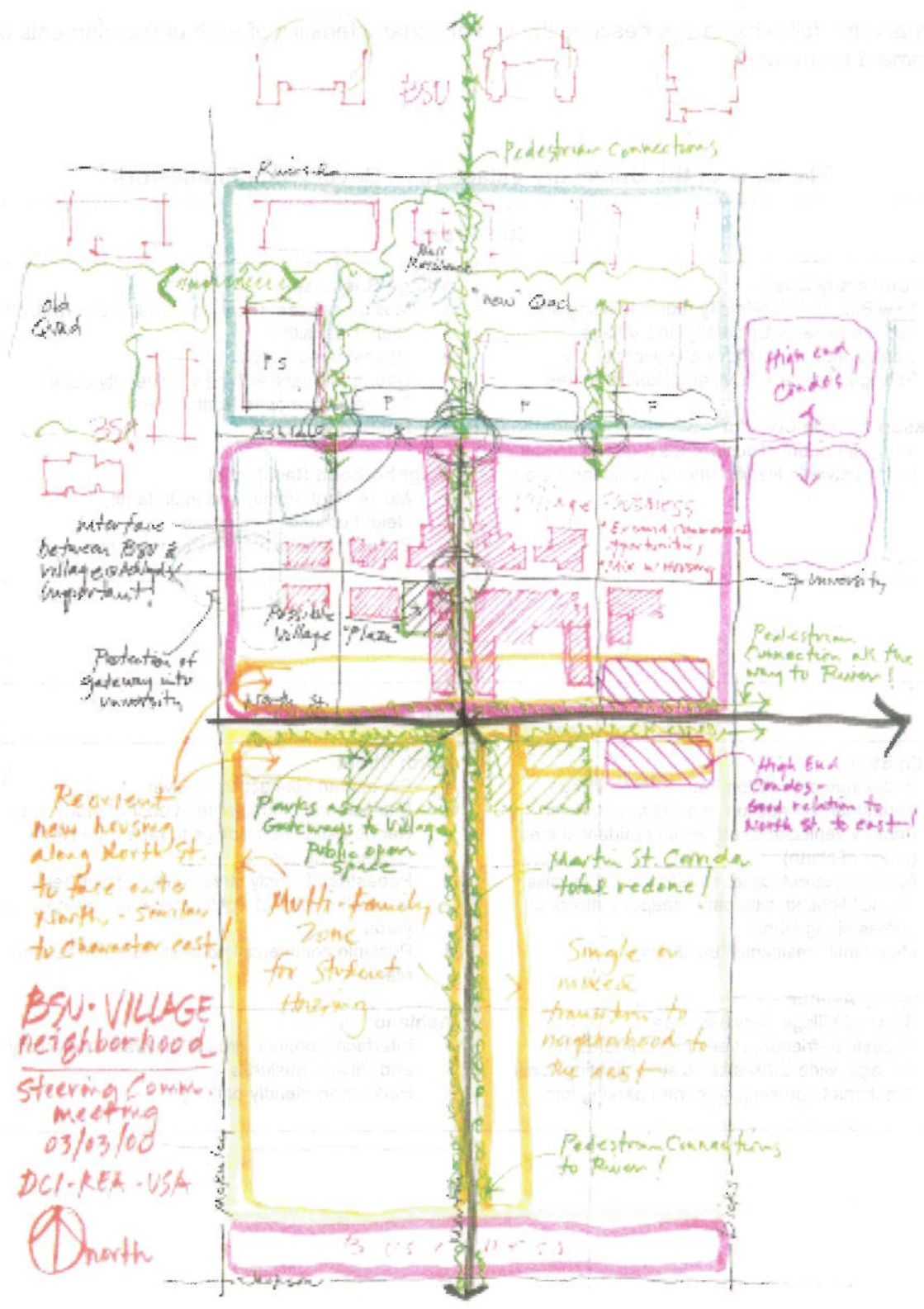
Open space is an important component of the physical Development Framework. It is assumed that the Ball State University expansion as discussed would incorporate a 'quadrangle-type' site plan that would introduce some open space into the area; but additional park space may be desirable within or south of the Village area. This open space could be located to serve as a gateway or transition between 'zones,' or it could be more centrally located within the residential neighborhood. In addition, the 'greening' of the entire area through streetscape improvements and bicycle/walking paths should be a priority.

The intersection of Martin and Ashland presents an opportunity for an important gateway or transition area between the Village and the University. Likewise, south of the Village area at Martin and North, another gateway/transition area will exist.



Examples of how new development (front view on top; rear view on bottom) on North Street could diversify housing opportunities, reinforce connections, and enhance the pedestrian environment.

University-Village Area Development Framework



University-Village Area Development Framework

As described previously, residential uses south of North would most likely be a mix of rental and new owner-occupied homes. The likelihood of transitioning toward more owner-occupancy to the east end of the study area is strong due to the strength of the owner-occupied neighborhood east of Dicks.

In summary, the following tables describe the primary characteristics of each of the elements of the Development Framework:

Elements of the University-Village Area Development Framework

Sub-Areas	
<p>New University Quad</p> <ul style="list-style-type: none"> ▪ New Ball State University music building ▪ Parking to serve University and Village ▪ Open space for public and University use ▪ Strong interface with Village Business area <p>Jackson Avenue Corridor</p> <ul style="list-style-type: none"> ▪ Vehicular-oriented businesses require appropriate buffer between Neighborhood Residential area 	<p>Village Business</p> <ul style="list-style-type: none"> ▪ Mixed-use area – housing, retail, restaurant, office ▪ Higher densities ▪ Pedestrian-oriented ▪ Strong interface with new University quad ▪ Densely-developed North Street ▪ Public open space <p>Neighborhood Residential</p> <ul style="list-style-type: none"> ▪ Mix of single-family and multi-family ▪ Neighborhood open space ▪ Building rehabs and new construction

Connecting Corridors	
<p>Martin Street</p> <ul style="list-style-type: none"> ▪ Pedestrian connection from BSU to Village ▪ Pedestrian connection from Village to River ▪ Primary vehicular street within residential area (south of North) ▪ Attractive streetscape: street trees, sidewalks, 'district' lighting, bike path, deeper setback to homes along Martin ▪ Multi-family residential buildings <p>University Avenue</p> <ul style="list-style-type: none"> ▪ Spine of Village Business area ▪ Pedestrian-friendly streetscape: interesting signage, wide sidewalks, 'district' lighting, clear directions to parking, screened parking lots 	<p>North Street</p> <ul style="list-style-type: none"> ▪ Pedestrian connection to River ▪ Extension of character from east of study area ▪ Reorientation of buildings to face onto North ▪ Higher densities ▪ Pedestrian-friendly streetscape: street trees, sidewalks, 'district' lighting, special paving, front yards ▪ Possible commercial node at North Street and Martin <p>Ashland</p> <ul style="list-style-type: none"> ▪ Interface/'common ground' between University and Village Business ▪ Pedestrian-friendly parking

Elements of the University-Village Area Development Framework (cont.)

Gateways	
<p>Ashland-Martin</p> <ul style="list-style-type: none"> ▪ Transition between Ball State University and Village Business area ▪ May include significant amount of parking, but should be well-screened and well-landscaped <p>University-McKinley</p> <ul style="list-style-type: none"> ▪ Transition from BSU to Village Business area <p>University-Dicks</p> <ul style="list-style-type: none"> ▪ Transition from residential neighborhood to Village Business area 	<p>North-Martin</p> <ul style="list-style-type: none"> ▪ Transition from Neighborhood Residential area to Village Business area <p>Martin-Jackson</p> <ul style="list-style-type: none"> ▪ Well-traveled business thoroughfare ▪ Significant entry into neighborhood residential area and access to Village Business area ▪ Streetscape enhancements ▪ Potential relocation of businesses for higher quality presentation

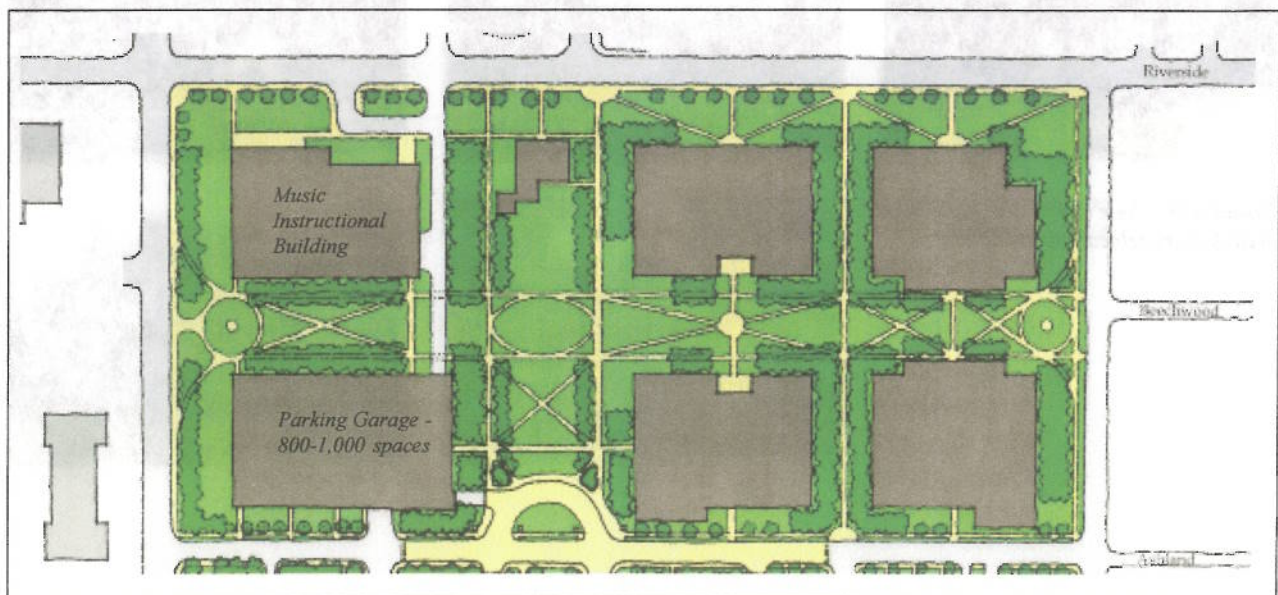
Open Space	
<p>New University Quad</p> <ul style="list-style-type: none"> ▪ Passive open space between Ball State University buildings for public and University use <p>Connections from new University Quad to Village Business</p> <ul style="list-style-type: none"> ▪ Pedestrian corridors extending southward from new quad open space <p>Village Business</p> <ul style="list-style-type: none"> ▪ Potential public plaza/gathering space 	<p>Martin Street</p> <ul style="list-style-type: none"> ▪ Well-landscaped pedestrian & bicycle corridor from River to BSU ▪ Deeper building setbacks south of North Street <p>Neighborhood Residential</p> <ul style="list-style-type: none"> ▪ Neighborhood park space (could incorporate active recreation facilities as desired) ▪ Could function as gateway to Village Business area

Detailed planning based on the Development Framework focused on improving connections between areas within and outside of the University-Village Neighborhood and on maximizing the potential for property improvement/redevelopment by identifying opportunities to enhance the economic return of properties. The Planning Team also explored options for the Village Business area that would result in an expansion of the services available there. The following recommendations are described according to each of the four sub-areas within the neighborhood:

- New University Quadrangle,
- Village Business,
- Neighborhood Residential, and
- Jackson Street Corridor.

New University Quadrangle

A plan for a New University Quadrangle has been prepared with general knowledge of Ball State University's needs and describes a building arrangement and site plan approach that assumes a traditional quadrangle layout. Buildings are located around a central cross-shaped open space system that connects to the Historic Quadrangle to the west and the Academic Quadrangle to the north. Buildings expected to occupy this area include a new Music Instructional Building at the southeast corner of Riverside and McKinley. A new parking structure south of the music building is presently under study. Additional buildings east of Martin, creating the remainder of the Quadrangle, would provide additional academic space for the University.



Plan detail of the 'New University Quadrangle' area.



Expected first phase of development for the 'New University Quadrangle.'

The initial phase for development of the University Quadrangle will be the new Music Instructional Building presently being designed and located at the southeast corner of McKinley and Riverside Avenues. The development of this structure will require the closure of the northern portion of Calvert. The southern portion will remain open to Ashland

and will provide service access to the new building. Surface parking will be provided between McKinley, Ashland, and Calvert and will be screened to provide a buffer to the remaining residential structures.

The expected build-out for the remainder of the University Quadrangle may occur over a period of 20 years, but this plan offers the community an understanding of the University's intentions and allows property owners to consider options for their land holdings. These blocks do include some of the finest homes in the area and, as such, this plan has identified the five homes shown below that could be relocated to the south in the Neighborhood Residential sub-area. The relocation of these homes could make an immediate impact in efforts to create more homeownership opportunities in the eastern part of the Neighborhood Residential area (between North and Jackson).



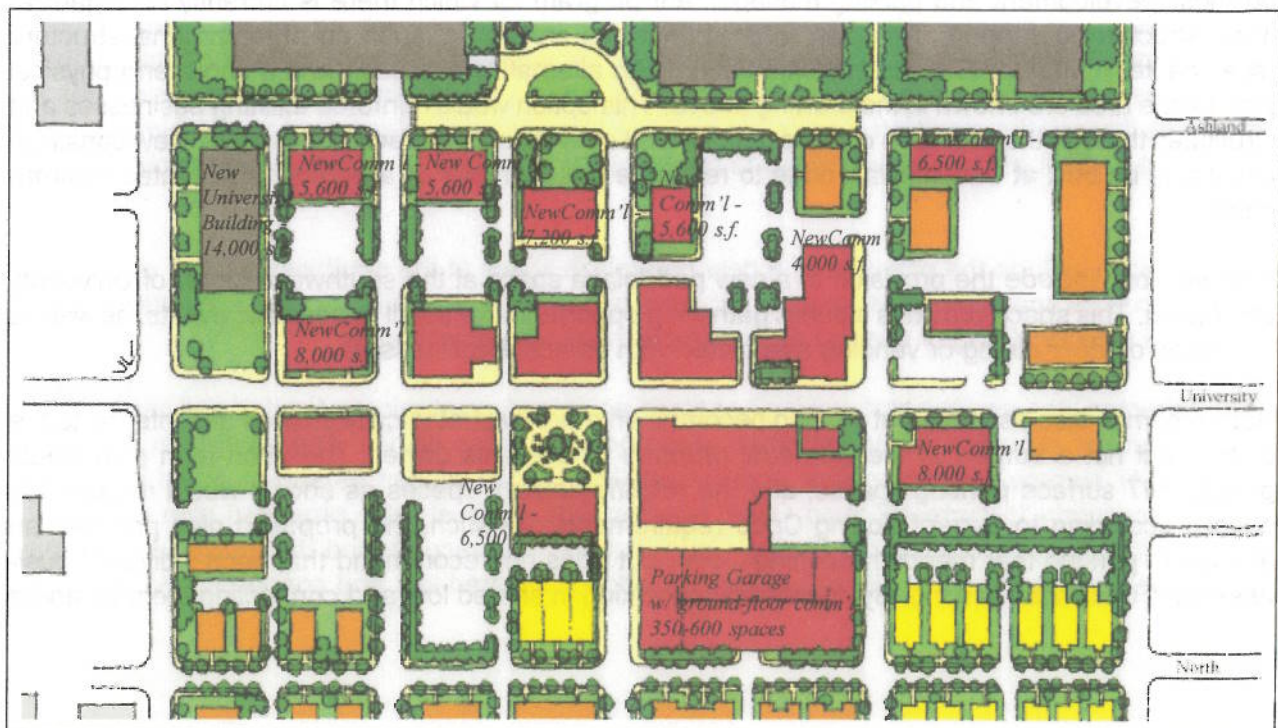
Homes in the 'New University Quadrangle' area that are relocation candidates.



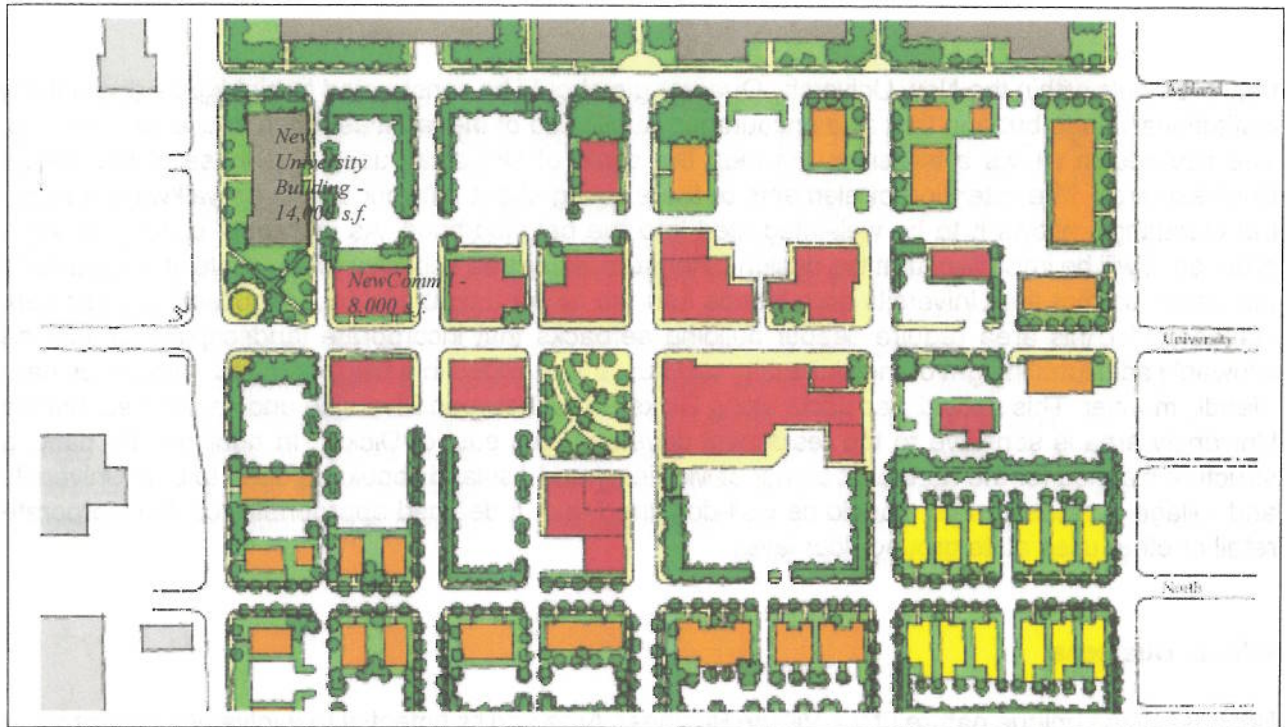
Improvements within the New University Quadrangle should be constructed to highlight a distinctively institutional image but one that also encourages public use of the facilities, open space, and parking. The site design allows a transition between the scale of University uses and those of the Village Business area. The retention of elements of the existing street network as major walkways through the Quadrangle allows it to be well-integrated into the neighborhood. As individual building designs proceed, it will be important that the design of those buildings be sensitive to the scale of structures to the south, so that the University area blends into the larger neighborhood. Proposed development standards for this area require deeper building setbacks that incorporate landscaping so that the allowable additional height of the University structures is provided in a neighborhood- and pedestrian-friendly manner. This should also occur along Dicks Street between Riverside and Ashland so that the University area is sensitive to the residential developments east of Dicks. In addition, the parking structure planned for the northeast corner of McKinley and Ashland should be open to both University and Village business users, should be well-designed and, if deemed appropriate, could incorporate retail or other uses at its ground-floor level.

Village Business

Because of the unique nature of the Village Business Area and its potential to evolve at a different rate than surrounding areas, this plan proposes a long-term arrangement of uses that would result in a more dense district than is currently present. In order for this more dense building fabric to be realized, the plan proposes a public parking garage on the south side of the sub-area that would complement the parking provided in the garage at McKinley and Ashland through a shared arrangement with Ball State University. This long-term plan would add more than 75,000 square feet of ground floor retail space to the district and the opportunity for major anchors, such as a movie theater, large bookstore, etc. in two locations: along McKinley between University and Ashland and at the southwest corner of



Plan detail of the long-term build-out of the Village Business area; areas shown are footprint size only; uses shown are ground-floor only.



Plan detail of the short-term build-out of the Village Business area.

University and Martin adjacent to a proposed new plaza/park space. Parking would be provided in 5 surface lots and in a new parking garage of at least 300 spaces located behind the existing University Square along North. This garage would provide additional retail space at its ground level so that it contributes to the pedestrian quality of the street.

Achievement of the long-term plan for the Village Business area will be reliant upon an aggressive business development and parking management program for which there is currently no organizational structure to support. This plan recommends the creation of such an organizational structure (see chapter 6, *Master Plan for Implementation*). An alternative approach and a short-term physical plan for the area are shown in the drawing above. This option would reinforce existing businesses and structures through the provision of more defined and consolidated surface parking lots. New construction would be built at the sidewalk edge to reinforce the character of a pedestrian-oriented environment.

Both versions include the provision of a new park/plaza space at the southwest corner of University and Martin. This space provides a public gathering opportunity for small concerts or events, as well as for casual outdoor dining or vending associated with adjacent businesses.

Both schemes also assume that parking becomes an amenity strategically located and integral to the district, but not a burden of the individual property or business owner. The short-term plan would provide 547 surface parking spaces; and the retail/restaurant spaces as shown would require 541 spaces according to current Zoning Code requirements. As such, the proposed plan provides an amount of parking that meets the Zoning Code, but does not recommend that each individual business have dedicated parking. By consolidating parking in shared lots and connecting them to stores

and restaurants with attractive, well-maintained pedestrian walkways, the Village Business area could begin to function in a manner similar to downtown central business districts where the provision of parking becomes a market-driven activity. This approach has particular merit in the University-Village Neighborhood because the predominant user in the district is the pedestrian.

It is intended that as long as the overall district ratio between parking and commercial space remain in a range of three parking spaces per 1,000 square feet of available commercial space, that property owners adding new space to the marketplace will not be required to provide parking for their individual use. In lieu of the traditional parking space requirement, a parking impact fee will be assessed that will generate revenue in order to fund the parking facilities. The provision of parking for residential units, which are encouraged on the upper floors of buildings within the Village Business area, will be required through an arrangement between the residential unit landlord/developer and the entity managing parking in the district. This plan proposes that because of the recommendation that parking become a district amenity rather than a property owner's responsibility that all parking facilities be managed by a public-private entity. This entity would construct, own, and maintain parking and could enter into lease agreements for parking spaces with residential landlords and create a parking validation system with district merchants. These recommendations are described further in chapter 6, *Master Plan for Implementation*.

Finally, in order to increase business opportunities and activity in the Village Business area, this plan proposes changes to the Zoning Code that would increase height limitations from two floors to three and restrict residential uses to the upper floors of buildings. These guidelines are intended to increase the amount of retail space available, elevate income potential from properties, and increase the population of the district that will serve to support the introduction of additional commercial uses.

Neighborhood Residential

The Neighborhood Residential sub-district of the study area is organized around two spines, North Street and Martin Avenue, that define areas of different use concentrations as well as function as major connecting corridors within and beyond the University-Village Neighborhood.

North Street is intended to capitalize on conditions outside of the study area by providing a character that is more representative of that found to the east of the University-Village Neighborhood. This character will be defined by an attractive streetscape and buildings that are oriented north- and southward onto the street rather than to the east and west as is currently the case. The streetscape will differ with that to the east, however, because in order to achieve a more intimate environment and to maximize the economic opportunity of the land, the buildings will be more narrow, closer together, and sit closer to the sidewalk. Parking will be provided in the back of the buildings and will be accessed from the alley.

North Street provides one of the best locations to introduce townhouse-type homeownership opportunities into the neighborhood. These structures could be high-end units that would attract professionals or empty nesters that would value a living environment close to the University and the Village commercial district. As one moves further to the west on North, the concentration of ownership would most

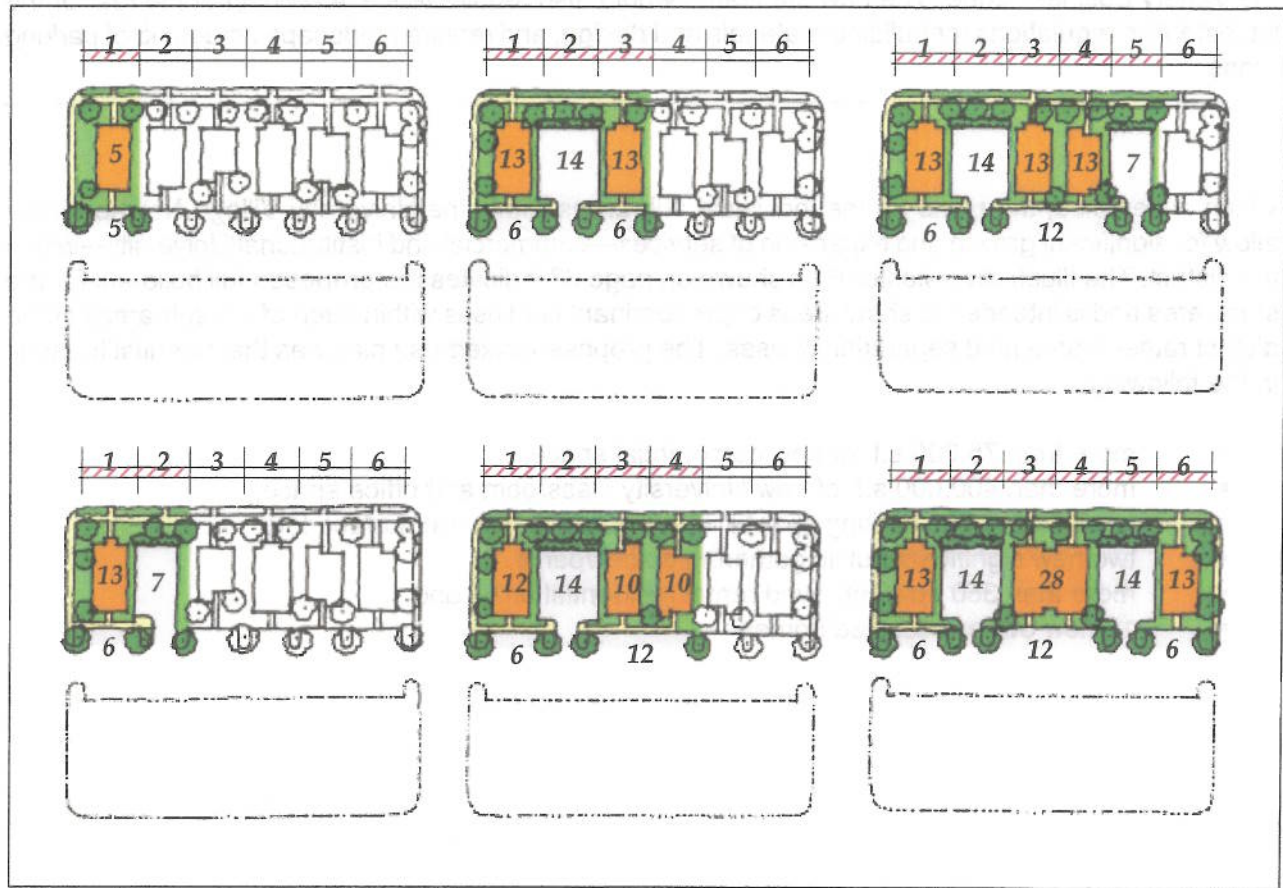


Plan detail of the Neighborhood Residential area.

likely diminish allowing for the retention of existing rental units.

As the second spine of this sub-area, Martin Avenue will provide a different character because of the expectation of a greater rental housing focus. It will also be characterized by the introduction of a significant neighborhood open space amenity in a new park located between Gilbert and Washington, Calvert and Martin. Properties along Martin and on the blocks to the west will benefit from alley parking improvements that will help to encourage redevelopment and improvement of the lots based on the resulting increase in number of units that could be provided. Alleys would be widened to provide two-way access with perpendicular parking adjacent to the right-of-way. Utility relocation would be necessary in order to facilitate this arrangement. In addition, the alleyways would benefit in these improvements from the provision of consolidated and screened trash dumpsters.

By maintaining the existing lot widths of 50' and planning for buildings that would provide apartments for 5 students each, each block could accommodate 60 students (5 students/lot) with 60 on-site parking spaces. Consolidating lots, however, could result in economies of scale that would allow up to 104 students per block (8.7 students/lot) with 104 parking spaces. As a result of lot consolidation, developers could be incented to redevelop the neighborhood at a faster rate. This proposed plan for increasing the density of units will not result in a shortfall of on-site parking.



Multi-family development options. By consolidating lots, greater efficiency-- physical and economic-- could be realized.

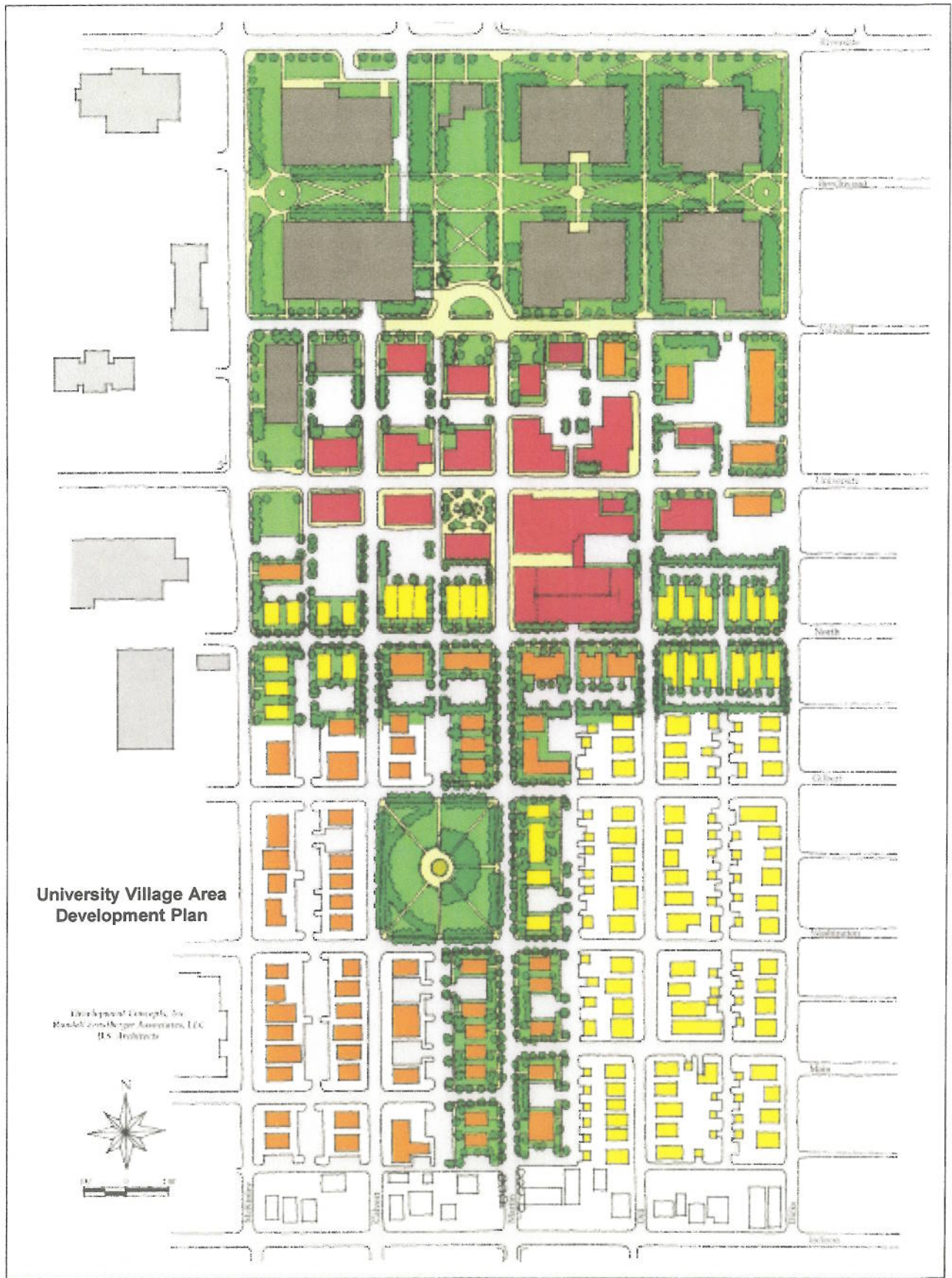
Blocks in the eastern half of the Neighborhood Residential area south of North Street are targeted for more single-family homeownership opportunities that provide an appropriate transition to and compatible mix with the blocks east of Dicks. Although this area should have a concentration of single-family homes, it is envisioned that it will offer a mix of housing opportunities for homeowners and renters in an attractive, well-maintained environment. As such, Zoning changes proposed include the allowance of single-family and two-unit buildings by right as long as they meet building setback, design, and parking requirements.

Jackson Street Corridor

Detailed planning for Jackson Street was not a primary focus of this planning effort in light of the fact that the segment within the study area is only part of a much larger corridor that should be studied as an overall corridor providing an entryway to and from downtown Muncie. However, the vehicular-oriented businesses along Jackson create the need for an appropriate buffer between it and the Neighborhood Residential area to the north. As such, recommendations for development standards that would be applicable as part of the creation of a zoning overlay district focus on 'down-zoning' the area to exclude larger scale uses, open storage, and light industrial uses that are currently allowed in the Variety Business zone. The new standards would also require fence screening at the rear of the lot, establish regulations for building materials and design, and require landscape screening of parking areas.

When assembled, the plans for the individual sub-areas within the University Village Neighborhood allow for significant growth and expansion of services—commercial and institutional/University—within the district. The Illustrative Master Plan shown on page 33 indicates the proposed full build-out for the study area and is intended to show areas of predominant land uses within each of the sub-areas of the district rather than a rigid separation of uses. The proposed mixed-use plan has the potential to result in the following:

- more than 75,000 s.f. of new commercial space,
- more than 400,000 s.f. of new University classroom and office space,
- more than 1,700 parking spaces in two garages and five surface lots,
- two new significant public gathering places/parks,
- more than 350 new/improved rental residential units, and
- 12 new owner-occupied homes.



Illustrative Master Plan

MASTER PLAN FOR IMPLEMENTATION

chapter 6

During the planning process, Steering Committee members stressed the need for clearly defined 'next steps' that would help to ensure that the goals of this plan were achieved. Accomplishment of the many projects described within this plan will require a concerted effort from many stakeholders. Fortunately, the types of actions required do not need to be carried out by any one group—particularly the City. A collaborative effort and agreed upon system of accountability will be critical as the recommendations of this plan are accepted by the community. In addition, the following items are elements of the implementation of this plan:

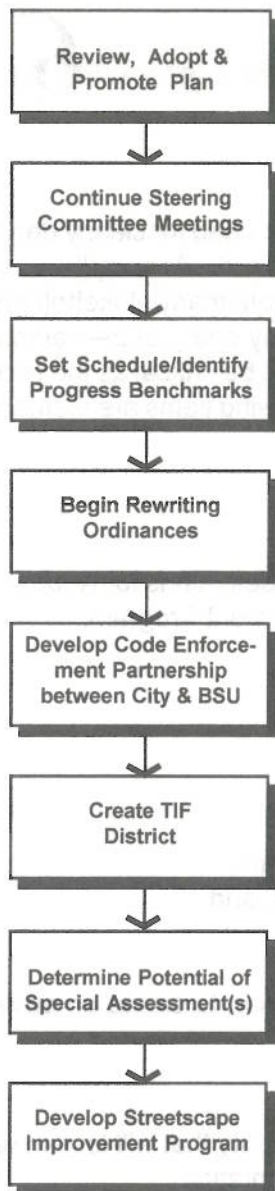
1. Creation of Zoning Overlay District (ZOD),
2. Creation of Tax Increment Finance (TIF) District,
3. Creation of a Special Assessment Mechanism that Provides Funds for Redevelopment and an Active Merchants Association/Business Development Program,
4. Creation of Public-Private Parking Authority,
5. Enhancement of Code Enforcement,
6. Shared Parking of New Ball State University Garage,
7. Creation of Parking Impact Fee Program,
8. Development of Parking Validation Program,
9. Creation of Homebuyer Assistance Program, and
10. Development of Streetscape/Public Improvement Program,
11. Consideration of Cooperative Ownership Arrangements, and
12. Preparation of Jackson Avenue Corridor Plan.

The tasks listed above and described in greater detail below are intended to create an environment that will support implementation of the plan in the following ways:

- Elevate development standards and property conditions,
- Create a public-private entity with revenue generating ability that will lessen what would traditionally be the City's burden for plan implementation,
- Capitalize on the existence of a major institutional partner, and
- Provide financing mechanism(s) that will provide support to and attract developers.

Because of the magnitude of this scope of work and the desire for change as soon as possible, it is recommended that the Steering Committee continue to meet on a monthly basis to monitor progress on each of these initiatives. It may also be necessary to broaden the representation on the Steering Committee to include legal expertise and additional City staff as needed. The first 'next step' of the Steering Committee should be to review and adopt the plan and request the same action from the Delaware-Muncie Metropolitan Plan Commission and the City Council. In doing so, the Steering Committee should meet with additional property owners (particularly those in early phase areas) to inform them on the plan and to gain their support. The scope of work proposed in the plan and its affect on each of the four major players in the neighborhood warrants a continuation of the cooperation and collaboration that has occurred during the planning process. The initial next steps toward plan implementation are highlighted on page 36.

University-Village Area Development Plan/Steering Committee Next Steps



Each of the tasks identified earlier is described in greater detail below including the identification of the entity primarily responsible for the task completion and a description of action steps. Also included is a target completion date, all of which are highlighted on the following Plan Implementation Timetable shown on page 45.

1. Zoning Overlay District (ZOD)

This plan recommends the creation of a Zoning Overlay District that would outline six sets of development standards for: the New University Quad, the Village Business Area, North Street, the Single Family Residential Neighborhood, the Multi-Family Residential Neighborhood, and Jackson Street (see outline of standards in Appendix). Under the proposed guidelines, all of the areas would become subject to architectural design and parking placement regulations. In particular, the parking requirement in the Village Business area would be changed so that each individual retail space is not held responsible for the provision of parking. Instead, the overall plan for the district would provide parking at a ratio of 3 spaces per 1,000 square feet of retail space.

The proposed standards also would significantly alter the existing character of North Street because they propose a 10' setback so that the character of the street is intimate with an attractive pedestrian scale and room for bicycle paths. Similar standards that allow deeper setbacks were outlined for Martin Street.

Administration of the ZOD should not be more laborious than current review procedures; however, described below within the discussion of Code Enforcement are options for the creation of a partnership between the City and Ball State University that could enhance procedures.

Benefit of Task:

Reconciles discrepancies between current Zoning and neighborhood/market conditions; creates 'security blanket' for investors by stating standards to which all property owners will be held.

Action Steps:

Review and revise proposed outline of standards.
Write and introduce ZOD ordinance to City Council.

Target Completion Date: February 2001

2. Creation of Tax Increment Finance (TIF) District

Benefits of a Tax Increment Finance district can be realized if significant investment is going to occur to increase property tax revenues. A TIF would allow the increase in property values that would be realized from new development to be used for some improvements. Generally, a city will issue bonds to pay for the improvements 'up-front,' and use the future tax revenues to pay off the bond debt. It is recommended that the entire study area be made a TIF district and that revenues be used to provide assistance for the proposed reconfiguration of North Street, streetscape improvements along Martin and University, alleyway improvements as necessary to support multi-unit residential development along Martin and to the west of Martin, and/or property acquisition to facilitate development. In order for the City to be able to offer bonds for sale, however, a well-defined development must be packaged. As such, this reinforces the need for the Steering Committee to remain actively engaged and to quickly agree on initial projects.

Benefit of Task:	Targets revenue from increase in property taxes (from redevelopment) to neighborhood improvements, facilitates redevelopment through direct and indirect assistance.
Primary Responsibility:	City of Muncie.
Action Steps:	Determine TIF boundaries. Identify projects within boundaries and potential developers. Determine budget and development work program. Introduce and approve ordinance.
Target Completion Date:	Fall 2001

2. Creation of Special Assessment Mechanism(s) that Provides Funds for Redevelopment and an Active Merchants' Association/Business Development Program

In order for the public sector to 'set the table' for private investment and provide a climate that encourages the private sector to implement elements of the plan, there will most likely be a need to target resources to the Village area so that positive change occurs in a timely manner. A number of tools are available through current legislation and the opportunity exists to use the example set by other communities to replicate similar results. These additional direct and indirect incentives will be important to package with potential TIF funding in order to increase the likelihood that private developers and property owners will invest in the area. The tools recommended (in part or whole) and described below include:

- a. Economic Improvement District (EID)
- b. Sales Tax Increment Finance District (STIF)
- c. County Economic Development Income Tax (CEDIT)

a. Economic Improvement District (EID)

State legislation (Indiana Code 36-7-22) passed in 1988-89 allows for the creation of Economic Improvement Districts to support:

- (1) Planning or managing development or improvement activities.
- (2) Designing, landscaping, beautifying, constructing, or maintaining public areas or public ways (including designing, constructing, or maintaining lighting for a public area or public way).
- (3) Promoting commercial activity or public events.

- (4) Supporting business recruitment and development.
 - (5) Providing security for public areas.
 - (6) Acquiring, constructing, or maintaining parking facilities.
 - (7) Constructing, rehabilitating, or repairing residential property.
- (from IC 36-7-22, Chapter 22)

EIDs create revenue from property tax assessments within a designated district. Kendallville and downtown Fort Wayne are the only communities to take advantage of the legislation thus far. In Fort Wayne, a petition process among property owners was initiated in 1995 and the City Council approved a \$150,000 budget and board composition in October of that year. The following year, the first EID special assessment was levied and approximately \$146,261 was received by the board in July of 1997. In effect, the City funded the first year of the board's existence.

The responsibility for creating or approving the creation of an EID would fall on the City Council by introduction of an ordinance that would require the endorsement of a majority of the property owners within the district as long as those owners constitute at least two-thirds of the assessed valuation in the proposed district. For example, if a majority of the property owners agreed to the EID and an assessment on their property, but the assessed values of their properties combined did not amount to two-thirds of the total property values, then the EID could not be approved.

The EID's board would consist of area stakeholders and should include University representation. For a workable annual operating budget to be supported, it is recommended that the City and Ball State University or other organization agree to provide some financial resources to the BID. Revenues should be used for parking management, collective marketing, maintenance, property acquisition to facilitate development, project development, and some physical improvements. An alternative funding mechanism would be to capture local sales tax revenue; however, such a tool would require state legislative action as described below.

b. Sales Tax Increment Finance District (STIF)

STIF is an economic development tool that currently only the City of Hammond can utilize in the state of Indiana due to authorizing legislation (IC 36-7-26) passed during the 1993 session of the Indiana General Assembly. New sales tax revenue generated in a State-approved STIF district can be used to support redevelopment activities. If legislation were modified to allow this tool to be used in Muncie, the City would initiate a STIF district process with the State in order to set up a district and receive the necessary approvals in order to use STIF revenue.

The STIF law was passed for the City of Hammond to encourage economic development that would:

1. Attract new business and encourage existing business to remain or expand,
2. Increase temporary and permanent employment opportunities and private sector investment,
3. Protect and increase state and local tax bases, and
4. Encourage overall economic growth in Indiana.

A redevelopment plan for the Hammond Marina and surrounding areas was completed in and included a STIF district; however, neither the plan nor the STIF district were implemented.

The STIF revenue could have a significant impact if a substantial amount of new sales tax were generated in the Village area. Based on the plan described in this document (which is predominantly characterized by residential development), the STIF may not be as useful a tool as an Economic Improvement District. In addition, the State has historically not been willing to give credit for purchases that are not determined to be 'new' to the area.

c. County Economic Development Income Tax (CEDIT)

Fifty-five counties in Indiana have elected to impose a County Economic Development Income Tax (CEDIT) on individuals who live in a taxing county or individuals who maintain their principal place of employment of business in a taxing county but does not reside in a county that imposes the tax. Delaware County currently participates in this program and assesses taxpayers at a rate of .20% Revenue from this assessment is distributed County-wide. By State law, the opportunity exists to increase the assessment up to an additional .20% which could generate new tax revenue in the neighborhood of \$3,300,000 (based on 1999 distributions, per the State Department of Revenue) to be distributed County-wide. Future distributions of revenue increases could result in a portion of this revenue being targeted toward economic development and capital projects within the Village area.

To varying degrees, these three tools (EID, STIF, CEDIT) allow the City of Muncie to generate revenue to support redevelopment initiatives in the Village. All of them will require support from one or more of the following groups: property owners, legislators, business owners, and taxing officials. As such, the role and importance of the steering committee in promoting the plan and its value to the larger community cannot be overestimated. To that end, this plan recommends that further exploration of each option and the potential revenue that could be generated in relation to the likelihood of gathering community support for the special assessment.

- | | |
|--------------------------------|--|
| Benefit of Task: | Can generate support/buy-in for activities from property owners, elected officials and the private sector; creates revenue source for improvements and programs (see number 4 below, Creation of Public-Private Parking Authority). |
| Primary Responsibility: | Property owners organized and assisted by City of Muncie. |
| Action Steps | Organize property/business owners and promote special assessment.
Gather petition of property and/or business owner signatures.
Identify board members (if necessary) and develop budget.
Introduce ordinance to City Council and/or State legislature.
Determine revenue source and distribution vehicle. |
| Target Completion Date: | Fall/Winter 2001 |

4. Creation of Public-Private Parking Authority

Because parking is a critical issue affecting development in the University-Village Neighborhood, particular around University Avenue, it is recommended that parking be a significant focus of the EID, if created, through the creation of a Parking Authority which could share the same board as the EID but, for project purposes, would have separate accounting mechanisms. The Parking Authority is an important part of project implementation because of the physical plan recommendation regarding strategically located, shared parking facilities. In order for those parking resources to truly be available for the general public at all times, they should be publicly owned and managed. A public-private Parking Authority, can fill that role.

The Parking Authority would be charged with the following tasks: property acquisition for new parking; construction, maintenance, and management of surface parking lots; issuance and enforcement of on-street parking permits through an agreement with the City; creation of a parking validation system in conjunction with merchants; eventual development of structured parking garage; monitoring of district parking demand/needs; and assessment of parking impact fees when necessary.

Initially, the Parking Authority's activities would most likely require assistance from the City or another organization and/or revenues from other financing mechanisms described below. Ultimately, however, the goal would be for the Parking Authority to be more self-sustaining through income generated from operations, permits, and fees.

Benefit of Task:	Creates single entity charged with monitoring district parking needs; generates revenue to address need.
Primary Responsibility:	EID (if created) and/or City of Muncie.
Action Steps:	Integrate Parking Authority activities into local legislation. Identify board members and establish budget. Enter into agreement with City regarding on-street parking permitting. Establish work program. Acquire property. Construct shared parking facility. Hire parking management team.
Target Completion Date:	Fall 2001

5. Enhancement of Code Enforcement

Code enforcement in the University-Village Neighborhood appears to be a burden that the City, understandably, struggles to keep up with. In order to alleviate that burden, this plan proposes a partnership between the City and the University that would allow students enrolled in property management courses to assist with initial inspections and citations that could then be followed up on by City staff.

Benefit of Task: Improves code enforcement without over-burdening City staff.

Primary Responsibility: Potentially City of Muncie and Ball State University.

Action Steps: Prepare agreement between City and University.
Prepare work program for implementing program.
Provide training to University personnel.

Target Completion Date: Fall 2001

6. Shared Parking of New Ball State University Garage

Although the proposed Parking Authority could be established and fully operational by the time construction of the new University garage is complete, it is expected that the shared use of that facility will still be of benefit to the neighborhood. As such, this plan recommends that an agreement between the University and the proposed Parking Authority be drafted that allows for public use of some spaces—particularly during evening hours. This agreement could be in the form of an affordable, long-term lease of identified spaces or an exchange of management of the garage for a percentage use of the space.

Benefit of Task: Provides additional parking alternative for Village users.

Primary Responsibility: (if created) and potentially Ball State university Parking Authority.

Action Steps: Prepare agreement between Parking Authority and University.
Prepare work program for implementing program.

Target Completion Date: Fall 2002

7. Creation of Parking Impact Fee

Although shared parking for the district alleviates property owners of the responsibility of providing parking, as the area continues to attract investment and new projects, parking will continue to be a challenge. Predicting the number of spaces needed to serve the district will be an ongoing and difficult task. As such, a parking impact fee can help to mitigate the creation of too much commercial space by attaching a source of revenue that would be contributed to the Parking Authority so that additional parking can be provided. It is recommended that the fee program be in effect only within the boundaries of a designated area.

It is further recommended that the parking impact assessment be based on the costs of providing parking to serve proposed uses. Although costs for surface and garage parking vary, it is expected that impact fees could run between \$2,000 and \$10,000 per space. The 'up-front' burden of the impact fee could be lessened by establishing a 2-4 year payment option. If the City and/or another organization contributed to the pool of revenue generated by the parking impact fee, then the assessment would be reduced. Existing uses that currently have parking would be exempt from the assessment unless they propose a redevelopment of their site.

Benefit of Task: Provides funding source for new parking facilities while managing alleviating property/business owners of the burden of providing parking.

Primary Responsibility: Parking Authority (if created) and City of Muncie.

Action Steps: Hold meetings with property owners to discuss impact fee.
Determine impact fee assessment.
Integrate fee program into Parking Authority work program and legislation.

Target Completion Date: Fall 2001

8. Development of Parking Validation Program

In order for the Parking Authority to achieve sustainability, it will be necessary to charge for parking. In order to make the parking more customer-friendly and encourage people to come to the district to dine and shop, a parking validation program should be created to offset the costs to the customer for parking. There are several models for creating a validation program including vendor stamps when a purchase is made, coins that can be distributed by vendors for use in meters, and showing of receipts to parking attendants upon exit. In addition, offering free parking during slow times could help stimulate business activity. Because of the proximity of the University, however, it will most likely be important to have on-site management of parking lots to monitor who is using the lots and to make sure students are not using the validation program by making a purchase on their way to classes and leaving their cars in the lot for extended periods of time.

Benefit of Task: Makes parking more user-friendly for commercial users.

Primary Responsibility: Parking Authority (if created).

Action Steps: Develop options for validation program.
Discuss options with merchants.
Implement and promote program.

Target Completion Date: Fall 2001

9. Creation of Homebuyer Assistance Program

A homebuyer assistance program could encourage the repositioning of the southeast corner of the neighborhood into a more owner-occupied area. The City and the University could participate in such an endeavor; however, Ball State University and its employees, in particular, are in a position to benefit from existing programs such as those available through Fannie Mae. Programs such as these provide financial assistance to homebuyers that can be supplemented by and combined with assistance from their employer.

Benefit of Task:	Encourages the introduction of more owner-occupied housing into the neighborhood.
Primary Responsibility:	City of Muncie and potentially Ball State University.
Action Steps:	Contact Fannie Mae regarding available programs. Prepare program guidelines. Market and publicize program.
Target Completion Date:	Spring 2001

10. Development of Streetscape/Public Improvement Program

Included within this plan are a number of streetscape improvements that will benefit the neighborhood. In order to implement these improvements, funding should be assembled from a number of sources including TIF revenue, City capital improvement programming, State funds, and Federal funds—particularly Transportation Enhancement, or TEA-21, funds. An agreement on the phasing of proposed improvements should be made between the City and the proposed EID and then detailed planning and design of the phase one project should begin. An understanding of what is reasonable to ask developers to contribute to the streetscape as they do projects (e.g. sidewalks, alley improvements, etc.) should be determined once detailed plans and budgets are prepared. Once this information is gathered, the impact on all funding sources can be understood. Immediately, however, the City could agree to allocate some funding to the program and to support a TEA-21 application.

Benefit of Task:	Improves visual and pedestrian quality of neighborhood; supports private development activity.
Primary Responsibility	City of Muncie.
Action Steps:	Allocate funds from capital improvement program. Agree on phasing of improvements. Prepare TEA-21 application. Prepare detailed design and budget for phase one work. Begin construction of phase one project.
Target Completion Date:	Fall 2001

11. Consideration of Cooperative Ownership Arrangements

If property owners, particularly current 'absentee landlords' are not forthcoming to participate in the work program described in this plan, a cooperative ownership situation would be worth consideration. A co-operative ownership arrangement could be established as a pilot/test program on one or more blocks. This arrangement would involve the transfer of actual property ownership into proportionate ownership of a collective corporation that would own all the property on the block. This may be an attractive alternative for absentee landlords whose primary objective may be only to maximize returns on their investments. By showing how their revenues from the corporate participation will not diminish, and potentially grow, they may be convinced to participate.

The positive neighborhood benefit would be that more properties would be redeveloped and property management and maintenance (which would be the responsibility of the corporation) would be improved. The implementation of a more aggressive code enforcement program might encourage owners to participate when given the alternative of complying with ongoing citations generated through greater attention to property conditions and inspections.

This program would best be effective in areas of rental concentration. A pilot program or case study could track profits before and after incorporation so that the strategy could be replicated elsewhere.

Benefit of Task:	Provides alternative investment option for 'absentee' landlords; economies of scale in maintenance & management could be achieved.
Primary Responsibility:	EID (if created) or City of Muncie.
Action Steps:	Identify pilot block options and discuss with property owners. Set up corporate structure and transfer ownership in pilot block. Determine management and maintenance structure. Establish system for tracking revenues and return on investment.
Target Completion Date:	Fall 2002

12. Preparation of Jackson Street Corridor Plan

In order to supplement changes to the Zoning code that help to provide a more compatible relationship between the commercial uses along Jackson and the residential uses to the north, it is recommended that an overall corridor plan for Jackson Street be prepared. This study would focus on determining the appropriate character and location of uses for this important street as an entryway to downtown.

Benefit of Task:	Provides a development direction for the street that will inform property owners and direct uses to appropriate locations.
Primary Responsibility:	City of Muncie and Delaware-Muncie Metropolitan plan Commission.
Action Steps:	Assemble steering committee to guide project. Prepare scope of work for effort. Assemble team to prepare plan.
Target Completion Date:	January 2002

**University-Village Area Development Plan
Plan Implementation Timetable**

	2000				2001				E
	City-led				BSU-led				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1 Creation of Zoning Overlay District									
2 Creation of TIF District									
3 Creation of Special Assessment Mechanism									
4 Creation of Public-Private Parking Authority									
5 Enhancement of Code Enforcement									
6 Shared Parking of New BSU Garage									
7 Creation of Parking Impact Fee									
8 Development of Parking Validation Program									
9 Creation of Homebuyer Assistance Program									
10 Development of Streetscape/Public Improvement Program									
11 Consideration of Cooperative Ownership Arrangements									
12 Preparation of Jackson Avenue Corridor Plan									

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- 10 Development of Streetscape/Public Improvement Program
- 11 Consideration of Cooperative Ownership Arrangements
- 12 Preparation of Jackson Avenue Corridor Plan

1. Outline of Proposed Zoning Overlay District Development Guidelines.
2. State Enabling Legislation for Economic Improvement Districts (Indiana Code 36-7-22).
3. 'The Helping Hands of Campus,' an article about universities that have participated with community revitalization efforts, from Revitalizing Neighborhoods, published by the Council for Urban Economic Development in coordination with the National Congress for Community Economic Development, March 2000.
4. Description of Employer-Assisted Housing Plans available from Fannie Mae.
5. Description of the Department of Housing and Urban Development's Office of University Partnership through the Community Outreach Partnership Centers Program.
6. Examples of projects funded by the Community Outreach Partnership Centers.

New University Quad



Visual benchmark of what the University Area could be.

The New University Quad will be distinctively institutional, but will encourage public use of facilities, open space & parking. The site design allows a transition between the scale of University uses & those of the Village Business Area. The retention of elements of the existing street network allows the new quadrangle to be well-integrated into the neighborhood.

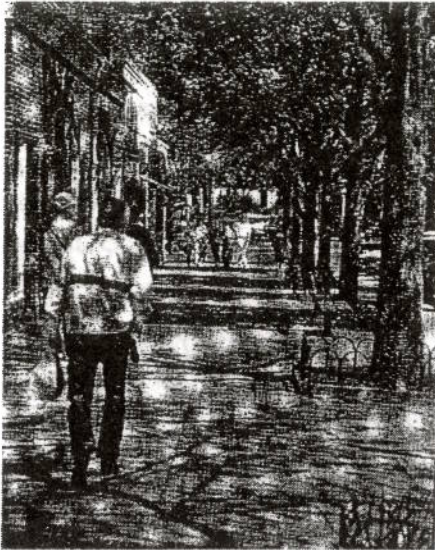
Key Standards

1. Land Uses - fraternities, sororities, single and two family dwellings, buildings and structures for a college, university or institution of higher learning .
2. Building Setbacks - min. lot width of 50' for residential uses; front yard setback of 40' from right-of-way; min. side yard setback of 25'.
3. Architecture - no building taller than 50'; min. floor area of 720 s.f.; min. depth & width of 24' for residential uses; traditional materials reflective of the area will be allowed (wood siding or brick); vinyl siding will be allowed only on elevations not visible from the street; building proportions & fenestration should reflect the pattern existing on the street.
4. Landscaping - min. 20% of front and side yards shall be landscaped with hedges, planting bed, or other ground cover.
5. Parking - surface parking for each building will be to the side or rear of the structure; no parking area shall extend beyond the building line; structured parking must meet setback & landscaping requirements.

Revisions to Existing Zoning Code

1. Extends Student Social Service Zone further south and west eliminating use allowances for multi-family housing, churches & schools other than a university.
2. Increases residential front & side yard setback; reduces institutional front yard setback.
3. Increases height allowance.
4. Establishes regulations for building materials/design & landscaping.
5. Outlines placement & screening of parking.

Village Business Area



Visual Benchmark of what the Village Business Area could be.

The Village Business Area shall be pedestrian-oriented. This area has strategically located public gathering places, for students, university users, and retail shoppers. Awnings & creative signs can create a unique character to this area that makes it a distinctive destination for services, dining & entertainment.

Key Standards

1. Land Uses - retail, office, bank, government facilities, beauty parlor/barber, dry cleaning, restaurant, bar; upper floor uses can incorporate residential dwelling units.
2. Building Setbacks - no front yard setback-buildings must be built at right-of-way line; min. rear yard setback of 25% of lot depth not to exceed 25'.
3. Architecture - no building taller than 3 stories or 36'; min. floor area of 720 s.f.; min. depth & width of 24'; traditional materials reflective of the are will be allowed (wood siding or brick); vinyl siding will be allowed only on elevations not visible from the street; building proportions & fenestration should reflect the pattern existing on the street; street-level facades should include at least 75% window area.
5. Parking - parking for each building will be to the side or rear of the structure; no parking area shall extend past the building line.

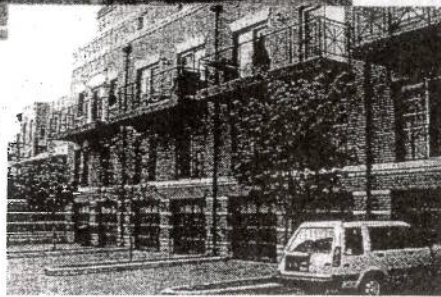
Revisions to Existing Zoning Code

1. Broadens use allowances to include restaurants & bars. Restricts residential uses to upper floors.
2. Eliminates front yard setback.
3. Raises height limit by one floor.
4. Establishes regulations for building materials & design.
5. Outlines placement & screening of parking.

North Street



Visual benchmark of what the front and alley views of North Street could be.



North Street capitalizes on conditions outside of the zoning overlay district by extending the character of the public realm found to the east into the University-Village area. An attractive streetscape and buildings oriented onto North Street provide an intimate, walkable street that acts as a transition between the Village Business Area and the residential areas to the south.

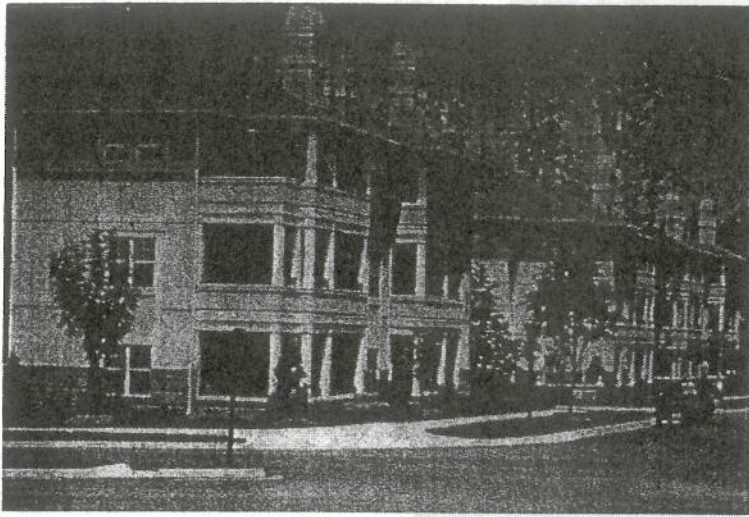
Key Standards

1. Land Uses - single, two, three & four unit dwellings; accessory buildings that meet design criteria.
2. Building Setbacks - max. lot width of 30'; front yard setback of 10' from right-of-way; max. side yard setback of 5'; min. side yard setback of 15' on street side of corner lots; min. rear yard setback of 25'.
3. Architecture - no building taller than 42'; min. floor area of 720 s.f.; min. depth & width of 24'; traditional materials reflective of the area will be allowed (wood siding or brick); vinyl siding will be allowed only on elevations not visible from the street; building proportions & fenestration should reflect the pattern existing on the street.
4. Parking - parking for each building will be to the rear of the structure accessed from the alley only.

Revisions to Existing Zoning Code

1. North Street currently has three zoning classifications. Proposed changes generally are more restrictive in all categories.

Multi-Family Neighborhood Residential



The Multi-Family Neighborhood Residential area will offer a mix of uses- particularly multi-unit housing opportunities in an attractive, well-maintained environment that provides neighborhood-oriented open space, pedestrian/bike paths, and walkable streets.

Visual benchmark of what the Multi-Family Neighborhood Residential could be; however, proposed setbacks are deeper than those shown here.

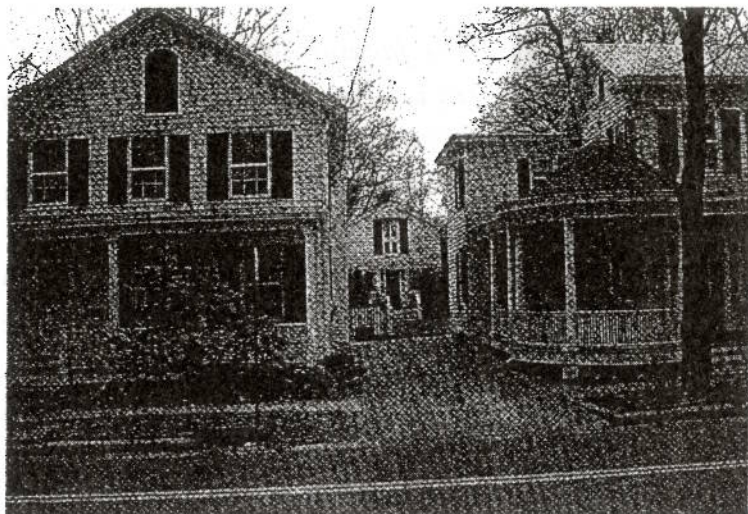
Key Standards

1. Land Uses - single through 24 unit dwellings; government buildings; schools & university uses; buildings used for religious assembly; nursery schools & child care centers; accessory buildings that meet design criteria.
2. Building Setbacks - min. lot width of 50'; front yard setback of 30' from right-of-way; min. side yard setback of 7.5' (12.5' at street side of corner lot); rear yard setback of 15'.
3. Architecture - no building taller than 3 stories or 42'; traditional materials reflective of the area will be allowed (wood siding or brick); vinyl siding will be allowed only on elevations not visible from the street; building proportions & fenestration should reflect the pattern existing on the street.
4. Parking - parking for each building will be to the side or rear of the structure; parking areas shall not extend in front of the building line; parking shall be screened with a low fence & landscaping or masonry wall; no parking allowed on corner lots; access to parking areas provided by alley only; at least one parking space per residential unit must be provided on site.

Revisions to Existing Zoning Code

1. No change to current use regulations of R-5 Residence Zone.
2. Establishes uniform building line consistent with current minimum setback ; maintains minimum lot width of 50'; sideyard setbacks increased by 2.5'
3. Maintains current floor area & building width requirements; establishes regulations for building materials & design.
4. Outlines placement & screening of parking.

Single Family Neighborhood Residential



Visual benchmark of what the Single Family Neighborhood Residential could be.

The Single Family Neighborhood Residential area will offer a mix of housing opportunities for homeowners and renters in an attractive, well-maintained environment. This area will provide concentrations of single-family homeownership opportunities that provide an appropriate transition to and compatible mix with the blocks east of Dicks.

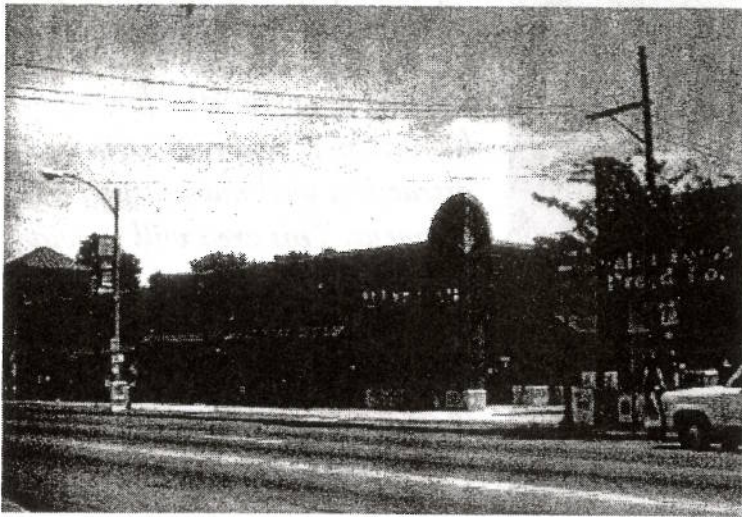
Key Standards

1. Land Uses - single and two unit dwellings; schools; buildings used for religious assembly; accessory buildings that meet design criteria.
2. Building Setbacks - min. lot width of 50'; front yard setback of 25' from right-of-way; min. side yard setback of 5'; min. side yard setback street side of corner lots of 20'; min. rear yard setback of 25'.
3. Architecture - no building taller than 30'; min. floor area of 720 s.f.; min. depth & width of 24'; traditional materials reflective of the area will be allowed (wood siding or brick); vinyl siding will be allowed only on elevations not visible from the street; building proportions & fenestration should reflect the pattern existing on the street
4. Parking - parking for each building will be to the side or rear of the structure; parking areas shall not extend in front of the building line.

Revisions to Existing Zoning Code

1. Allows two unit buildings by right rather than only single family.
2. Establishes uniform building line consistent with current min. setback.
3. Maintains current floor area & building width requirements; establishes regulations for building materials & design.
4. Outlines placement of parking.

Jackson Street



Visual benchmark of what Jackson Street could be.

The Jackson Street corridor in the study area will provide commercial services for adjacent residential areas that are pedestrian-friendly and easily accessible by car. Adjacent to a well-traveled road, properties on Jackson should maximize their economic potential in a manner that allows the character of the larger University-Village neighborhood to be attractively presented.

Key Standards

1. Land Uses - single, two & multiple unit dwellings; government facilities; offices; banks; retail stores; beauty parlors/barber shops; dry cleaning/self-service laundry; schools; grocery stores; buildings used for religious assembly; health centers; restaurants; philanthropic, civic & service organizations; photographic studios; bakeries; license bureaus; travel services; art & music centers; accessory buildings that meet design criteria.
2. Building Setbacks - min. front yard setback of 25'; rear yard setback of 25' with 6' privacy fence at the rear of the lot adjacent to residential uses.
3. Architecture - no building taller than 45'; traditional materials reflective of the area will be allowed (wood siding or brick); vinyl siding and stucco will be allowed only on non-primary facades.
4. Landscaping - landscape screening of parking areas required.

Revisions to Existing Zoning Code

1. Essentially 'down zones' the area to exclude larger scale uses, open storage & light industrial uses allowed in current Variety Business Zone.
2. Retains current front & rear yard setbacks; requires fence screening at rear of lot.
3. Maintains current height requirements; establishes regulations for building materials & design.
4. Requires landscape screening of parking areas.

2.1 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)

IC 36-7-22

Chapter 22. Economic Improvement Districts

IC 36-7-22-1

Sec. 1. This chapter applies to all units except townships.
As added by P.L.195-1988, SEC.1.

IC 36-7-22-2

Sec. 2. As used in this chapter, "board" refers to an economic improvement board established under section 11 of this chapter.
As added by P.L.195-1988, SEC.1.

IC 36-7-22-3

Sec. 3. As used in this chapter, "economic improvement project" means the following:

- (1) Planning or managing development or improvement activities.
- (2) Designing, landscaping, beautifying, constructing, or maintaining public areas or public ways (including designing, constructing, or maintaining lighting for a public area or public way).
- (3) Promoting commercial activity or public events.
- (4) Supporting business recruitment and development.
- (5) Providing security for public areas.
- (6) Acquiring, constructing, or maintaining parking facilities.
- (7) Constructing, rehabilitating, or repairing residential property.

As added by P.L.195-1988, SEC.1. Amended by P.L.114-1989, SEC.12.

IC 36-7-22-4

Sec. 4. A petition for the establishment of an economic improvement district may be filed with the legislative body of the unit. The petition must include the following information:

- (1) The boundaries of the proposed district, including the boundaries of any zones to be established under section 5(b) of this chapter.
- (2) The name and address of each parcel and owner of land within the proposed district and a description of the existing land use and zoning classification of each parcel.
- (3) A detailed description of the economic improvement projects to be carried out within the proposed district, the estimated cost of these projects, and the benefits to accrue to the property owners within the district.
- (4) A plan for the application of assessment revenue to the cost of the economic improvement projects within the district.
- (5) A proposed formula for determining the percentage of the total benefit to be received by each parcel of real property within the district, in the manner provided by section 5 of this chapter.
- (6) The number of years in which assessments will be levied.
- (7) A proposed list of members for the board.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-5

2.2 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)

Sec. 5. (a) The benefits accruing to parcels of real property within an economic improvement district may be apportioned among those parcels on any basis reasonably representative of the diffusion of benefits from the economic improvement project, including the following:

- (1) Proximity of the parcel to the project.
- (2) Accessibility of the parcel to the project.
- (3) True cash value of the parcel.
- (4) True cash value of any improvement on the parcel.
- (5) Age of any improvement on the parcel.
- (6) Other similar factors.

The apportionment of benefits under this subsection may be adjusted by zone or land use as provided in subsections (b) and (c).

(b) If the benefit of the economic development project varies from one (1) area to another within the economic improvement district, up to three (3) zones may be established within the district to delineate the approximate difference in beneficial impact, and benefits may be apportioned accordingly.

(c) In order to encourage the retention or development of various land uses within the district, assessments may be adjusted according to the zoning classification of the property.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-6

Sec. 6. (a) After receipt of a petition under section 4 of this chapter, the legislative body shall, in the manner provided by IC 5-3-1, publish notice of a hearing on the proposed economic improvement district. The legislative body shall mail a copy of the notice to each owner of real property within the proposed economic improvement district. The notice must include the boundaries of the proposed district, a description of the proposed projects, and the proposed formula for determining the percentage of the total benefit to be received by each parcel of property.

(b) At the public hearing under subsection (a), the legislative body shall hear all owners of real property in the proposed district (who appear and request to be heard) upon the questions of:

- (1) the sufficiency of the notice;
- (2) whether the proposed economic improvement projects are of public utility and benefit;
- (3) whether the formula to be used for the assessment of special benefits is appropriate; and
- (4) whether the district contains all, or more or less than all, of the property specially benefited by the proposed project.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-7

Sec. 7. (a) After conducting a hearing on the proposed economic improvement district, the legislative body may adopt an ordinance establishing the economic improvement district if it determines that:

- (1) the petition meets the requirements of this section and sections 4 and 5 of this chapter;

2.3 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)

(2) the economic improvement projects to be undertaken in the district will provide special benefits to property owners in the district and will be of public utility and benefit;

(3) the benefits provided by the project will be new benefits that do not replace benefits existing before the establishment of the district; and

(4) the formula to be used for the assessment of benefits is appropriate.

(b) The legislative body may adopt the ordinance only if it determines that the petition has been signed by:

(1) a majority of the owners of real property within the proposed district; and

(2) the owners of real property constituting at least sixty-six and two-thirds percent (66 2/3%) of the assessed valuation in the proposed district.

(c) The signature of a person whose property would be exempt from assessments under the ordinance may not be considered in determining whether the requirements of subsection (b) are met. In addition, the assessed valuation of any property that would be exempt from assessment under the ordinance may not be considered in determining the total assessed valuation in the proposed district.

As added by P.L.195-1988, SEC.1. Amended by P.L.25-1993, SEC.12.

IC 36-7-22-8

Sec. 8. An ordinance adopted under section 7 of this chapter may amend or modify the proposals contained in the petition submitted under section 4 of this chapter. However, if the ordinance will increase the area of the district beyond the area described in the petition, the ordinance may not be adopted until notice of this fact has been published in the manner provided by IC 5-3-1 and mailed to each owner of real property in the additional area proposed to be included in the district.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-9

Sec. 9. An ordinance adopted under section 7 of this chapter may be repealed or amended only after notice of the proposed repeal or amendment is published and mailed in the manner provided by section 6 of this chapter.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-10

Sec. 10. An ordinance adopted under section 7 of this chapter may provide that businesses established within the district after the creation of the district are exempt from special assessments for a period not to exceed one (1) year.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-11

Sec. 11. An ordinance adopted under section 7 of this chapter must establish an economic improvement board to be appointed by the

2.4 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)

legislative body. The board must have at least three (3) members, and a majority of the board members must own real property within the district.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-12

Sec. 12. (a) The board shall use the formula approved by the legislative body under section 7(a)(4) of this chapter to determine the percentage of benefit to be received by each parcel of real property within the economic improvement district. The board shall apply the percentage determined for each parcel to the total amount that is to be defrayed by special assessment and determine the assessment for each parcel.

(b) Promptly after determining the proposed assessment for each parcel, the board shall mail notice to each owner of property to be assessed. This notice must:

- (1) set forth the amount of the proposed assessment;
- (2) state that the proposed assessment on each parcel of real property in the economic improvement district is on file and can be seen in the board's office;
- (3) state the time and place where written remonstrances against the assessment may be filed;
- (4) set forth the time and place where the board will hear any owner of assessed real property who has filed a remonstrance before the hearing date; and
- (5) state that the board, after hearing evidence, may increase or decrease, or leave unchanged, the assessment on any parcel.

(c) The notices must be deposited in the mail twenty (20) days before the hearing date. The notices to the owners must be addressed as the names and addresses appear on the tax duplicates and the records of the county auditor.

(d) At the time fixed in the notice, the board shall hear any owner of assessed real property who has filed a written remonstrance before the date of the hearing. The hearing may be continued from time to time as long as is necessary to hear the owners.

(e) The board shall render its decision by increasing, decreasing, or confirming each assessment by setting opposite each name, parcel, and proposed assessment, the amount of the assessment as determined by the board. However, if the total of the assessments exceeds the amount needed, the board shall make a prorated reduction in each assessment.

(f) Except as provided in section 13 of this chapter, the signing of the assessment schedule by a majority of the members of the board, and the delivery of the schedule to the county auditor constitutes a final and conclusive determination of the benefits that are assessed.

(g) Each assessment is a lien on the real property that is assessed, second only to taxes levied on that property.

(h) The board shall certify to the county auditor the schedule of assessments of benefits.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-13

2.5 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)

Sec. 13. (a) Any owner of real property in an economic improvement district may file an action contesting the validity of:

- (1) the ordinance adopted under section 7 of this chapter; or
- (2) the assessment schedule adopted under section 12 of this chapter.

(b) An action under this section must be filed:

- (1) in the circuit or superior court of the county in which the economic improvement district is located; and
- (2) within thirty (30) days after adoption of the ordinance or assessment schedule.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-14

Sec. 14. Within thirty (30) days after the county auditor receives the certification of final scheduled assessments for the completion of the economic improvement project, the auditor shall deliver a copy of the certificate to the county treasurer. Each year, the treasurer shall add the full annual assessment due in that year to the tax statements of the person owning the property affected by the assessment, designating it in a manner distinct from general taxes.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-15

Sec. 15. Assessments collected under this chapter shall be paid to the board.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-16

Sec. 16. (a) The board shall establish an economic improvement fund and shall deposit in this fund all assessments received under this chapter and any other amounts received by the board.

(b) Money in the economic improvement fund may be used only for the purposes specified in the ordinance establishing the economic improvement district. Any money earned from investment of money in the fund becomes a part of the fund.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-17

Sec. 17. (a) Before November 1 of each year, the board shall prepare and submit to the fiscal body a budget for the following calendar year governing the board's projected expenditures from the economic improvement fund. The fiscal body may approve, modify, or reject the proposed budget.

(b) The board may make an expenditure from the economic improvement fund only if the expenditure was approved by the fiscal body in its review of the board's budget or was otherwise approved by the fiscal body.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-18

Sec. 18. (a) The board must comply with IC 36-1-9 when purchasing

**2.6 STATE ENABLING LEGISLATION FOR ECONOMIC IMPROVEMENT DISTRICTS
(INDIANA CODE 36-7-22)**

materials or equipment.

(b) The board must comply with IC 36-1-12 when contracting for public works.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-19

Sec. 19. The board may enter into lease or contractual agreements, or both, with governmental, not-for-profit, or other private entities for the purpose of carrying out economic improvement projects.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-20

Sec. 20. If the ordinance that established an economic improvement district is repealed, the assets and liabilities of the economic improvement district shall be disposed of in the manner determined by the unit. However, liabilities incurred by the economic improvement district are not an obligation of the unit and are payable only from the special assessments and other revenues of the district.

As added by P.L.195-1988, SEC.1.

IC 36-7-22-21

Sec. 21. The board shall submit an annual report to the legislative body and the fiscal body before February 15 of each year. The report must summarize the board's activities and expenditures during the preceding calendar year.

As added by P.L.195-1988, SEC.1.

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REVITALIZING NEIGHBORHOODS

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THE HELPING HANDS OF CAMPUS

Universities Assist in Community Revitalization Efforts

Historically, there have been issues of ill-perceived animosity between universities and their neighborhoods. Gail Howard, director of Economic Development and Constituent Outreach for Arizona State University, describes them as "town and gown issues:" an elite university works with a more educated clientele (their students) in a lower-income community. Friction occurs as the neighborhood deteriorates around permanent residents, while in their midst a prosperous university exists. This creates the potential for conflict.

By working together, with patience and an active role from universities this tension could be turned around. "We can kind of take a long-term vision and see the potential of a place," Howard said. "What happens in our community is really important. It's not like we have the option to pick up and leave like some companies."

To get involved with its neighborhood, the University of Pennsylvania, located in the University City District in the west side of Philadelphia, formed the Penn Faculty and Staff for Neighborhood Issues

(PFSNI), an organization drawn from more than 4,000 university employees who reside in the areas immediately north and west of the school. The organization prepared a comprehensive report called "Priorities for Neighborhood Revitalization: Goals for the Year 2000." The report was compiled from information gathered from its neighbors and other urban universities dealing with similar issues of neighborhood revitalization.

"... universities have an obligation to their neighborhoods."

Phillis Holtzman
associate director of university communications
University of Pennsylvania

Phillis Holtzman, associate director of University Communications for the school, said that there were two reasons why the university's president, Judith Rodin, committed to the effort. "It was a combination of a belief that universities have an obligation to their neighborhoods, and also that there was a personal component. It's really one of her [Rodin's] passions," Holtzman said.

Universities

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Universities

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Rodin grew up in West Philadelphia, attended public school there and went to the University of Pennsylvania for her undergraduate studies in psychology. She later became the first woman president of an Ivy League university. The area has special meaning for her, Holtzman said.

"We believe that the health and vitality of the University of Pennsylvania are inextricably tied to the health and vitality of our neighborhoods, and we are committed to working with other educational, health care and corporate institutions in University City, and with neighborhood groups and community organizations, in a broad-based effort to stimulate and encourage neighborhood revitalization," Rodin said.

The Philadelphia Experiment

The university's West Philadelphia Initiative comprised activities in: developing clean and safe neighborhoods, attracting retail amenities, supporting local business, encouraging home ownership, and improving public education.

The PFSNI report indicated that, "... crime, both real and perceived, dominates many people's thinking about Penn's neighborhoods." To combat this mode of thought, the university and the West Philadelphia Partnership started the UC Brite program. The program began in 1996 to improve outdoor lighting in a 100-square-block area of University City. Homeowners and landlords were reimbursed by the school for 50 percent of the cost of both UC Brite lighting fixtures and installation charges. More than 2,200 UC Brite light fixtures were installed in front yards and porches and on homes and buildings on 91 blocks.

In 1997, a University City District (UCD) was formed to improve the area through a comprehensive program of sidewalk and street cleaning, security initiatives, marketing and promotional activities. The UCD operates with a \$4 million budget provided by public- and private-sector contributors, community groups, businesses, and residential property owners.

In attracting retail amenities, the PFSNI report recommended that the areas adjacent to the campus "... be developed in such a way as to promote a 'university atmosphere' providing for the casual interaction of faculty, staff and students."

The report suggested that this type of environment include restaurants, a cafe/coffee house, pubs, bookstores, flower stores, sporting goods stores and movie theaters that run international and classic films.

Some of these recommendations were enacted through the construction of Sansom Common in 1998. The complex features the University of Pennsylvania Bookstore, one of the largest academic bookstores in the country, operated by Barnes & Noble. It also contains the 260-room Inn at Penn, operated by Doubletree Hotels, and several new retail stores.

More than \$43.6 million in construction contracts were awarded by the university for the Sansom Common project, Holtzman said.

Actor Robert Redford and Rodin announced during an October 1998 press conference that a new Sundance Cinema Theater would be built near the campus. The multi-screen movie theater would be dedicated to showing independent films. Construction began in May 1999 for the new 40,000-square-foot theater. The theater would be built next to the campus on property owned by the university

NEIGHBORHOODS

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near the southwest corner of 40th and Walnut streets. Redford said that the cinema would be "a model for integrating [Sundance] into local communities in a way that will enhance both Sundance Cinema and the cultural life of the cities in which we will be located." The cinema is scheduled to open this fall.

University of Pennsylvania administrators and staff members formed a 40th Street Action Team, which worked to improve the Hamilton Village area, a commercial corridor on the 40th St. between Walnut and Spruce streets. The team enhanced sidewalk lighting, planted trees, painted building facades, repaired sidewalks, installed new building awning and signs, increased cleaning efforts and commissioned wall murals.

Holtzman said that the area surrounding the University of Pennsylvania is a great diverse community, and like all major urban areas it has its needs. "You really can't separate a university from its community. They're interdependent. It was good for Penn as well as the community."

Trinity College

A similar statement could be made for Trinity College in Hartford, Conn. In January 1996, the school announced a comprehensive neighborhood surrounding Trinity College as a central hub of educational, health, and family support activities. The school is partnered in these efforts along with the Southside Institutions Neighborhood Alliance (SINA), a group composed of Hartford Hospital, the Institute of Living, Connecticut Children's Medical Center, and Connecticut Public Television and Radio.

Eddie Perez, executive director of SINA, said that the revitalization efforts began because college administrators found that the quality of the surrounding neighborhood was defining the quality of the college in the sense that there was a less-than-positive reputation for the neighborhood which was passed to the school. "From day one, we had created a community advisory committee. We had an inter-neighborhood collaboration of residents and small retail merchants," Perez said.

According to Perez, Trinity College President Evan S. Dobelle was hired in the spring of 1995 with one of his goals being to change this external perception. The college trustees voted for \$6.4 million toward this initia-

"You really can't separate a university from its community. They're interdependent"

Phillis Holtzman
associate director of university communications
University of Pennsylvania

tive. A total amount of \$175 million from Trinity College, SINA, federal, state and city sources, corporate- and foundation-based contributors have been committed to the project.

Since then, the efforts of SINA and Trinity College have produced: a new job center, which opened within the neighborhood; four different schools within a community "Learning Corridor" ready for fall of this year; a Boys & Girls Club; a family center; and the construction of 18 new and rehabilitated homes, with plans to do another 50 homes. The Learning Corridor is cited on a 16-acre parcel of land adjacent to Trinity College.

Its facilities will serve Hartford-area and Capital Region children from preschool through 12th grade in the form of an elementary school, a new middle school focusing on math and sciences and a new high school resource center which will contain a math and sciences academy and the already existing Greater Hartford Academy of the Arts.

Overall, the revitalization initiative involves plans for schools, housing, jobs, recreational programs, economic development and family programs.

University of Connecticut

Yet, not every university involved in their community requires an all-encompassing revitalization effort. The University of Connecticut, with campuses located in Stamford, Hartford and Groton, has involved itself in assisting community members in several ways.

There is the Urban Semester program which has offered students internships with a variety of social agencies including shelters, school programs, the criminal justice system, legislative advocacy groups and youth-serving agen-

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cies for more than 30 years.

A "Mini-MBA" program exists which provides courses in operations management, marketing, the roles of technology, and organizational design to Hartford business leaders. Finally, there is the school's NAUTILUS program in which UConn researchers use satellite-based "remote sensing" data to provide geographical information to elected officials, nonprofit groups, and property owners.


Louise Simmons, assistant professor of social work and director of the Urban Semester program, said that the program was not like most economic development activities in the sense that there is a gradual benefit to the city overtime.

"I have very good friends who are my age who did the program in its earlier years and have gone into social programs," Simmons said.


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EAH can assist employers in recruiting and retaining employees and is considered a premium family-friendly benefit. EAH transactions include a traditional first mortgage, supplemented by employer assistance in the form of a grant, loan, or loan guarantee, which can be used toward the down payment, closing costs, or monthly mortgage payment. In lieu of direct financial assistance, employers can facilitate homeownership for employees by providing accessibility to lender loan programs or other local mortgage assistance programs. Fannie Mae can also work with employers and lenders to craft programs for their particular environment.

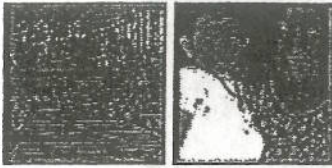
EAH Options include all of Fannie Mae's standard mortgage loan products and services including options under the Community Home Buyer's Program (CHBP). For example: the 3/2 percent down payment option is available to low- and moderate-income employees, and requires employees to pay a 3 percent down payment from their own funds; the remaining 2 percent contribution from the employer can be in the form of a grant, unsecured loan, or a guarantee of a lender-financed, unsecured loan.

Options under Fannie Mae's Community Home Buyer's Program are subject to income limits, except in central cities and underserved areas which include metropolitan and nonmetropolitan (rural) areas. When EAH loans are combined with subsidized second mortgage programs, the income limits associated with this type of program will be used for income qualification.

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The Housing and Community Development Act of 1992 required that, as part of the Community Outreach Partnership Centers (COPC) Program, HUD create a national clearinghouse to disseminate information on the program. In August of 1994, HUD, recognizing the importance of universities in local community building activities, created an Office of University Partnerships.

THE OFFICE HAS THREE GOALS:

- To recognize, reward, and build upon successful examples of universities' activities in local revitalization projects;
- To create the next generation of urban scholars and encourage them to focus their work on housing and community development policy; and
- To create partnerships with other Federal Agencies to support innovative teaching, research, and service partnerships.

The Office is responsible for running four grant programs (the Community Outreach Partnership Centers Program, the Community Development Work Study Program, the Doctoral Dissertation Grant Program, the Hispanic-Serving Institutions Assisting Communities Program, and a new program, Alaska Native/Native Hawaiian Institutions Assisting Communities), including running competitions and fostering the creation of new partnerships. Two previous programs that are no longer funded are the Hispanic-Serving Institutions Work Study Program and the Joint Community Development Program.

The University Partnerships Clearinghouse serves as a means to disseminate information about universities' many contributions to local community revitalization efforts. The Clearinghouse is, therefore, a crucial tool for accomplishing the goals of the Office of University Partnerships.

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Community Outreach Partnership Centers Grantees, Fiscal Year 1999

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New Grants:

Occidental College, Los Angeles, CA--\$399,654

Occidental College will receive a Community Outreach Partnership Centers Program New Grant of \$399,654 to work with the Northeast Community Resource Coordinating Council on several outreach and applied research projects in Northeast Los Angeles. The target area is confronted by rapid population growth, residential overcrowding, deteriorated housing stock, commercial decline, crime and gang activity, and economically deprived households.

Among the activities Occidental will undertake are:

- Development of a community data map bank and a community asset and resources guide to highlight the positive attributes of the community;
- Formation of two business improvement districts to improve streetscapes, building facades, and spur business expansion;
- Conducting mass outreach drives and offering technical assistance workshops to aspiring homeowners and existing property owners to help them gain access to mortgages and rehabilitation loans;
- Working on community heritage activities including oral histories, photography, and videos, culminating in site and on-line exhibitions; and
- Creation of a buying cooperative and community garden to help residents gain access to affordable, nutritious food.

The College and its partners will be providing over \$1 million in matching funds to the project.

[Click here for contact information](#)

Georgetown University, Washington, DC--\$399,463

Georgetown University will receive a Community Outreach Partnerships Centers Program New Grant of \$399,463 to work with more than 15 community-based organizations in the North Capitol and Mt. Pleasant/Columbia Heights neighborhoods in Washington, DC. Both of these neighborhoods, which are in the City's Empowerment Zone, are challenged by high levels of poverty, lack of economic development, high crime and violence, and poor school achievement. The two communities are quite different in their ethnic make-up. North

Capitol is over 95 percent African American, while almost half of Mt. Pleasant/Columbia Heights' residents are Latino immigrants.

Among the activities Georgetown will undertake are:

- Implementing a Youth Empowerment Services Program to train adolescents in conflict resolution and community development and create "safe spaces" for recreation and relaxation, as a way to reduce crime and violence among adolescents;
- Developing a Local Entrepreneur Advancement Program to provide training, and financial and technical support for incipient neighborhood entrepreneurs; and
- Creating a Center for Technical Cooperation to enhance neighborhood planning and community organization by training residents to collect, analyze, and act on strategic information.

This grant will enable the Georgetown to build upon and focus and coordinate its historic mission to Washington, thus becoming an active partner in the City's future development.

[Click here for contact information](#)

University of West Florida, Pensacola, FL—\$399,999

The University of West Florida will receive a Community Outreach Partnership Centers Program New Grant of \$399,999 to work with community partners in four neighborhoods in the City of Pensacola. These neighborhoods—Brownsville, Morris Court, Belmont, and East King Tract—reflect the traditional urban problems of poverty, low income, high unemployment, high crime rates, along with the need for fair and affordable housing. While there has been some neighborhood organizing, there is much left to be done.

Among the activities West Florida will undertake are:

- Identifying and training community leaders in the four neighborhoods;
- Developing and delivering entrepreneurial and business-related training programs for people desiring to start or expand their businesses;
- Opening a small business incubator;
- Conducting several conferences for residents, lending institutions, and homebuilders to expand fair and affordable housing opportunities; and
- Creating a new Sustainable Community Development Concentration in the University's Masters Degree in Public Administration as a way to expand the number of professionals who understand and are committed to community development.

Matching funds for the project will come from the City, Escambia County and the local United Way.

[Click here for contact information](#)

Mercer University, Macon, GA--\$400,000

Mercer University will receive a Community Outreach Partnership Centers Program New Grant of \$400,000 to work with the residents of the South Central neighborhood in Macon, Georgia. In recent decades, the quality of the housing stock has deteriorated dramatically, and the neighborhood has been affected by very high rates of crime, adult illiteracy, and unemployment. Until recently, the neighborhood has been without a unified voice, further exacerbating the problems.

Among the activities Mercer will undertake are:

- Empowering residents through capacity building projects such as leadership skills training, community-oriented policing, and community history projects;
- Offering school success and life skills projects such as after-school enrichment programs, scholarships for low-income youth leaders to attend Mercer, and training peer mentors to reduce teen pregnancy;
- Cataloguing neighborhood vacant properties and preparing residential and commercial redevelopment plans; and
- Identification of barriers to fair housing practices.

The City of Macon, the Macon Housing Authority, the Bibb County Public Schools, and the Willing Workers of Central South are all partners in this project.

[Click here for contact information](#)

Loyola University, Chicago, Chicago, IL--\$399,984

Loyola University, Chicago will receive a Community Outreach Partnership Centers New Grant of \$399,984 to work on creating and sustaining economic and quality of life opportunities for low-income families living in the Rogers Park neighborhood. This neighborhood is historically and currently one of the most ethnically, racially, and economically diverse communities in the nation. Maintenance of this diversity is a goal of the residents, community organizations, and elected officials.

Loyola University, Chicago, as part of its COPC grant, will address three issues related to these concerns: 1) preservation and development of affordable housing for low-income families; 2) expansion of child care options for all Rogers Park residents; and 3) preservation and development of small businesses to increase the number of local employment opportunities.

Among the activities Loyola, Chicago will undertake are:

- Creating a continuing network of agencies and institutions to implement and monitor a community housing plan;
- Involving public and private entities in creating new opportunities for affordable housing in a mixed-income community;
- Exploring ways to increase the number of subsidized and unsubsidized child care slots in Rogers Park;
- Integrating Loyola curriculum into opportunities for training and continuing education for child care providers; and
- Establishing a business incubator system, including "an incubator without walls" and permanent incubator sites.

Loyola, Chicago has long been a national leader in applied research and these activities demonstrate its long-term commitment to creating and sustaining viable local university community partnerships.

[Click here for contact information](#)

Butler University, Indianapolis, IN--\$399,145

Butler University will receive a Community Outreach Partnership Centers Program New Grant of \$399,145 to work in the Butler-Tarkington neighborhood of Indianapolis to strengthen existing community partnerships and create new ones as well. Rates of poverty, crime, and deterioration are increasing in this neighborhood and the community has asked the University to help them stabilize the area. Butler's university-wide effort will deploy its resources in ways that are beneficial both to the University and to the community.

Among the activities Butler will undertake are:

- Development of business plans for new or expanded businesses;
- Providing tutoring and after-school enrichment programs to students at a high school and an alternative middle school;
- Preparation of architectural and marketing plans for the Omo Obokun African Cultural Resource Center, which will serve as both a cultural and an economic resource for the community;
- Offering workshops and other activities to help neighborhood residents learn how to better use information technology; and
- Conducting an education program on the rights and responsibilities of property owners and tenants.

Community partners providing matching funds include the Indiana Civil Rights Commission, the Police Department, the Historic Landmarks Foundation of Indiana, and several community-based organizations.

[Click here for contact information](#)

Valparaiso University, Valparaiso, IN--\$399,740

Valparaiso University will receive a Community Outreach Partnership Centers New Grant of \$399,740 to assist the Hilltop neighborhood in Valparaiso. The neighborhood is in Porter County and has the highest rates of poverty and unemployment, lowest education levels, and oldest housing in the county. About 30 years ago, a few Valparaiso University and faculty calling themselves "Project Neighbors" started building affordable housing and helping families in the Hilltop neighborhood. By 1995, hundreds of people from the University and the community had established a partnership to provide affordable child care, a community center and service learning opportunities for Valparaiso students. This grant would help the university significantly expand its partnership with the neighborhood.

Among the activities Valparaiso will undertake are:

- Developing and distributing guides on the volunteer building process in the county, listing sources of low-cost or free contract labor, building equipment, materials and supplies, as part of a larger effort to increase the supply of affordable housing;
- Enlisting volunteers to help construct or rehabilitate 10 houses in the neighborhood;
- Offering homebuilding apprenticeships to neighborhood youth, plus career guidance and job search assistance once they are ready for permanent jobs;
- Creating a mentoring program called "Reviving Fatherhood" to develop male family responsibility and strong relationships with children; and
- Using neighborhood residents to prepare a neighborhood development asset map to help the neighborhood organize around its strengths.

[Click here for contact information](#)

Springfield College, Springfield, MA--\$399,843

Springfield College, in partnership with American International College and Springfield Technical Community College, will receive a Community Outreach Partnership Centers Program New Grant of \$399,843 to work in three neighborhoods in the City's Enterprise Community—Old Hill, Upper Hill, and Maple High/Six Corners. The City of Springfield's poverty rate is more than double the state average, with the target communities particularly hard hit by the problems that beset low-income neighborhoods.

Among the activities the three colleges will undertake are:

- Enlisting these communities in determining and implementing

ways to achieve a more complete and accurate count for the Census 2000;

- Developing and maintaining a Parent Involvement Work Group to provide support to the local pre- and elementary schools;
- Increasing affordable access to these colleges for local youth;
- Conducting a Teen Leadership Institute; and
- Establishing a homeownership mentoring program to help new and prospective homeowners.

The Springfield COPC will operate on a participatory model, with members of the three schools and the community participating in every activity, whether it is outreach or research.

[Click here for contact information](#)

Rowan University, Glassboro, NJ--\$397,900

Rowan University will receive a Community Outreach Partnership Centers Program New Grant for \$397,900 to work in the Camden, New Jersey, Empowerment Zone. The neighborhoods in the Zone represent a diverse cross section of the City, ranging from relatively stable, single family environments in Parkside and East Camden, to the more economically and educationally distressed areas of North and South Camden.

Among the activities Rowan will undertake are:

- Establishing partnerships with Camden's major health care institutions to employ residents as community health workers and to create career ladders for welfare-to-work individuals;
- Offering courses at the University for community leaders to help them evaluate, select, and implement strategic plan and service delivery options;
- Initiating a health and wellness campaign for neighborhood children and their families, including prevention, immunization follow-up, and the use of mobile health services;
- Identifying and training community-based leaders on the use of the Camden Geographic Information System, to help them in their planning, fundraising, and outreach activities.

Community partners, including the Camden Development Collaborative and the Camden Board of Education, are providing well over \$1 million in matching funds.

[Click here for contact information](#)

Cornell University, Ithaca, NY--\$399,770

Cornell University will receive a Community Outreach Partnership Centers Program New Grant of \$399,770 to work in four Ithaca neighborhoods—Northside Triangle, Southside, Titus Flats, and the Downtown District—on a wide variety of community-identified projects. All of these neighborhoods have higher rates of public assistance, lower income levels, lower educational attainment, and unemployment rates than the City of Ithaca at large. The University has formed a partnership with the City government, the Housing Authority, the Department of Social Services, the City schools, the Police Department, Catholic Charities, and the Southside Community Center to undertake an extensive array of outreach and applied research projects.

Among the activities Cornell will undertake are:

- Mentoring welfare clients to provide them with job preparedness computer skills and personal financial management training;
- Identification of brownfields and development of remediation strategies;
- Assisting in the development of a broad-based area-wide Housing Coalition to identify priorities and ways to improve affordability and availability;
- Development of a Community Leadership Institute to provide training to community-based organizations in organizational development, governance, and fundraising;
- Creation of an on-line Community Bulletin Board to promote information sharing among community groups and service providers; and
- Highlighting block-by-block street and park safety issues and working with community residents to develop a plan to establish safe streets.

[Click here for contact information](#)

State University of New York College at Cortland, Cortland, NY-- \$400,000

The State University of New York College (SUNY) at Cortland will receive a Community Outreach Partnership Centers Program New Grant for \$400,000 to significantly expand a one-stop service center in Cortland, New York, operated by a consortium of public and private social service agencies. Like much of Central New York, the Cortland area has been in a steep decline for more than 20 years, due mainly to industrial downsizing, relocation, or plant closings. In order to address these problems and the challenges posed by welfare reform, Cortland's economic and human services leaders began a process of establishing community priorities and strategies to implement them. SUNY Cortland's COPC project comes out of this process.

Among the activities SUNY Cortland will undertake are:

- Design and development of a community management information system to support local needs assessment and program development;
- Creation of a Women's Project to provide transitional housing with support services and job training to women who are separating, divorced or victims of domestic violence;
- Creation of a teen shelter to provide transitional emergency housing, with similar social services;
- Using both of these shelter projects to help the residents start up their own commercial ventures;
- Offering entrepreneurship training and development, especially for "low tech" businesses, such as landscaping, and
- Linking curriculum development and internships to the service center and its projects.

[Click here for contact information](#)

University of Toledo, Toledo, OH--\$399,650

The University of Toledo will receive a Community Outreach Partnerships New Grant for \$399,650 to work in three Toledo neighborhoods—Auburn-Delaware, Bancroft-Upton-Monroe (BUMA) and the Old Fairgrounds. During the 1980s and early 1990s, the exodus of four of Toledo's seven Fortune 500 companies and continued downsizing threatened the economic base of the City and had a profound effect on these three neighborhoods.

Among the activities Toledo will undertake are:

- Conducting leadership workshops to develop community-based leadership in decision-making, planning, and evaluation;
- Offering basic legal outreach services and tools for self-representation;
- Building youth self-esteem through comic improvisation acting workshops;
- Cultivating minority youth leadership through Internet and computer skills; and
- Using the community as a natural small business incubator to stimulate growth in the economy through sales, service, and employment opportunities.

Community partners, including the City, the Housing Authority, a local bank, an insurance company, a local health care provider, and a church, will be providing almost \$700,000 in matching funds.

[Click here for contact information](#)

University of Oregon, Eugene, OR--\$399,76

The University of Oregon will receive a Community Outreach Partnership Centers Program New Grant of \$399,765 to provide outreach services in the Eugene Springfield Metropolitan Statistical Area. Through a partnership with local governments and community-based organizations, the project will help low-income families living in developments operated by the Lane County Housing Authority and non-profit housing providers to achieve self-sufficiency.

Among the activities Oregon will undertake are:

- Providing computer training to residents so they can compete in the job market;
- Working with families on personal budgeting and financial planning;
- Improving access to affordable health care;
- Empowering local residents to participate on community boards and commissions, by providing them with the skills to effectively participate in decision-making processes;
- Implementing Neighborhood Watch programs to reduce crime; and
- Working with a local credit union to help families open Individual Development Accounts.

Community partners, including the St. Vincent de Paul Society, Food for Lane County, and the White Bird Clinic, will be making significant monetary and staff contributions to the project.

[Click here for contact information](#)

**University of Tennessee at Chattanooga, Chattanooga, TN--
\$399,919**

The University of Tennessee at Chattanooga will receive a Community Outreach Partnership Centers Program New Grant for \$399,919 to work with the City and 18 community organizations in the Martin Luther King (MLK) neighborhood. The MLK area, which is the last united black business district in the State of Tennessee, was once a prosperous commercial and residential neighborhood, but is now plagued by deteriorating housing, high rates of substance abuse and crime, low levels of educational attainment, and high unemployment. But the neighborhood also has a rich and proud heritage that the University and its partners will seek to promote.

Among the activities Tennessee Chattanooga will undertake are:

6.10 EXAMPLES OF PROJECTS FUNDED BY THE COMMUNITY OUTREACH PARTNERSHIP CENTERS

- Empowering neighborhood residents with the tools to develop and implement their own community revitalization efforts through organized clean-up projects, a community-based public arts project, and development of training modules in grassroots organizing;
- Helping residents set up Individual Development Accounts to encourage savings, including matching savings on a 2:1 basis;
- Using sports programs as a way to keep youth away from drugs, including having the University's athletes serve as mentors and providing recreational activities for neighborhood youth;
- Developing and maintaining a clearinghouse on affordable and reputable child care providers; and
- Creating a "Saturday University" for adult education to teach basic principles of science and math through hands-on experience with practical problems.

Community partners include the Police Department, the Private Industry Council, the Urban League, the Housing Authority and many community-based service providers and development organizations.

[Click here for contact information](#)

Lynchburg College, Lynchburg, VA--\$399,838

Lynchburg College will receive a Community Outreach Partnership Centers Program New Grant of \$399,838 to work in three inner city neighborhoods of Lynchburg—Tinbridge Hill, College Hill, and White Rock Hill—on an asset-based community development approach. Emerging events in these neighborhoods such as the Crosstown Connector and a neighborhood-based service delivery system for the City have created both urgent needs and opportunities for action.

Among the activities Lynchburg will undertake are:

- Building strong community organizations through training workshops and creation of a council to promote neighborhood collaboration;
- Providing a wide range of business development services for existing and planned businesses, including working on-site with minority business owners;
- Offering primary and preventive medicine and wellness care for senior citizens;
- Implementing a parent training at 11 elementary schools for the parents of children identified by the school system as "at risk; and
- Creating a strong sense of neighborhood through historical and

cultural awareness, including archival research on local African-American history for the Legacy Museum and two local African-American cemeteries.

This work is an outgrowth of substantial grant from the Jessie Ball du Pont Fund for outreach activities. Matching funds are also being provided by the College's community partners, including the City, a local health care provider and bank, the local bar association, and all three affected neighborhood councils.

[Click here for contact information](#)

University of Vermont, Burlington, VT--\$399,845

The University of Vermont will receive a Community Outreach Partnership Centers Program New Grant of \$399,845 to work with the City of Burlington and community residents and organizations on a wide variety of outreach activities. Vermont will target its resources and activities to Burlington's Old North End (ONE) neighborhood and the surrounding low-income areas that make up the City's Enterprise Community. The overall goal is to further the ONE's physical, economic, social, and political development, while advancing the University's missions of service, education, and research.

Among the activities Vermont will undertake are:

- Building the capacity and effectiveness of existing civic groups and community organizations, improving leadership skills of residents, drawing those who are currently non-engaged into community involvement, and facilitating communication among civic organizations, citizen groups, and government;
- Identifying the economic impacts on Chittenden County, the City of Burlington and ONE of the University's employment, purchasing, technology development decisions and developing strategies to redirect these decisions so that they increase economic benefits for ONE; and
- Working to open up the suburbs outside Burlington to housing for low-income people through increased supply and increased fairness in treatment of potential and actual renters in order to reduce the affordable housing pressure in ONE.

Almost a million dollars in matching funds will be provided from sources such as the City, the Police Department, and many community-based organizations.

[Click here for contact information](#)

New Directions Grants:

Howard University, Washington, DC--\$150,000

Howard University, a Historically Black University, will receive a Community Outreach Partnership Centers Program New Directions Grant of \$150,000 to continue working with community-based organizations in Washington D.C.'s Enterprise Community. Howard

received a Community Outreach Partnership Centers Program New Grant in FY 1996 to work in the Georgia Avenue Corridor. The New Directions Grant will enable the University to expand its efforts to the neighborhoods surrounding its campus—Shaw, LeDroit, Edgewood, Eckington, Pleasant Plains, Bloomingdale, and Petworth. These communities contain a multitude of potential assets, which the University and its community partners hope to tap.

Among the activities Howard will undertake are:

- A targeted microloan program to support business development along U Street;
- Health and fitness awareness and Campus of Learners programs at a public housing development near the University;
- Technical assistance to community organizations on fair lending practices to strengthen their redevelopment efforts; and
- Extension of a highly successful paid internship, as part of an interdisciplinary community development minor, to provide assistance to community-based organizations.

Matching funds total over \$2 million, with much of this coming from the University's community partners.

[Click here for contact information](#)

University of South Florida, Tampa, FL--\$150,000

The University of South Florida will receive a Community Outreach Partnership Centers Program New Directions Grant of \$150,000 to expand its outreach activities in West Tampa. South Florida received a Community Outreach Partnership Centers Program New Grant in FY 1994 to work with community-based organizations in Tampa, St. Petersburg, Clearwater, Winter Haven, Tarpon Springs, and Hillsborough. This New Directions Grant will enable the University to extend its activities to West Tampa, which is part of the Tampa Enterprise Community.

Among the activities South Florida will undertake are:

- Creation of a neighborhood-based community development corporation for revitalization activities;
- Establishment of a microloan program and a business incubator for small businesses;
- Provision of after-school and weekend and mentoring programs for youth; and
- Opening a one-stop career/job center.

Community partners include local faith-based organizations, the local high school, the Children's Board, and the Chamber of Commerce.

[Click here for their COPC web site](#)

[Click here for contact information](#)

University of Michigan-Flint, Flint, MI--\$149,931

The University of Michigan-Flint will receive a Community Outreach Partnership Centers Program New Directions Grant of \$149,931 to continue its partnership with the North Flint-Twenty-First Century Communities and the Flint Community Schools. Michigan-Flint received a Community Outreach Partnership Centers Program New Grant in FY 1996 to work on several outreach activities in Flint. This New Direction Grant will enable it to undertake new programs in the target area in the Flint Enterprise Community.

Among the activities Michigan-Flint will undertake are:

- After-school literacy and math tutoring programs in two elementary and one middle school and retention and graduation programs for high school students;
- A 13-week child development training for daycare providers and parents to raise the quality of childcare; and
- A 10-week series of computer-based courses introducing computer applications and business-oriented software to increase the number of resident-owned businesses.

[Click here for contact information](#)

Pratt Institute, Brooklyn, NY--\$150,000

Pratt Institute will receive a Community Outreach Partnership Centers Program New Directions Grant of \$150,000 to continue its outreach activities in several communities in the South Bronx. As a recipient of a Community Outreach Partnership Centers Program New Grant in FY 1994, Pratt provided outreach assistance in Williamsburg, Bedford-Stuyvesant, East New York, and Southwest Brooklyn. This New Directions Grant will enable it to work with community groups in the Melrose, Hunts Points, and Soundview neighborhoods. The revitalization strategy Pratt will use will focus on the social, economic, and environmental implications of these neighborhoods' mosaic of mixed industrial and residential land uses, and the area's longstanding role as a regional transportation corridor.

Community partners have requested assistance in:

- Creating additional public access to the waterfront to provide recreational opportunities for residents;
- Reclaiming brownfields for housing, open space, and sustainable economic development;
- Supporting the area's small manufacturers and attracting new investment;

- Nurturing the area's cultural resources for their potential to attract visitors and local workers and residents; and
- Developing and mobilizing the area's youth leadership as an essential resources to all the strategies for community revitalization.

The three community partners working with Pratt are Nos Quedamos/We Stay, The Point Community Development Corporation, and Youth Ministries for Peace and Justice.

[Click here for their COPC web site](#)

[Click here for contact information](#)

University of Tennessee, Knoxville, Knoxville, TN--\$149,998

The University of Tennessee, Knoxville will receive a Community Outreach Partnership Centers Program New Directions Grant of \$149,998 to expand its outreach activities in the Knoxville Empowerment Zone. The University received a Community Outreach Partnership Centers Program New Grant in FY 1995 for a wide variety of revitalization activities in Knoxville. This New Directions will help the University and EZ residents set a course for their neighborhoods.

Among the activities Tennessee, Knoxville will undertake are:

- Technical assistance and workshops in participatory research and project development;
- A Community Partnership Fellows Program for people from community-based organizations to enable them to participate in capacity building programs at the University; and
- An oral history project that will not only build a sense of community but also provide technical training on video production and computer graphics technology.

While not covered by grant funds, Tennessee Knoxville will also undertake as part of its overall COPC project, efforts at the State level to institutional outreach efforts, a teaching partnership with Knoxville College, a historically black college, and introduction of several new courses on participatory research and planning.

[Click here for their COPC web site](#)

[Click here for contact information](#)

University of Texas-Pan American, Edinburg, TX--\$149,832

The University of Texas-Pan American, a Hispanic-serving institution of higher education, will receive a Community Outreach Partnership Centers Program New Directions Grant of \$149,832 to address the need for affordable housing, economic development, and community planning in three rural towns and 20 colonias in the Rio Grande Valley Empowerment Zone. Colonias are areas along the United States/Mexico border that have third-world-like living conditions,

including lack of potable water and indoor plumbing, substandard housing, and high incidence of disease. Texas-Pan American was awarded a Community Outreach Partnership Centers Program New Grant in FY 1994 to provide outreach assistance to colonias in the Rio Grande Valley. This New Directions Grant would enable the University to provide new opportunities for colonias residents to improve their living conditions.

Among the activities Texas-Pan American will undertake are:

- Offering homebuyer and home maintenance classes and homeownership counseling;
- Reducing the social isolation of residents, through one-on-one visits and townhall meetings to provide them with information about social services; and
- Development of a public education on residents' legal rights under contracts-for-deed, the most prevalent vehicle in colonias for homeownership.

[Click here for their COPC web site](#)

[Click here for contact information](#)

FOR MORE INFORMATION CONTACT:

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