

TogetherDM

# ACTION FRAMEWORK



**A Strategic Roadmap**







# Foreword



Muncie Action Plan (MAP) has been working to improve our quality of place since 2010, when the first plan was created by and adopted by our community. MAP is a diverse and non-political organization that acts as a driver, contributor, and connector on various projects that benefit our community.

MAP's work is organized into four Task Forces. Task Forces 2, 3, and 4 focus on strengthening PLACES within the City of Muncie, including Downtown, our City's neighborhoods, and our parks and connective corridors. Task Force 1 (TF1) is the TogetherDM Coalition, which is working to move forward the county-wide initiatives identified in the TogetherDM Comprehensive Plan. Since 2023, TF1 has led the charge to improve Delaware County's roads, secure safe, affordable housing for residents, and ensure everyone has access to the education and training they need to succeed.

MAP approached the County Commissioners and County Council in Spring 2023 after the death of long-time MAP board member Marta Moody. As the Executive Director of the Delaware-Muncie Metropolitan Plan Commission (DMMPC), Marta was instrumental in developing the new county comprehensive plan. With the loss of Marta, MAP leadership stepped up to help move the TogetherDM Plan forward. With the blessing of county leadership, MAP formed the TogetherDM Coalition, based on a collective impact model, and began meeting monthly in September 2023. The coalition worked through the end of 2023 to establish shared measurable goals, determine a structure for the work, identify those individuals who should be involved in the process, and set tentative goals for 2024. MAP secured funding, undertook an RFP process, and hired American StructurePoint to lead community stakeholders in a deliberate process throughout 2024 that resulted in the TogetherDM Action Framework: A Strategic Roadmap.

MAP is an expression of our hopes and dreams. It recognizes that we are in this together, and it is up to all of us – government, elected officials, community groups, and individuals – to turn ideas and dreams into reality. We hope this document will help set the general direction for policymaking and investment by our County and City governments, their public sector partners, and a wide range of other organizations that seek to shape the future at the local and regional levels.

With appreciation,

Heather L. Williams, MAP Board Chair







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# Acknowledgments

The development and realization of the TogetherDM Action Framework: A Strategic Roadmap have been made possible through the unwavering dedication and collaborative spirit of numerous individuals and organizations within our community. We extend our deepest gratitude to all who have contributed to this endeavor.

## Task Force 1: TogetherDM Coalition

We are particularly thankful for the leadership and commitment of Task Force 1, whose members have played a pivotal role in connecting with the initiatives identified in the Muncie-Delaware Comprehensive Plan. The members include:

**Chair:** Kylene Swackhamer, Executive Director, Delaware-Muncie Metropolitan Plan Commission

### Committee Members:

- Stephen Brand, Commissioner, Delaware County
- Fred Daniel, Demographics & Zoning Appeals Planner, Delaware-Muncie Metropolitan Plan Commission
- Vici Gassaway, Community Wellness Coordinator, Purdue Extension Madison & Henry County
- Mitch Isaacs, Executive Director, Shafer Leadership Academy
- Tony Johnson, Captain, Delaware County Sheriff
- Wayne Johnson, Vice Chancellor, Enrollment and Student Success, Ivy Tech Community College
- Rob Keisling, External Affairs Manager, Northeast & East Central Indiana, Indiana Michigan Power
- Jenni Marsh, President & CEO, Heart of Indiana United Way
- Marcy Minton, President & CEO of The Community Foundation of Muncie & Delaware County
- Chuck Reynolds, Director of Public Education and CEO, Muncie Community Schools
- Joe Russell, Owner, Geoponic
- Heather Williams, Associate Director for Community Engagement and Program Manager, Building Better Neighborhoods, Ball State University

## Delaware-Muncie Metropolitan Plan Commission

We also sincerely thank the Delaware-Muncie Metropolitan Plan Commission (DMMPC) for their support. The 2025 voting members are:

- President: Chris Smith, Online Program Supervisor, Muncie Central High School
- Vice President: Nate Carroll, Owner and CEO, Mad Axe Muncie

### Members:

- Stephen Brand, Commissioner, Delaware County
- Dustin Clark, Director of Special Projects, City of Muncie
- Jerry Dishman, City Council Member, District 5, Muncie
- Theresa Hensley, Bus Driver/Farmer
- Jesse Landess, Owner, Landess Farm, LLC
- Michele Owen, Professor of Psychology, Ivy Tech Community College
- Rickie Sipe, Agent, Property House Realtors



## Community Stakeholders<sup>1</sup>

Furthermore, we acknowledge the invaluable contributions of numerous local stakeholders, including community organizations, businesses, and residents, whose insights and active participation have enriched the Framework. Your collective efforts have been instrumental in shaping a strategic roadmap that reflects the aspirations and needs of our community.

### Stakeholder Committee 1 (SC1) – Quality of Place

- Angie Moyer, Project Director, Delaware County Engineering
- Bill Walters, Executive Director, East Central Indiana Regional Planning District
- Ken Hudson, Executive Director, Whitely Community Council
- Nicole Fehlinger, Owner/General Manager, The Ballroom at Cardinal Hills
- Scott Fehlinger, Owner and Event Coordinator, The Ballroom at Cardinal Hills
- Jason Newman, Chief Executive Officer, Boys & Girls Club of Muncie
- Chad Zaucha, President/CEO, YMCA of Muncie
- Dan Ridenour, Mayor, City of Muncie
- Kyle Johnson, Chief Information Officer and GIS Coordinator, Delaware County
- David Robbins, Sports Coordinator, Ross Community Center
- Colby Gray, Project Manager, Delaware County Soil and Water Conservation District
- Rich Spisak, Senior Program Officer, Ball Brothers Foundation
- Jeff Howe, Muncie Redevelopment Commission Director, Muncie Redevelopment Commission
- Brian Statz, President & CEO, Minnetrista
- Phil Tevis, Owner, FlatLand Resources, LLC
- Toria Callow, Media and Communications and Gardener, FlatLand Resources, LLC
- Lindsey Cox, NEP Community Wellness Coordinator, Purdue Extension
- Brad King, President, Old West End Neighborhood Association
- Nicole Rudnicki, Vice President, Old West End Neighborhood Association
- Nate Howard, Executive Director, Muncie Land Bank

<sup>1</sup> Note: Community Stakeholders, Stakeholders, and Committee Members are used interchangeably in this document.



## Stakeholder Committee 2 (SC2) – Upward Mobility

- Gus Linde, Chief Executive Officer, Eastern Indiana Works
- Alison Tokar, President, Yorktown Community Schools' School Board
- Jason Newman, Chief Executive Office, Boys & Girls Club of Muncie
- Ashley Surpas, Associate Director of Regional Initiatives, Office of Community Engagement at Ball State University
- Anthony Williams, Executive Director of Community Engagement & Workforce Development, YMCA of Muncie
- Gretchen Cheesman, Director of Community Development, City of Muncie
- Greg Kile, Superintendent, Delaware County Community Schools
- Neil Kring, Neighborhood Pastor, Urban Light Community Development Corporation
- Kortney Zimmerman, Senior Program Officer, George and Frances Ball Foundation
- Chuck Reynolds, Director of Public Education and CEO, Muncie Community Schools
- Jenni Marsh, President & CEO, Heart of Indiana United Way
- Katina Strauch, COO/PHM, Muncie Housing Authority
- Kristen McCauliff, Interim Dean of the College of Communication, Information, and Media and Associate Professor of Communication Studies, Ball State University

## Stakeholder Committee 3 (SC3) – Housing Conditions

- Lindsey Arthur, CEO, Greater Muncie Indiana Habitat for Humanity
- Frank Baldwin, President/CEO, Muncie Mission Ministries
- Darbi Strahle, Interim Director, 8Twelve Coalition, Open Door Health Services
- Jeff Howe, Muncie Redevelopment Commission Director, Muncie Redevelopment Commission
- Nate Howard, Executive Director, Muncie Land Bank
- Gretchen Cheesman, Director of Community Development, City of Muncie
- Jason Haney, CEO, ecoREHAB
- Joy Rediger, Urban Light Community Development Commission

**Together, we have laid a strong foundation for a vibrant and sustainable future. Thank you for your dedication and partnership.**



# Executive Summary

## TogetherDM<sup>2,3</sup>

The TogetherDM Comprehensive Plan is a long-range strategic framework designed to guide the growth and development of the City of Muncie and Delaware County, Indiana. Developed through extensive community input and professional planning analysis, the Plan establishes goals and objectives to direct the community's future development. By thoughtfully planning land uses and public investments, the Plan aims to enhance the efficiency of public services and effectively address prevalent issues within the community.

The TogetherDM plan was officially adopted in January 2022 as the Comprehensive Plan for the area, replacing the previous plan from 2000. That adoption signifies a commitment to a unified vision for the region's development, ensuring that public resources are strategically allocated to meet the community's evolving needs.

For a more detailed understanding of the TogetherDM Comprehensive Plan, access the full document here: [https://www.co.delaware.in.us/egov/documents/1642002566\\_4174.pdf](https://www.co.delaware.in.us/egov/documents/1642002566_4174.pdf).

2 Source: [TogetherDM: Comprehensive Plan for the Delaware-Muncie Region \(2022\)](#).

3 Source: [DMMPC - Planning & Zoning: TogetherDM - Comprehensive Plan](#).



## Muncie Action Plan<sup>4</sup>

MAP provides a pathway to the future. MAP is a 501c3 nonprofit that oversees the community planning process for Muncie, IN. MAP convenes residents to participate in the planning process and these recommendations from the community, accompanied by extensive factual analysis of trends and conditions, form the basis of the plan. The Plan includes long-term goals and measurable action steps to accomplish a realistic vision that upholds the values identified by our community.

The first Muncie Action Plan was adopted in 2010 and updated during public engagement sessions in 2013 and 2018. In 2021, MAP partnered with NEXT Muncie and the DMMPC to undertake a full-scale planning process that resulted in the adoption of a new Comprehensive Plan for Delaware County as well as a new Strategic Investment Plan for Muncie. This new plan, TogetherDM, is our community's long-range plan.

MAP acts as a driver, contributor, and connector on a variety of projects that benefit our community. Our work is organized into four Task Forces:

### **Task Force 1:** TogetherDM Coalition

Connecting with the initiatives identified in the Muncie-Delaware Comprehensive Plan, including improving quality of place, strengthening housing conditions and options, and expanding opportunities for upward mobility.

### **Task Force 2:** Downtown Muncie

Continuing to make downtown Muncie the great place it can be by heightening (not relaxing) the focus on Walnut Street and making deliberate connections to adjacent assets.

### **Task Force 3:** City Neighborhoods

Cultivating partnerships around comprehensive, block-level strategies that utilize a wide range of tools to cover the fundamentals of neighborhood health.

### **Task Force 4:** Parks and Connective Corridors

Increase investments in Muncie's parks and improve the quality of place along corridors, parks, and city neighborhoods.

MAP is a diverse and non-political organization that is seen as a positive agent for change, and as such the organization has wide-spread support from citizens, organizations, and elected officials. For more information about MAP's initiatives and the roles the organization plays in moving forward the work identified in the TogetherDM plan, please visit [muncieactionplan.net](http://muncieactionplan.net).

## TogetherDM Action Framework

Building on the foundation of the TogetherDM Comprehensive Plan, this TogetherDM Action Framework serves as a roadmap to translate vision into action for our community. This Framework outlines clear priorities, actionable steps, and measurable outcomes to ensure continued progress toward a thriving, inclusive, and sustainable future for all residents.

<sup>4</sup> Source: [Muncie Action Plan](#).

# Introduction to the Action Framework

## Purpose and Vision<sup>5</sup>

The TogetherDM Comprehensive Plan articulated our collective aspirations, identifying key areas for growth, equity, and innovation. This Action Framework, also referred to simply as the “Framework,” is the next step, providing a detailed guide to implement strategies that address priorities while maintaining flexibility to adapt to emerging challenges and opportunities.

## Core Principles

The Action Framework is guided by the same core values as the Comprehensive Plan:<sup>6</sup>



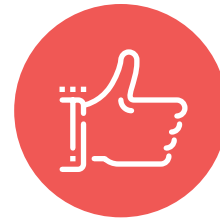
**We are  
entrepreneurial**



**We are  
gritty**



**We are  
inclusive**



**We are  
bold**



**We are  
thoughtful**

5 Note: The two TogetherDM Strategic Investment Plans are not part of this effort and the action items listed in those plans are beyond the scope of this Framework. MAP is not overseeing or coordinating the implementation of the Rural Strategic Investment Plan.

6 Source: [TogetherDM](#).



## Strategic Focus Areas

The Framework emphasizes three strategic focus areas, hereafter also referred to as “goals,” to maximize impact:<sup>7</sup>

### Improve Quality of Place



Our urban, suburban, and rural communities have a sense of place that expresses pride, confidence, and high standards.

### Expand Opportunities for Upward Mobility



The socioeconomic ladder has more rungs and gives working families a better chance to get ahead and stay ahead.

### Strengthen Housing Conditions and Options



Existing housing has received strong levels of reinvestment and households of all types have appealing options to choose from.

<sup>7</sup> Source: [TogetherDM](#).

## Key Findings and Insights

This document is a strategic roadmap guiding the development of cities and towns throughout Delaware County, Indiana. Key findings and insights from the TogetherDM Comprehensive Plan are as follows:

- **Quality of Place:** Identifies underinvestment in roads, zoning code modernization, and improved public spaces as top priorities.
- **Housing Conditions:** Addresses disinvestment in housing, housing affordability, and neighborhood revitalization.
- **Upward Mobility:** Aims to reduce economic segregation, improve workforce development, and support educational attainment.

A summary of the critical information from this Framework is as follows:

- **Action Items:** Outlines actionable steps with partnerships, timelines, and funding mechanisms.
- **Prioritization:** Stakeholder surveys ranked initiatives by priority level. Urgent issues include infrastructure investment, affordable housing, and education improvements.
- **Existing & Potential Partnerships:** Involves government agencies, non-profits, businesses, and community organizations in implementation.
- **Implementation:** Managed by DMMPC, continuous feedback loops and progress reports will ensure alignment with the TogetherDM Comprehensive Plan.



## Benefits and Implications

A comprehensive plan is essentially a long-range blueprint for a community's future. To ensure the forward movement of the TogetherDM Plan, this Framework and its recommendations matter for several key reasons:

### Guiding Policy and Decision-Making

The recommendations provide a clear framework for local governments, helping elected officials and planners make decisions about zoning, land use, infrastructure investments, and public services. That ensures that day-to-day actions and policy decisions align with the community's long-term vision.

### Promoting Consistency and Coherence

When a common plan informs all planning decisions, it creates a coherent strategy for development. That consistency helps avoid piecemeal or conflicting decisions that might hinder effective growth or lead to inefficient use of resources.

### Balancing Competing Interests

TogetherDM was developed through broad community engagement. Its recommendations reflect diverse input and help balance economic, social, and environmental needs. That makes IT a valuable tool for reconciling various stakeholder interests, which supports sustainable and equitable growth.

### Providing Legal and Administrative Guidance

In many jurisdictions, comprehensive plans carry legal weight, meaning that public officials and developers must consider them when making proposals or issuing permits. That can influence not only policy but also legal and administrative processes, encouraging development that adheres to the community's agreed-upon objectives.

The recommendations from a comprehensive plan matter because they set a unified vision, guide practical decision-making, balance diverse community needs, and provide a stable foundation for future growth and development.

### Facilitating Investment and Economic Development

A well-articulated comprehensive plan can attract investment by clearly communicating a community's priorities and future development path. Investors and developers are more likely to commit resources when they see a well-thought-out strategy that indicates stability and foresight.

### Enhancing Public Trust and Transparency

When the final recommendations are implemented, they demonstrate that community input was valued and considered, thereby increasing public trust in local government and the planning process.

### Adapting to Change

Comprehensive plans are designed with flexibility in mind. As communities evolve due to economic shifts, technological advances, or environmental changes, the recommendations help guide adaptive strategies, ensuring that the community remains resilient and responsive to new challenges.

# Anticipated Outcomes or Impacts

Below are some broadly anticipated outcomes and impacts of this Framework:

## Strategic Vision and Direction

- Clear Priorities: Establishes a shared vision and priorities for growth, helping stakeholders—from government agencies to community members—understand and align with common objectives.
- Long-Term Planning: Provides a decision-making framework that considers current needs and future challenges.

## Coordinated Land Use and Zoning

- Policy Consistency: Aligns local zoning and land use policies with broader community goals, reducing conflicts and piecemeal decision-making.
- Efficient Land Allocation: Encourages land use distribution that supports balanced and sustainable development.

## Infrastructure and Public Services Improvement

- Targeted Investments: Helps identify infrastructure needs, such as transportation networks, utilities, parks, and community facilities, ensuring that investments are prioritized according to future demand.
- Enhanced Service Delivery: Supports better coordination among various public services, improving overall community efficiency.

## Economic Development and Job Creation

- Attracting Business: By outlining areas for growth and improvement, the Framework can help attract new businesses, stimulate local economies, and create job opportunities.
- Resource Allocation: Assists in directing financial and human resources to areas that can drive economic expansion and innovation.

## Environmental Sustainability and Resilience

- Sustainable Practices: Encourages environmentally responsible land use, conservation of natural resources, and mitigation of environmental impacts.

## Improved Quality of Life for Residents

- Enhanced Amenities and Services: A well-planned community can offer better access to education, healthcare, recreation, and cultural amenities, contributing to a higher standard of living.
- Community Cohesion: The Framework encourages fostering greater community engagement and ensuring that diverse needs are met.

## Policy and Program Alignment

- Integrated Decision-Making: Helps align various governmental policies and programs, ensuring that planning, development, and regulatory efforts work together harmoniously.
- Adaptability: Provides a framework that can be revisited and revised as circumstances change, ensuring the community remains adaptable to future trends and challenges.

## Enhanced Communication and Transparency

- Clear Roadmap: With a well-documented plan, government officials and community leaders can communicate goals and progress more effectively to the public.





## Call to Action

The TogetherDM Action Framework is a collaborative endeavor. Its success depends on active participation from every sector of our community. Together, we can transform shared aspirations into tangible outcomes, creating a more equitable, vibrant, and resilient future.



## Framework Summary

In summary, this Framework is not just about setting guidelines for physical development. It is a dynamic tool aimed at fostering a sustainable, economically vibrant, and inclusive community. The anticipated outcomes include coordinated development, improved infrastructure, stronger economic growth, and enhanced quality of life, all achieved through a collaborative and forward-thinking approach.

# Action Items from the TogetherDM Comprehensive Plan

For the purposes of this Framework, an action item is a specific task, step, or responsibility that can be acted upon to achieve a goal or resolve an issue. It is typically clearly defined, measurable, and assigned to a person or group to ensure accountability and progress.

## Characteristics of an Action Item:

- ❑ Specific: Clearly describes what needs to be done.
- ❑ Action-Oriented: Uses verbs that specify an action, such as “create,” “analyze,” or “submit.”
- ❑ Achievable: Realistic and within the capabilities of the assigned person or team.
- ❑ Time-Bound: Includes a deadline or timeframe for completion.
- ❑ Relevant: Directly relates to the overall objective or purpose.

## Examples:

- ❑ Non-Actionable: “Improve the website.”
- ❑ Actionable: “Design and implement a new homepage layout by February 15th.”

While some of the items listed below do not perfectly fit the criteria above, they are useful starting points for future progress. Breaking down broader objectives into actionable items allows for focused efforts and effective progress tracking. The Implementation chapter of this document will refine the more general action items into more specific objectives.

# Action Items for this Framework

At the first Stakeholder Committee meetings, members went through the TogetherDM Plan in order to identify action items they felt were appropriate for this Framework under each of the three goals of Improve Quality of Place, Strengthen Housing Conditions and Options, and Expand Opportunities for Upward Mobility. Those action items are below, including the page in the TogetherDM Plan where more information about them can be found.

## Quality of Place

- ❑ Road and street conditions reflect long-term underinvestment – page 20
- ❑ Zoning code in need of modernization – page 20
- ❑ Zoning code in need of stronger enforcement – page 20
- ❑ Major corridors and gateways in Delaware County signal uneven, and often low, standards – page 21
- ❑ Vacant land and open space present opportunities – page 21
- ❑ Spending on parks is rising but still very low – page 21
- ❑ Muncie's park system needs more funding for maintenance and amenities – page 21
- ❑ Prioritize roads with the worst conditions for immediate repair and reconstruction (including sidewalks, bike lanes, ADA ramps/crosswalks, etc.) – page 20
- ❑ Include the Cardinal and White River Greenways / Muncie Arts & Culture Trail when looking to improve and maintain "parks" – page 21
- ❑ Improved corridors and gateways – page 37
- ❑ Update design standards – page 37
- ❑ Increase public space and park investment – page 37
- ❑ Develop inside existing density, reducing sprawl – page 46
- ❑ Create neighborhood-level development – page 46
- ❑ Adaptive re-use and creative infill in weak markets – page 46

## Upward Mobility

- ❑ Receive an update on Live Near Your Work initiatives from BSU and IU Ball Memorial – page 8

- ❑ Engage school districts on innovative ideas and/or look at United Way data – page 25
- ❑ Reduce segregation of low-income families into areas of high poverty and declining school performance / increase low-income housing options in high-income areas with good access to employment and services – pages 19, 25, 37
- ❑ Increase opportunities to build skills and experience – page 24
- ❑ Ensure community decision-making is intentional about creating a sense of agency and ownership in areas of high economic need – page 24
- ❑ Increase IREAD-3 test scores for third graders within Muncie Community Schools (reduce the current gap of 22 points between Muncie and county-wide schools to 10 points or less) – pages 25, 37
- ❑ Continue development of the Cradle to Career model – page 25
- ❑ Maintain third-grade County schools reading scores at or above the state average county-wide – page 37
- ❑ Increase the share of adults with an associate degree or more from 33.5 percent to above 40 percent; the share of adults with four years of college from being seven points lower than the state average to less than 4-points lower – page 37
- ❑ Maintaining and growing Downtown's diversity and accessibility with respect to entry-level and advanced employment opportunities – page 42
- ❑ Ensure that affordable residential opportunities continue to exist in Downtown Muncie – page 42
- ❑ Put people (adults and youth) to work in the parks to work on improvements, maintenance, and programming – page 43
- ❑ Support potential for smaller farms with a more local and regional focus that ties into local food industries – page 44
- ❑ Having high-quality commercial space within the county's downtowns – page 45
- ❑ Having supportive services for small business development – including connections to the local agricultural economy – to potentially nurture small, locally-owned businesses that are uniquely tied to their communities – page 45
- ❑ Maintain rural neighborhood conditions – focus on the fundamentals of neighborhood health (housing conditions are stable or improving, neighbors are engaged, and market conditions support reinvestment) – page 45
- ❑ Update the City of Muncie's and Delaware County's Zoning ordinances to match the proposed Future Land Use Map and follow the guiding principles listed in the TogetherDM plan – page 46

## Housing Conditions and Options

- ❑ Increase investment in existing housing – page 19
- ❑ Increase investment in appealing housing options (existing or new) – page 19
- ❑ Reduce the number of residential properties that show visible signs of disinvestment or are vulnerable to decline (currently 58 percent); increase properties in excellent or good condition from 42 percent to 50 percent – pages 22, 37
- ❑ Delaware County's housing market is soft, with supply exceeding demand and the presence of unhealthy vacancy rates – page 22
- ❑ Areas of lowest demand for housing in the city are concentrated to the south and northeast of downtown Muncie. These areas are in strong need of investment – page 22
- ❑ Identify ways to address the issue that cost gaps limit the construction of new housing – page 23
- ❑ Maintain current levels of owner-occupancy rates for single-family homes vs. absentee ownership; the owner-occupancy rate for single-family homes stabilizes at 73 percent and moves toward 75 percent – pages 27, 37
- ❑ Ensure that new housing strengthens existing neighborhoods, supports existing infrastructure, bolsters quality of place, and provides access to diverse housing options – page 37
- ❑ Maintain the current pace of 95 new housing units per year county-wide – page 37
- ❑ Expect and require high quality from private investment – page 37
- ❑ A focus on the fundamentals of neighborhood health in regards to physical conditions improvement, neighborhood image improvement, and market improvement (stronger demand, stronger supply) – page 43
- ❑ Cultivation of cooperative relationships between building owners, businesses, and the markets they aim to serve – page 45
- ❑ Support potential for smaller farms with a more local and regional focus that tie into local food industries – page 44
- ❑ In unincorporated areas of Delaware County, limit haphazard subdivision development while exploring village-style mixed-use development opportunities centered around schools where infrastructure already exists – page 46





# Guiding Principles

Guiding principles are foundational beliefs or core values that help individuals, organizations, or groups make decisions, set priorities, and navigate challenges. They act as a moral and strategic compass, ensuring that actions and decisions are aligned with overarching goals or values.

## Key Characteristics of Guiding Principles:

- **Core Values:** They reflect the fundamental beliefs that matter most.
- **Consistency:** They provide a stable framework for decision-making over time.
- **Clarity:** They are clearly defined and easy to understand.
- **Influence:** They shape behavior, culture, and practices.

## Examples of Guiding Principles:

- **For Individuals:** “Treat others with respect,” or “Always act with integrity.”
- **For Organizations:**
  - “Innovation over tradition” (encouraging creativity and forward-thinking).
  - “Sustainability matters” (focusing on environmental responsibility).

## Purpose:

- To **align actions with values**.
- To **create consistency** in behavior and decision-making.
- To **inspire trust** and clarity among stakeholders.

The following principles were originally pulled from the TogetherDM as action items by the stakeholders. However, it was later decided that these items were more adjacent to guiding principles than action items. Some principles intentionally repeat from goal to goal so that they can be considered from the perspective of that goal separately from the others. All are found on page 33 of the TogetherDM Plan.

## Quality of Place

- Increase public capacity on funding origins, funding uses, and funding effects in order to better weigh options and make informed decisions.
- Have local participation in driving, funding, and solving real local problems.
- Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices.
- Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made.
- Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision.
- Protect our natural and environmental assets.

## Upward Mobility

- Have local participation in driving, funding, and solving real local problems.
- Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices.
- Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made.
- Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision.
- Protect our natural and environmental assets.

## Housing Conditions and Options


- Have local participation in driving, funding, and solving real local problems.
- Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices.
- Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made.
- Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision.
- Protect our natural and environmental assets.

More information about the Action Items and Guiding Principles can be found in the Implementation chapter of this document.

# Timeline


The timeline for creating this Action Framework was as follows:

## 2024



February	TF1 releases the Request for Proposals
March:	TF1 selects American Structurepoint to develop the Framework.
August	Initial meetings with TF1, SC1, SC2, and SC3. Action items from TogetherDM were selected, and the committees identified potential partners.
September	TF1 and SC1 met to begin selecting potential partners for various action items.
October	SC2 and SC3 met to begin selecting potential partners for various action items.
November	TF1 and SC1 met to select more potential partners and discuss future steps.
December	SC2 and SC3 met to select more potential partners and discuss future steps.
August to December	Committee members were asked to contact potential partners by signing up in a shared spreadsheet. They were also provided an email template for outreach if they chose. Committee members were also encouraged to provide their organization's latest annual report to the consultant so current efforts would be credited. Responses were forwarded to the consultant and compiled.

## 2025



January	A survey was distributed to committee members to vote on priority levels for each action item and agreement with guiding principles.
February	Draft of Action Framework provided to committee members for comment. The consultant made edits where appropriate.
March	The final document was provided to MAP's TF1, and the project was closed.







# Existing Efforts

Giving credit to agencies and organizations working towards community goals is vital for several reasons. First, it acknowledges the effort, expertise, and resources these groups invest in addressing shared challenges, ensuring their contributions are valued and respected. Recognition fosters trust and goodwill, which are essential for building strong and effective collaborations. It also encourages continued participation and motivation among these organizations as they see their work appreciated and their impact amplified.

Moreover, giving credit helps maintain transparency and accountability within the community, highlighting the roles and achievements of various stakeholders. That acknowledgment can also inspire others to contribute, creating a ripple effect of positive engagement and collective effort toward common goals. Summarily, giving due credit upholds ethical standards, strengthens partnerships, and reinforces a culture of mutual respect and cooperation.

While the following list is in no way an exhaustive list of the initiatives already being taken by various entities in the community, it is important to recognize those that cooperated with this project. Some of the following are current pursuits in the community that align with the priorities of TogetherDM and not necessarily a specific action item, but are important to include because they fit the spirit of TogetherDM. The rest are efforts that directly align with specific action items.<sup>8</sup>

<sup>8</sup> Note: Some community efforts may fall under multiple goals or action items.



# Quality of Place

## Town of Yorktown

Action Item: Include Cardinal and White River Greenways when looking to improve and maintain parks.

- Yorktown is actively working to enhance its trail system, with plans and secured funding to address the gap along the Player's Club on River Road and the gap near the schools on Tiger Drive. By the conclusion of 2025, Yorktown's trail network will extend continuously from Morrison to the Downtown area.

Action Item: Increase public space and park investment.

- The Town has developed plans to expand its parks offerings and recently completed a comprehensive five-year Parks Plan. Relevant portions of that plan can be incorporated into this Framework, as the Plan includes valuable estimates for proposed improvements.

## Purdue Extension

Priority: Improve Quality of Place.

- Purdue Extension collaborates with community organizations to deliver a wide range of programs. It provides consultation services to community organizations and individuals, addressing various projects, initiatives, and residential inquiries, such as identifying tree infestations and recommending treatments. Additionally, Purdue Extension engages in Policy, System, and Environmental projects, fostering partnerships with local organizations to enhance community well-being and address local needs.

## Whitely Community Council

Priority: Improve Quality of Place.

- The Whitely Community Council is initiating a significant redevelopment project on the east side of Muncie, designed to function as a resource hub offering a comprehensive array of services to enhance the quality of life for low-income and ALICE families.<sup>9</sup>

## YMCA of Muncie

Priority: Improve Quality of Place.

- Investing in Wonder Woods, an outdoor learning and play space, creates a distinctive environment for families and children to engage with nature, promoting physical activity and strengthening connections to the outdoors.
- The ongoing renovations at the Yorktown branch are transforming the facility into modern, accessible spaces designed to accommodate a growing community and establish a welcoming hub for all visitors.
- Investments in new cabin facilities at Camp Crosley aim to expand capacity and enhance the camp experience for young people, fostering confidence, independence, and friendships within a safe and nurturing environment.
- The new facility in Muncie, designed with accessible, family-friendly amenities, including two pools and dedicated family locker rooms, exemplifies a commitment to creating inclusive and engaging spaces.
- In-house programs support lifelong learning, active lifestyles, and social connections, serving as key components that strengthen the fabric of the community.
- Partnerships and collaborations that enhance reach and impact remain a priority, contributing to Muncie's vibrancy, health, and appeal as a place to live.

9 ALICE is an acronym for Asset Limited, Income Constrained, Employed, and represents the growing number of families who are unable to afford the basics of housing, child care, food, transportation, health care, and technology. These workers often struggle to keep their own households from financial ruin, while keeping our local communities running.  
Source: [United for ALICE](#).

## Ball Brothers Foundation

Priority: Improve Quality of Place.

- The Foundation's financial outlook remains robust, with a significant portion of funding allocated to grants that support its mission. The report provides a breakdown of grants awarded across various sectors. It reflects on the foundation's increasing influence in making a positive impact. The document notes that 92 percent of grantmaking was directed toward Muncie and Delaware County.
- The report emphasizes the foundation's commitment to sustainability and social impact, focusing on environmental stewardship and addressing social inequalities. It details efforts to fund programs that promote sustainability, economic resilience, and equity.
- The Foundation has prioritized creating educational opportunities that empower individuals and enhance workforce readiness. That includes support for scholarships, the development of innovative educational programs, and initiatives designed to prepare students for future careers.
- The Annual Report highlights continued support for the arts, encompassing grants for cultural organizations, public art installations, and initiatives aimed at increasing accessibility to the arts for underserved populations.

## The Community Foundation of Muncie and Delaware County

Priority: Improve Quality of Place.

- The Foundation's Creative Space Action Plan outlines efforts to establish a defined Creative Corridor downtown, linking it to Ball State University, Minnetrista, and beyond through trails and transportation options.
- The Creative Space Action Plan also identifies projects aimed at enhancing the arts sector.

# Upward Mobility

## Purdue Extension

Action Item: Increase opportunities to build skills and experience.

- Purdue Extension – Delaware County delivers community education opportunities year-round, addressing topics relevant and beneficial to local residents of all ages. Programs include both fee-based and no-cost options for participants. By connecting University knowledge, information, and research to the local community, the Extension serves as a vital bridge to Purdue University. Educator content areas include Agriculture & Natural Resources, Health & Human Sciences, and 4-H/Youth Development.
- Additionally, the Nutrition Education Program, a SNAP-Ed-funded initiative, encompasses a Nutrition Education Program Advisor, focused on direct education, and a Community Wellness Coordinator, focused on policy, system, and environmental changes or projects. The Supplemental Nutrition Assistance Program – Education (SNAP-Ed) emphasizes food security, access, nutrition, safety, and physical activity. Key target audiences include underserved communities, low-income individuals, those eligible for SNAP benefits, and schools where 50 percent or more of students participate in free or reduced lunch programs.
- Purdue Extension offers a variety of classes and programs, including Master Gardener, Nature of Teaching, Indiana Master Naturalist, Dining With Diabetes, Safe Sleep, Safe @ Home, Matter of Balance, ServSafe Food Manager and Food Handler classes, Captain Cash, Embryology, Chef University, Coordinated Approach to Child Health, Teen Cuisine, Eat Smart Live Strong, Eat Smart Move More (with optional perinatal lessons), the 4-H program, and the annual fair.

## Open Door Services

Priority: Expand Opportunities for Upward Mobility.

- Open Door Services offers expertise in substance use disorders, complemented by the inclusion of insurance enrollment specialists and neighborhood outreach professionals.

# Housing Conditions

## EcoREHAB

Priority and Action Items: Strengthen Housing Conditions and Options, Increase Investment in Existing Housing and Appealing Housing Options (existing or new), Reduce the Number of Residential Properties that Show Visible Signs of Disinvestment or are Vulnerable to Decline / Increase Properties in Excellent or Good Condition.

- ecoREHAB focuses on rehabilitating existing homes for sale to individuals earning 20-80 percent of the Area Median Income/AMI. The organization is transitioning to a new construction model in which homes are built in panels by YouthBuild/STEP students at The Yard and assembled onsite. This shift aims to enhance capacity and reduce costs.

## Delaware County Housing Consortium

Priority: Strengthen Housing Conditions and Options.

- The Delaware County Housing Consortium convenes weekly to enhance coordination efforts, develop innovative local solutions to address homelessness, fill service gaps, and reduce homelessness within the community. Key objectives include increasing access to diversion and homelessness prevention assistance, ensuring youth experiencing homelessness are identified and safely housed, and strengthening economic stability for individuals with a history of homelessness. The organizations listed below are also part of the Housing Consortium.

## Muncie Mission

Priority: Strengthen Housing Conditions and Options.

- Muncie Mission delivers compassionate relief for homeless men, serves as the operating partner for the Muncie Hub, including tiny homes, and coordinates the support network for HUD-funded agencies across six counties.

## Christian Ministries

Priority: Strengthen Housing Conditions and Options.

- Offers year-round family shelter to address short-term housing needs and operates a seasonal cold-weather sleeping room for men from October to April.

## Meridian Health Services

Priority: Strengthen Housing Conditions and Options.

- Meridian Health Services provides coordination of Permanent Supportive Housing services, including case management for individuals experiencing homelessness and living with disabilities.

## YWCA of Muncie

Priority: Strengthen Housing Conditions and Options.

- YWCA provides women in need with overnight accommodations and emergency shelter for up to 45 days, offers long-term solutions and life skills programs, and oversees the coordinated entry process for housing services.

## City of Muncie

Priority: Strengthen Housing Conditions and Options.

- The Community Development Office of the City of Muncie allocates funding to support shelter operations, and seeks additional private and public resources for housing solutions.

## Center Township Trustee

Priority: Strengthen Housing Conditions and Options.

- The Center Township Trustee's Office provides financial assistance to individuals experiencing poverty in order to prevent homelessness.

## A Better Way

Priority: Strengthen Housing Conditions and Options.

- A Better Way coordinates community-wide rapid re-housing programs alongside a comprehensive range of services for survivors of domestic abuse and sexual assault.

The continued dedication and hard work of agencies and organizations in the community are greatly appreciated. Their ongoing efforts to serve the local population demonstrate a strong commitment to improving the quality of life and addressing the diverse needs of the community. The positive impact of these initiatives is felt throughout the region, fostering growth, support, and well-being for all. Thank you for the invaluable contributions made to the people of Muncie and Delaware County.

# Potential Partnerships

Partnerships are essential for grassroots efforts, such as those undertaken by MAP, because they bring together a diverse range of skills, resources, and perspectives that disconnected groups might lack. Organizations can pool their expertise by collaborating to address complex challenges more effectively. For example, one partner might bring sources of human-power or funding, while another might provide the technical know-how necessary to implement a project. These collaborations also help extend the reach of initiatives, making it easier to access and engage more people. Working together also fosters a sense of shared responsibility and ownership, which can lead to more successful outcomes. Additionally, partnerships allow for the distribution of labor so that no one entity is overwhelmed by the tasks at hand. In this way, partnerships amplify the impact of grassroots work, making it more efficient and capable of creating lasting change.

Responding to the members of the Framework committees did not obligate any entity to assist MAP or the Delaware-Muncie Metropolitan Plan Commission (DMMPC). However, it will provide a starting point for those interested in advancing the goals of TogetherDM in the future. Below are the responses received.



# Quality of Place

## Purdue Extension

**Contact:** Justin Curley / jcurley@purdue.edu

**Action Item:** Rural character is in transition.

- ❑ **Steps Required:** A clear outline of the issue, initiatives, and an estimate of the time investment required.
- ❑ **Potential Non-Monetary Resources to be Provided:** Education, data and information.
- ❑ **Potential Monetary Resources to be Provided:** Willing to collaborate on grant initiatives.

## Urban Forestry Committee

**Contact:** Austin Weiland / aweiland@minnetrista.net

**Action Item:** Major corridors and gateways in Delaware County signal uneven and often low standards.

- ❑ **Steps Required:** Identifying acceptable planting sites for street trees. Funding would be necessary to plant more than 60 trees in a year.
- ❑ **Potential Non-Monetary Resources to be Provided:** The Urban Forester has a set number of trees funded for planting each year and aims to increase planting efforts in the years ahead.
- ❑ **Potential Monetary Resources to be Provided:** The funding for 60 trees per year is already secured. If planted strategically, they could significantly enhance the City's entryways. Additionally, there are several grants available annually to support tree-planting efforts. Consideration may also be given to allocating some of the "Rooted in Community" funds toward this initiative.

## Muncie-Delaware Clean & Beautiful

**Contact:** Clair Burt / clairburty@gmail.com

**Action Item:** Increase public space and park investment.

- ❑ **Steps Required:** The organization is committed to dedicating existing processes of connecting community members to resources to clean and beautify parks and public spaces. Individuals offering vacant lots will be directed to the appropriate neighborhood associations and relevant entities. Should property owners express interest in attending neighborhood association meetings, an MDCB representative will accompany them. Assistance will also be provided for neighborhood clean-ups. The White River Clean-up and Gateway Clean-ups will continue as part of the ongoing efforts.

- ❑ **Potential Non-Monetary Resources to be Provided:** The organization serves as a liaison, connecting neighborhoods and groups to resources and supporting events with tools and volunteers.
- ❑ **Other Important Information:** The organization has a long history of supporting clean-up and beautification efforts within the community. As a volunteer board, time and resources may be limited; however, the board serves as an effective conduit and liaison, leveraging a network of dedicated volunteers.

## Town of Yorktown

**Contact:** Chase Bruton / cbruton@yorktownindiana.org

**Action Items:** Prioritize roads with the worst conditions for immediate repair and reconstruction, Major corridors and gateways in Delaware County signal uneven and often low standards.

- ❑ **Steps Required:** A Pavement Conditions Index (PCI) was completed alongside the DMMPC. It is recommended that this assessment be conducted every two years across the county. The Town has committed to continuing its portion of funding for the PCI index moving forward. That is the initial step in ensuring a clear understanding of the current road conditions within the community. Additionally, the intersection of Tiger and River Road should be added to the Transportation Improvement Plan with the DMMPC.
- ❑ **Potential Monetary Resources to be Provided:** Plans are to pursue funding annually through the Indiana Department of Transportation's "Community Crossing Matching Grants Program" for all eligible projects. Funding of the 20 percent required for a large-scale project to receive the 80 percent match from the DOT will be provided.
- ❑ **Other Important Information:** All projects funded through that program must include updates to ramps in compliance with ADA standards.

**Action Item:** Foster better communication and Coordination between City and County Departments where activities and oversight overlap.

- ❑ **Steps Required:** The Town has been collaborating with the Delaware County Redevelopment Commission to address additional funding gaps for road projects. Yorktown is prepared to assist with funding construction materials for roadways bordering the Town and the County. While the necessary equipment and workforce for repaving are not available locally, there is potential for cooperation that could benefit both entities.

Additionally, it is essential to establish a county-wide trail plan, as the Indiana Department of Natural Resources envisions a statewide trail system, and the area represents a gap in that network.

- ❑ **Other Important Information:** An example of a potential collaboration is Cornbread Road, where Delaware County could possibly manage the work while Yorktown would provide the materials.

Action Item: Include Cardinal and White River Greenways when looking to improve and maintain parks.

- ❑ **Potential Monetary Resources to be Provided:** Yorktown is prepared to provide funding for efforts to establish a connection point at the Town limits on Morrison Road.

## Delaware County Highway Department

**Contact:** Tommie Humbert / thumbert@co.delaware.in.us or Carrie Dye / cdye@co.delaware.in.us

Action Item: Improve Roads and Streets.

- ❑ **Steps Required:** The primary objective of the Highway Department is the improvement of roads. Funds allocated to Delaware County from the Wheel Tax and the Indiana Motor Vehicle Highway Fund/Local Roads and Streets serve as the principal source of financing for paving projects. Additional funding is pursued through applications for the State Community Crossings Matching Grant.
- ❑ **Potential Non-Monetary Resources to be Provided:** Contacts and connections with State resources.
- ❑ **Potential Monetary Resources to be Provided:** Each year, approximately \$1 million from the Wheel Tax is allocated for paving projects. An additional \$1 million is typically secured annually through grants.
- ❑ **Estimated Timeline:** This is an ongoing yearly process.





# Upward Mobility

## Muncie Scholar House

**Contact:** [jobsourcecap.org/scholarhouse](http://jobsourcecap.org/scholarhouse) or (765) 568-3325

**Action Item:** Increase the share of adults with an associate degree or more from 33.5 percent to above 40 percent and decrease the share of adults with four years of college from seven points lower than the state average to less than four points lower.

- ❑ **Steps Required:** The organization fully supports this action item, emphasizing the provision of wraparound services, such as academic coaching and housing, to empower single parents in achieving their educational goals.
- ❑ **Potential Non-Monetary Resources to be Provided:** Access to research on best practices is available through the Scholar House affiliation, with a strong commitment to collaborating with other community partners working toward the same goal.
- ❑ **Potential Fundraising Opportunities:** Funding is currently available to support the program; however, like all non-profit organizations, efforts to secure additional resources through donations, grants, and other means will continue.
- ❑ **Other Important Information:** Positioned to assist single parents in obtaining associate degrees or higher, partnerships are already established with individuals pursuing this objective.

## George and Frances Ball Foundation

**Contact:** Kortney Zimmerman / [kzimmerman@gfballdn.org](mailto:kzimmerman@gfballdn.org)

**Action Items:** Increase IREAD-3 test scores for third graders within Muncie Community Schools (reduce the current gap of 22 points between Muncie and county-wide schools to 10 points or less), Continue developing the Cradle to Career model.

- ❑ **Steps Required:** A commitment is made to undertake all necessary actions. The space is actively utilized daily, with significant work in progress. A thorough examination of the work can be conducted as required.
- ❑ **Potential Non-Monetary Resources to be Provided:** Assistance is provided to ghostwrite grants and identify external funding opportunities to support specific Cradle-to-Career Muncie strategies.

- ❑ **Potential Monetary Resources to be Provided:** Most of the work receives support through grants from the George and Frances Ball Foundation.
- ❑ **Estimated Timeline:** Cradle to Career Muncie focuses on long-term impact, aiming to achieve gradual, incremental progress contributing to significant community transformation. Celebrating small achievements is essential, as these “small wins” ultimately evolve into substantial successes over time.

## Ball State University and Indiana University Ball Memorial Hospital

**Contact:** Kate Stoss / [kstoss@bsu.edu](mailto:kstoss@bsu.edu)

**Action Item:** Receive an update on the Live Near Your Work initiative from BSU and IU Ball Memorial.

- ❑ **Steps Required:** Ball State University employees involved with the program are willing to give TF1 a presentation on their efforts.
- ❑ **Estimated Timeline:** The issue remains ongoing, with BSU consistently working to increase the number of faculty and staff residing within the County.

# Housing Conditions and Options

## Urban Light Community Development Corporation (ULCDC)

**Contact:** Joy Rediger / jrediger@urbanlightcdc.org

**Action Item:** Focus on the fundamentals of neighborhood health regarding physical conditions improvement, neighborhood image improvement, and the market improves (stronger demand, stronger supply).

- ❑ **Steps Required:** ULCDC will collaborate with Industry Neighborhood to enhance the physical conditions of the area through initiatives such as a mowing program, lot and sidewalk clean-ups, and beautification projects modeled after the Industry Gateway Sign property.

**Action Item:** Reduce the number of residential properties showing signs of disinvestment or are vulnerable to decline (currently 58 percent); increase properties in excellent or good condition from 42 percent to 50 percent.

- ❑ **Funding Required:** The goal is to secure additional funding to expand the repair program.
- ❑ **Estimated Timeline:** The objective is to utilize Heart of Indiana United Way funding to complete ten projects in 2025 and five in 2026.
- ❑ **Other Important Information:** ULCDC will partner with Industry Neighborhood homeowners to make repairs as funding allows.

**Action Item:** Delaware County's housing market is soft, with supply exceeding demand and the presence of unhealthy vacancy rates.

- ❑ **Steps Required:** ULCDC plans to renovate one to two vacant homes in the Industry Neighborhood beginning in 2025 to make them available for homeownership.

**Action Item:** Areas of lowest demand for housing in the county are concentrated to the south and northeast of downtown Muncie. These areas are in strong need of investment.

- ❑ **Estimated Timeline:** ULCDC's commitment to housing stability will be maintained within the Industry Neighborhood for the next 10 to 15 years.

**Action Item:** Maintain current owner-occupancy rates for single-family homes vs. absentee ownership; the owner-occupancy rate for single-family homes stabilizes at 73 percent and moves toward 75 percent.

- ❑ **Funding Required:** The project is estimated to span five years with an approximate cost of \$1.9 million.
- ❑ **Estimated Timeline:** The ultimate goal is to renovate 10 homes within five years.

- ❑ **Other Important Information:** ULCDC plans to renovate one to two vacant homes in 2025 within the Industry Neighborhood, focusing on preparing the properties for homeownership.

**Action Item:** Ensure that new housing strengthens existing neighborhoods, supports existing infrastructure, bolsters quality of place, and provides access to diverse housing options.

- ❑ **Important Information:** Through integrating community development, resident engagement, housing repair initiatives, and new homeownership projects, ULCDC aims to holistically collaborate with residents, non-profit organizations, and funders to strengthen and enhance the Industry Neighborhood.

## Muncie Land Bank

**Contact:** Nate Howard / execdirector@muncielandbank.org

**Action Items:** Targeted investment in low-demand areas (south and northeast of downtown Muncie), Disinvestment reduction (reducing visible signs of disinvestment and increasing properties in good condition), Addressing soft housing market (supply exceeding demand, unhealthy vacancy rates), Strengthen neighborhoods with new housing (support existing infrastructure, access to diverse housing).

- ❑ **Steps Required:** Formalization of interlocal agreements with county and city governments is required for some action items. Others require community engagement. Community engagement efforts will focus on strengthening relationships with neighborhood associations and housing developers to assess repair needs and develop infill housing plans. Consensus-building initiatives will ensure that community desires are incorporated into development projects.
- ❑ **Potential Non-Monetary Resources to be Provided:** Neighborhood surveys and data collection efforts will continue in collaboration with Ball State University to assess neighborhoods, gather homeownership and property condition data, and identify areas with the highest vacancy, abandonment, and disinvestment. Emphasis will be placed on legal and physical clean-ups of acquired properties to facilitate rehabilitation or new housing development. Property acquisition efforts will focus on securing properties in areas experiencing high vacancy or signs of disinvestment, particularly in the south and northeast of downtown Muncie, utilizing the tax-foreclosure process.





- **Potential Monetary Resources to be Provided:** Vacant lots receive an initial allocation of \$2,000 per property for acquisition, clean-up, and maintenance, followed by an annual maintenance cost of \$500. Properties with structures receive an initial allocation of \$5,000 per property for acquisition, clean-up, and maintenance, with an annual maintenance cost of \$1,000. Major structural repairs for properties in disrepair require a budget of \$25,000 per property to address critical improvements, including roof repairs, foundation stabilization, and weatherproofing. An additional \$100,000 per year is necessary to support staffing requirements for overseeing an expanded property inventory and development activities.
- **Funding Required:** Direct allocations from local governments secure a percentage of city and county general funds with long-term commitments. Delinquent tax collection leverages a share of delinquent tax revenues, typically 5–10%, to support property acquisition and maintenance. Tax sale surcharges establish fees on out-of-state or absentee buyers at county tax sales to generate additional revenue. Bond financing provides funding for neighborhood revitalization efforts, focusing on housing rehabilitation. Property sales prioritize transactions with residents to strengthen owner-occupancy rates. Grants and philanthropic contributions incorporate federal, state, and local funding, private sector, and foundation support to enhance housing stability and community development. An additional \$100,000 per year is necessary to hire staff to manage an expanded property inventory and development activities.
- **Estimated Timeline:** The timeline varies based on the scale of properties acquired and rehabilitated by MLB. On average, individual property acquisition and clean-up require six to 12 months per property. Neighborhood stabilization typically takes two to five years to achieve noticeable improvements in physical conditions, increased owner-occupancy rates, and reduced disinvestment. Expanding this model across multiple neighborhoods and addressing challenges in soft housing markets may require five to ten years, depending on the extent of government and community support.
- **Other Important Information:** A block-by-block strategy focuses on targeting small areas of disinvestment, enabling more concentrated interventions that catalyze broader neighborhood revitalization efforts. A community-driven model prioritizes local engagement, ensuring developments align with community needs and maintain long-term sustainability. Utilizing property as leverage involves securing site control of tax-delinquent properties to coordinate with stakeholders and attract additional funding. This approach remains essential for program expansion.

A list of other potential partners is included in the appendix of this document.

# Prioritization

## Methodology

To rank the priority level of various action steps, participants used a SurveyMonkey survey to review a list of all the action items. They then chose whether they believed an item should be a high, medium, or low priority for the community. They were instructed that their votes could be based on their chosen criteria, and there were no right or wrong answers. Example criteria for them to consider were how fast an action item could be completed, how expensive or time-consuming it would be, or how many entities would need to be involved for completion. Finally, the stakeholders were asked to consider each action item independently of the others as they voted, and comments were welcome for each set of items.

To determine if participants agreed with the various guiding principles from TogetherDM, they were asked as part of the Survey Monkey questions to state whether they agreed, disagreed, or were neutral about each principle. No comments were received about the principles.

SurveyMonkey's reporting tools determined the overall priority level for each action step or level of agreement with each guiding principle. The process helped identify which tasks should be prioritized most. Consequently, action items are presented in order of how high a priority the participating stakeholders judged them to be. A commentary on the vote results for the guiding principles is at the end of this chapter.

# Prioritization Levels

## Quality of Place<sup>10</sup>

### High Priority

- ❑ Prioritize roads with the worst conditions for immediate repair and reconstruction (including sidewalks, bike lanes, ADA ramps/crosswalks, etc.) – page 20
- ❑ Zoning code in need of modernization – page 20
- ❑ Road and street conditions reflect long-term underinvestment – page 20

### Medium Priority

- ❑ Zoning code in need of stronger enforcement – page 20
- ❑ Major corridors and gateways in Delaware County signal uneven, and often low, standards – page 21
- ❑ Muncie's park system needs more funding for maintenance and amenities – page 21
- ❑ Improved corridors and gateways – page 37
- ❑ Create neighborhood-level development – page 46
- ❑ Adaptive re-use and creative infill in weak markets – page 46

### Low Priority

- ❑ Vacant land and open space present opportunities – page 21
- ❑ Spending on parks is rising but still very low – page 21
- ❑ Include the Cardinal and White River Greenways / Muncie Arts & Culture Trail when looking to improve and maintain “parks” – page 21
- ❑ Update design standards – page 37
- ❑ Increase public space and park investment – page 37
- ❑ Develop inside existing density, reducing sprawl – page 46

### Summarized Comments

- ❑ Many underinvested neighborhoods are geographically constrained and under-resourced. Development should be focused on these neighborhoods to affect the quality of place.
- ❑ The Parks Plan should be revisited. There is a lot of potential/resource leveraging if we focus on some main areas and not all areas.
- ❑ Modernize zoning ordinances.

<sup>10</sup> Note: Page numbers in this section refer to where each action item is described in the TogetherDM Comprehensive Plan, not this document.

# Upward Mobility

## High Priority

- ❑ Reduce segregation of low-income families into areas of high poverty and declining school performance / increase low-income housing options in high-income areas with good access to employment and services – pages 19, 25, 37
- ❑ Increase opportunities to build skills and experience – page 24
- ❑ Ensure community decision-making is intentional about creating a sense of agency and ownership in areas of high economic need – page 24
- ❑ Increase IREAD-3 test scores for third graders within Muncie Community Schools (reduce the current gap of 22 points between Muncie and county-wide schools to 10 points or less) – pages 25, 37
- ❑ Maintain third grade County schools reading scores at or above the state average county-wide – page 37
- ❑ Update the City of Muncie's and Delaware County's Zoning ordinances to match the proposed Future Land Use Map and follow the guiding principles listed in the TogetherDM plan – page 46
- ❑ Ensure that affordable residential opportunities continue to exist in Downtown Muncie – page 42

## Medium Priority

- ❑ Continue development of the Cradle to Career model – page 25
- ❑ Maintain rural neighborhood conditions – focus on the fundamentals of neighborhood health (housing conditions are stable or improving, neighbors are engaged, and market conditions support reinvestment) – page 45
- ❑ Having high-quality commercial space within the county's downtowns – page 45
- ❑ Maintaining and growing Downtown's diversity and accessibility with respect to entry-level and advanced employment opportunities – page 42
- ❑ Having supportive services for small business development – including connections to the local agricultural economy – to potentially nurture small, locally-owned businesses that are uniquely tied to their communities – page 45

## Low Priority

- ❑ Receive an update on Live Near Your Work initiatives from BSU and IU Ball Memorial – page 8
- ❑ Engage school districts on innovative ideas and/or look at United Way data – page 25
- ❑ Increase the share of adults with an associate degree or more from 33.5 percent to above 40 percent; the share of adults with four years of college from being seven points lower than the state average to less than 4-points lower – page 37
- ❑ Put people (adults and youth) to work in the parks to work on improvements, maintenance, and programming – page 43
- ❑ Support potential for smaller farms with a more local and regional focus that ties into local food industries – page 44

## Summarized Comments

- ❑ Solar on brownfields.
- ❑ Indiana is developing a Food Vision (aka charter) to serve as a roadmap for our state and all parties involved in the food system. Local and regional foods are a priority. Farming and food is a growing area of interest and priority for many. The plan is being developed, and a first draft should be completed by summer.



# Housing Conditions

## High Priority

- ❑ Increase investment in appealing housing options (existing or new) – page 19
- ❑ Increase investment in existing housing – page 19
- ❑ Reduce the number of residential properties that show visible signs of disinvestment or are vulnerable to decline (currently 58 percent); increase properties in excellent or good condition from 42 percent to 50 percent – pages 22, 37
- ❑ Ensure that new housing strengthens existing neighborhoods, supports existing infrastructure, bolsters quality of place, and provides access to diverse housing options – page 37
- ❑ Expect and require high quality from private investment – 37

## Medium Priority

- ❑ Maintain current levels of owner-occupancy rates for single-family homes vs. absentee ownership; the owner-occupancy rate for single-family homes stabilizes at 73 percent and moves toward 75 percent – pages 27, 37
- ❑ A focus on the fundamentals of neighborhood health in regards to physical conditions improvement, neighborhood image improvement, and market improves (stronger demand, stronger supply) – page 43
- ❑ In unincorporated areas of Delaware County, limit haphazard subdivision development while exploring village-style mixed-use development opportunities centered around schools where infrastructure already exists – page 46

## Low Priority

- ❑ Identify ways to address the issue that cost gaps limit the construction of new housing – page 23
- ❑ Delaware County's housing market is soft, with supply exceeding demand and the presence of unhealthy vacancy rates – page 22
- ❑ Areas with the lowest demand for housing in the City are concentrated in the south and northeast of downtown Muncie. These areas are in strong need of investment – page 22
- ❑ Cultivation of cooperative relationships between building owners, businesses, and the markets they aim to serve – page 45
- ❑ Maintain the current pace of 95 new housing units per year county-wide – page 37
- ❑ Support potential for smaller farms with a more local and regional focus that tie into local food industries – page 44

## Summarized Comments

- ❑ We need 500 new housing units per year in the County.
- ❑ As a person currently searching for a new home, it is challenging in the realty market.







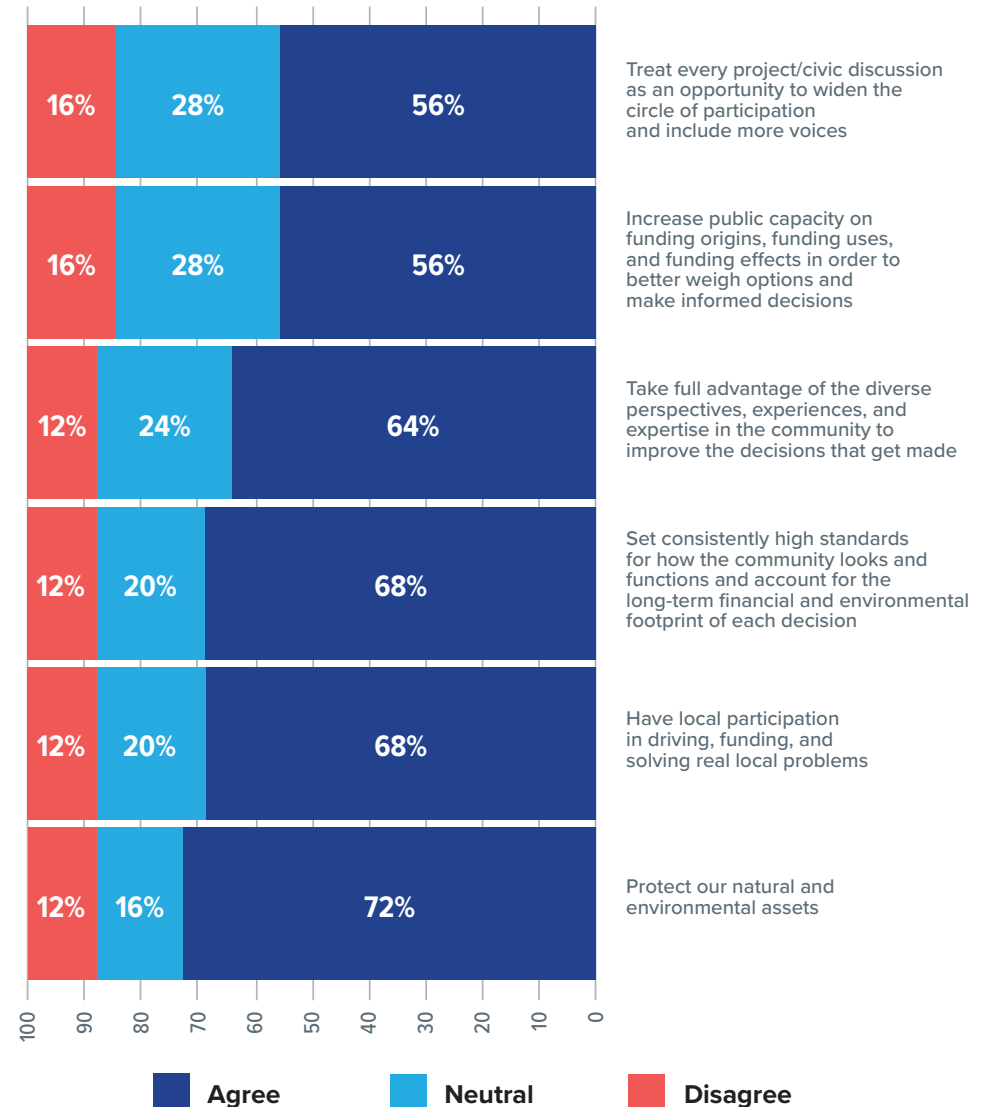
# Guiding Principle Agreement

## Quality of Place

The guiding principles were:

- ❑ Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision – page 33
- ❑ Protect our natural and environmental assets – page 33
- ❑ Have local participation in driving, funding, and solving real local problems – page 33
- ❑ Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made – page 33
- ❑ Increase public capacity on funding origins, funding uses, and funding effects in order to better weigh options and make informed decisions – page 33
- ❑ Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices - page 33

For all of the above principles, 60 percent or more of the respondents agreed with the statement. All of the principles except the last one received 68 percent agreement or more. “Protect Our Natural and Environmental Assets” received the most support, at 72 percent. There was very little disagreement, 16 percent or less, with any of the statements. The final principle received the most neutral votes, at almost 28 percent, but was still agreed upon by over 56 percent of the participants.

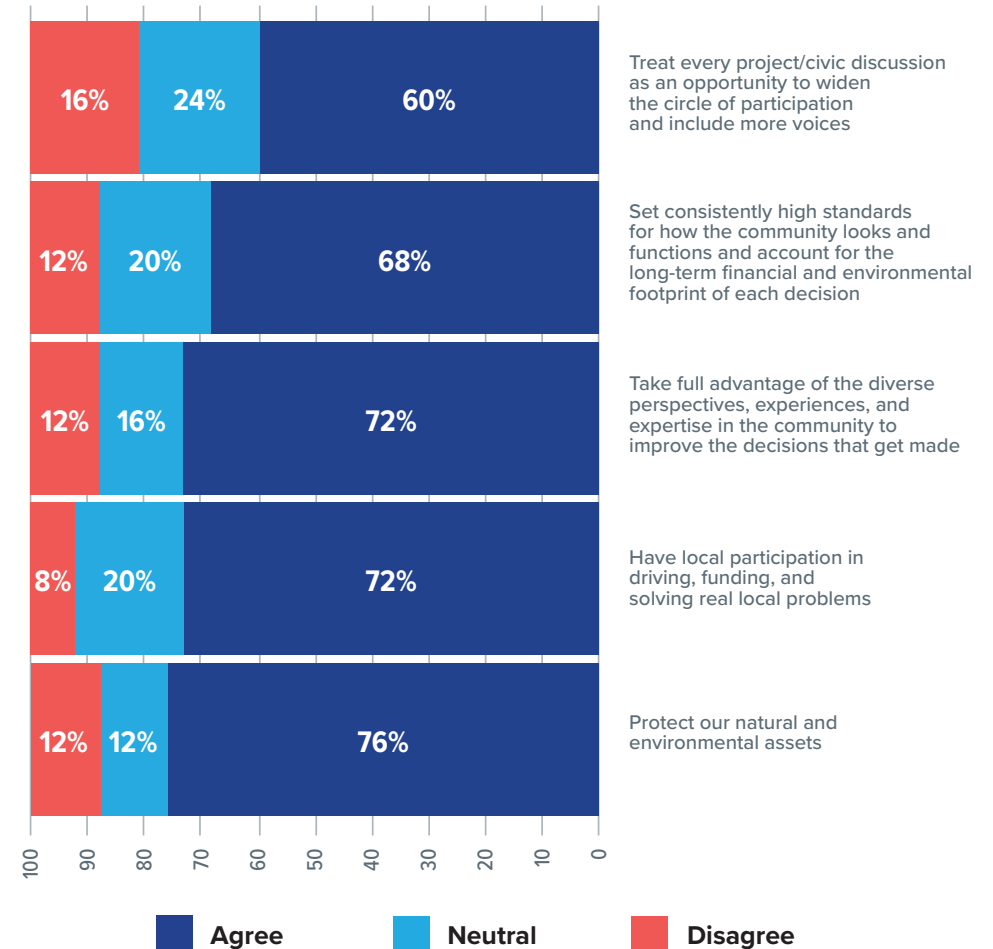


## Upward Mobility

The guiding principles were:

- Protect our natural and environmental assets - page 33
- Have local participation in driving, funding, and solving real local problems - page 33
- Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made - page 33
- Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision - page 33
- Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices - page 33

“Protect Our Natural and Environmental Assets” received 76 percent agreement, which was the most agreement of all the statements. The second and third principles all received 72 percent agreement. All the principles received 16 percent or less votes for disagreement. The fifth principle received the most neutral votes, at 24 percent, but was still agreed upon by over 60 percent of the respondents.



## Housing Conditions

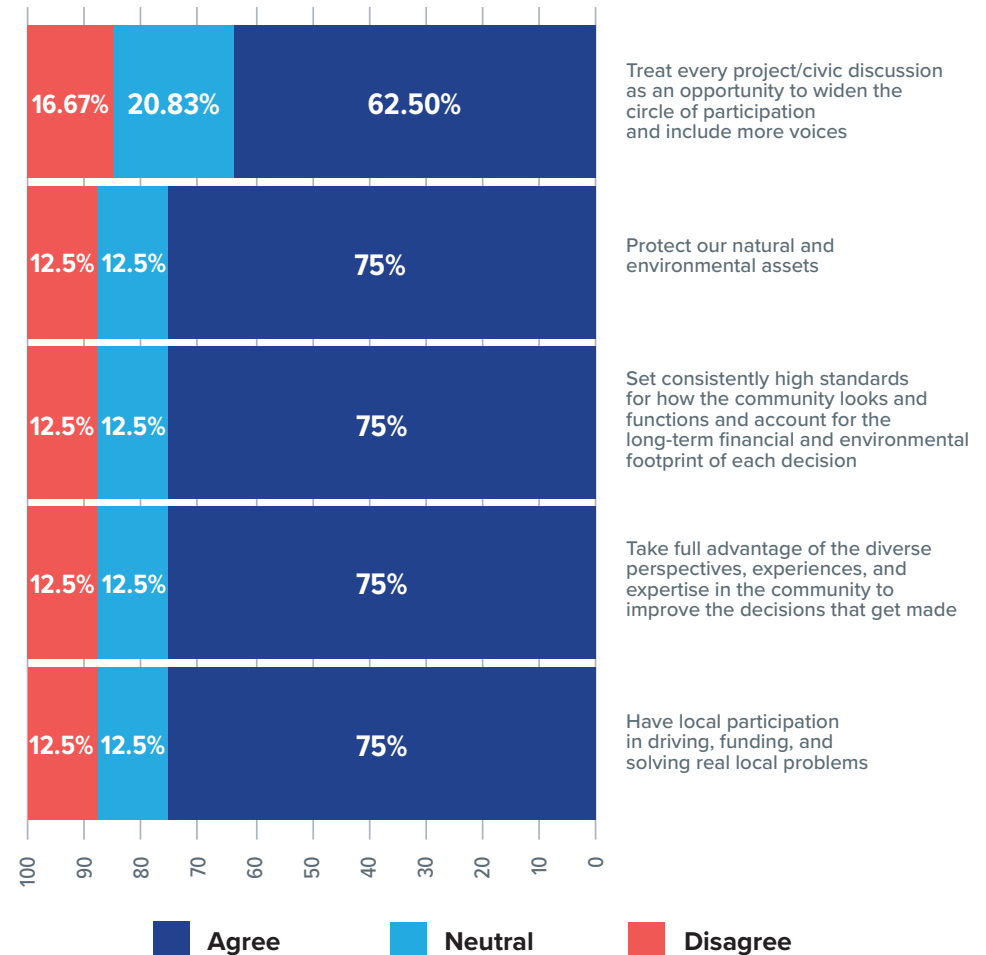
The guiding principles were:

- ❑ Set consistently high standards for how the community looks and functions and account for the long-term financial and environmental footprint of each decision - page 33
- ❑ Have local participation in driving, funding, and solving real local problems - page 33
- ❑ Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made - page 33
- ❑ Protect our natural and environmental assets - page 33
- ❑ Treat every project/civic discussion as an opportunity to widen the circle of participation and include more voices - page 33

The principles for Housing Conditions received the most agreement of all. 75 percent or more of the respondents agreed with the first four statements. Most of the statements that were disagreed with received 12.5 percent of the vote. The last principle received the most neutral votes, at 17 percent, but was still agreed upon by over 62.5 percent of the participants.

## Conclusions

The survey results indicate that the action items were fairly evenly distributed across high, medium, and low priority levels. Such a balanced range of perspectives is an ideal outcome for this Framework because it will allow those who wish to take action on it to know where to begin. If everything were a high priority, it would signal that the community could be in crisis, and community members might not know where to start. Additionally, there was overwhelming agreement on the guiding principles, demonstrating strong alignment among the respondents, proving the TogetherDM Comprehensive Plan principles were valuable and still relevant.



# Implementation

The two previous chapters provided timelines, resources, priority levels, and helpful information on how to enact the various action steps, and this chapter outlines options for successfully executing them. Here, responsibilities and performance metrics are suggested to ensure that objectives are met efficiently and effectively.

## Making the Action Items Actionable

This section presents the action items in order of priority level and moves them into more tangible steps. The information in the tables below is in addition to the information provided by the potential partners in the Potential Partners chapter. Strategies for future implementation are suggested as places to start, but are not an exhaustive list of steps that could be taken to move the original action item forward. Suggested strategies will require further research by the parties involved. Also, additional potential partners and suggested metrics for measuring the success of each action item are included. Metrics are tracked by collecting and analyzing relevant data points over time to measure progress against predefined goals, allowing for an objective assessment of whether the effort has achieved its intended success. Consider this chapter a structured exploration of potential directions for future expansion.



# Quality of Place

## High Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Prioritize roads with the worst conditions for immediate repair and reconstruction (including sidewalks, bike lanes, ADA ramps/crosswalks, etc.)</b>	<ul style="list-style-type: none"> <li>Identify and immediately repair or reconstruct the most deteriorated roads, including sidewalks, bike lanes, ADA ramps, and crosswalks.</li> </ul>	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Transportation Department</li> <li>City and/or County Engineer</li> <li>County Highway Department</li> <li>DMMPC</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Before and after assessments</li> <li>Reduction in deterioration rates</li> <li>Reduction in accidents</li> <li>Improved pedestrian and cyclist safety</li> <li>Increased compliance with ADA standards</li> <li>Positive feedback from community or accessibility advocacy groups</li> </ul>
<b>Zoning code in need of modernization</b>	<ul style="list-style-type: none"> <li>Hire a consultant to analyze the current ordinances and write a new one that aligns with current regulations.</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> <li>Zoning Administrator</li> <li>Building Commissioner</li> <li>Public Works Department</li> </ul>	<ul style="list-style-type: none"> <li>Increased property values</li> <li>Increase in business permits</li> <li>Increase in housing diversity</li> <li>Improved ecological indicators</li> <li>Reduction in zoning violations</li> <li>Improved social equity</li> </ul>
<b>Road and street conditions reflect long-term underinvestment</b>	<ul style="list-style-type: none"> <li>Plan with sustainable materials and solutions.</li> <li>Begin with pilot projects.</li> <li>Conduct a street condition audit.</li> <li>Prioritize high-traffic areas.</li> </ul>	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Transportation Department</li> <li>City and/or County Engineer</li> <li>County Highway Department</li> <li>DMMPC</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Increased pedestrian, cyclist, or vehicular traffic</li> <li>Reduced complaints</li> <li>Reduction in maintenance costs</li> <li>Reduction in emissions or pollution</li> <li>Timeliness of repairs</li> </ul>

## Medium Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Zoning code in need of stronger enforcement</b>	<ul style="list-style-type: none"> <li>Strengthen inspection and monitoring programs</li> <li>Improve public awareness and education</li> <li>Increase coordination among agencies</li> <li>Incentivize voluntary compliance</li> </ul>	<ul style="list-style-type: none"> <li>Zoning Administrator</li> <li>Zoning Inspectors</li> <li>DMMPC</li> <li>Code Enforcement Officers</li> <li>Board of Zoning Appeals</li> </ul>	<ul style="list-style-type: none"> <li>Increased property values</li> <li>Increase in business permits</li> <li>Increase in housing diversity</li> <li>Improved ecological indicators</li> <li>Reduction in zoning violations</li> <li>Improved social equity</li> </ul>
<b>Major corridors and gateways in Delaware County signal uneven and often low standards</b>	<ul style="list-style-type: none"> <li>Conduct a comprehensive corridor assessment</li> <li>Develop a unified design framework</li> <li>Implement zoning and land-use updates</li> <li>Enhance multimodal accessibility</li> <li>Adopt a phased implementation strategy</li> </ul>	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Transportation Department</li> <li>City and/or County Engineer</li> <li>County Highway Department</li> <li>DMMPC</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in traffic flow</li> <li>Decrease in accidents</li> <li>Increased usage of public transit</li> <li>Lower crime statistics</li> <li>Improved ADA compliance</li> <li>Improved pedestrian accessibility</li> <li>Increased property values along routes</li> <li>Increased tourism and visitor inflow</li> </ul>
<b>Muncie's park system needs more funding for maintenance and amenities</b>	<ul style="list-style-type: none"> <li>Apply for grants</li> <li>Develop public-private partnerships</li> <li>Leverage crowdfunding and community fundraising events</li> <li>Seek corporate sponsorships and naming rights</li> </ul>	<ul style="list-style-type: none"> <li>City Parks Department</li> <li>Mayor</li> <li>City Council</li> <li>Private Sector</li> <li>Non-Profit Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor count</li> <li>Increased event attendance and participation</li> <li>Decreased maintenance reports</li> <li>Accessibility improvements</li> <li>Reduced crime rates</li> <li>Increased perception of safety</li> <li>Increased tourism</li> <li>Increase in public art</li> </ul>
<b>Improved corridors and gateways</b>	<ul style="list-style-type: none"> <li>Improve lighting</li> <li>Use tactile and visual cues</li> <li>Incorporate greenery and art</li> <li>Provide resting areas</li> <li>Optimize traffic flow</li> <li>Minimize noise pollution</li> <li>Ensure compliance with universal design principles</li> </ul>	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Transportation Department</li> <li>City and/or County Engineer</li> <li>County Highway Department</li> <li>DMMPC</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in traffic flow</li> <li>Decrease in accidents</li> <li>Increased usage of public transit</li> <li>Lower crime statistics</li> <li>Improved ADA compliance</li> <li>Improved pedestrian accessibility</li> <li>Increased property values along routes</li> <li>Increased tourism and visitor inflow</li> </ul>

## Medium Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Create neighborhood-level development</b>	<ul style="list-style-type: none"> <li>❑ Implement place-based economic initiative</li> <li>❑ Enhance infrastructure and public spaces</li> <li>❑ Promote affordable housing solutions</li> <li>❑ Encourage participatory decision-making</li> <li>❑ Leverage data and technology</li> <li>❑ Implement sustainability initiatives</li> <li>❑ Secure diverse funding sources</li> </ul>	<ul style="list-style-type: none"> <li>❑ DMMPC</li> <li>❑ Mayor</li> <li>❑ City Council</li> <li>❑ County Council</li> <li>❑ County Commissioners</li> <li>❑ Developers</li> <li>❑ Community Groups</li> <li>❑ Investors</li> <li>❑ Advocacy Groups</li> <li>❑ Non-Profit Organizations</li> <li>❑ Utility Providers</li> <li>❑ Real Estate Agents</li> </ul>	<ul style="list-style-type: none"> <li>❑ Increased property values</li> <li>❑ Business growth</li> <li>❑ Improved employment rates</li> <li>❑ Improved housing stock</li> <li>❑ Improved housing affordability</li> <li>❑ Increased homeownership rates</li> <li>❑ Improved resident satisfaction</li> <li>❑ Reduced crime rates</li> <li>❑ Decrease displacement rates</li> <li>❑ Increased diversity of residents</li> </ul>
<b>Adaptive re-use and creative infill in weak markets</b>	<ul style="list-style-type: none"> <li>❑ Form local partnerships</li> <li>❑ Design targeted economic incentives</li> <li>❑ Invest in improved infrastructure</li> <li>❑ Celebrate local culture</li> <li>❑ Do data-driven planning</li> </ul>	<ul style="list-style-type: none"> <li>❑ Zoning Administrator</li> <li>❑ Zoning Inspectors</li> <li>❑ DMMPC</li> <li>❑ Code Enforcement Officers</li> <li>❑ Board of Zoning Appeals</li> <li>❑ Developers</li> <li>❑ Investors</li> <li>❑ Contractors and Builders</li> <li>❑ Consultants</li> </ul>	<ul style="list-style-type: none"> <li>❑ Improved energy efficiency</li> <li>❑ Carbon footprint reduction</li> <li>❑ Improved water conservation</li> <li>❑ Increased property values</li> <li>❑ Job creation</li> <li>❑ Improved social inclusion</li> <li>❑ Improved public space quality</li> <li>❑ Improved space utilization</li> </ul>

## Low Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Vacant land and open space present opportunities</b>	<ul style="list-style-type: none"> <li>Assess the land's potential and zoning</li> <li>Conduct environmental and soil studies</li> <li>Create a master plan</li> <li>Focus on sustainability</li> <li>Engage with the local community</li> <li>Plan for accessibility and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>Landowners</li> <li>Developers</li> <li>Consultants</li> <li>Contractors and Builders</li> <li>Building Commissioner</li> <li>Zoning Administrator</li> <li>Financial Institutions</li> <li>Real Estate Agents</li> </ul>	<ul style="list-style-type: none"> <li>Improved soil and water quality</li> <li>Increased energy efficiency</li> <li>Reduced carbon footprint</li> <li>Improved access to services</li> <li>Improved zoning compliance</li> <li>Improved waste management</li> <li>Increased property values</li> </ul>
<b>Spending on parks is rising but still very low</b>	<ul style="list-style-type: none"> <li>Apply for grants</li> <li>Develop public-private partnerships</li> <li>Leverage crowdfunding and community fundraising events</li> <li>Seek corporate sponsorships and naming rights</li> </ul>	<ul style="list-style-type: none"> <li>City Parks Department</li> <li>Mayor</li> <li>City Council</li> <li>Private Sector</li> <li>Non-Profit Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor count</li> <li>Increased event attendance and participation</li> <li>Decreased maintenance reports</li> <li>Accessibility improvements</li> <li>Reduced crime rates</li> <li>Increased perception of safety</li> <li>Increased tourism</li> <li>Increase in public art</li> </ul>
<b>Include the Cardinal and White River Greenways / Muncie Arts &amp; Culture Trail when looking to improve and maintain "parks"</b>	<ul style="list-style-type: none"> <li>Apply for grants</li> <li>Develop public-private partnerships</li> <li>Leverage crowdfunding and community fundraising events</li> <li>Seek corporate sponsorships and naming rights</li> </ul>	<ul style="list-style-type: none"> <li>City Parks Department</li> <li>Mayor</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> <li>Private Sector</li> <li>Non-Profit Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor count</li> <li>Increased event attendance and participation</li> <li>Decreased maintenance reports</li> <li>Accessibility improvements</li> <li>Reduced crime rates</li> <li>Increased perception of safety</li> <li>Increased tourism</li> <li>Increase in public art</li> </ul>



## Low Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Update design standards</b>	<ul style="list-style-type: none"> <li>Engage community and stakeholders early</li> <li>Collaborate with experts</li> <li>Review current standards and best practices</li> <li>Focus on sustainability and resilience</li> <li>Prioritize accessibility and inclusivity</li> <li>Incorporate flexible zoning</li> <li>Implement clear and transparent communication</li> <li>Test with pilot projects</li> <li>Implement feedback loops</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>Consultants</li> <li>Mayor</li> <li>City Council</li> <li>Building Commissioner</li> <li>Zoning Administrator</li> <li>Public Transportation Providers</li> <li>Historic Preservation Commission</li> </ul>	<ul style="list-style-type: none"> <li>Increased public satisfaction</li> <li>Improved compliance rate</li> <li>Increased design consistency</li> <li>Improved climate resilience</li> <li>Improved safety</li> <li>Improved social equity</li> <li>Reduced legal disputes</li> </ul>
<b>Increase public space and park investment</b>	<ul style="list-style-type: none"> <li>Apply for grants</li> <li>Develop public-private partnerships</li> <li>Leverage crowdfunding and community fundraising events</li> <li>Seek corporate sponsorships and naming rights</li> </ul>	<ul style="list-style-type: none"> <li>City Parks Department</li> <li>Mayor</li> <li>City Council</li> <li>Private Sector</li> <li>Non-Profit Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor count</li> <li>Increased event attendance and participation</li> <li>Decreased maintenance reports</li> <li>Accessibility improvements</li> <li>Reduced crime rates</li> <li>Increased perception of safety</li> <li>Increased tourism</li> <li>Increase in public art</li> </ul>
<b>Develop inside existing density, reducing sprawl</b>	<ul style="list-style-type: none"> <li>Focus on infill development</li> <li>Update zoning laws</li> <li>Encourage development around existing public transit</li> <li>Incentivize adaptive reuse</li> <li>Invest in public spaces and green infrastructure</li> <li>Utilize “Smart Growth” principles</li> <li>Encourage innovative and efficient housing solutions</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>Landowners</li> <li>Developers</li> <li>Consultants</li> <li>Contractors and Builders</li> <li>Building Commissioner</li> <li>Zoning Administrator</li> <li>Financial Institutions</li> <li>Real Estate Agents</li> </ul>	<ul style="list-style-type: none"> <li>Improved soil and water quality</li> <li>Increased energy efficiency</li> <li>Reduced carbon footprint</li> <li>Improved access to services</li> <li>Improved zoning compliance</li> <li>Improved waste management</li> <li>Increased property values</li> </ul>

# Upward Mobility

## High Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Reduce segregation of low-income families into areas of high poverty and declining school performance / increase low-income housing options in high-income areas with good access to employment and services</b>	<ul style="list-style-type: none"> <li>Encourage the creation of more affordable housing options in higher-income neighborhoods</li> <li>Redistribute state and local funding to ensure equal access to educational opportunities</li> <li>Invest in job training, workforce development, and small business initiatives that focus on low-income areas</li> <li>Eliminate barriers that restrict families from using housing vouchers in wealthier neighborhoods</li> <li>Expand public transportation options</li> <li>Strengthen anti-discrimination policies</li> <li>Invest in declining neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>Federal Department of Housing and Urban Development</li> <li>State Government</li> <li>Mayor</li> <li>City Council</li> <li>Building Commissioner</li> <li>Zoning Administrator</li> <li>Public Transportation Providers</li> <li>County Council</li> <li>County Commissioners</li> <li>Local Advocacy Groups</li> <li>Educational Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Improved income mobility</li> <li>Increased employment rates</li> <li>Increase educational attainment</li> <li>Improved access to quality services</li> <li>Increase affordable housing access</li> <li>Reduced crime rates</li> <li>Improved community satisfaction</li> </ul>
<b>Increase opportunities to build skills and experience</b>	<ul style="list-style-type: none"> <li>Strengthen mentorship and coaching programs</li> <li>Establish cross-training and job rotation programs</li> <li>Offer subsidies for time to enroll in online courses and certifications</li> <li>Provide affordable childcare</li> <li>Set up networking and peer-learning opportunities</li> <li>Organize free workshops and guest speakers</li> </ul>	<ul style="list-style-type: none"> <li>Local Government</li> <li>Employers and Companies</li> <li>Educational institutions</li> <li>Trade Unions and Professional Associations</li> <li>Non-Profit Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Increased training participation rates</li> <li>Increased employment satisfaction</li> <li>Increased productivity</li> <li>Increased internal mobility</li> <li>Improved job performance</li> <li>Increased retention rates</li> <li>Increased number of cross-training opportunities</li> <li>Increased external recognition</li> </ul>

## High Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Ensure community decision-making is intentional about creating a sense of agency and ownership in areas of high economic need</b>	<ul style="list-style-type: none"> <li>Engage community members in participatory budgeting</li> <li>Engage in Asset-Based Community Development</li> <li>Conduct inclusive planning processes</li> <li>Encourage the formation of cooperatives</li> <li>Offer affordable training programs</li> <li>Create feedback loops</li> </ul>	<ul style="list-style-type: none"> <li>Local government</li> <li>Employers and companies</li> <li>Local advocacy groups</li> <li>Economic development organizations</li> <li>Educational institutions</li> <li>Social workers</li> <li>Public-private sector partnerships</li> <li>Community members</li> <li>Neighborhood Associations</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation rates in decision-making processes</li> <li>Increased representation from diverse groups</li> <li>Improved community satisfaction</li> <li>Leadership better reflects the local demographics</li> <li>Increased availability of accessible information</li> <li>Sustained engagement over time</li> <li>Increase in resident-led initiatives</li> </ul>
<b>Increase IREAD-3 test scores for third-graders within Muncie Community Schools (reduce the current gap of 22 points between Muncie and county-wide schools to 10 points or less)</b>	<ul style="list-style-type: none"> <li>Strengthen phonics and decoding skills</li> <li>Increase reading fluency &amp; comprehension</li> <li>Boost vocabulary development</li> <li>Leverage data-driven instruction</li> <li>Expand access to high-quality reading materials</li> <li>Engage families in educational opportunities</li> <li>Ensure daily structured reading time</li> </ul>	<ul style="list-style-type: none"> <li>Muncie Community Schools Administration</li> <li>School Principals</li> <li>Educators and Specialists</li> <li>Parents</li> <li>Students</li> <li>Indiana Department of Education</li> <li>Community Partners &amp; Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Improved score-based metrics</li> <li>Improved growth metrics, both cohort and individual</li> <li>Reduction in Achievement Gaps</li> <li>Fewer Retentions Due to IREAD-3</li> <li>Improved numbers of students who passed after interventions</li> <li>Improved teacher job satisfaction rates</li> </ul>
<b>Maintain third-grade County schools reading scores at or above the state average county-wide</b>	<ul style="list-style-type: none"> <li>Strengthen early literacy programs</li> <li>Support teachers with targeted professional development</li> <li>Implement data-driven interventions</li> <li>Engage families and communities</li> <li>Expand access to reading resources</li> <li>Foster a culture of reading</li> </ul>	<ul style="list-style-type: none"> <li>Muncie Community Schools Administration</li> <li>School Principals</li> <li>Educators and Specialists</li> <li>Parents</li> <li>Students</li> <li>Indiana Department of Education</li> <li>Community Partners &amp; Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Improved performance metrics</li> <li>Improved growth metrics, both cohort and individual</li> <li>Increased number of schools above the benchmarks</li> <li>Increased year-over-year improvement</li> <li>Increased outcomes in later academic achievement</li> </ul>

## High Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Update the City of Muncie's and Delaware County's Zoning ordinances to match the proposed Future Land Use Map and follow the guiding principles listed in the TogetherDM plan</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct a comprehensive zoning audit</li> <li><input type="checkbox"/> Engage the community and stakeholders early and often</li> <li><input type="checkbox"/> Establish a phased implementation plan</li> <li><input type="checkbox"/> Modernize zoning categories and standards</li> <li><input type="checkbox"/> Integrate flexibility and innovation</li> <li><input type="checkbox"/> Strengthen design and development standards</li> <li><input type="checkbox"/> Align infrastructure and transportation planning</li> <li><input type="checkbox"/> Provide clear, user-friendly ordinances</li> <li><input type="checkbox"/> Monitor and adjust based on performance metrics</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> DMMPC</li> <li><input type="checkbox"/> Board of Zoning Appeals</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Building Commissioner</li> <li><input type="checkbox"/> Zoning Administrator</li> <li><input type="checkbox"/> Municipal attorneys</li> <li><input type="checkbox"/> East-Central Indiana Regional Partnership</li> <li><input type="checkbox"/> Advisory Committees</li> <li><input type="checkbox"/> Local Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reduced number of rezoning requests</li> <li><input type="checkbox"/> Improved density and intensity compliance</li> <li><input type="checkbox"/> Increased number of parcels where their zoning matches their future land use</li> <li><input type="checkbox"/> Developments are approved more quickly</li> <li><input type="checkbox"/> Affordable housing unit numbers increase</li> <li><input type="checkbox"/> Greenspaces and environmental protection areas stay protected</li> </ul>
<b>Ensure that affordable residential opportunities continue to exist in Downtown Muncie</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Require or incentivize developers to include affordable housing</li> <li><input type="checkbox"/> Build public-private partnerships to create more mixed-income housing</li> <li><input type="checkbox"/> Reuse vacant buildings for affordable housing</li> <li><input type="checkbox"/> Establish rent stabilization programs</li> <li><input type="checkbox"/> Strengthen tenant rights policies</li> <li><input type="checkbox"/> Allow accessory dwelling units in residential zones</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> DMMPC</li> <li><input type="checkbox"/> Muncie Downtown Development Partnership</li> <li><input type="checkbox"/> City Community Development Department</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Developers</li> <li><input type="checkbox"/> Landlords</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improved rent-to-income ratios</li> <li><input type="checkbox"/> Increased number of income-restricted units</li> <li><input type="checkbox"/> Decreased vacancy rates</li> <li><input type="checkbox"/> Increased number of new housing developments</li> <li><input type="checkbox"/> Increase in multi-family and mixed-income developments</li> <li><input type="checkbox"/> Improved demographic diversity</li> <li><input type="checkbox"/> Increased home-ownership rates</li> </ul>



## Medium Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Continue development of the Cradle to Career model</b>	<ul style="list-style-type: none"> <li>Strengthen Community Partnerships</li> <li>Improve Data-Driven Decision-Making</li> <li>Enhance Family and Student Support Systems</li> <li>Secure Sustainable Funding</li> <li>Expand Post-Secondary and Workforce Readiness</li> </ul>	<ul style="list-style-type: none"> <li>Muncie Community Schools</li> <li>Local Advocacy Groups</li> <li>Educational Institutions</li> <li>Local Foundations</li> </ul>	<ul style="list-style-type: none"> <li>Increased Kindergarten Readiness Rate</li> <li>Increased enrollment in Pre-K</li> <li>Increase third-grade reading proficiency</li> <li>Improved standardized test scores</li> <li>Increased high school graduation rate</li> <li>Increased college enrollment rate</li> </ul>
<b>Maintain rural neighborhood conditions – focus on the fundamentals of neighborhood health (housing conditions are stable or improving, neighbors are engaged, and market conditions support reinvestment)</b>	<ul style="list-style-type: none"> <li>Organize neighborhood meetings</li> <li>Support local businesses and farmers</li> <li>Advocate for reliable internet access</li> <li>Ensure access to healthcare services</li> <li>Promote land conservation and responsible land use</li> <li>Implement wildlife and forest preservation efforts</li> <li>Develop disaster preparedness plans</li> </ul>	<ul style="list-style-type: none"> <li>County Council</li> <li>County Commissioners</li> <li>Homeowner's Associations</li> <li>Non-Profit Organizations</li> <li>Landowners and Residents</li> <li>Healthcare Institutions</li> <li>Public Health Agencies</li> <li>Environmental Health Agencies or Groups</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to healthcare</li> <li>Improved emergency response times</li> <li>Increased employment rates</li> <li>Higher-income levels</li> <li>Businesses have grown</li> <li>Better utility access</li> <li>Increased civic participation</li> <li>Increased agricultural sustainability</li> <li>Improved quality of greenspaces and natural areas</li> <li>Decrease crime rates</li> <li>Increased sense of safety</li> </ul>
<b>Having high-quality commercial space within the county's downtowns</b>	<ul style="list-style-type: none"> <li>Blend commercial and residential spaces</li> <li>Have affordable housing for workers</li> <li>Incentivize sustainable design</li> <li>Prioritize flexible leasing options</li> <li>Promote local culture and history</li> <li>Invest in public infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>County Council</li> <li>County Commissioners</li> <li>Economic Development Groups</li> <li>Developers</li> <li>Real Estate Firms</li> <li>Consultants</li> <li>Business Associations</li> <li>Financial Institutions</li> <li>Contractors and Builders</li> <li>Business owners</li> </ul>	<ul style="list-style-type: none"> <li>Higher occupancy rates</li> <li>More quality tenants</li> <li>Increased foot traffic</li> <li>Local business growth</li> <li>Positive economic impact</li> <li>More amenities</li> <li>Improved infrastructure</li> <li>More events and programming</li> </ul>

## Medium Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Maintaining and growing Downtown's diversity and accessibility with respect to entry-level and advanced employment opportunities</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create inclusive hiring practices</li> <li><input type="checkbox"/> Support local talent development</li> <li><input type="checkbox"/> Offer flexible work options</li> <li><input type="checkbox"/> Promote affordable housing</li> <li><input type="checkbox"/> Encourage career progression programs</li> <li><input type="checkbox"/> Invest in accessible public transportation</li> <li><input type="checkbox"/> Foster collaboration between businesses and government</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Economic Development Groups</li> <li><input type="checkbox"/> Educational Institutions</li> <li><input type="checkbox"/> Business Associations</li> <li><input type="checkbox"/> Financial Institutions</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Business owners</li> <li><input type="checkbox"/> Workforce Development Providers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase workforce diversity</li> <li><input type="checkbox"/> Increased disability inclusion</li> <li><input type="checkbox"/> Increased access to transportation</li> <li><input type="checkbox"/> Increased proximity to affordable housing</li> <li><input type="checkbox"/> Increased remote work opportunities</li> <li><input type="checkbox"/> Decrease wage gaps</li> <li><input type="checkbox"/> Lower turnover rates</li> <li><input type="checkbox"/> Higher promotion rates</li> <li><input type="checkbox"/> Increase in available scholarship programs</li> </ul>
<b>Having supportive services for small business development – including connections to the local agricultural economy – to potentially nurture small, locally-owned businesses that are uniquely tied to their communities</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create networking opportunities</li> <li><input type="checkbox"/> Offer mentorship programs</li> <li><input type="checkbox"/> Provide access to funding</li> <li><input type="checkbox"/> Support local agricultural initiatives</li> <li><input type="checkbox"/> Build community partnerships</li> <li><input type="checkbox"/> Develop business training programs</li> <li><input type="checkbox"/> Encourage sustainability practices</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Economic Development Groups</li> <li><input type="checkbox"/> Purdue Extension Services</li> <li><input type="checkbox"/> Chambers of Commerce</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Local Farmers</li> <li><input type="checkbox"/> Small Business Associations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased business sustainability</li> <li><input type="checkbox"/> Growth in local employment</li> <li><input type="checkbox"/> Expanded market reach</li> <li><input type="checkbox"/> Improved access to capital</li> <li><input type="checkbox"/> Enhanced collaboration with local agriculture</li> <li><input type="checkbox"/> Increased business innovation</li> <li><input type="checkbox"/> Strengthened business skills</li> <li><input type="checkbox"/> Improved local economic indicators</li> </ul>

## Low Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Receive an update on Live Near Your Work initiatives from BSU and IU Ball Memorial</b>	<input type="checkbox"/> Organize a meeting with partners	<input type="checkbox"/> Ball State University <input type="checkbox"/> IU Ball Memorial Hospital <input type="checkbox"/> TF1	<input type="checkbox"/> Completion of an update
<b>Engage school districts on innovative ideas and/or look at United Way data</b>	<input type="checkbox"/> Use data-driven storytelling <input type="checkbox"/> Share success stories from other districts <input type="checkbox"/> Host workshops with school district stakeholders <input type="checkbox"/> Propose pilot programs <input type="checkbox"/> Propose the creation of a joint task force <input type="checkbox"/> Co-develop grant proposals	<input type="checkbox"/> Mayor <input type="checkbox"/> City Council <input type="checkbox"/> County Council <input type="checkbox"/> County Commissioners <input type="checkbox"/> School District Leadership <input type="checkbox"/> Educators <input type="checkbox"/> Community-Based Organizations <input type="checkbox"/> Research Institutions <input type="checkbox"/> Non-Profit Organizations <input type="checkbox"/> Community Foundations	<input type="checkbox"/> Increased school district participation <input type="checkbox"/> Increased meeting attendance <input type="checkbox"/> Positive feedback from participants <input type="checkbox"/> Improved academic performance <input type="checkbox"/> Higher retention and graduation rates <input type="checkbox"/> Increase program adoption numbers <input type="checkbox"/> Increased funding stability <input type="checkbox"/> Increased return on investment
<b>Increase the share of adults with an associate degree or more from 33.5 percent to above 40 percent; the share of adults with four years of college from being seven points lower than the state average to less than four-points lower</b>	<input type="checkbox"/> Expand access to affordable education <input type="checkbox"/> Promote adult education and lifelong learning <input type="checkbox"/> Strengthen partnerships with employers <input type="checkbox"/> Offer targeted financial incentives <input type="checkbox"/> Increase awareness of degree benefits	<input type="checkbox"/> Mayor <input type="checkbox"/> City Council <input type="checkbox"/> County Council <input type="checkbox"/> County Commissioners <input type="checkbox"/> School District Leadership <input type="checkbox"/> Educators <input type="checkbox"/> Community-Based Organizations <input type="checkbox"/> Research Institutions <input type="checkbox"/> Non-Profit Organizations <input type="checkbox"/> Community Foundations	<input type="checkbox"/> Degree attainment rate is met <input type="checkbox"/> Increase in attainment has been equitable across demographics <input type="checkbox"/> Increased employment rates <input type="checkbox"/> Increased college enrollment rates <input type="checkbox"/> Higher graduation rates <input type="checkbox"/> Increased skills and workforce readiness
<b>Put people (adults and youth) to work in the parks to work on improvements, maintenance, and programming</b>	<input type="checkbox"/> Collaborate with local organizations <input type="checkbox"/> Create a park ambassador program <input type="checkbox"/> Hire seasonal workers or create job programs <input type="checkbox"/> Host volunteer days or clean-up events <input type="checkbox"/> Offer skill-building workshops <input type="checkbox"/> Engage local artists for programming <input type="checkbox"/> Create a mentorship program	<input type="checkbox"/> Mayor <input type="checkbox"/> City Council <input type="checkbox"/> Parks Department <input type="checkbox"/> Non-Profit Organizations <input type="checkbox"/> Contractors and Service Providers <input type="checkbox"/> Volunteers <input type="checkbox"/> Parks Employees	<input type="checkbox"/> Increased completion of projects <input type="checkbox"/> Improved visitor satisfaction <input type="checkbox"/> Increased park usage <input type="checkbox"/> Improved cost-effectiveness <input type="checkbox"/> Higher job satisfaction for park employees <input type="checkbox"/> Improved environmental impact <input type="checkbox"/> Increased community involvement <input type="checkbox"/> Better safety record

### Low Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Support potential for smaller farms with a more local and regional focus that ties into local food industries</b>	<ul style="list-style-type: none"> <li>❑ Establish and support existing farmers' markets and community-supported agriculture programs</li> <li>❑ Promote farm-to-table initiatives</li> <li>❑ Offer financial incentives and grants</li> <li>❑ Foster partnerships with local schools, universities, and food cooperatives</li> <li>❑ Invest in local food hubs and distribution networks</li> <li>❑ Create awareness campaigns and educational programs</li> </ul>	<ul style="list-style-type: none"> <li>❑ Local, Regional, and National Government</li> <li>❑ Agriculture Departments</li> <li>❑ Non-Profit Organizations</li> <li>❑ Local Advocacy Groups</li> <li>❑ Farmers' Cooperatives and Alliances</li> <li>❑ Consumers and Community Groups</li> <li>❑ Educational and Research Institutions</li> <li>❑ Retailers and Business Owners</li> <li>❑ Non-Governmental Organizations</li> </ul>	<ul style="list-style-type: none"> <li>❑ Increase in local food production</li> <li>❑ Positive economic impact on local communities</li> <li>❑ Reductions in carbon emissions, water use, and other environmental impacts</li> <li>❑ Increased access to local food</li> <li>❑ Growth of farms</li> <li>❑ Improved food security</li> <li>❑ Better health and nutrition outcomes</li> <li>❑ Increase preference for local food</li> </ul>



# Housing Conditions and Options

## High Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Increase investment in appealing housing options (existing or new)</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Incentivize private developers</li> <li><input type="checkbox"/> Revitalize existing properties</li> <li><input type="checkbox"/> Focus on mixed-use development</li> <li><input type="checkbox"/> Invest in accessibility</li> <li><input type="checkbox"/> Promote sustainable building practices</li> <li><input type="checkbox"/> Improve transportation links</li> <li><input type="checkbox"/> Create collaborations between the public and private sectors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Real Estate Firms</li> <li><input type="checkbox"/> Developers</li> <li><input type="checkbox"/> Financial Institutions</li> <li><input type="checkbox"/> Investors</li> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Local Advocacy Groups</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Consumers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased occupancy rates</li> <li><input type="checkbox"/> Higher tenant retention rates</li> <li><input type="checkbox"/> Increased market demand</li> <li><input type="checkbox"/> Higher property value appreciation</li> <li><input type="checkbox"/> Reduced environmental impact</li> <li><input type="checkbox"/> Lower crime rates</li> </ul>
<b>Increase investment in existing housing</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Incentivize private developers</li> <li><input type="checkbox"/> Revitalize existing properties</li> <li><input type="checkbox"/> Focus on mixed-use development</li> <li><input type="checkbox"/> Invest in accessibility</li> <li><input type="checkbox"/> Promote sustainable building practices</li> <li><input type="checkbox"/> Improve transportation links</li> <li><input type="checkbox"/> Create collaborations between the public and private sectors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Real Estate Firms</li> <li><input type="checkbox"/> Developers</li> <li><input type="checkbox"/> Financial Institutions</li> <li><input type="checkbox"/> Investors</li> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Local Advocacy Groups</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Property Owners</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased occupancy rates</li> <li><input type="checkbox"/> Higher tenant retention rates</li> <li><input type="checkbox"/> Increased market demand</li> <li><input type="checkbox"/> Higher property value appreciation</li> <li><input type="checkbox"/> Reduced environmental impact</li> <li><input type="checkbox"/> Lower crime rates</li> </ul>

## High Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Reduce the number of residential properties that show visible signs of disinvestment or are vulnerable to decline (currently 58 percent); increase properties in excellent or good condition from 42 percent to 50 percent</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Incentivize property owners to maintain and upgrade their properties</li> <li><input type="checkbox"/> Implement community-based property maintenance programs</li> <li><input type="checkbox"/> Increase property taxes for vacant or under-maintained properties</li> <li><input type="checkbox"/> Create affordable housing initiatives</li> <li><input type="checkbox"/> Strengthen zoning laws and code enforcement</li> <li><input type="checkbox"/> Promote neighborhood stabilization efforts</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Real Estate Firms</li> <li><input type="checkbox"/> Developers</li> <li><input type="checkbox"/> Financial Institutions</li> <li><input type="checkbox"/> Investors</li> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Local Advocacy Groups</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Property Owners</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improved property condition assessments</li> <li><input type="checkbox"/> Lower vacancy rates</li> <li><input type="checkbox"/> Improved neighborhood aesthetics</li> <li><input type="checkbox"/> Increased property values</li> <li><input type="checkbox"/> Reduced crime rates</li> <li><input type="checkbox"/> Increased number of building permit requests</li> <li><input type="checkbox"/> Positive sales and rental market trends</li> </ul>
<b>Ensure that new housing strengthens existing neighborhoods, supports existing infrastructure, bolsters quality of place, and provides access to diverse housing options</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Incorporate mixed-use development</li> <li><input type="checkbox"/> Prioritize affordable housing</li> <li><input type="checkbox"/> Connect to existing infrastructure</li> <li><input type="checkbox"/> Enhance public spaces</li> <li><input type="checkbox"/> Involve the community in planning</li> <li><input type="checkbox"/> Promote sustainable design</li> <li><input type="checkbox"/> Focus on varied housing types</li> <li><input type="checkbox"/> Maintain architectural harmony</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Real Estate Firms</li> <li><input type="checkbox"/> Developers</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Utility Providers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase community engagement</li> <li><input type="checkbox"/> Better housing affordability</li> <li><input type="checkbox"/> More diverse housing options</li> <li><input type="checkbox"/> improved infrastructure</li> <li><input type="checkbox"/> Positive economic impact</li> <li><input type="checkbox"/> Increased environmental sustainability</li> <li><input type="checkbox"/> Lower crime rates</li> <li><input type="checkbox"/> Better access to public services</li> <li><input type="checkbox"/> Transportation and mobility improvements</li> </ul>
<b>Expect and require high quality from private investment</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Thorough due diligence</li> <li><input type="checkbox"/> Establish clear goals and expectations for performance</li> <li><input type="checkbox"/> Regularly monitor the progress of the investment</li> <li><input type="checkbox"/> Foster an environment of open and honest communication</li> <li><input type="checkbox"/> Diversification of investments</li> <li><input type="checkbox"/> Work with experienced financial advisors</li> <li><input type="checkbox"/> Implement performance-based incentives</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> DMMPC</li> <li><input type="checkbox"/> Investors</li> <li><input type="checkbox"/> Zoning Administrator</li> <li><input type="checkbox"/> Building Commissioner</li> <li><input type="checkbox"/> Industry Associations</li> <li><input type="checkbox"/> Contractors and Builders</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Higher return on investment rates</li> <li><input type="checkbox"/> Improved capital preservation</li> <li><input type="checkbox"/> Growth in property values</li> <li><input type="checkbox"/> Improved aesthetics</li> <li><input type="checkbox"/> Better operational performance</li> <li><input type="checkbox"/> Higher stakeholder satisfaction</li> </ul>

## Medium Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Maintain current levels of owner-occupancy rates for single-family homes vs. absentee ownership; the owner-occupancy rate for single-family homes stabilizes at 73 percent and moves toward 75 percent</b>	<ul style="list-style-type: none"> <li>Provide financial incentives</li> <li>Strengthen zoning laws</li> <li>Encourage long-term mortgage options</li> <li>Educate the public on the benefits of homeownership</li> <li>Regulate short-term rentals</li> <li>Support local community initiatives</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> <li>Financial Institutions</li> <li>Real Estate Firms</li> <li>Developers</li> <li>Homeowners and Renters</li> </ul>	<ul style="list-style-type: none"> <li>Increased homeownership rates</li> <li>Higher property values</li> <li>Better neighborhood stability</li> <li>Lower rental vacancy rates</li> <li>Improved neighborhood aesthetics</li> <li>Lower foreclosure rates</li> <li>Higher tax revenues</li> </ul>
<b>A focus on the fundamentals of neighborhood health in regards to physical conditions improvement, neighborhood image improvement, and market improves (stronger demand, stronger supply)</b>	<ul style="list-style-type: none"> <li>Enhance public spaces</li> <li>Improve sanitation</li> <li>Encourage community wellness programs</li> <li>Financially support small businesses</li> <li>Strengthen neighborhood identity</li> <li>Involve residents in decision-making</li> <li>Promote green infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>City Council</li> <li>County Council</li> <li>County Commissioners</li> <li>Non-Profit Organizations</li> <li>Community Development Corporations</li> <li>Developers</li> <li>Investors</li> <li>Consultants</li> <li>Local Businesses</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Improved neighborhood aesthetics</li> <li>Market improvement</li> <li>Lower crime rates</li> <li>Increased maintenance of parks and greenspaces</li> <li>Improved air and water quality</li> <li>Increased property values</li> <li>More community events</li> <li>New job creation in the area</li> </ul>
<b>In unincorporated areas of Delaware County, limit haphazard subdivision development while exploring village-style mixed-use development opportunities centered around schools where infrastructure already exists</b>	<ul style="list-style-type: none"> <li>Strengthen zoning regulations</li> <li>Prioritize infill development</li> <li>Develop mixed-use communities</li> <li>Support developers who create walkable, mixed-use neighborhoods near schools</li> <li>Require impact assessments for new subdivisions</li> <li>Promote form-based codes</li> <li>Engage the community in the planning process</li> <li>Strengthen transportation and mobility options</li> </ul>	<ul style="list-style-type: none"> <li>DMMPC</li> <li>County Council</li> <li>County Commissioners</li> <li>East Central Indiana Regional Partnership</li> <li>School Districts</li> <li>Developers</li> <li>Consultants</li> <li>Local Advocacy Groups</li> <li>Utility Providers</li> </ul>	<ul style="list-style-type: none"> <li>Improved infrastructure maintenance costs</li> <li>School enrollment stability</li> <li>Increased housing affordability</li> <li>Improved walkability and transportation efficiency</li> <li>Local business growth</li> <li>Decreased environmental impacts</li> <li>Increase property values</li> <li>Improved emergency response times</li> <li>Higher resident satisfaction</li> </ul>

## Low Priority

Action Item	Strategies	Potential Partners	Success Metrics
<b>Identify ways to address the issue that cost gaps limit the construction of new housing</b>	<ul style="list-style-type: none"> <li>Identify areas for potential savings</li> <li>Leverage government incentives, grants, or subsidies</li> <li>Implement zoning and regulatory reforms</li> <li>Investigate alternative construction methods</li> <li>Encourage investment from institutional and impact investors</li> <li>Examine tax incentives or financial mechanisms</li> <li>Engage community stakeholders to develop innovative funding models</li> </ul>	<ul style="list-style-type: none"> <li>Local, State, and Federal Housing Departments</li> <li>DMMPD</li> <li>Real Estate Firms</li> <li>Developers</li> <li>Financial Institutions</li> <li>Investors</li> <li>Housing Advocacy Groups</li> <li>Non-Profit Organizations</li> <li>Educational and Research Institutions</li> <li>Community Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Increased housing units</li> <li>Reduction in average cost per unit of new construction</li> <li>Increased availability of affordable housing</li> <li>Increased funding secured</li> <li>Reduction in project delays</li> <li>Increased developer participation</li> <li>Expansion of housing availability</li> <li>Reduction in cost gap</li> <li>Increased stakeholder satisfaction</li> </ul>
<b>Delaware County's housing market is soft, with supply exceeding demand and the presence of unhealthy vacancy rates</b>	<ul style="list-style-type: none"> <li>Conduct a comprehensive housing needs assessment</li> <li>Encourage diverse housing options in a new zoning code</li> <li>Examine best practices from similar counties</li> <li>Identify underutilized or vacant properties</li> <li>Promote mixed-use and transit-oriented developments</li> <li>Foster partnerships between public, private, and nonprofit sectors</li> </ul>	<ul style="list-style-type: none"> <li>DMMPD</li> <li>Department of Community Development</li> <li>Economic Development Organizations</li> <li>Non-Profit Organizations</li> <li>Private Developers</li> <li>Real Estate Investors</li> <li>Financial Institutions</li> <li>Residents</li> <li>Neighborhood associations</li> </ul>	<ul style="list-style-type: none"> <li>Increased average home sale prices</li> <li>Increase number of home sales</li> <li>Stable or increased housing inventory</li> <li>Decreased average time a home was on the market</li> <li>Increased percentage of owner-occupied homes</li> <li>Decreased rental vacancy rates decreased while affordability remained stable</li> <li>Property values appreciated at a steady, sustainable rate</li> <li>Decreased foreclosure rates</li> <li>Increased new residential projects</li> <li>Improved housing affordability for low- and middle-income residents</li> <li>Increased number of first-time homebuyers</li> <li>Increased mortgage approval rates for local residents</li> <li>Decreased homelessness rates</li> </ul>



## Low Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Areas with the lowest demand for housing in the City are concentrated in the south and northeast of downtown Muncie: these areas are in strong need of investment.</b>	<ul style="list-style-type: none"> <li>❑ Conduct a housing needs assessment</li> <li>❑ Improve public infrastructure</li> <li>❑ Offer financial incentives</li> <li>❑ Create more job opportunities</li> <li>❑ Promote mixed-use development</li> <li>❑ Enhance neighborhood amenities</li> <li>❑ Create targeted housing programs with Ball State</li> <li>❑ Streamline zoning and permitting processes</li> </ul>	<ul style="list-style-type: none"> <li>❑ DMMPC</li> <li>❑ Muncie Community Development</li> <li>❑ Muncie Housing Authority</li> <li>❑ Local Advocacy Groups</li> <li>❑ Non-Profit Organizations</li> <li>❑ Educational Institutions</li> <li>❑ Residents</li> </ul>	<ul style="list-style-type: none"> <li>❑ Increase housing occupancy rates</li> <li>❑ Increased property values</li> <li>❑ New housing developments are constructed</li> <li>❑ Population grows</li> <li>❑ Increased business activity</li> <li>❑ Increased investment in public infrastructure</li> <li>❑ Decreased crime rates</li> <li>❑ Improved resident satisfaction</li> <li>❑ Increased school enrollment</li> <li>❑ Increased public transportation usage</li> </ul>
<b>Cultivation of cooperative relationships between building owners, businesses, and the markets they aim to serve</b>	<ul style="list-style-type: none"> <li>❑ Establish regular meetings between stakeholders</li> <li>❑ Develop mutually beneficial agreements</li> <li>❑ Create shared marketing initiatives</li> <li>❑ Implement community engagement programs</li> <li>❑ Encourage sustainability efforts</li> <li>❑ Understand customer preferences and market trends</li> <li>❑ Establish conflict resolution mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>❑ DMMPC</li> <li>❑ Property Managers and Landlords</li> <li>❑ Chambers of Commerce</li> <li>❑ Real Estate Firms</li> <li>❑ Developers</li> <li>❑ Non-Profit Organizations</li> <li>❑ Marketing &amp; PR Firms</li> <li>❑ Investors</li> <li>❑ Financial Institutions</li> <li>❑ Zoning Administrator</li> </ul>	<ul style="list-style-type: none"> <li>❑ Increase in tenant retention rates</li> <li>❑ Growth in foot traffic to businesses</li> <li>❑ Higher sales revenue</li> <li>❑ Greater occupancy rates in commercial properties</li> <li>❑ Positive feedback from stakeholders</li> <li>❑ Increase in collaborative initiatives</li> <li>❑ Reduction in disputes or conflicts</li> <li>❑ Increased investment in building improvements or infrastructure</li> <li>❑ Enhanced brand reputation and visibility</li> <li>❑ Stronger customer loyalty and repeat visits</li> </ul>
<b>Maintain the current pace of 95 new housing units per year county-wide</b>	<ul style="list-style-type: none"> <li>❑ Streamline permitting processes</li> <li>❑ Foster partnerships with private developers</li> <li>❑ Invest in infrastructure improvements</li> <li>❑ Allow for higher-density housing in underutilized areas</li> <li>❑ Adopt form-based codes</li> <li>❑ Prioritize the development of affordable housing options</li> <li>❑ Identify strategic areas for development</li> </ul>	<ul style="list-style-type: none"> <li>❑ DMMPC</li> <li>❑ Building Inspector</li> <li>❑ Code Enforcement</li> <li>❑ Developers</li> <li>❑ Builders</li> <li>❑ Financial Institutions</li> <li>❑ Non-Profit Organizations</li> <li>❑ Housing Authorities</li> <li>❑ Indiana Housing and Community Development Authority</li> </ul>	<ul style="list-style-type: none"> <li>❑ Increased housing affordability</li> <li>❑ Growth in housing demand meets targets</li> <li>❑ Occupancy rates meet targets</li> <li>❑ Cost of housing aligns with average incoming in the county</li> <li>❑ Infrastructure supports the growth of new developments</li> <li>❑ Decreased environmental impacts</li> <li>❑ New housing units are distributed equitably across demographics</li> </ul>

## Low Priority (continued)

Action Item	Strategies	Potential Partners	Success Metrics
<b>Support potential for smaller farms with a more local and regional focus that ties into local food industries</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Encourage and support farmers' markets outside of Muncie</li> <li><input type="checkbox"/> Promote Community-Supported Agriculture</li> <li><input type="checkbox"/> Establish partnerships to ensure access to fresh food</li> <li><input type="checkbox"/> Invest in small-scale local food processing plants</li> <li><input type="checkbox"/> Create or support farming cooperatives</li> <li><input type="checkbox"/> Encourage shared infrastructure</li> <li><input type="checkbox"/> Offer educational programs that empower small farmers</li> <li><input type="checkbox"/> Educate the younger generation about local agriculture</li> <li><input type="checkbox"/> Give small-scale farmers access to affordable land</li> <li><input type="checkbox"/> Develop regional food hubs</li> <li><input type="checkbox"/> Create microloan programs for small farmers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mayor</li> <li><input type="checkbox"/> City Council</li> <li><input type="checkbox"/> County Council</li> <li><input type="checkbox"/> County Commissioners</li> <li><input type="checkbox"/> Farmers' Associations</li> <li><input type="checkbox"/> Non-Profit Organizations</li> <li><input type="checkbox"/> Local Advocacy Groups</li> <li><input type="checkbox"/> Educational Institutions</li> <li><input type="checkbox"/> Extension Services</li> <li><input type="checkbox"/> Small Food Businesses</li> <li><input type="checkbox"/> Food Industries</li> <li><input type="checkbox"/> Philanthropic Organizations</li> <li><input type="checkbox"/> U.S. Department of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase farm profitability</li> <li><input type="checkbox"/> Local food sales growth</li> <li><input type="checkbox"/> Increased participation in community-supported agriculture</li> <li><input type="checkbox"/> Increase job creation</li> <li><input type="checkbox"/> Reduced urban sprawl</li> <li><input type="checkbox"/> Reduced environmental impacts</li> <li><input type="checkbox"/> More resilient supply chains</li> <li><input type="checkbox"/> Higher product diversity</li> <li><input type="checkbox"/> Increased government support</li> </ul>

In conclusion, implementing this Framework is designed to ensure a systematic and efficient approach to achieving TogetherDM's goals. By using the outlined steps as a springboard for future action, locating necessary resources, and establishing mutually beneficial partnerships, TF1 can effectively move forward. Continuous monitoring and evaluation will allow TF1 to make any necessary adjustments and ensure the success of the action items. With a focus on collaboration, accountability, and adaptability, this Framework sets the foundation for sustainable progress and long-term impact.





# Next Steps

## Progress Reports

A progress report for this Framework would be a detailed document or presentation that provides an update on the status of the plan's implementation. Progress reports for this Framework should be well-structured and include the key elements listed below. They outline key activities completed, milestones achieved, challenges encountered, and any adjustments made to the original plan. The report typically includes measurable outcomes, a comparison of actual progress against the planned timeline, and details on resource utilization. They aim to keep stakeholders informed, maintain accountability, and facilitate decision-making by highlighting areas requiring attention or further action. A well-crafted progress report ensures transparency and aligns all involved parties toward the plan's objectives.



Next steps include:



#### A. Introduction

- A high-level overview of progress made, current status, and key highlights.
- Include any significant achievements or setbacks.



#### B. Objectives and Goals

- Restate the original goals and objectives of the plan.
- Mention any changes or adjustments made to these goals.



#### C. Metrics and Key Performance Indicators (KPIs)

- Quantitative and qualitative data showing progress toward goals.
- Compare actual results to baseline data or targets.



#### D. Key Milestones and Deliverables

- List completed milestones and deliverables.
- Note upcoming milestones and their due dates.



#### E. Challenges and Risks

- Identify obstacles encountered and their impact on the plan.
- Discuss mitigation strategies and resolutions implemented.



#### F. Resource Utilization

- Outline the resources used, including financial, human, and material resources.
- Compare actual resource usage to the planned budget.



#### G. Lessons Learned

- Highlight insights gained from recent phases.
- Discuss how these lessons are being applied moving forward.



#### H. Future Action

- Detail planned actions for the next reporting period.
- Specify any adjustments needed in the strategy or execution.



#### I. Appendices and Supporting Data

- Attach detailed charts, graphs, or documents that support the findings.

# Feedback Loops

A feedback loop is a process of gathering, analyzing, and acting on input to refine and improve this Framework. Feedback loops should ensure continuous improvement and alignment with goals. They involve setting clear goals and metrics, collecting data or feedback from stakeholders or outcomes, and evaluating whether the plan meets its objectives. That evaluation would identify strengths, weaknesses, and areas for adjustment. The insights are then incorporated into the plan, and the cycle repeats, ensuring continuous improvement. Effective feedback loops foster adaptability and alignment with evolving needs or conditions, making the plan more robust and impactful over time.

## A. Stakeholder Input

- ❑ Actively gather feedback from stakeholders to understand their concerns and perspectives.
- ❑ Include structured surveys, interviews, or meetings.

## B. Transparent Communication

- ❑ Share reports openly and ensure stakeholders have easy access to relevant data.
- ❑ Clarify how their input influences decisions.

## C. Performance Analysis and Adjustments

- ❑ Use feedback to evaluate whether strategies are effective.
- ❑ Make iterative adjustments to address challenges or optimize outcomes.

## D. Regular Review Cycles

- ❑ Establish consistent timelines for collecting and addressing feedback.
- ❑ Set up bi-weekly, monthly, or quarterly reviews, depending on project scope.

## E. Collaborative Problem-Solving

- ❑ Create opportunities for stakeholders to co-create solutions.
- ❑ Leverage diverse expertise to address systemic issues.

## F. Tracking Response to Feedback

- ❑ Maintain a record of feedback received and how it was addressed.
- ❑ Use this to show progress in responsiveness and adaptability.

Incorporating these components into progress reports and feedback loops creates a system that fosters accountability, transparency, and continuous improvement.



# Final Call to Action

“

The Delaware-Muncie Metropolitan Plan Commission (DMMPC) is the Planning Department for Delaware County and the City of Muncie. The departments within the DMMPC are Planning and Zoning, the Delaware County Building Commissioner, and the Metropolitan Planning Organization. Planning and Zoning oversees the new development process, administers the Uniform Numbering Address System, and coordinates land use with the Comprehensive Zoning Ordinances.

The Building Commissioner issues all permits and conducts all inspections of new developments in accordance with all International and State Codes. The Building Commissioner has authority over unsafe structures, complaints, and violation enforcement.

Transportation planning consists of our local Metropolitan Planning Organization (MPO), designated by the Governor of the State of Indiana. The MPO works with the Indiana Department of Transportation, the Federal Highway Administration, and the Federal Transit Administration to carry out continuing, cooperative, and comprehensive transportation planning required to receive federal transportation funds. The MPO distributes annually allocated funding to our local agencies for road, bridge, and trail projects.

The TogetherDM Action Framework: A Strategic Roadmap will help guide our “actions” and our ongoing efforts to improve our infrastructure, housing, and overall opportunities for those living in Delaware County and Muncie.

The Action Framework showcases the involvement, key areas in need, transparency, and collaboration between the citizens, local government, and the planning process in general. The Action Framework will provide a foundation for coordinated efforts from all stakeholders to come together to be as effective as possible in producing improvement throughout our communities.

The three overarching priorities to Strengthen Quality of Place, Improving Housing Conditions, and Expand Opportunities for Upward Mobility remain a focus of MAP’s Task Force 1 (TF1), the TogetherDM Coalition. The DMMPC will continue to work alongside TF1 to move forward with the county-wide initiatives identified in the TogetherDM Plan.

Sincerely,



Kylene Swackhamer, Executive Director DMMPC  
MAP Board Secretary & Task Force 1 Chair

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