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ACKNOWLEDGEMENTS

Genettia Abdul-Ghani, Nicolas Abney, Patrick Abraham, Gary Adams, Shirley Adams, Daryl & Pat Adkins, Khawailah Ahmad, Evelyn Akiboh, Carolyn & Walter Allen, Jesse Alley, Janelle Amberg, Sheila Anthony, Tom Arborgast, Debbie Armbruster, Diane Arnold, Edith Arthur, Steve Atzhorn, Linda Aue, Roger Aue, Annette Avant, Hugo Bacilo, Raymond & Wanda Backus, Conrad & Rosemary Baker, Helen Bankhead, Jeb Bardon, Brad Beaubien, Anne Belcher, Daisy Best, Pat Bollinger, Teresa Borrojes, Gretchen Brackett, Ann Brackett, Trai Bradford, Maceola Bransford, Richard Bray, Katy Brett, Eileen Bright, Robert Bringle, Alice Broen, Briana Brooks, LaToy Brooks, Donna Brown, Julia Brown, Minnie Bummett, Keith Burke, Evelyn Bushrod, Phyllis Caffery, Rene Carroll, Andre Carson, John Childers, Loretta Chinn, Mary Clark, Michelle Clark, Nelda Clark, Nancy Coe, Kurt Cohen, Lana Coleman, Robert & Wilma Collier, Maria Compos, Sebastiana Compos, Randy Cox, Eric & Holly Craig, Alan & Wendy Crewes, Evelyn Crouch, Elaine Cuevas, Daniell Cullens, Mary Cummins, Jacob Daniels, Katherine Davidson, Billy Davidson, Adrienne Davis, Mary Dean, Lorine DeBow, Lori Demaree, Carmen DeRusha, Lindsay Dings, Bonnie Dotts, Brian Durham, Gala Dynes, Audrey Ecton-Crawford, Hazel Edmundson, Rosey Ellis, Julie Ellison, Gustavo Escalante, Geneva Fair, Leah Farnsworth, Nedra Feeley, Alma Figuerea, Jose Flores, Altagracia Flores, Olivia Flores, Tashika Franklin, Andy Frazier, Carl & Beverly Frieje, Rachelle Frink, Dave Gallagher, Ozetta George, Charles Gerdes, Beth Gibson, Tom & Sarah Glass, Julie Gonyou, Manuel Gonzalez, Charles Gordon, Jennifer Goss, Sarah Grain, Jim Grim, Isaias Guerrero, Veronica Guerrero - Colin, Willy Gupton, Charity Hall, Rylan Hall, Sam Harding, Marion Harris, Boyd & Patty Harris, Gloria Harvey, Alice Hatzell, Debbie Hawk, Michelle Hernandez, Jim Hetland, Laura Hodges, Phillip Hooper, Susan & Mark Hopkins, Spring Hug, Morgan Hughes, Hester Hunt, Phyllis Imel, Duane Ingram, Mel Jackson, Dan Jarvis, Mali Jeffers, Eugene Jensen, Sherry Johnson, Belle Johnson, Rich Johnson, Wilma Johnson, Tramaine Jones, Debby Jones, Jennifer Kinnaman, Renee Kleber, Rita Kohn, Paula Lacefield, Phyllis Land-Usher,

Tracina Lawrence, Dionne Leslie, Clark Lienemann, Quin Lin, Lorraine Locke, Stuart Lowry, Danny Mack, Brian Mahone, Ted Massey, Mark & Ann Mayse, Tim & Leigh McCall, William McConnell, Thelma McDuever, Dixie McRoy, Sabrina Medina, Monica Medina, Armando Medina, Samuel Medina, Brenda Miller, Cheryl & James Miller, Paul & Sue Milligan, Renita Minor, Doris Minton-McNeil, Pearline Minton-Moreland, Nancy Mobley, Anna Molina, Maricale Morena, Paul Mullins, Moses Negash, Starla Officer, Kate O'Hara, Sharon Olds, Irene Olivar, Gary Opp, Gary Paddock, David & Stacy Penalva, Diana Penner, Augustina Perez, Rhonda Peterson, Francetta Peterson, Jane Peterson, Marilyn Pfisterer, Stacy Pierce, Linda Pratt, Stephanie Quick, Gina Radice, Miguel Ramirez, Kristina Reimer, Melissa Reyes, Mario Reyes, Marion Reynolds, Richard & Annette Rhine, James Rigney, J.D. & Cathy Ringley, Doris Roberts, Maria Rodriguez, LisaMarie Rodriguez, Pat Roe, Maria Ruiz, Ana Ruiz, Armando Salinas, Emery & Deanna Sandford, Mary Jo Sashegyi, Diundra Satterfield, Brianna Sauer, Rachel Sayers, Phil Schaefer, Thelma Scott, Lindsay Shedrow, Leah Simm, Charlotte Smith, Sandra Smith, William Smither, Keith Smitherman, Jessie Snaza, Alvaro Solis, Shiucoomar Sookdeo, Carlos Sosa, Kathy Souchet, Kerry Spalding, Lois Sprague, Geraldine Springer, Liz Stahl, Adam Staten, Andrew Stephens, Jerry Stickles, Ruth Stickles, Dorothy Stingley, Mark Stokes, Carolyn Stone, Cottie Sullender, Mary Jane Sullivan, Anne Summer, Andrew Swenson, Joyce Tackes, Bill Taft, Leo Tamez, Alice Tevault, Judy Thames, Nakia Thigpen, Douglas Tibbs, Amy Tompkins, Claudio Trincado, Anne Truba, Troy Turner, Kaniesha Tyler, Phyllis Usher, Denise Vaden, Ines, Artures & Maricela Valdez, Danielle Vance, Susan Vegors, Patrice Victory, Kelly Vincent-Mayoral, Phil Votaw, Desmond Wade, Reggie Wade, Harold and Patricia Walls, Barbara West, Shirley Wheat, Janet White, Marie Whitescarver, Anthony Whitley, Christine Whobrey, Sarah Wiehe, Bob Wilch, Diane Wilhelm, Rob Wilkes, Arron Williams, Kim Bellamy-Williams, Olgen Williams, Nora Williams, Chuck & Linda Willoughby, Lorey Wilson, Thelma Winkle, John Winters, Nancy Wise, Tom Wolfe, Harry Wood, Karen Worland, Lovie York, Angelica & Associates





EXECUTIVE Summary

The Great Indy Neighborhoods Initiative (GINI) offers the Near Westside a wonderful opportunity to “shine” as the best-kept secret in the metropolitan area. While the purpose of GINI is bringing neighborhoods together to plan and implement strategies that ultimately will improve their quality of life, the process has done much more for the Near Westside. It has altered how residents in this community work to affect change; and it has assisted the neighborhood in achieving a key purpose – to organize the efforts of many and create a blueprint for the future.

Through GINI, Near Westside residents have crossed neighborhood boundaries realizing they share many of the same concerns. They have learned they can accomplish much more by working together toward common goals than by airing grievances individually; and they can still honor the diversity of their own communities in the process. New resident leaders have emerged to design specific activities of the

Near Westside Quality-of-Life Plan, and they have created new infrastructures for the neighborhoods to coordinate their grass-root efforts. The leaders of the five neighborhood associations that make up the Near Westside have formed a presidents council to organize many of the plan’s activities for beautification and public safety across the community. In addition, the youth in the area are creating the Near Westside Youth Council with voting representation on the neighborhood GINI Steering Committee. These young leaders have formally organized to ensure they are included in the community dialogue and that their voices will be heard in the future. Merchants, bankers and business leaders have also organized to

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the same concerns.**

form a much-needed business association with solid representation from the Hispanic community. This group is already working together to encourage and support revitalization and economic development along the main corridors in the Near Westside, and to support the development of the Central Greens project on 155 acres of the old Central State property.

As a result of the GINI planning process, the Near Westside has focused on seven priority areas for the immediate and long-term vitality of the neighborhood: housing, public safety, beautification, economic development, education, health, and civic/youth engagement. Agency and resident leaders want to restore older homes in the area, reduce crime so residents feel safer, and beautify the area with public art and community clean-up events. They want to encourage new businesses to locate in the area to revitalize their main corridors. They want to increase high school graduation rates. And they want to work through an expanded base of stakeholders to accomplish and sustain these goals. These leaders share a collective vision for renovated, affordable homes along clean, tree-lined streets with bustling shops and businesses along its busiest corridors. The Near Westside envisions itself as the ideal urban Indianapolis community where people choose to live and work because of its close proximity to downtown and to other state and national attractions along its borders.

The Near Westside has a solid foundation of existing community assets upon which to realize its vision. This area has always been rich in strong leadership and is home to a multitude of organizations. It boasts 19 parks and recreational areas, 41 churches of various denominations, 14 licensed child-care programs, six public schools and a private Catholic high school, two community centers, the Westside Health Center, a senior apartment complex, the Center for Working Families, several banks, a new library branch, the West District Police Department, the Westside Community Development Corporation, Goodwill Industries, many newly established restaurants and businesses, and a wide offering of social service programs. In addition,

the Near Westside is surrounded by major state and national attractions, such as the White River State Park with its museums and the Indianapolis Zoo along its eastern edge. To the west are the Indianapolis Motor Speedway and the Indianapolis International Airport. IUPUI, a major urban university with its nationally recognized medical complex, has multiple campus locations throughout the area. These community assets lay the foundation for a quality-of-life plan that lifts the Near Westside as “the up-and-coming place to live, work and be” in Indianapolis.



Background Information

HOW TO USE THE PLAN

This quality-of-life plan is the compilation of many great ideas and countless hours of hard work. It is meant to capture the energy that this neighborhood has for making this a better place to live, work and play. In this document we present a vision of all the things our neighborhood seeks to accomplish in the coming years, and we specify who, what, when, and where these accomplishments will take place. The planning process—from community building through visioning and action teams—is also captured in this document so that others may replicate our successes. Most importantly this plan is a living guide for neighborhood progress. It will not sit on a shelf, but instead regularly inform the strategic decisions of neighborhood leaders. Thus, elements of this plan should be incorporated into the strategic plans of neighborhood groups and institutions as appropriate. Similarly, we also expect that this plan will serve as a roadmap to guide investors

and other potential partners interested in helping us accomplish our neighborhood goals. This plan will be revisited annually, if not more frequently, so that it consistently reflects the priorities and opportunities in our neighborhood.

GINI PROCESS – CITYWIDE

GINI traces its roots to 2004, when city and community development leaders convened the first-ever Indianapolis Community Development Summit. More than 400 neighborhood leaders attended to discuss strategies for creating healthy neighborhoods, current neighborhood issues, and a vision for the future. It was clear that the participants wanted a comprehensive approach to community development that addressed not only housing, but also education, safety, health, and many other issues. As a result of the summit, the GINI Steering Committee, a diverse group of civic leaders, explored key community development concepts in the interest of formulating strategies to bring a coordinated,

comprehensive community development effort to Indianapolis.

With this research and strategic thinking in place, the next step was to put a plan into action. Great Indy Neighborhoods Initiatives (GINI) was developed and introduced to Indianapolis neighborhood leaders in October of 2005. GINI's goal is to help support Indianapolis neighborhoods by encouraging neighbors to work together across traditional boundaries. The program helps neighborhood residents, businesses, and community organizations get organized and involved in the neighborhood, decide on neighborhood priorities, and act on their plans to drive meaningful change.

The Demonstration Initiative takes comprehensive community development to the next level, providing targeted support for six neighborhoods that includes funds for staffing, technical support, assistance in organizational development, and seed funding for implementing a neighborhood quality-of-life plan. It's a three-year program designed for neighborhoods that are ready to become great examples of the power of comprehensive community development. The Local Initiative Support Corporation (LISC) staffs this effort.

Neighborhoods were invited to participate in an application process that would help the GINI Steering Committee choose the six neighborhoods for the Demonstration Initiative. The Steering Committee had its work cut out for it: 17 neighborhoods representing a broad cross-section of the City of Indianapolis, applied to become part of the program. In the summer of 2006, after much deliberation, the committee introduced the six neighborhoods that would participate in the Demonstration Initiative: the Near Eastside, the Near Westside, West Indianapolis, Southeast, Crooked Creek, and Binford neighborhoods. In each neighborhood, a community-based convening organization coordinates quality-of-life planning and implementation, and acts as a fiscal agent for GINI.

For other neighborhoods that were not selected, the Steering Committee created the Engagement Initiative to help neighborhoods across Indianapolis identify

and develop leaders, connect neighbors with resources, and communicate the strength of Indianapolis neighborhoods to the rest of the community. This initiative provides training, technical assistance, mini-grants to support neighborhood-driven programs, and enhanced communications among and about neighborhoods. The Indianapolis Neighborhood Resource Center (INRC) staffs this effort.

The Steering Committee meets quarterly to oversee GINI. Its role is to govern GINI as a whole, participate in working groups that dig deeper into the workings of the initiatives, fundraise to support these efforts, and promote and champion the quality-of-life plans developed by the Demonstration neighborhoods. In addition to the support of the Steering Committee, neighborhoods also have the support of staff from LISC and INRC who are administering the grants to neighborhoods. LISC and INRC meet regularly with city and neighborhood leadership to maintain the citywide collaboration necessary to support the neighborhood-driven quality-of-life improvements.

GINI PROCESS – WITHIN THE NEIGHBORHOOD

The Near Westside began its by hiring two staff people to coordinate activities for the Near Westside – a community organizer to coordinate outreach and implementation for three years and a facilitator to help them develop their written quality-of-life plan. Besides two staff, the community also has had access to early-action grants to promote collaborative activities and energize residents while they planned for their future.

A clear message emphasizing the opportunity represented by GINI was formulated early on and included in all neighborhood meeting materials and led to a set of guiding principles as the Near Westside's planning efforts progressed:

"Great Indy Neighborhoods Initiatives (GINI) brings people together to create a blueprint for the community which will be implemented to improve the quality of



life now and in the future. As the residents of the five neighborhoods in the Near Westside work together to achieve their vision, the following principles guide their collaborative efforts:

1. Broaden resident participation across the community
2. Work together to identify priorities and a plan to achieve them
3. Empower residents to act together to ensure a "quality of life" community now and in the future.
4. Ensure equity among all five neighborhoods"

The third big step in the Near Westside GINI process was to identify priority issues for further study, or Task Force Groups. Following two community-wide visioning sessions in June, the Near Westside formed seven Task Force Groups, facilitated by resident leaders to address the following issues:

- Housing
- Public Safety
- Beautification/Clean-Up
- Business/Economic Development
- Health
- Education
- Civic/Youth Engagement.

Maps and other information provided by the City of Indianapolis grounded the planning work in data and kept the discussion focused on common concerns among the five neighborhoods. From mid-July to the mid-October, there were 23 Task Force group meetings totaling 490 man-hours of deliberation and discussions by 130 residents to improve the quality of life in their community. Four community-wide meetings were held to keep momentum going after the well-attended June Vision sessions and to inform the entire Near Westside of planning progress. Emerging ideas in the form of notes and draft plans were captured after every Task Force Group meeting, helped maintain interest in the planning document. Residents and agency leaders alike appreciated reading their thoughts and contributions as they were compiled into the community's quality-of-life plan.

ENCAPSULATION OF NEIGHBORHOOD ENGAGEMENT PROCESS

The GINI Organizer spent much of his time early on promoting GINI as an opportunity to support the future vitality of the neighborhood and engage residents in the planning process. By April 15, Near Westside residents had participated in trainings in neighbor-to-neighbor interviews. Those who were trained were expected to interview other residents about their neighborhood and get them engaged and excited about GINI. Unfortunately, only a small number of interviews were completed because many were uncomfortable talking with people they did not know, and were uncertain about the next steps for becoming engaged in the GINI process.

To supplement the interviews, the IUPUI School of Public Environmental Affairs (SPEA) conducted an independent neighborhood survey to provide baseline data regarding residents' perceptions of the Near Westside. SPEA students conducted both short and long surveys at community events and neighborhood meetings and led five focus group discussions

throughout the Near Westside. By April, SPEA students presented their findings, and the suggestions from the SPEA report have emerged as the community identified their priority needs, validating the results of this independent survey. (See attachment of SPEA findings.)

Also in April, the Near Westside Steering Committee met to discuss their questions about GINI with city leadership and to clarify funding resources for the project. The group decided to make beautification an early action priority project and seek \$5,000 to visibly clean up the five Near Westside neighborhoods. The Beautification Committee formed from this meeting and met nine times over the next six months to conduct four clean-up events and to develop future plans.

To prepare for the June Vision meetings, the Community Organizer revised the neighbor-to-neighbor interview process by limiting the number of questions, shortening the time commitment, and identifying additional resident and organizational leaders to interview. By May, he had conducted 89 more neighborhood interviews.

As a result of this renewed effort, the two GINI Visioning Sessions in June were very successful. Many agency partners who had endorsed the original GINI proposal participated in both sessions. They were surprised and pleased by the large turnout of residents and by the productive table-discussions. In July, the community gathered again in a Next Steps Meeting to organize Task Force Groups to further study the seven priority issues identified in the June Visioning Sessions. In September, the GINI Steering Committee met again to review the first draft of their GINI quality-of-life work plan. New resident Task Force leaders presented their plans to the GINI Steering Committee and to the broader community in the Christamore House auditorium, inviting feedback and suggestions to improve their strategies. Edits were made and the Steering Committee then conducted a follow-up retreat in October with both the Task Force Groups and community partners to provide additional

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feedback before writing a complete first draft of the quality-of-life plan in November.

In summary, the Community Organizer and the Facilitator were implementing various strategies throughout the GINI experience to involve both residents and agency partners. It has been an inclusive community building and engagement process. Residents have taken the lead in developing plans for an improved quality for their neighborhoods. The plan demonstrates

a surprising amount of detail and creativity to successfully make the quality-of-life plan a reality for the Near Westside.

NEIGHBORHOOD HISTORY & CULTURE

The Near Westside's history begins with the early pioneers who crossed the continent along the great National Road, (now West Washington Street) – leading to all points west in America. As people traveled along the historic trail, they formed new settlements west of the White River in what is now the Near Westside. By the 1830s, a one-mile stretch of the National Road from Belmont to Tibbs became the backbone of the Mt. Jackson settlement, named after President Andrew Jackson. It later was incorporated as Indianapolis' first suburb in 1888 and eventually became the Hawthorne Neighborhood. George Smith, publisher of the first local city newspaper, purchased two acres of Mt. Jackson farmland which later became the site for Central State Hospital (and now is the site of Central Greens). In 1845, the state of Indiana selected Mt. Jackson as the site for a State Hospital for the Insane. By 1847, this immense structure was opened for patients on 160 acres of farmland and was one of the most efficient and successfully administered institutions of its kind in the country. The original hospital building was demolished in 1940, but the Pathological Department Building built in 1895 still remains today as an historic remnant of



Holt Road

Tibbs Avenue

Kessler Boulevard

Warman Avenue

16th Street

10th Street

Washington Street

Belmont Avenue

Harding Street

Lafayette Road

White River Parkway

Michigan Street

New York Street

White River

the state's oldest medical center. In 1847, a substantial flood struck another emerging Near Westside settlement known as Stringtown, named for settlers who moved in across the river, north and south of the National Road. A January thaw, followed by a heavy downpour of rain for several days, washed out whole sections of the National Road and threatened to carry away the toll bridge crossing the White River. It took months for the Stringtown community to recover.

MANUFACTURING

1847 also saw the emergence of the Industrial Revolution. The completion of the Madison Railroad that year marked great change in economic conditions and prospects for Indianapolis and the Near Westside. This was the first rail line to the area and resulted in greatly increased growth of the pork-packing industry, employment in the Near Westside and improved real estate values. The Haughville and Stringtown neighborhoods sprung up from growth in this industry and from new stockyards in the area. The meat-packing industry remained a main source of income for many residents until 1966.

By 1880, Haughville grew as a manufacturing suburb when Benjamin J. Haugh relocated his Haugh, Ketcham and Co. Iron Works plant along Michigan Street. The town was incorporated in 1883 with a population of 283. By 1890, two more foundries had located in the new town and the population bloomed to 2,144. By 1929, the Haughville Library provided books in 14 different languages for a reported 29 different nationalities on the Near Westside. Most who settled in the area were Appalachian, German, Irish, English, Slovenians, Hungarians, Poles, Austrians, Macedonians, and Romanians. By 1891, Christamore House was erected in Haughville, displaying the community's self-sufficiency and ability to support new immigrants in the area. St. Anthony's Catholic Church and other denominations – Methodists, Baptists, Christians, and German Reform – were all instrumental in assisting the assimilation of immigrants to the Near Westside, creating a viable community in which to live. Haughville

had its own business center, hotel, and restaurant. It boasted of clubs and social organizations, a jail and fire department, providing a wealth of city and social services to new populations. Later a large community of African Americans settled into the area when foundries were hiring more people during WWI.

CONNECTIVITY AND MANUFACTURING

Another significant development in the 19th century was the rapid growth of rail yards in Indianapolis, which created rail-traffic congestion and prevented the location of more businesses to the city. The remedy to this problem was the formation of a "rail-belt" beyond the outskirts of Indianapolis to connect all the major lines so that freight could be easily transferred from one road to another. Since Haughville already had excellent railway facilities including the Big Four-Peoria division and the I.D. & W., it was included in the expansion of the new Rail-belt Railroad, providing accelerated growth to this working-class community.

When electric cars were introduced in the 1890s, streetcar services were extended even further west, diffusing the city's population to the recently annexed communities of the Near Westside. One by one, these areas became part of metropolitan Indianapolis. The political integration of these newly annexed territories stabilized and unified the city's growth, while providing a wider tax-base for public improvements. With city annexation, the city park system was created with the purchase of land for Riverside, Brookside, Highland, and Indianola Parks in the Near Westside.

At the turn of the 20th century, a great many railroad men, carpenters and other building tradesmen, firemen, policemen, streetcar drivers and letter carriers resided in the Near Westside area. By 1911, the Near Westside became known for its famous manufacturers of automobiles. David Parry converted his enormous wagon and carriage plant into the Parry Motor Car Co. which later became part of General Motors in 1930. Today it is the Chevrolet truck body plant. Duesenberg Motor Co., which produced one of the most celebrated luxury cars in America, was founded on West



Washington Street in 1920 and outlasted all the city's other car manufacturers until closing its doors in 1937. In its time, the Duesenberg plant was a major employer of area workers.

1913 saw another disastrous flood on the Near Westside that West Washington Street look like a lake. The swollen White River emptied tons of water into 10,000 homes, causing damages estimated at over \$25 million. The disaster prompted the construction of the mile long levee along the west bank of White River. It was months before this battered community could recover.

GROWTH IN SOCIAL SERVICES

Even though some of the automobile plants closed, the west side experienced a renewed period of growth in the 1920s. The Hawthorne Community Center was constructed in 1923 followed by IPS School #75 at 14th and Bellevue Streets, and George Washington High School in 1928. Most of the area's commerce developed along West Washington Street and much of the industry was associated with the massive Link-Belt factory. By 1940, the Near Westside population had grown to 22,717 residents – 93% of which were of European descent and 8% were African Americans. By 1963, George Washington High School was overcrowded and in 1969, students were bused to the newly opened Northwest High School. That same year, George McGinnis led the "Westside Pride" of George Washington High School to the state boys basketball championship. Unfortunately,

by 1995, the high school closed with much neighborhood opposition. The Westside Cooperative Organization, (WESCO) was formed in 1986. The Westside Community Development Corporation (WCDC) was also founded to bring city dollars into the neighborhood for infrastructure and housing improvements. Twenty years later, the newly formed WCDC had completed 120 units of renovated housing and assisted over 400 homeowners with repairs.

Also in 1986, the Central State Hospital closed forever as the state reorganized services for the mentally ill/disabled patients. Its 155 acres of land sat vacant and mostly unused as developers pondered its future possibilities. By the fall of 2007, nearly 20 years later, a land-use plan was approved for new development on the property called Central Greens. The plan includes 300 new housing units, retail space and recreational spaces available to the entire community. A historical/cultural area has been designated for the center of the property to preserve the Indiana Medical History Museum and burial sites of patients.

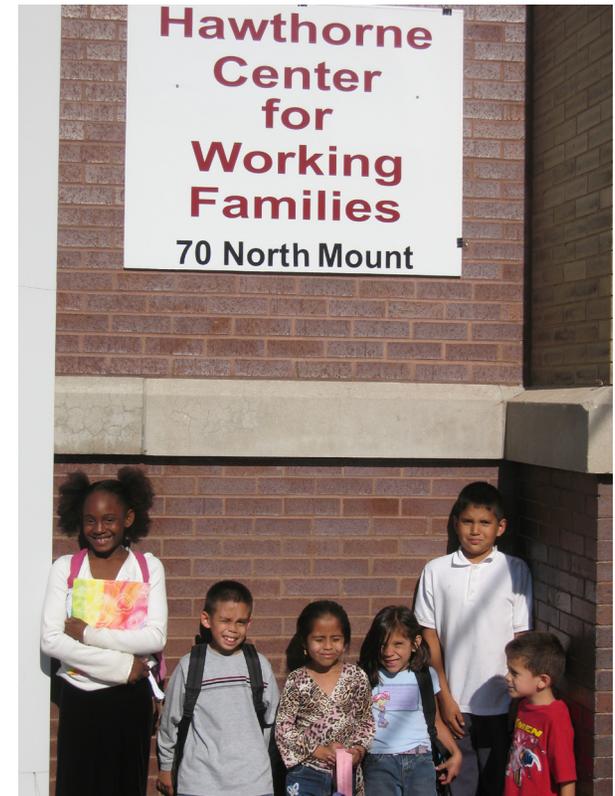
By 2000, George Washington High School re-opened as George Washington Community School (GWCS) initially with students from sixth through eighth grades. In 2006, the Institute for Educational Leadership in Washington, D.C. recognized GWCS as a national model of community school excellence. By 2007/2008 school year, GWCS has enrolled 874 students in grades 7-12. Also, 2000 was the year the We Care Neighborhood Association formed in the area running along West Washington Street south to the rail beds and east to the White River.

However, by the 21st century, the Near Westside had lost many of its large manufacturing plants as the “rust belt” settled across the Midwest. By 2006, there were only 25 manufacturing-type industries remaining that employed 2,264 people and no railroad-related industries. This marked a definite change from 150 years earlier, when manufacturing and transportation had been a major source of employment for this community.

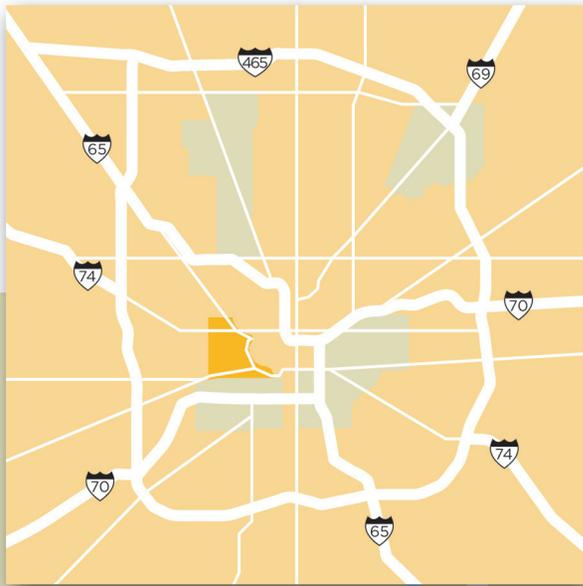
DEMOGRAPHIC & BASELINE DATA

According to the 2000 Census, 14,517 Near Westside residents live in five very distinct neighborhoods – the Westside, We Care, Hawthorne, Haughville and Stringtown. This area is defined by 21st Street on the north, Tibbs Street on the west, the White River on the east and a small wedge of homes between West Washington Street and the railroad tracks on the south. 35% of the residents are children and youth under the age of 21. The largest segment, 42%, is younger to middle-aged adults from 21 to 44 years old. 29% of the Near Westside population is older than 45. This community boasts a long history of racially diverse populations with Hispanic residents comprising the newest wave of immigrants. The best indicator of the ethnic diversity on the Near Westside is the student enrollment at the local high school, George Washington Community School. 44% of GWCS students are Caucasian, 29% are African American, 24% are Hispanic and 3% are of other nationalities.

Equitable engagement of the diverse segments of the Near Westside populations in the GINI planning process has been challenging. However, resident and community leaders have been persistent in their efforts to include all people by providing Spanish translation services, bi-lingual fliers, articles in local papers, and using extensive email communication to reach as many residents as possible with meeting dates, updates on the GINI plans and community-wide events. Their persistence in crafting multi-media, bi-lingual communication has gradually engaged an increasingly diverse group of participants working together to create solutions for their own neighborhood at GINI meetings. To date, there have been 290 participants (about 2%) of the Near Westside population who have attended at least one GINI community-wide meeting. Eleven new resident leaders have emerged (one of them a high school sophomore) to guide planning Task Force discussions. As the GINI process progressed, resident representatives from all five neighborhoods participated in planning at Task Force meetings.



Current & Planned Initiatives



-  **Economic Development**
-  **Education**
-  **Health**
-  **Workforce Development**
-  **Gateways**
-  **Beautification**

 **Westside Business Association** Washington, Michigan, 10th and 16th Streets

Area-wide Initiatives
 Increase the number of new and affordable homes
 Implement neighborhood-based cleanup using the KIB adopt-a-block model
 Increase crime watch groups
 Community-police partnerships strengthened




 W.D. Phillips School 63
 Mozel Sanders Park completed


 Central Greens
 Retail and Housing
 Development


 Christamore House
 Health Disparities Project


 Hawthorne Center for
 Working Families


 George Washington
 Community School
 Remodel complete
 Fit for Life
 Wellness Center



ASSETS & Opportunities

ASSETS

The Near Westside boasts many Marion County and state-wide attractions, including the White River State Park, Indianapolis Zoo, Eiteljorg Museum and Indiana University-Purdue University at Indianapolis with a large medical complex. Indianapolis Motor Speedway, the home of many national race car events, is west of the Near Westside on 16th Street and the Indianapolis International Airport is just south of the area. In addition, the community has many other assets of which it is proud (see SAVI map):

- Haughville Branch of the Indianapolis-Marion County Public Library
- Indianapolis Metropolitan Police Department (IMPD) for the South West District
- IPS Wendell Phillips Elementary School #63 in Haughville
- George Washington Community School (GWCS), re-opened in 2000 and nationally recognized in 2006 as a model community school
- Goodwill Industries for jobs and a charter school
- Westside Health Clinic
- Christamore Court Apartments for Seniors
- Center for Working Families at Hawthorne Community Center
- Children's Bureau Office of Neighborhood Alliance for Child Safety (NACS)
- IUPUI Office of Neighborhood Partnerships
- IU School of Nursing
- 120 new housing units constructed by the Westside Community Development Corporation (WCDC)
- Vibrant small businesses, many of them Latino owned and operated, along West Washington Street, the historic National Road
- JP Morgan Chase Bank on West Michigan Street



- National City Bank on West Washington Street
- 41 places of worship

In addition to these physical assets, the Near Westside has a wide range of community and social services serving a broad spectrum of need. Two community centers – Christamore House that opened in the late 1880s and the Hawthorne Community Center that opened in 1923 – have continued to offer and expand their programs to support the Near Westside. There are 28 emergency food, utilities, clothing and case management services offered by two community centers, churches and other health and family-center providers in the area. There are 14 licensed private childcare programs and three early childhood programs provided by Hawthorne Center, Christamore House and a Head Start program in the old IPS School #75. Other education services include financial coaching at

the Center for Working Families at Hawthorne Center, Goodwill, Christamore House Community Works program, as well as English language classes offered at GWCS and local churches. There are 17 sites offering GED classes in this community. IMPD also offers drug prevention classes in the schools and at the community centers, and drug rehabilitation is provided by the Westside Health Center. There are also senior services including recreational/social activities and day-care support for older residents provided by two community centers, Christamore Court, Westside Health Clinic, and several churches.

The IUPUI Office of Neighborhood Partnerships has provided significant leadership, student man-power, service-learning opportunities and financial resources to the Near Westside through an ongoing relationship with the neighborhood. This office helped the community and IU School of Nursing develop a five-year plan to address issues of individual and community health, and it has supported residents in re-opening GWCS and construction of a new elementary school in the area. More recently, graduate students from the IUPUI School of Public Environmental Affairs helped collect baseline community data through resident surveys for the GINI planning process. Since the early settlement days, there have been a multitude of community agencies and institutions striving to meet the needs of the Near Westside residents with a broad offering of recreational and educational programs, emergency support, and health and social services.

ISSUES & OPPORTUNITIES

While the Near Westside has much to offer its residents, it also faces challenges similar to those of other urban areas across the Midwest. Large industries and businesses have abandoned this hard-working community, leaving many unemployed or under-employed. Vacant houses are numerous, and often owned by landlords who no longer live in the area. Long-time residents have seen a revolving door of people who move in and out, often leaving the property in a more deteriorated condition than before. Dilapidated residential and industrial properties serve as magnets for criminal activity, from drug dealing to illegal dumping.

Data assembled by the City of Indianapolis Department of Planning validates the residents' perceptions of the problems in their neighborhood and focuses their desire to address these concerns. Their priorities, as identified in June for improving the quality of life in the Near Westside, are focused on:

- Housing
- Public Safety
- Beautification and Clean-up
- Business
- Education
- Health
- Civic/Youth Engagement

POPULATION DECLINE

Many of the prosperous iron, automobile and other large manufacturing plants have closed in the Near Westside. As jobs disappeared, people have moved elsewhere. According to the 2000 Census, the Near Westside population was 14,517, a 36% decline since the 1940s, when this was a bustling community of industries with 22,717 residents. The downward trend continues as this community experienced a 4.6% decline in population from 2000 to 2007, and is projected to decline yet again by another 3.9% over the next five years. Nationally, the country is expected to increase its population by 5.9%.

The population decline is evidenced by the decline in the number of households of the Near Westside. From 2000 to 2007 there has been a 2.6% decrease in number of Near Westside households, while during the same period the nation has seen an increase of 6.4%. During the next five years, the Near Westside will probably lose another 2.6% of its households, while nationally households will increase by 5%.

Income Decline

The average household income for the Near Westside in 2006 was \$37,344, less than the average Marion County household income of \$42,702 in 2005. The state average household income in 2005 was \$43,217. Nationally, the average household income was \$65,849 in 2006. The projected household income over the next five years for the Near Westside is an increase of 9.6%, which almost keeps pace with the national projection of a 10% increase. However, the net effect is still a much lower income for families living in the Near Westside compared to those in Marion County, Indiana and in the nation. Another income indicator for the area is the percentage of students who qualify for free/reduced lunch. The schools in the immediate community, George Washington Community School, Wendell Phillips Elementary School #63, Ernie Pyle Elementary School #90 and St. Anthony Catholic Elementary School average 75% of their student bodies qualifying for federal free/reduced lunch program.

Lack of Education Attainment

Low educational attainment presents another community-wide challenge for the Near Westside. In 2006 only 7.3% of the Near Westside residents over the age of 25 had a bachelor's, master's, professional, or doctorate degree compared with 25.4% of Marion County residents. In 2006, only 60% of the GWCS high school students had graduated – an alarming statistic for the Near Westside. Unfortunately that was the highest graduation rate that year in the IPS district. In 2006, 6.02% of the Near Westside labor pool age 16 and above was unemployed compared to only 4.9% for Marion County and 4.8% for the state.

Vacant Housing

Much of the housing stock in the Near Westside, almost 44%, dates back to 1939. While older homes create a sense of historical pride in the neighborhood, they also create another challenge – only 53% of them are owner-occupied. The other 47% of Near Westside properties are leased or empty, creating high turnover in renters and, in many cases, deterioration of the property. According to the most recent vacant housing survey in 2003, almost 11% of homes, or 576 units, were vacant and in varying states of disrepair. The residents believe that in 2007 there are many more vacant homes and are currently conducting their own housing survey to update this data. (See 2003 map of compiled vacant housing data, property tax sale and utility shut off for the Near Westside.)

The median value of all owner-occupied housing of the Near Westside in 2000 was \$49,204. As a point of comparison, the median owner-occupied home value in Marion County was \$99,000. There are very few homes valued at this rate in the Near Westside. According to 2006 home-value information,

- 7% were valued at less than \$20,000
- 27% were valued at \$20,000 to \$39,000.
- 34%, the largest percentage of owner-occupied homes in the Near Westside, were valued between \$40,000 and \$59,000.
- 26% of owner-occupied homes were valued between \$60,000 and \$79,000
- 5% were valued between \$80,000 to \$99,000
- 1% were valued at over \$100,000

Viable housing, renovated to protect historical integrity, and owner occupied rather than leased, remains a critical challenge for the future vitality of the Near Westside. At the same time, the Near Westside does offer a great opportunity. They boast “vintage” homes with wood floors and leaded glass windows that are affordable and only 10 minutes from downtown.

Crime

Criminal activity happens in all types of neighborhoods, regardless of location or wealth. However, criminal elements do seek out abandoned homes, which are easily found in older urban areas. There they conduct illegal activities and intimidate nearby residents in the process. This is the situation in the Near Westside. From 2005 to 2006 the largest increase in criminal activities, 79%, was the number of rape incidents in this community, followed by a 34% increase in burglaries. There was a 25% increase in the number of stolen vehicles and attempted larceny. However, there has been some improvement. During this same time frame, the number of forced-entry burglaries declined by 27%, armed robberies declined by 26%, aggravated assault by 23% and – most importantly – homicides dropped by 18%. When speaking with residents of the Near Westside, they realize their area has lower crime statistics than some other Indianapolis urban communities, but they often still feel unsafe in their own neighborhoods, especially during the evening hours.

Economic Decline

Many Midwest communities have been economically depressed by the decline of large manufacturing plants and industries, leaving residents to bemoan their loss and wish for the “good old days.” Such is the economic condition in the Near Westside. As plants closed, jobs have disappeared, creating a ripple effect on the value of real estate, loss of retail and supporting businesses and, ultimately, a decline in median household income. According to the 2006 Business Inventory, there are only 397 total establishments, including retail, manufacturers, transportation, and service and industries in the Near Westside.

A 2003 study called Metro Edge CityScan Report, examined sixteen communities in the metropolitan area to identify those which might be worthy of future business development. The report examined the extent to which residents in a particular zip code spend more – their buying power – than the dollar amounts being

sold by stores in the area (retail sales). In 2006, Near Westside residents bought a total of \$162,687,952 from retail establishments. However, the 46222 zip code sold only \$132,435,746 worth of goods and services. The \$30,252,206 difference is an indication that the Near Westside could become a viable market for more retail establishments – it has more buying power among the residents than it has businesses and stores to support it. While this community has experienced an economic decline in manufacturing, there are still possibilities for economic revitalization in another sector. According to the Metro Edge CityScan report,

“The pattern that emerges from the aforementioned statistics indicates three areas that show a strong potential for stemming the outflow of their retail dollars that, if developed, may be able to help supply the retail needs of the communities and promote broader development. The areas are . . . pockets of the Westside CDC in zip code 46222 and due west in zip code 46224 . . .”

DIVERSITY – CHALLENGE AND OPPORTUNITY

The Near Westside also has a long history of diverse peoples moving into the area since the early 1800s as they traveled west on the National Road. The influx of various migrating groups that settled in the Near Westside over the past 150-plus years has created periods of conflict and tension among the five neighborhoods. This “melting pot” experience has stirred bias and tension between some residents and other ethnic groups and even created tension between two large Catholic parishes. Two German street names on the Near Westside were changed during World War I. Memories of neighborhood boundaries barring one group from another and of streets that were unsafe for some residents to travel persist.

Even today there are some residents who do not fully participate in community events and gatherings in other Near Westside neighborhoods. That was one of the reasons the GINI Vision meetings were held twice, one week apart, in two separate locations. Regardless

of their differences, however, Near Westside residents do get along much of the time. Just as there have been times of division, so there have been times of cohesion. Near Westside residents can be very effective in coming together to advocate for their community’s needs. Within the past decade, the Near Westside has been able to reopen George Washington Community School, relocate the Haughville Branch Library, build a new elementary school, advocate for a new west district police office, and open a much-needed community health center. For the most part, the Near Westside has learned better than many communities how to live in a “globally diverse” environment regardless of ethnicity, language, religious and/or cultural differences. They

realize their diversity can sometimes be a challenge, but it is also their strength. Collectively, Near Westside residents are hard working, passionate people who care about their community. As one new home owner commented after moving into the area, “Two and a half years ago my husband and I bought a house. We’ve refinished the wooden floors, we’ve redone the bath. We’re just fixing it up, putting up a fence. We love it. Everyone knows each other. There are kids and pets. We can walk and bike anywhere.”





Our Vision

The Near Westside envisions a clean, tree-lined, front-porch community, with affordable family homes, either newly constructed to compliment this older neighborhood, or restored to preserve the natural wood floors, leaded-glass windows, and other amenities of 100-year-old dwellings. Residents see the Near Westside as the ideal safe, urban area where people live, work and raise a family in close proximity to downtown. As one long-time resident and business owner explained,

“We are a well-kept secret – a unique community with a homey feel, but only 10 minutes from downtown, 15 minutes from the airport, and seven minutes from one of the best universities and research hospitals in the nation.” -Phyllis Usher, Owner Usher Funeral Home

Residents want the Near Westside to be a destination and place to live – not a drive-through to the many city, state and national attractions on their borders. They want to see greenways with pedestrian and bicycle paths that connect their streets from Central Greens to the White River Park. They envision major corridors from east to west including West Washington Street (the National Road), bustling with ethnic restaurants and other retail/service businesses. They want a welcoming message for visitors with gateway signs and street banners hung from attractive street lights inviting people to stay and partake of unique shopping opportunities, historical venues and diverse culinary experiences of the Near Westside.

11 PRINCIPLES OF HEALTHY NEIGHBORHOODS

The Great Indy Neighborhoods Initiative is founded on 11 principles that constitute a thriving, vital community. The 11 Principles of Healthy Neighborhoods fall into four broad categories – Civic, Social, Physical and Economic factors that shape the overall quality of life of neighborhood residents.

The Near Westside has identified seven priority areas to improve their community, and each priority falls under at least one of the four broad categories:

- Civic priorities include youth engagement and a structure to sustain planning efforts. (See Structure chart).
- Social priorities include for improved educational attainment, and improved individual and community health.
- Physical priorities include improved housing, beautification, clean-up activities of streets and parks, structures of public art, improved corridor signage and improved public safety.
- Economic priorities include support for increased retail and business establishments, financial literacy training, and steps strengthen the area's economy.

DESIGN CHARRETTE

In November, Ball State University (BSU) architecture students conducted a design workshop in the community. Residents met with BSU students in the morning at GWCS to elaborate on elements of their vision that required physical change in the neighborhood. Ideas included:

- future streetscapes for busy corridors
- renovated housing that honors the historical integrity of the community
- street lamps that are aesthetically pleasing and provide safe walkways
- trail connectivity from Central Greens through the neighborhoods
- images of public art and possible signage



Design charrette vision of a possible gateway monument and wayfinding signage that celebrates a common theme among all ethnic populations--folk dancing.



Design charrette vision of renovated and new infill mixed-use development along Michigan Street.



WORK Plan

1. HOUSING

Goal

Increase the number of renovated and new affordable homes.

Indicators of Success and Baseline

- Based on the mapped data of 7,479 parcels, 15 homes in the existing neighborhoods will be renovated
- Based on the mapped data, 25 new homes will be constructed in the area in keeping with the historical integrity of the neighborhood
- Based on the Central Greens plans, 300 new housing units will be built on this property
- 1048 vacant housing units will decline by 1% each year

Story Behind the Numbers

Vacant and/or dilapidated “eye-sore” properties demoralize a neighborhood and undermine economic development. These conditions send a message that the community it is not a viable, valuable place to live, work and raise a family. Vacant “eye-sore” houses provide a haven for drug dealing, prostitution and other crime, as well as illegal dumping. This issue has been so troublesome, that Near Westside residents have taken immediate action to solve their problems. They are conducting a block-by-block campaign to count and code the condition and occupancy status of residential properties. This data, once mapped, will help residents identify and direct community funding and support. They anticipate that with persistence and dedication, their efforts will improve the overall housing quality in all five neighborhoods on the Near Westside.

1. HOUSING (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
1.1 Survey the neighborhoods to identify the condition and occupancy status of residential properties.								
1.1.1 Develop and complete a block-by-block survey to map current housing conditions and occupancy status, linking other public data, such as tax sale properties, Health and Hospital violations, police runs, etc.	■	■				Housing Task Force	DMD, Residents, Youth, Neighborhood Assoc.	7,479 parcels are surveyed and other data is linked by 11/2008
1.1.2 Include three residents from Housing Task Force on WCDC board						Hawthorne Center	WCDC, Housing Task Force	3 residents are identified and agree to serve on WCDC board
1.1.3 Explore the funding for a new part-time position at WCDC to work with Neighborhood Associations and the Presidents Council on housing issues. The GINI Housing Task Force folds into other structures.						Hawthorne Center	WCDC, LISC, presidents council, Neighbor-hood Assoc.	Position is funded and filled by a qualified candidate by 2008.

1. HOUSING (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
1.2 Prioritize locations for future home-rehabilitation funding								
1.2.1 Housing priorities are established using updated housing data in a partnership between WCDC and the 5 neighborhoods		■				WCDC	DMD, presidents council, Neighborhood Assoc.	Priorities for 15 refurbished homes and 25 new homes are identified by 2008
1.2.2 Conduct a Housing Summit annually to celebrate each year's success in renovating and building new homes					■	WCDC	Neighborhood Assoc., community centers, residents	Number of homes renovated or newly constructed each year
1.2.3 Collect new data at the end of 4 years to determine progress in rehabbing older homes and building new homes. Review the number of vacant housing units that declined					■	WCDC	presidents council, residents, church leaders, youth groups	15 homes are renovated, 25 are newly constructed.
1.2.4 Share list of worst properties with the Unsafe Building Program to understand legalities and remedies for property violations		■	■	■	■	WCDC	DMD, GINI Steering Comm.	Meeting held annually, 15 more residents understand program, violations and remedies
1.2.5 Meet with city leaders to determine if HoTIF funding is possible through Central Greens TIF funding to rehabilitate dilapidated properties		■	■	■	■	WCDC	DMD, Econ, Dev. Central Greens	HoTIF application is completed for funding
1.2.6 WCDC and the GINI Steering Committee identify local standards using the Infill Housing Guidelines for new and remodeled homes in the area to preserve the historical integrity of the neighborhood		■				WCDC	GINI Steering Comm.	Standards for historical integrity are established for new homes and refurbished homes by end of 2008
1.2.7 Create a Tennant/Landlord Council to define community expectations and to mediate tenant/landlord disputes.		■				Hawthorne Center	WCDC, Tennant Landlord Council	Council is created by 2008.
1.2.8 Mediate landlord, tenant disputes and monitor compliance with standards for renovation and building of new homes. Neighborhoods understand they do this without any city enforcement.		■	■	■	■	WCDC	Tennant Landlord Council	Number of disputes are mediated
1.2.9 Board up vacant, eye-sore properties within 24 hours to avoid places of criminal activities		■	■	■	■	WCDC	Health & Hosp. Public Safety, Comm. Indy-Spute	Number of eye-sore properties are boarded up each year
1.2.10 Residents, community organizations support Central Greens in securing zoning requirements and funding to build new homes that compliment the neighborhood	■	■	■	■	■	Hawthorne Center	Presidents council, Central Green, residents, GINI Steering Comm.	Number of new homes are built in Central Greens

1. HOUSING (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
1.3 Provide community support for homes that need minor repair								
1.3.1 Hawthorne Center loans community-owned equipment for residents' use to clean up property	■	■	■	■	■	Hawthorne Center,	Residents	Number of times lawn equipment is used annually
1.3.2 Provide community support with volunteers to assist elderly or the ill with minor repairs, by expanding the home repair program		■	■	■	■	WCDC	Churches, Neighbor-hood Assoc., business	Number of minor repairs completed
1.3.3 Explore funding opportunity for minor home repairs with "Rebuilding Together" (www.rebuildingtogetherindy.org)		■				Hawthorne Center	LISC, churches,business	Proposal is submitted by 2008 deadline
1.3.4 Work with financial institutions and other providers to offer classes for residents regarding new-home financing, mortgages and home repairs	■	■	■	■	■	HawThorne Center	Banks, Center for Working Families, churches, Neighbor-hood Assoc.	Number of participants attend 6 annual sessions.
1.3.5 Create a resource book for homeowners to make minor repairs and distribute as appropriate		■	■	■	■	WCDC	Residents churches, Neighbor-hood Assoc.	Number of Resource books distributed
1.4 Decrease the number of vacant housing units each year								
1.4.1 Promote neighborhood as an affordable place to live and work close to downtown by conducting home and garden holiday tours		■	■	■	■	WCDC	Neighborhood Assoc., Realtors, Comm. Centers	Number of promotional events
1.4.2 Place vacant properties in the City Land Bank program		■	■	■	■	WCDC	DMD	Number of vacant homes in program each year
1.4.3 Market housing areas for students, bio-medical professionals and employees of adjacent companies			■	■	■	Central Greens	WCDC, Realtors GINI Steering Comm.	Number of vacant homes sold each year

2. PUBLIC SAFETY

Goal

Residents feel safe in the Near Westside.

Indicators of Success and Baseline

- 25% more residents feel safer according to public safety survey
- Increase the current number of residents from 6 to 50 over the next four years who will work together to deter crime
- Expand the Public Safety Committee from 2 to 5 neighborhoods

Story Behind the Numbers

It is a known fact that “run down” neighborhoods attract criminal activities. The dark side of crime-infested neighborhoods is that residents are often too frightened to even report illegal activities, much less try to deter it themselves. Intimidation and retribution can become a way of life. The Near Westside has been diligent about fighting this blight in their area, both with the support of the newly merged Indianapolis Metropolitan Police Department in partnership with the Weed and Seed Initiative, and through individual efforts. From 2005 to 2006, homicide has dropped by 18%; armed robbery has decreased by almost 26%; aggravated assault has decreased by 22%; and forced burglary entry decreased by 27%. However, rape has increased by almost 79%; burglaries in general have increased by over 33%, and attempted armed robbery increased by 11%. A Public Safety Task Force that is resident

2. PUBLIC SAFETY (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
2.1 Engage 50 more residents across all 5 neighborhoods in networking and communication to improve public safety								
2.1.1 Conduct resident survey to improve and engage more residents in public-safety strategies on the Near Westside		■			■	Hawthorne Center	IUPUI, LISC, Public Safety Comm., residents	Baseline survey data is compiled. Survey completed again in 4 years to determine increased safety
2.1.2 Create, update and disseminate a short, “keep-with-you” list of emergency contacts and phone numbers	■	■	■	■	■	Hawthorne Center	IMPD, Public Safety Comm. Neighborhood Assoc.,	List created by 2007. Number of copies disseminated.
2.1.3 Educate and encourage residents to monitor crime in their area by using the Indy Star website, Crime View Indianapolis website provided by IMPD, and reporting suspicious activities with email and cell phones; even turning on porch lights at night.	■	■	■	■	■	Hawthorne Center	IMPD, Public Safety Comm.	Each year 10 new residents participate in reporting crime in their area
2.1.4 Develop a neighborhood email network so that the GINI Public Safety Committee can conduct centralized reporting to IMPD		■	■	■	■	Hawthorne Center	Public Safety Comm., IMPD	Email network is created by end of 2008.
2.1.5 Increase the number of drug prevention classes and gang prevention for youth in all five neighborhoods	■	■	■	■	■	Hawthorne Center	Neighbor-hood Assoc., schools, community centers, churches, Indy Parks	Number of classes offered in schools, community center
2.1.6 Improve resident, IMPD relationships by encouraging residents to participate in IMPD education opportunities, such as the “ride along” program, police academy etc.	■	■	■	■	■	Hawthorne Center	IMPD, Public Safety Comm. residents, churches, community centers. Neighborhood Assoc.	10% increase annually in resident participation in IMPD outreach programs
2.1.7 Organize and assist Neighborhood Associations in conducting events such as Peace in the Streets and Night Out Against Crime		■	■	■	■	Christamore House	Neighborhood Assoc., churches, community centers	Number of annual safety events conducted in each of the 5 neighborhoods each year
2.1.8 Conduct fire safety activities to educate residents about protecting their homes and families from fire		■	■	■	■	IFD	Neighborhood Assoc., churches, community centers	Each year 15 more residents will participate
2.1.9 Advocate with DPW to install appropriate lighting, stop signs and safe crossings for busy corridors		■	■	■	■	GINI Steering Comm.	DPW, IPL, Neighborhood Assoc., residents, schools, churches	Number of traffic lights added, stops signs and designated crossing features added to area
2.1.1 Create “Tips for Public Safety” bags and annually disseminate in all neighborhoods		■	■	■	■	Hawthorne Center	IMPD, Public Safety Comm. Community centers, churches, Neighborhood Assoc.	Number of bags created and distributed each year
2.2 Use current technology to increase surveillance and reporting of criminal activities								
2.2.1 Place 5 video surveillance cameras in areas with patterns of high-crime activity, ensuring that surveillance is focused on public areas	■	■	■	■	■	Public Safety Comm.	IMPD, residents	10% increase in requests for video surveillance each year
2.2.2 Encourage residents to use cell phones to report crime anonymously		■	■	■	■	Public Safety Comm.	IMPD, residents	Number of residents who report using cell phones to deter criminal activity

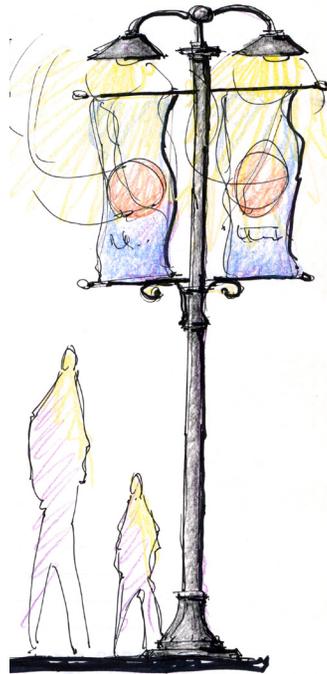
3. BEAUTIFICATION/CLEAN-UP

Goal

Clean and beautify streets, alleys and business corridors so that they are aesthetically pleasing.

Indicators of Success and Baseline

- Decrease waste removal by 50% after three years from 54 tons to 27 tons annually
- Increase number of "Block Coordinators" for clean up and beautification by 25% each year from 43 to 90 across all five neighborhoods in four years
- The public space of the four east/west business corridors (West Washington, Michigan, 10th and 16th Streets) will be physically improved by ___% new shrub and tree plantings
- According to resident surveys, 25% believe their neighborhood is cleaner and more attractive



Design charrette vision illustrating historic street lighting with festive banners that could be placed along major streets.

Story Behind the Numbers

Improving the appearance of a community requires a comprehensive two-pronged approach. One is cleaning debris, weeds and trash on both public and private properties and then maintaining clean properties. Secondly, and at the same time, the community wants to create aesthetically pleasing public and private places as well as open green spaces. These conditions improve the overall quality of life within a community. The community's visual appeal is determined by its landscaping and public art; by its green spaces, home and store fronts; by the type of signage that is posted, as well as the conditions of its sidewalks, curbs and street lighting. A clean, aesthetically pleasing appearance is one of the best marketing tools to attract new homeowners and businesses, and to ensure the community's continued vitality. driven has been established to address serious crime in each of the five neighborhoods through education and prevention strategies. The Near Westside is involved in a developmental process to engage all five neighborhoods and many more residents in deterring criminal activities.



Design charrette vision of a possible gateway monument and wayfinding signage that celebrates a common theme among all ethnic populations—folk dancing.



Design charrette vision showing streetscape enhancements including wider sidewalks, landscaping beds with tree trees, bicycle racks and special amenities like a town clock.



Design charrette vision showing bus shelters and streetscape additions including street trees and historic lighting.

3. BEAUTIFICATION/CLEAN-UP (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
3.1 Clean up: engage the neighborhood associations and their residents in keeping private properties clean								
3.1.1 Promote and increase the number of “Block Coordinators” each year who can organize their own neighborhood clean-up activities through “Operation My Town”. Activities can be as simple as a “Sweep the Street” effort in each block	■	■	■	■	■	Presidents council	KIB, Neighborhood Assoc., churches, residents	25% annual increase of registered Block Coord. for Operation My Town
3.1.2 Conduct neighborhood survey to determine baseline data about satisfaction with clean-up and beautification efforts. Repeat in 4 years to determine improvement		■			■	Hawthorne Center	Presidents council, IUPUI, Youth, residents	25% of residents believe their neighborhoods are cleaner and more beautiful
3.1.3 Create colorful trash barrels and place “avoid littering” signs along corridors as part of neighborhood clean-up projects		■	■	■		Hawthorne Center	KIB, INRC, Arts Council, youth residents	Each year 10 painted trash barrels w/ signs are placed in community
3.1.4 Communicate and promote use of city services, such as heavy trash pick-up and street sweeping days		■	■	■	■	Presidents council	DPW, residents, churches, community centers	Flier created for 2008 pick up by first of the year. Number of fliers distributed
3.1.5 Enforce code violations for illegal dumping and code compliance on vacant properties to reduce the number of eye-sore properties		■	■	■	■	GINI Steering Comm.	DMD, DPW, presidents council, residents	% reduction annually in eyesore properties
3.1.6 Seek continued funding support for tree plantings and gateway entrances along main corridors	■	■	■	■	■	Hawthorne Center	KIB, Neighborhood Assoc, residents	Multi-year funding awarded to create vision of tree-lined streets and gateways
3.1.7 Provide contests and prizes for block “winners” and publicly post signs in yards of those who have participated to recognize clean-up efforts	■	■	■	■	■	Neighborhood Assoc.	KIB, residents	10% annual increase in number of yard signs posted
3.1.8 Organize and market at least one Near Westside clean-up event to create a clean-up blitz	■	■	■	■	■	Presidents council	KIB, Neighborhood Assoc., youth, churches, residents	Increase from one to 3 clean-up blitzes conducted annually
3.1.9 Identify and immediately remove graffiti in alleys, public buildings with help from IMPD		■	■	■	■	Presidents council	IMPD, DPW, residents, youth	Number of graffiti areas are cleaned each year
3.1.10 Survey alleys for chuckhole to set priority areas to repair with DPW.		■	■	■	■	Presidents council	DPW, Neighborhood Assoc, youth residents	Number of potholes repaired each year.
3.1.11 Create murals in alleys and along other “eye-sore” walls and fences in the area. Celebrate the art with events such as “Dine ala Alley” as a fund raiser		■	■	■	■	Presidents council	Arts Council, KIB Neighborhood Assoc., residents, youth, churches	10% annual increase in number of alley ways that are clean and freshly painted
3.1.12 Engage youth leadership in developing healthy clean-up habits, projects and activities through service-learning opportunities		■	■	■	■	New youth council	Presidents council, community centers, Neighborhood Assoc., churches	Youth council adds one more service learning opportunity to reduce litter each year
3.1.13 Begin a recycling program that prevents littering and earns funds for clean-up projects. Select host(s) organizations for dumpsters that is easily accessible to neighborhoods		■	■	■	■	Hawthorne Center	DPW, presidents council, Neighborhood Assoc.	A 10% increase in the number of tons of recycle waste picked up each year

3. BEAUTIFICATION/CLEAN-UP (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
3.2 Clean up public parks and corridors								
3.2.1 Each neighborhood adopts a local park to keep clean and beautify		■	■	■	■	Neighborhood Assoc.	Indy Parks, residents, youth, churches	5 area parks are adopted by each of the 5 neighborhoods
3.2.2 Clean, trim shrubbery and maintain smaller neighborhood parks. Encourage youth participation through community service projects	■	■	■	■	■	Neighborhood Assoc.,	Parks, KIB, residents, Youth, churches	Each year another park is cleaned and trimmed. Repeat as needed
3.2.3 Identify and develop resources to improve park landscaping, and provide playground equipment		■	■	■	■	Hawthorne Center	Indy Parks, KIB, KA-BOOM	Number of grants awarded to improve parks
3.2.4 Support Indy Parks with development plans for Mozel Sanders Park behind School #63 along White River Parkway		■	■	■	■	WETF	Indy Parks, School #63, parents, Westside N. A.	Mozel Sanders Park development is completed by 2009
3.3 Clean up vacant, commercial “eye-sore” properties								
3.3.1 Work with DMD to enforce the S.W.A.T. program for code compliance of trash removal of vacant, eye-sore corporate/ industrial properties		■	■	■	■	WCDC	DMD, presid-ents council, Neighborhood Assoc. GINI Steering Comm.	Number of eyesore properties cleaned-up each year
3.3.2 Advocate for brown field redevelopment as appropriate for vacant, eyesore corporate/industrial properties		■	■	■	■	WCDC	DMD, presidents council, Neighborhood Assoc. GINI Steering Comm.	Number of brown field properties that are re-zoned for new use

4. BUSINESS & ECONOMIC DEVELOPMENT

Goal

Expand and diversify the economy of the Near Westside.

Indicators of Success and Baseline

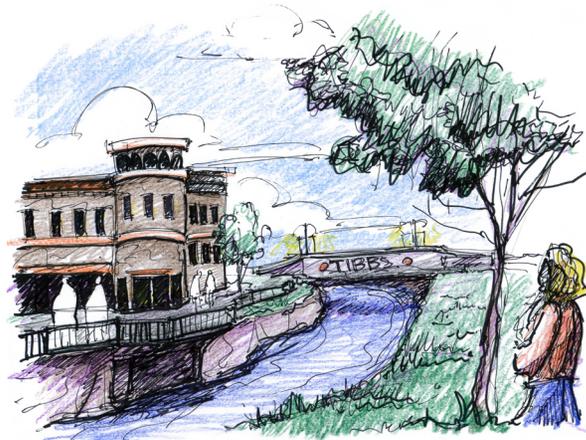
- Based on newly acquired data, the number of business establishments will increase by 25% over the next four years (not including Central Greens expansion)
- According to a survey of bank and financial literacy providers, the number of financially informed consumers will increase by ___% over the next four years
- The public space of the four east/west business corridors (West Washington, Michigan, 10th and 16th Streets) will be physically improved by ___% of public and quasi-public projects



Design charrette vision showing facade renovation and a vertical addition to an existing building. Also shown are sidewalk bump-outs that provide places for street trees while defining parking areas.

Story Behind the Numbers

By the late 1800s the Near Westside was an ideal community to live and work. However, in the 1960s many of the larger corporations and manufacturing industries disappeared as the national economy moved from the industrial age to one of technology and information. By the 1990s the economic vitality of the community was seriously jeopardized. Recently, there have been two promising activities with long-term potential to reverse the downward trends. One is interest by a group of developers in 155 acres of the old Central State Hospital. The other is a reinvestment of small businesses by immigrant Hispanic residents along West Washington Street, the National Historic Road. To support these emerging economic ventures, a group of Near Westside small business owners, residents, city officials and financial institutions are forming a Business Association to provide for a more prosperous future.



Design charrette vision illustrating potential new "creekside" development along Eagle Creek just south of the planned Central Greens development.



Design charrette visions of renovated and new infill mixed-use development along Michigan Street. Buildings have large storefront windows, restored facades and awnings, while the street is more pedestrian-oriented with wider sidewalks, landscaping and lighting. Parking is provided on-street, behind or beneath buildings, or in shared parking lots.

4. BUSINESS & ECONOMIC DEVELOPMENT (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
4.1 Encourage business and retail expansion along the main street corridors on the Near Westside								
4.1.1 Identify areas for targeted marketing efforts to encourage the right mix of new retail		■	■	■	■	WCDC	FOCUS, DMD, LISC, Business Assoc. IUPUI	10% increase in new retail establishments
4.1.2 Market the Near Westside to attract businesses that will support the large urban university and medical complex		■	■	■	■	WCDC	FOCUS, IUPUI, DMD, Business Assoc.	10% increase of support businesses for medical and university services
4.1.3 Meet with planners of the 2020 Regional Center Plan to learn of new plans and advocate for expansion as appropriate into the Near Westside, and linked to Central Greens.		■	■	■	■	Business Assoc.	DMD, WCDC, FOCUS, Central Greens	Some elements of 2020 regional plan is extended into the Near Westside
4.1.4 Identify land use, infrastructure improvement and zoning needed to attract new business development and to assist small businesses in navigating the necessary permits to open		■	■	■	■	WCDC	DMD, DPW, FOCUS	25% of zoning needs are accomplished
4.1.5 Address parking needs to support businesses in area		■	■	■	■	WCDC	DMD	Number of new parking spaces created in annually
4.2 Market the Near Westside with attractive streetscape and signage								
4.2.1 Secure resources for funding for four gateway signs and trees along corridors that welcome visitors and link this project with Central Greens (step also listed in beautification goal)	■	■				Hawthorne Center	KIB, GINI Steering Comm., Business Assoc., Central Greens	Proposal submitted in 2007
4.2.2 Seek community partners that can assist with designs for landscaping, signage, volunteers for planting and maintenance and chose public art that honors the history and diversity of the neighborhoods		■	■	■	■	Hawthorne Center	FOCUS,GINI Steering Comm., Business Assoc., Central Greens, Youth council, churches	Sketches are completed by early 2009.
4.2.3 Identify standards for public art that honors the diversity of the Near Westside. Establish a procedure for adding new public art in the area		■				GINI Steering Comm.	FOCUS,BSU, Arts Council, Business Assoc.	Standards are established by 2008 for public art
4.2.4 Create visual art, such as banners and public art that honors the history and diversity of the Near Westside and locate in strategic areas		■	■	■	■	Local artists	Arts Council	Public art designs are completed by 2008
4.2.5 Design and promote bi-lingual signage to attract more visitors into the business areas		■	■	■	■	Business Assoc.	FOCUS, DPW, business owners	Business signage welcomes all by 2009
4.2.6 Set standards for corridor streetscapes signage and lighting, bus shelters and other infrastructure improvement welcoming visitors to the business sections. Keep corridors clean		■	■	■	■	Business Assoc.	FOCUS, BSU, DPW, Indy Go	Standards are reached by 2008.
4.2.7 Create comfortable “resting” places along business corridors for visitors to rest and shop in the business areas			■	■	■	Business Assoc.	DMD, DPW, BSU, GINI Steering Comm.	Charrette streetscapes are completed by 2007.
4.2.8 Create a public finance tool to support corridor improvements.		■	■	■	■	Business Assoc.	FOCUS, Central Greens, DMD	TIF area is identified by 2008.

4. BUSINESS & ECONOMIC DEVELOPMENT (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
4.3 Adjacent neighborhoods support the Central Greens development project for the old Central State property								
4.3.1 Near Westside neighborhoods support Central Green developers in completing their commercial project with TIF applications for funding and support for zoning ordinances as needed.		■	■	■	■	Business Assoc.	Presidents council, residents GINI Steering Comm.	Central Greens commercial development progresses on schedule by 2008.
4.4 Form a Business Association to market the business corridors and to support new business owners								
4.4.1 Sustain the GINI Business and Economic Development Task Force by forming it into a Business Association.	■	■	■	■	■	Business Task Force	FOCUS, Business Assoc., banks, Central Greens	A Business Assoc. is formed by early 2008.
4.4.2 Ensure Hispanic business owners are well represented and supported	■	■	■	■	■	Business Assoc.	GINI Steering Comm.	15% of Business Assoc. membership is Hispanic
4.5 Provide information and classes for consumers and business owners								
4.5.1 Conduct financial literacy classes for consumers in how to use bank services and obtaining a mortgage		■	■	■	■	Center for Working Families	Banks, residents	10% increase in participation financial literacy classes each year
4.5.2 Conduct financial literacy classes for prospective and current business owners in obtaining SBA loans and using other banking services for businesses		■	■	■	■	Banks	Business Owners	10% increase in new businesses loans each year
4.5.3 Conduct financial seminars for businesses to expand their economic vitality. With assistance from IUPUI, conduct a summer forum in 2008						Business Assoc.	Banks, IUPUI	% increase in business participation

5. WESTSIDE EDUCATION TASK FORCE

Goal

Improve the educational attainment of K–12 students.

Indicators of Success and Baseline

- Increase the number of third graders in IPS School #49, #46, #90, #63 and #67 who pass the ISTEP+ exam in language arts each year until 100% can read by 2014 (NCLB)
- Increase the percentage of high school graduates each year in both GWCS and Providence Cristo Rey School until both schools achieve a 100% rate annually by 2014 (NCLB)
- Ensure that 100% of graduating seniors are enrolled in post-secondary educational opportunities by 2014 (Ready to Learn to Ready to Earn)

Story Behind the Numbers

The Westside Education Task Force (WETF) formed in 1998 with support from the IUPUI Office of Neighborhood Partnerships in response to multiple school closings on the Near Westside and the reversal of the desegregation order. WETF understands that an excellent K–12 education is an investment in the future of the neighborhood; and that all children should graduate from high school and matriculate to post-secondary education. WETF has identified four main objectives for the next community education agenda – increase/maintain community and parental engagement in neighborhood schools; increase the number of third graders in the community’s elementary schools who can pass the ISTEP+ exam in language arts in reading; increase the percentage of graduates from area high schools, and ensure graduates enroll in post-secondary education opportunities.



5. WESTSIDE EDUCATION TASK FORCE (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
5.1 Provide instructional resources and additional supplies to support newly opened School #63								
5.1.1 Supply School #63 media center and classrooms with books that children can take home and keep to start their own family libraries	■	■	■	■	■	WETF	IMPD, IUPUI, Indiana Partnership Center, residents	100 books are donated by end of 2007/08 school year for students to take home
5.1.2 Provide support to School #63 for reading instruction, such as volunteers to read, reading station equipment, books on CD, Weekly Readers and other materials needed to improve reading instruction	■	■	■			WETF	BTS, community centers,	Reading support materials are provided by end of 2007/08 school year
5.1.3 Provide supplies that will enhance the school environment –i.e. school clinic equipment, shelving, 2400 tennis balls to put on the bottom of chairs and desks, outside sign, computers, safety crossing guards, etc.	■	■	■			WETF	IMPD, IUPUI,	Materials and equipment are donated by end of 2007/08 school year.
5.2 Assist school leadership in developing sustainable full community partnerships to promote academic excellence								
5.2.1 Assist in developing a plan to publicize the need for full business partnerships with area schools	■	■	■			WETF	school alumna groups, Business Assoc.	3 new business partnerships are formed with each Near Westside School annually
5.2.2 Provide community information to school leadership to introduce the principal and staff to the diversity and wealth of community resources and engagement activities	■	■	■	■	■	WETF	Area school principals	Community resource book is provided to various schools by end of 2007/08
5.2.3 Expand and enhance community partnerships to ensure children can read by third grade, and high school students graduate		■	■	■	■	WETF	Ready to Learn, Ready to Earn, PTOs	10% increase in new partners each year
5.2.4 Mentor high school students and encourage different options for secondary education		■	■	■	■	WETF	GWCS, Cristo Rey, Business Assoc.	Increase from 84% of graduates placed in post secondary education to 95%
5.2.5 Expand ESL services for Spanish-speaking families so that students may graduate and enter postsecondary education		■	■	■	■	WETF	GWCS, Cristo Rey High School, El Puente Project	10% increase in Hispanic student graduation rate and post secondary placement

5. WESTSIDE EDUCATION TASK FORCE (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
5.3 Expand the vision of excellence for community schools in education to all Near Westside schools								
5.3.1 Monitor academic data from each neighborhood school to verify annual improvement according to AYP (Academic Yearly Progress) standards	■	■	■	■	■	WETF	Schools in area	Academic annual improvement is verified each year
5.3.2 Examine the components that create successful community school models, such as GWCS to expand to other area schools		■	■	■	■	WETF	GWCS, IEL Models of Excellence, IPS Schools	Research is completed and shared by 2007
5.3.3 Actively engage IPS and community leadership in developing more model community schools in the Near Westside and Westside areas		■	■	■	■	WETF	WETF, IPS schools, parents	IPS agrees to support more school communities by 2008.
5.3.4 Expand WETF membership to include all Near Westside schools		■				WETF	PTO's, school principals,	One new school is included each year in WETF
5.3.5 Identify resources to support a Community School Coordinator for those schools ready to become community schools		■	■	■	■	WETF	Principals, Business Assoc., IPS	Funding resources are identified within one year of new school WETF membership
5.3.6 Monitor progress of students' academic achievements by reviewing 3rd grade ISTEP language arts results, graduation rates and those enrolling in postsecondary education		■	■	■	■	WETF	IPS Schools in area	Annual academic progress is increases by 10% each year
5.3.7 Create a resource book of preschool programs in the Near Westside to ensure all children can access them		■	■	■	■	WETF	Churches Neighborhood Assoc., community centers	Number of copies of resource booklet printed and distributed annually
5.3.8 Expand parent and volunteer involvement in the schools to assist in reading to children, advocating for safety in schools, improved transportation, and other issues as they emerge		■	■	■	■	WETF	Principals, PTOs, parents	10% increase in parent/ volunteer involvement annually in each school
5.3.9 Expand adult education and literacy efforts for parents of students in the Near Westside by training residents to be reading tutors for other adults with poor reading skills		■	■	■	■	WETF	Adult Literacy Project, GED classes	25 adults are trained as tutors in 2007. 10% yearly increase in adult to adult reading

6. HEALTH – COMMUNITY OUTREACH PARTNERSHIP CENTER

Goal

Improve the level of individual and environmental health.

Indicators of Success and Baseline

- Increase the level of physical activity and awareness of proper nutrition by 50% for Near Westside middle school students

Story Behind the Numbers

In 1998, IUPUI entered into a partnership with the Near Westside WESCO leadership, with education instructors, community organizations, service providers, and the IU School of Nursing to empower residents to achieve their optimal health. By 2002, this consortium had developed a five-year plan to “promote and improve the health of Near Westside residents through development of collaborative community activities and initiatives.” The plan was aggressive in its scope, and included a new Community Fit for Life Wellness Center as part of the \$27 million renovation of GWCS. After reviewing the successes of their five-year plan, the COPC committee will fold under the organizational umbrella of the Christamore House to sustain and promote wellness among middle school youth.

6. HEALTH – COMMUNITY OUTREACH PARTNERSHIP CENTER (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
6.1 Support broad community use of the Community for Life Wellness Center at GWCS for personal health								
6.1.1 Promote and advertise the opening of the Fit for Life Wellness Center, creating fliers and hosting a grand opening event for the public.	■	■	■	■	■	GWCS	Christamore House, IMHC, residents	By early 2008, 874 fliers will be sent home with GWCS students. 500 fliers sent to neighborhood assoc.
6.1.2 Continue to conduct healthy life style events at schools and other community events to increase awareness	■	■	■	■	■	IUPUI Office of Neighborhood Partnerships	Area schools, community centers, Indy Parks	3 events are conducted annually
6.1.3 Meet with Director of White River State Park 2008 Fitness Program to incorporate program elements into Christamore House healthy strategies for youth		■	■	■	■	Christamore House	White River State Park	Number of youth who participate in White River State health events
6.1.4 Develop single sheet brochure of healthy tips to give residents at community and health fair events. Post on website		■	■	■	■	Christamore House	Churches, community centers, schools, Neighborhood Assoc.	Number of Healthy Tips brochure that is printed and distributed annually
6.1.5 Christamore House health program conducts individual health surveys to determine baseline awareness of healthy lifestyles. Survey is repeated four years later to identify increased level of awareness		■			■	Christamore House	5 Neighborhood Assoc, churches, community centers, residents	Baseline survey s completed by 2008 and repeated four years later.
6.2 Expand elder care services								
6.2.1 Expand senior care services at the Westside Health Clinic		■				Westside Health Clinic	Residents	% increase in elder care services

6. CIVIC ENGAGEMENT

Goal

Broaden the diversity of resident participation in community efforts and deepen the collaboration among the five neighborhoods on the Near Westside.

Indicators of Success and Baseline

- A youth council is formed in the neighborhood that represents the diverse mix of GWCS students (44% Caucasian, 29% African American, 24% Hispanic) to sustain their engagement in the community
- A GINI governance group is formalized representing 51% residents and 49% agency partners to implement and sustain GINI quality-of-life plan strategies
- A residents council is formed to coordinate and organize GINI work plan activities and ensure parity among the five Near Westside Neighborhood Associations

Story Behind the Numbers

The Near Westside is a community that abounds with energy and resources. There are 14,517 residents of numerous ethnic backgrounds - 44% Caucasian, 29% African American, 24% Hispanic, and 3% other groups. It has numerous organizational meetings and activities throughout the five neighborhoods. Typically, community partners and residents attend one another's meetings to show support and to "catch up" on the latest news and events. However, both leaders and residents complain that there are too many meetings, and that "there is a need to be better organized" to avoid conflicts that occur by trying to schedule so many activities.

Another challenge to full and healthy civic engagement is ensuring that all residents have a voice, including the youth and elderly, and those who speak another language. The GINI process has assisted the Near Westside in addressing two areas of improved civic engagement. One area is finding new resident leaders and the other is that high school youth have become engaged in broader community issues and want to expand and sustain their involvement in the community dialogue.



6. CIVIC ENGAGEMENT (CONT.)

Action Steps	Year					Lead Organization	Partners	Performance Measures
	07	08	09	10	11			
7.1 Conduct a Youth Leadership Summit to develop a youth council and ensure youth leadership has a voice in the Near Westside								
7.1.1 Plan and conduct Youth Leadership Summit with a large group of diverse youth that includes a community service opportunity		■				Youth Leadership Task Force	Presidents council, YAR, schools	Youth Leadership Summit is conducted by 2008
7.1.2 Form a youth council from the Youth Leadership Summit to identify those youth who reflect the diverse make-up of the school to engage with the Near Westside leadership		■				Hawthorne Center	Youth Summit, youth council,	Youth council is formed by 2008 with diverse membership
7.1.3 Continually expand youth council membership and elect two youth to serve on GINI Steering Committee	■	■	■	■	■	Hawthorne Center	Youth council, GINI Steering Comm.	5 new members added annually, 2 sit on GINI Steering Committee
7.1.4 Organize and set priorities for continued community service experiences, such as assisting with crime reduction and safety, clean up and beautification activities, developing weekend teen-nights, etc.	■	■	■	■	■	Youth council	GINI Steering Comm. youth, schools	3 community service projects are conducted each school year
7.2 Form a leadership structure to expand community engagement and sustain GINI work plan activities in all five Near Westside neighborhoods								
7.2.1 Form a presidents council from the officers of each of the Neighborhood Associations to coordinate GINI strategies for beautification and public safety in their neighborhoods		■	■	■	■	Hawthorne Center	Neighborhood Assoc. GINI Steering Comm.	A presidents council is formed from all 5 neighborhoods by early 2008.
7.2.2 Community leaders and residents participate in ICBI leadership sessions and others as appropriate to improve coordination and to sustain their quality-of-life plan	■	■	■	■	■	INRC	residents	15 more residents sign up each year for programs
7.2.3 Formalize GINI Steering Committee membership to include 51% residents and key community partners to implement the GINI quality-of-life plan		■				Hawthorne Center	GINI Steering Comm.	GINI Steering Committee is formalized by early 2008
7.2.4 Include each of the Neighborhood Association presidents on the GINI Steering Committee to ensure parity among each community		■	■	■	■	Hawthorne Center	GINI Steering Comm. Neighborhood Assoc.	5 Association presidents serve on GINI Steering Committee by 2008
7.2.5 Near Westside agencies and institutions include GINI strategies in their organizational plans as appropriate		■				Hawthorne Center	Lead agencies partners, GINI Steering Comm.	By 2008, Steering Committee members have GINI strategies in their own plans
7.2.6 Create a GINI newsletter and website to continually invite and increase the number of residents who participate in the GINI quality-of-life plan activities.		■	■	■	■	Hawthorne Center	BSU, IUPUI School of Medicine residents	10% annual increase from 290 who have attended GINI activities in 2007, as documented in GINI database
7.2.7 Organize and streamline the number of neighborhood meetings to avoid duplication and competition for the "most in attendance"		■	■	■	■	Hawthorne Center	INRC, Steering Comm. , presidents council, Neighborhood Assoc.	% reduction in number of monthly meetings each year
7.2.8 Sustain the structure of GINI Steering Committee to coordinate and implement other plans far into the future of Near Westside		■				Hawthorne Center	GINI Steering Comm.	GINI Steering Comm. Structure is defined by 2008
7.2.9 Conduct two annual communitywide events to celebrate diversity in the neighborhoods		■	■	■	■	Hawthorne Center	Churches, Business Assoc. schools, youth council, Neighborhood Assoc., community centers	% increase in participation in annual diversity events

ABBREVIATIONS

BSU	Ball State University
BTS	Bridges to Success
DMD	Department of Metropolitan Development
DPW	Department of Public Works
FOCUS	Fostering Commercial Urban Strategies
GINI	Great Indy Neighborhoods Initiative
GWCS	George Washington Community School
IFD	Indianapolis Fire Department
IMHC	Indiana Minority Health Coalition
IMPD	Indianapolis Metropolitan Police Department
INRC	Indianapolis Neighborhood Resource Center
IPL	Indianapolis Power and Light Company
IPS	Indianapolis Public Schools
IUPUI	Indiana University Purdue University Indianapolis
KIB	Keep Indianapolis Beautiful, Inc.
LISC	Local Initiatives Support Corporation
WCDC	Westside Community Development Corporation
WETF	Westside Education Task Force