



IRVINGTON 2.0: CREATING MICRO-COMMUNITIES THROUGH YOUTH EMPOWERMENT

PREPARED BY :

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April 2018

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**Irvington Community, Indianapolis, Indiana
2017-2018 Youth Action Plan**

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Executive Summary

Purpose

Irvington is a neighborhood with rich historic character on the eastside of Indianapolis. Unfortunately, as many communities throughout Indiana, it still faces the potential problem of “Brain Drain”, even though the residents who live in the community have been working to improve and perfect their community in many ways.

Margaret Banning, Executive Director of Irvington Development Organization, commented in the first MCMV meeting that “Recently, younger singles and families are making Irvington home, however the average age of Irvington residents is older than that of the rest of the City of Indianapolis. Young professionals and families with children are the future of any community so it is important to engage the younger population in order to keep the neighborhood appealing to the next generation.”

Indeed, the younger generations, especially young local professionals, can help the future development of the community. This project intends to collect wisdom and insight from young people and implement their ideas within the community. Also, for the youth, during the process, they have an opportunity to learn and practice planning while also making some positive changes for the community.

Existing Problems and Opportunities

Demographic, Economic and Housing analyses have shown us three problems/opportunities in the community. The quality of community’s life can be improved if the residents combat the problems and take advantage of the opportunities. First, the population in the Irvington Community has been slowly increasing since 2010, and the average age is higher than many communities in Indianapolis. This issue of an aging population is one that should be addressed to ensure a healthy economy and vibrant community in the future.

Second, the median income of households in Irvington is higher than the rest of Marion County and the state of Indiana. It seems that the community is fairly affluent, however it still faces economic problems, such as a lack of diverse occupations, an increasing gap between the wealthy and impoverished, and lack of job opportunities for youth.

Third, even though the community has a low crime rate, daily the community faces a threat of crime from nearby communities. In addition, residents within the community are reliant on personal vehicles as their primary mode of transportation. This reliance impacts environmental pollution, rates of traffic accidents, and traffic congestion.

Goals, Objectives and Initiatives

In order to combat the problems mentioned above, students from Irvington Preparatory Academy (IPA) brainstormed 9 initiatives. These action steps were designed to separately address each problem and enhance the quality of life in the Irvington community.

GOAL 1: Create and Maintain a Positive Perception of Youth in Irvington

Objective 1: Provide the Youth with a Designated Socialization + Networking Space

- Support the Construction of a Community Recreation Center

Objective2: Involve the Youth in Irvington Event & Program

- Plan, Coordinate, Host a Skills and Talents Event
- Create an interactive Website to Record Neighborhood, Community Stories

GOAL 2: Encourage Youth-Driven Entrepreneurship

Objective 1: Provide an Outlet for those Needing Financial Resources

- Create or Partner in a Maker's/Co-Working Space

Objective2: Cultivate Skillsets to continue Entrepreneurial Success

- Establish an IPA + Irvington Community Business, Job Club

GOAL 3: Increase / Maintain Neighborhood Safety and Low Crime

Objective 1: Prevent Petty Crimes/Theft/Arson

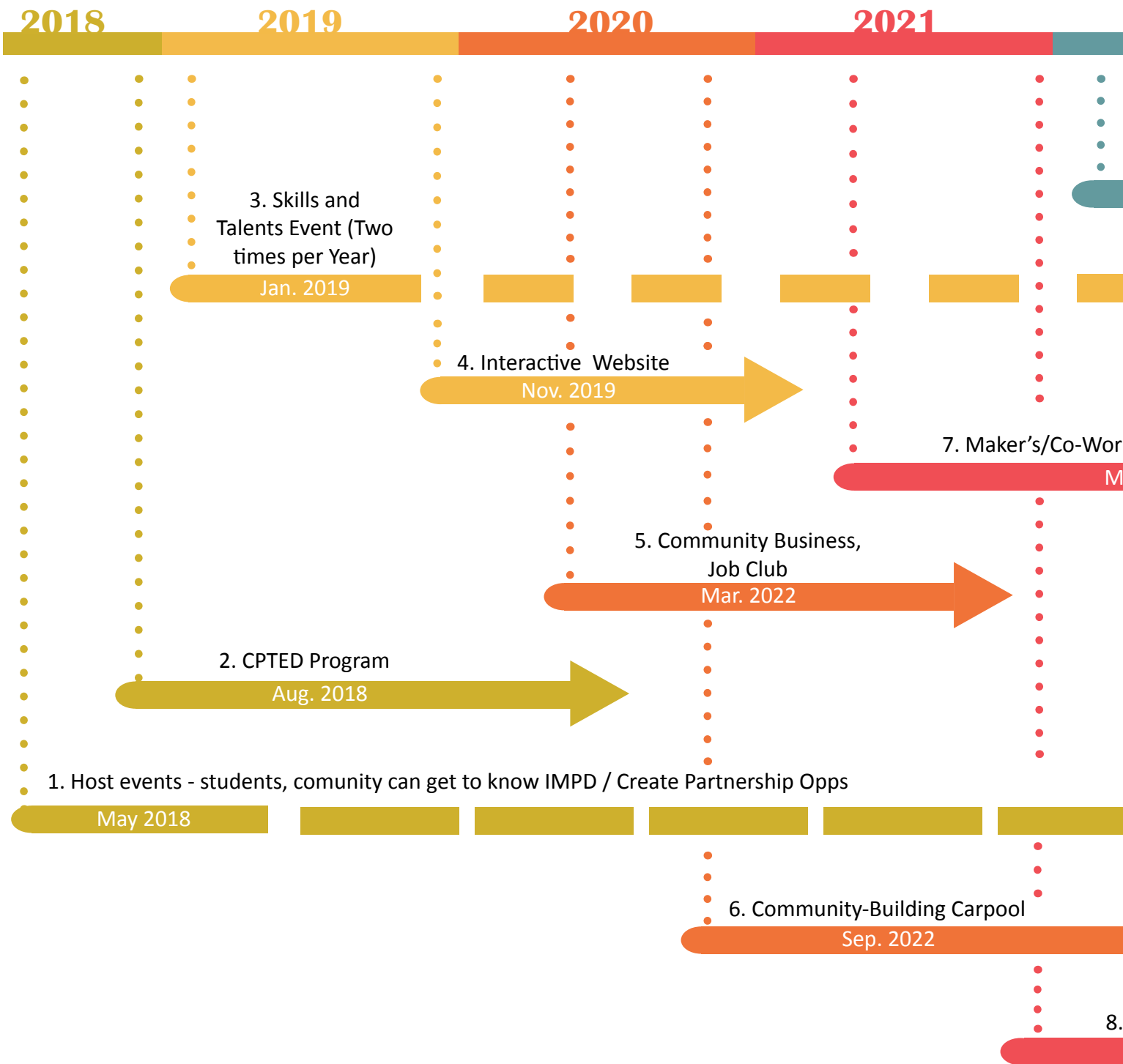
- Develop an IPA Youth-driven + IMPD, Irvington-supported, CPTED Program
- Plan, Coordinate, Host events where students, community can get to know IMPD, Create partnership opps in support of IPA Youth-driven CPTED Program

Objective2: Reduce Traffic and the Safety issues influenced by school

- Create and Organize a Community-Building Carpool for Students + Parents
- Create a Bike Share Program

● 6-12 Months ● 1-2 Years ● 2-5 Years

Timeline of Implementation



[The proposed Timeline may change under different situations]

2022 2023

9. Support Community Recreation Center
Aug. 2021

Working Space
Mar. 2021

Bike Share Program
Dec. 2021

Stakeholders & Partnerships

- 1 IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
IMPD - Indianapolis Metropolitan Police Department.
ICS School & Board Leadership
- 2 ICS School & Board Leadership
IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
IMPD - Indianapolis Metropolitan Police Department.
Residents
City of Indianapolis
- 3 ICS School & Board Leadership
IDO - Irvington Development Organization
Irvington Branch
ICAN - Irvington Community Advocacy Network
- 4 ICS School & Board Leadership
IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
Volunteer
- 5 IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
Individual Enterprises
Indiana Small Business Development Center
City of Indianapolis
JobReady.Indy
- 6 IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
IMPD - Indianapolis Metropolitan Police Department.
Residents
- 7 IDO - Irvington Development Organization
ICAN - Irvington Community Advocacy Network
Individual Enterprises
Indiana Small Business Development Center
City of Indianapolis
- 8 IDO - Irvington Development Organization
Indianapolis Cultural Trail, Inc.
IMPD - Indianapolis Metropolitan Police Department.
IndyGO
ICS School & Board Leadership
Irvington Businesses
- 9 ICS School & Board Leadership
IDO - Irvington Development Organization
City of Indpls
IndyParks

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- Margaret Banning, Executive Director

Irvington Community Schools, Inc. (ICS)

- Tammi Hughes, Community Engagement Specialist

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- Nathan Schall, Ball State Graduate Assistant

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- Dr. Bruce Frankel, MCMV Co-founder / Professor of Urban Planning
- Tiffany Gehrke, Ball State Graduate Assistant
- Brittany Redd, MCMV Community Feedback Specialist
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Planning Process

Due to a late application, the Irvington students began about a month later than the other communities in the 2017-2018 program. However, the late start did not hinder the planning process due to the students' and staffs' dedication and passion. The following outline details the topics discussed and analyzed throughout the weekly meetings within each month of the program. The meetings were held almost every Wednesday from 2:30 pm to 4pm with the exception of those landing on holiday breaks.

November 2017

- SWOT Analysis with students.
- Hurdles to Living in Irvington.
- Necessities provided and excluded in community.
- Brainstorm Goals, Objectives, and Initiatives.
- Brainstorm survey questions.
- Choosing which Initiatives to prioritize.

December 2017

- Decide the “who, what, when, where, and how” for each initiative.
- Decide how the survey will be distributed and when.
- Detailing the initiatives and summarizing the first stage work.

January 2018

- Classifying those initiatives into different objectives.
- Detailing the initiatives with key steps.

February 2018

- Looking for the stakeholders and partnerships.
- Adjusting each initiative with the constantly updated information.
- Preparing for the second MCMV meeting in BSU.

March 2018

- Presenting Irvington action plan in different meetings which included many stakeholders.
- Adjusting initiatives.
- Creating a timeline for nine initiatives, and the sequences of the implementation depended on the current resources we had.
- Preparing for the last MCMV presentation.

April 2018

- Kick off an activity under Initiative 7, named Cops and Donuts.
- The last presentation of MCMV.

Introduction

What is My Community My Vision?

My Community, My Vision is a program conducted by the Indiana Housing & Community Development Authority [IHCD] and Ball State University since 2014. The main purpose of this program is to address and combat the “brain drain” problem in Indiana communities, thereby ensuring communities’ longevity and improving the life quality of residents in Indiana.

“Brain Drain” is a common phenomenon occurring in many communities in Indiana, even around the world. Many communities lack opportunities, public infrastructure, and amenities that attract and appeal to younger generations that are using these factors to decide where to reside. So, the current conditions of many communities are leading to a dwindling population, especially among younger individuals. Considering that the youth are the primary factors of labor within each community in the future, it is vital to attract and maintain these individuals.

If the majority of younger age groups decrease, the community is likely to face many future problems such as manpower shortage and the increasing pressure of social security funding. Even though many local governments recognize the significance of their community’s age structure and attempted a few measures to change the present situation, the expected effect usually cannot be achieved because they forget to include the feedback of the youth.

In order to create a community that aligns with young people’s interests, the program has a group of teenage students from selected communities creating action plans to improve the current and future conditions of their hometowns. Each of these groups is lead by an urban planning student from Ball State University with guidance from a local government contact, local community development professional, and/or representative from an involved educational institution.

It is not only an opportunity for students to work with their respective local governments and learn how to make change for their surrounding environments, but also for the communities to get new perspectives and a better understanding of young people. This process in turn allows for current and future positive changes. In order to ensure the implementation of the plan, partnerships are identified and action steps are defined.

About the Irvington Community

The Irvington community was chosen as one of the participants in the 2017-2018 My Community, My Vision program. The community was founded in 1870 as a suburban town of Indianapolis, and was annexed by Indianapolis in 1902. The neighborhood lies adjacent to Washington Street, which is the route of the historic National Road. The primary commercial hub of the community is also situated alongside this primary thoroughfare. In addition, Irvington consists of diverse cultures and historic homes.

Seventy-eight percent of homes in Irvington were built before 1960, so a large area of Irvington has been dedicated as a historic district since 2006. Also, many artists have lived and run their studios in Irvington since a historic art movement began in the early 1900s. Therefore, Irvington is full of art and history and is considered a lovely place by many of the people living in the area as well as those sightseeing.



Analysis of Community

Qualitative Analysis

Information from Students and Residents

Identifiers

Every community has their own unique identities. These identifying factors that create Irvington's identity have been determined by the students. These identifiers not only make a distinction between different communities, but also create a sense of place for residents in Irvington. It is beneficial for any community to strengthen positive identifiers and combat negative ones in order to maintain the current population and attract new residents and businesses. For this program, we asked the students to express what they believed were common defining characteristics of Irvington.

The following is the list created by the students:

Hipsters

Artistic Community

Historic

Trees

Homegrown

Traditional

Entrepreneurship

Mentorship and Artistic Outlet

Poetry

Music

Painting

Walkable neighborhoods

Traffic Congestion

Welcoming

Streetscape

Existing Amenities

When considering what is included or provided near the neighborhood, the students came to realize that almost everything needed was available. Listed below are various existing amenities in Irvington community.

K-12 Education

Good Food (Local Establishments)

Grocery (close)

Farmers Market

CSA (Community Supported Agriculture)

Hospital (very close)

Assisted Living

Trails

Golf Course

YMCA

Higher Education

Jobs/ Career Opportunities

(Within the Indianapolis Metropolitan Area)

Hurdles

However, only one of the involved students' lives in the neighborhood, even though the amenities of neighborhood is sufficient and the environment and surrounding is comfortable there. This fact caused the question of why? The below is a list of hurdles to why the student's families have chosen not to live in Irvington.

Desired subdivision design

High Price of Housing in Irvington

High Maintenance and Repair of older housing stock

No Mall Close

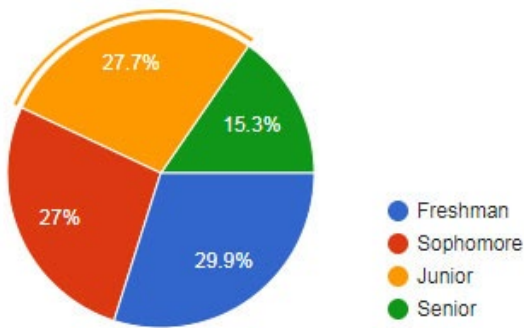
Not many places for adults/parents to work

An abundance of fast food

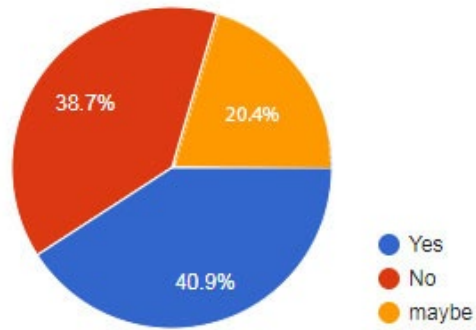
IPA Students' Survey

Received 137 responses from IPA students. Student - Action Plan based on students' desires.

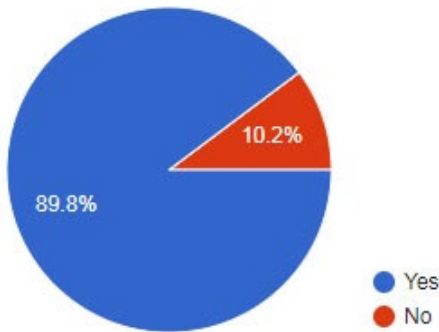
What year are you in school?



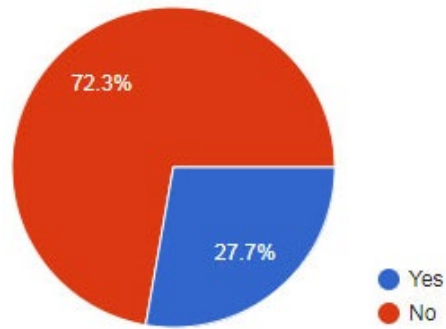
Would you be willing to share your skill, hobby or other 'talent' at a youth-organized, community skills sharing event?



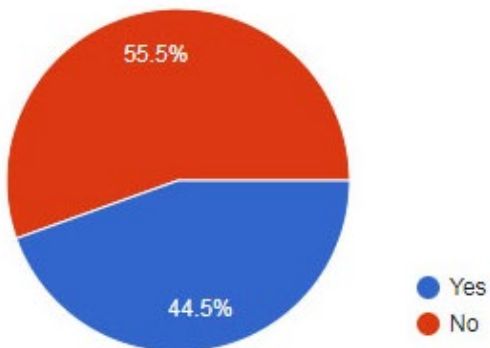
Do you live within a 20 minute DRIVE to school?



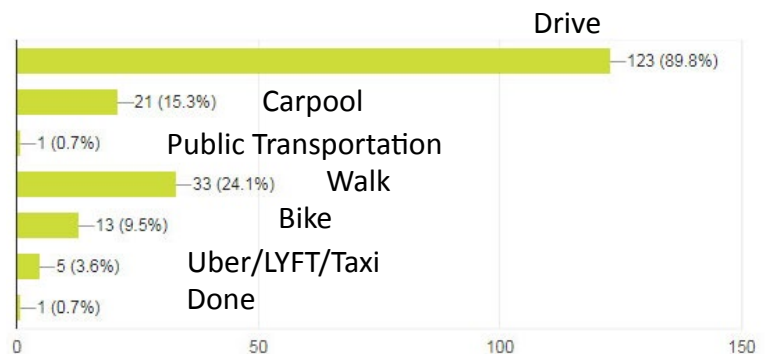
Do you live within a 20 minute WALK to school?



Would you like to see more options for BIKING to & from school?



How do you get to school?



SWOT Analysis

Based on the students' experience in Irvington (residing, dining, shopping and/or attending school), students were able to analyze Irvington using a SWOT-A model. The whole process was orchestrated by Tammi Hughes (ICS), Margaret Banning (IDO) and Tiffany Gehrke (Ball State University).

SWOT-A Analysis is a useful method for understanding the community's current situation in both positive (strengths) and negative (weaknesses) ways and predicting the opportunities and threats for the community in the future while also envisioning what the community members aspire it to be.

After analyzing and classifying, those drafting a plan can better know the advantages and disadvantages in the community, thereby clearly defining goals and effectively creating initiatives to improve or maintain strengths and combat weaknesses and threats while also helping create a community that aligns with their aspirations.

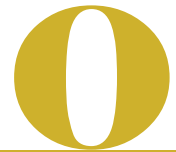
THREATS



Criminal Activity

Basically, the Irvington community is a safe place to work and live, but students think that if residents, especially youth, can lean and know more law enforcements from local police, the community is likely to maintain the safety in the future and the security system of Irvington will be perfected.

OPPORTUNITIES



Empty Marsh Building and Surrounding Site

The site was a commercial plaza before, but now, except a few businesses, the area is almost vacant. Students want to use this place and make some positive activities there since the lot is not only close to downtown, but also lies between Washington Street, the community's main road with large traffic flow, and the Pennsy Trail, for the biker and the walker. (Geographical Advantages)

Ellenberger Park

Since the park has a large green space and many amenities, such as the Ellenberger Public Pool, the park is a good site for holding community activities.

WEAKNESSES W

Lack of Public Transportation

Irvington does not have enough public transportation, residents typically use personal automobiles. The bus only goes through a few main roads, like Washington Street. Even though the community is walkable, sometimes, it is hard to arrive at a distant destination without public transportation.

Traffic Flow

According to the data from Irvington Development Organization, 25,000 automobiles pass down Washington Street every day. It is a positive number to show the vitality of the community, but it also exposes a big traffic problem in Irvington. Like many cities in America, traffic congestion seems an inevitable problem affecting people's life, especially during rush hour.

Lack of Fun After-school Activities

Although the Indianapolis Public Library - Irvington Branch is a good public space offered for learning and communicating, it also faces many problems. One of problems is that too many students get together in the library after school are loud and make messes. Students believe that the fundamental reason for disruption in the library space is due to the lack of fun spaces and activities after school. If they have other places where they can spend time, the problem will be resolved.

Bikeability

The weakness is related to the problem of poor public transportation throughout Irvington. Students want to use energy-saving transportation as their trip mode and biking is an option. However, many roads in Irvington do not have bike lanes. Also, minimal bikes are provided for public use.

STRENGTHS S

Indianapolis Public Library

The library provides various amenities and services and studying spaces for the public, which satisfies many people's needs.

Respectful Residents

As mentioned by a few students in the group, residents in Irvington are friendly and willing to show their kindness to one another.

Businesses (Private)

Many artists put their homes and studios in Irvington, which leads to the establishment of many small businesses. Besides, the government has been committed to attract new businesses, and supported them with government power.

Law Enforcement (Polite, Kind, and Helpful)

One girl mentioned that she feels comfortable when she sees the Irvington police because they are smiling all the time. They are also friendly and willing to help in any situation.

Safe Place

Irvington is a low crime rate community. Moreover, "very walkable" neighborhood score is 77%.

Welcoming

People are likely to start their new families there because of lower housing cost than central Indianapolis, adequate facilities and shorter distance between working and living space.

Events

There are many annual events happening in Irvington, such as the Halloween Festival, Irvington Folk Festival, Celebrate Irvington, Farmers' Markets and Holiday Open House.

Wildlife

Streetscape and area landscaping have been better designed to improve the community environment and residents' quality of life.

Quantitative Analysis: Data from ESRI: A GIS Mapping Software

Using data from Eris to analyze Irvington community is a comparatively objective way to understand the community's current situation. In this section, there are three main aspects of community will be analyzed based on big data: population, economy and housing, because those factors influence whether young people want to live in this community.

Population Summary

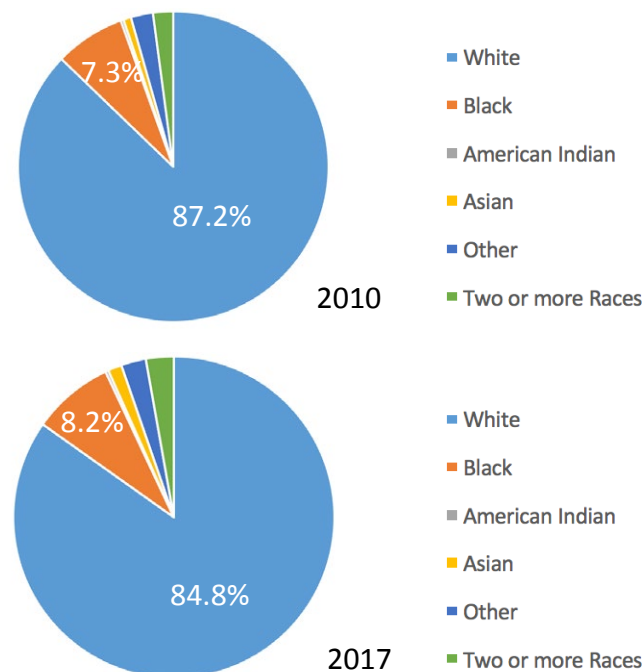
Population Change

One of significant elements which marks a successful urban area is the population, the same is true for a community. The change of population during 2000-2010 shows that Irvington community faced trouble in this period. Fortunately, the population grows back in recent years perhaps since many development programs are running. Overall, the population change in Irvington is small and the rate of increase is slow, which means the community is relatively stable.

Besides, the daytime population is 7,511 in 2017, includes 2,367 workers and 5,144 residents. In the developing meaning, daytime population has more active meaning for the downtown since they will create some values for the community.

	2000	2010	2017
Total Population	11,726	10,805	11,190
Total Household	5,285	4,892	5,187

Population by Race / Ethnicity



According to the Chart on the left side, the change of residents' distribution by race is tiny. The diversity index is 34.5 in 2017, higher than 29.8 in 2010 and the score is expected to reach 38.6 in 2022.

Comparing with the data of Marion County, Indiana and United States in 2016, the rate of white alone in Marion County is 65%, in Indiana is 85.6% and 76.9% in United States. In this respect, the community lacks diversity.

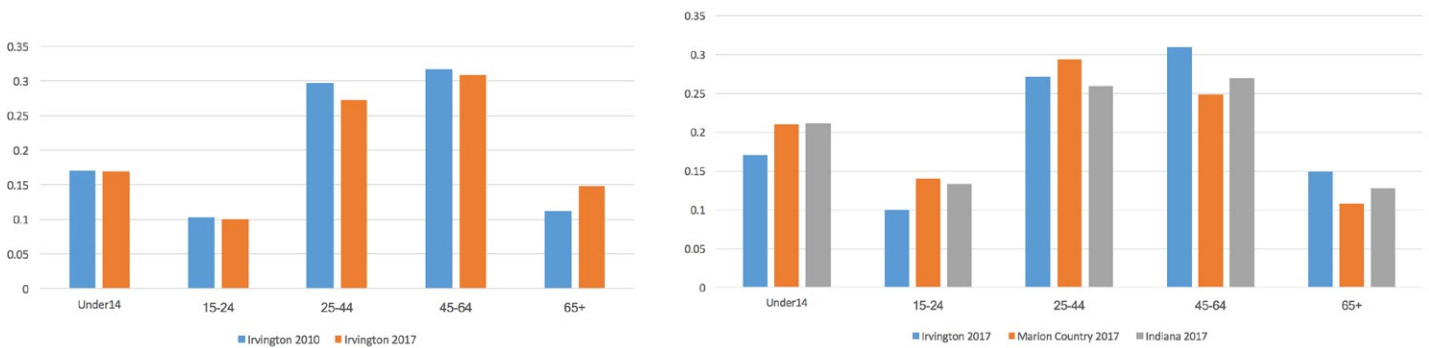
Why the population distribution by races is so important for a community? Since as a nation of immigrants, the diversity of residents in a community usually refers to the development degree. There are many benefits to having a community with racial and ethnic diversity.

Age Structure of Residents

The age structure of residents in a community is the significant factor to evaluate the community whether needs to pay more attention on appealing young residents. As mentioned in the Forward part, the youth are the main participants for the community growth in the future. They may bring new concepts and ideas to help a further development.

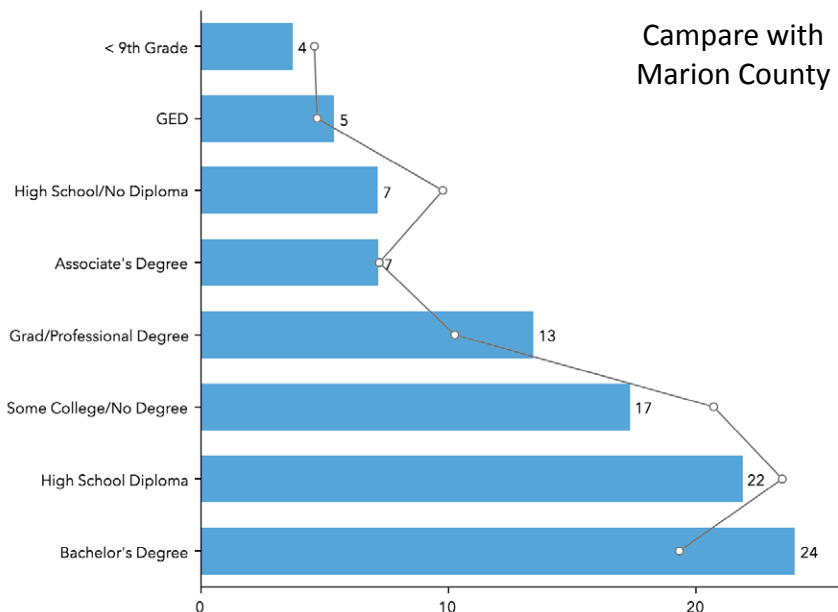
In order to give a more visual way to display the current condition of age structure of population in Irvington community, the table below listed the proportions of different age's people in Irvington community, and comparing them with Marion County and Indiana.

It is not hard to see that the median age of Irvington is higher than median age of Marion County and Indiana. The rate of young people (under and include 24) is also lower. These numbers objectively revealed the problem about the shortage of young population in community.



Educational Attainment %

In general, a person has better educational level will bring more contribution values for the society. So, if the community have more residents with high education are likely to develop the community in positive way.



The chart on the left shows the educational backgrounds of residents in Irvington. The rate of residents who get high school degree or above is higher, but it also shows that 21.9% people stopped their education after high school, and 17.3% people have not get degree from their colleges.

Just imagine that, if many residents with lower education live together in a community, their children will copy behaviors from their parents and people around them (neighborhoods), and the bad circle will seriously influence the surrounding of the community. Therefore, how to improve learning interest for the existing population and attract more high-education residents move in the community, are two questions to consider.

Economy Summary

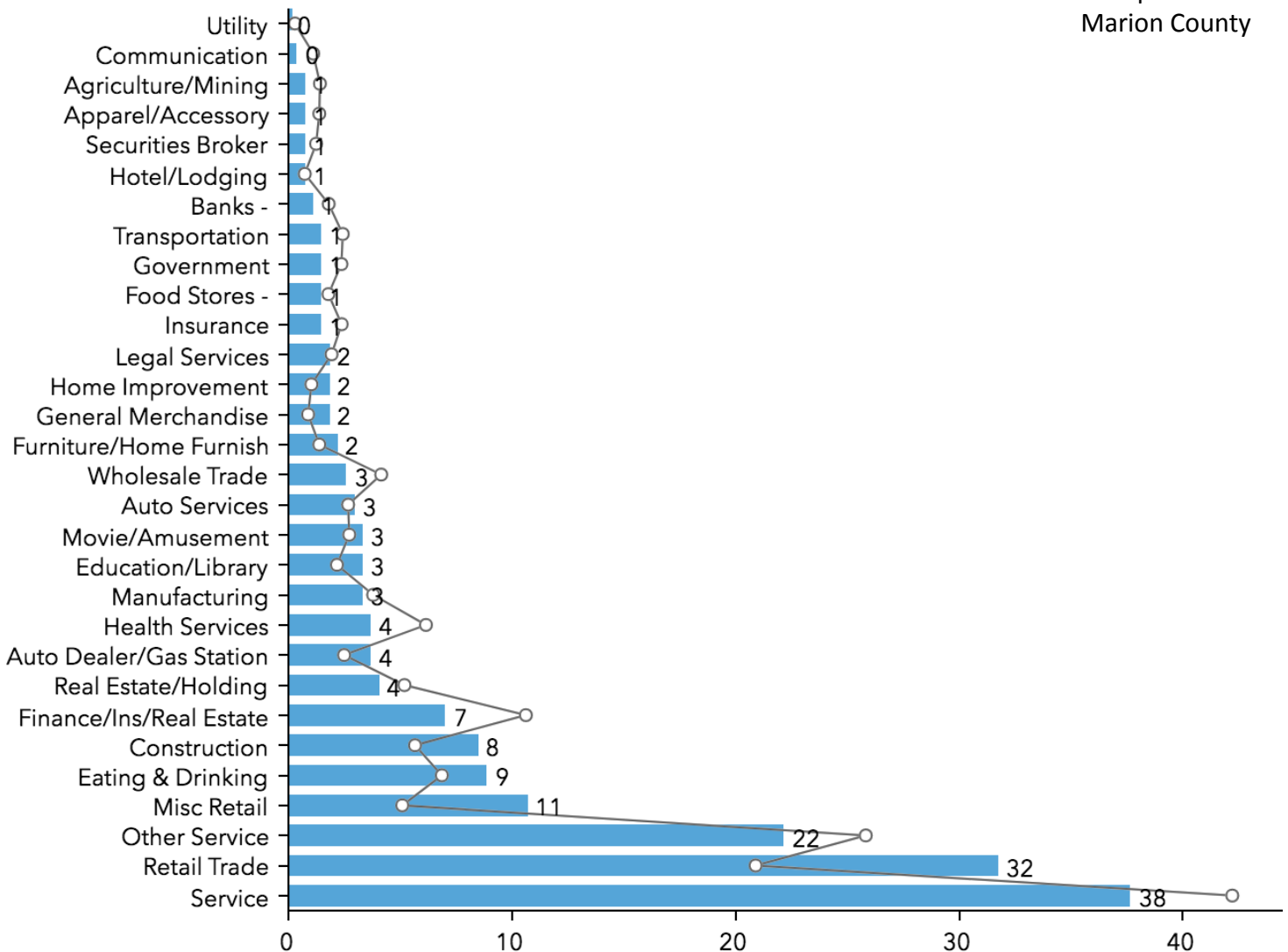
Brief Introduction of Business in Irvington Community

There are total 271 businesses in Irvington community which includes 2,692 employees in 2017. In this section, those businesses will be classified by SIC Codes (Standard Industrial Classification Code), thereby displaying the situation of the business distribution in the community.

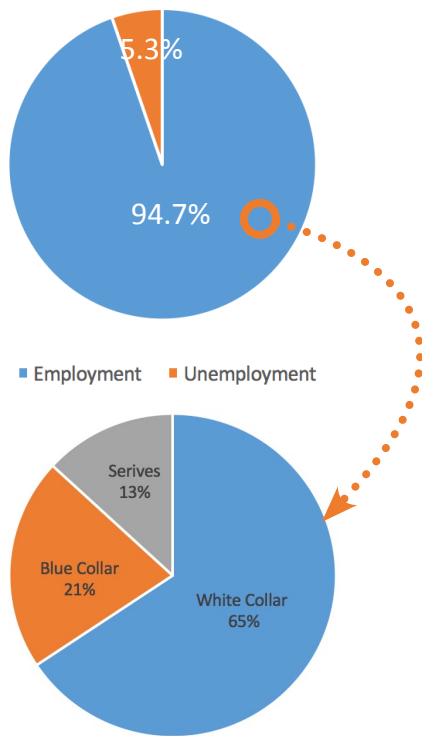
According to the data below, the major business in Irvington is services, like hotel/lodging, automotive services, amusements, education institutions, and etc. In addition, the retail trade also takes up a large part of businesses, which includes general merchandise stores, food stores, auto dealers, gas station, eating /drinking places and so on.

Business Summary by SIC (%)

Compare with Marion County



Occupation of Irvington Residents



The data shows that the number of residents who are over 16 years old and have a job is 6,167, and 63.1% of them are white collars. Combing the data about population by age below, if all residents, age between 16 to 64 years old, are employed, the number of employed population should be about 7,500. However, the actual number is lower than the estimated value. There are two possibilities may cause this result, one is that these people are still learning in the school, and the other one may because some residents without work or some works are special and not been included in any classification, like novelist, YouTuber, and etc.

If the miss population in this data are people without work, the related organizations can help them to enhance their life; If they are doing some special works, maybe it is a good inspiration for creating some new occupations in community and increasing the diversity as well. Therefore, even though the residents' occupation seemly is not important factor which affects the quality of the community, but from these data, we can find some potential problems or oppportunities for the community.

Income

The list attached below shows the different households' income, the average of households' income in Irvington community is \$67,548 in 2017, but the median income of households is \$51,635, which means that the number of residents who have income lower than average income is more than residents have higher income. In short, the number of poor residents are more than rich one, and the gap between their incomes is big. However, comparing with median income for a household in Marion County (\$47,697), and in Indiana (\$46,242), the income of households in Irvington is higher than many communities in Marion County, or in Indiana.

Households By Income

The largest group: \$50,000 - \$74,999 (17.5%)

The smallest group: \$200,000+ (3.0%)

Compare with
Marion County

Indicator ▲	Value	Difference	
<\$15,000	13.2%	-0.6%	<div style="width: 100%; height: 10px; background-color: green;"></div>
\$15,000 - \$24,999	11.1%	-1.4%	<div style="width: 100%; height: 10px; background-color: green;"></div>
\$25,000 - \$34,999	11.4%	-1.1%	<div style="width: 100%; height: 10px; background-color: green;"></div>
\$35,000 - \$49,999	12.6%	-2.8%	<div style="width: 100%; height: 10px; background-color: green;"></div>
\$50,000 - \$74,999	17.5%	+0.1%	<div style="width: 100%; height: 10px; background-color: blue;"></div>
\$75,000 - \$99,999	13.7%	+2.7%	<div style="width: 100%; height: 10px; background-color: blue;"></div>
\$100,000 - \$149,999	13.5%	+2.8%	<div style="width: 100%; height: 10px; background-color: blue;"></div>
\$150,000 - \$199,999	4.0%	+0.6%	<div style="width: 100%; height: 10px; background-color: blue;"></div>
\$200,000+	3.0%	-0.3%	<div style="width: 100%; height: 10px; background-color: green;"></div>

Housing Summary

If a young people want to move to a new community, housing is one of necessary factors to consider since for the most people, house is the place where people stay for the longest time in their life. So, is the new house close to the work area? Is the housing cost affordable? Is the surrounding around the house good? Are all elements which influence people’s decisions? In this section, existing household type, house value, surrounding and working distance will be analyzed to show the condition of housing in Irvington.

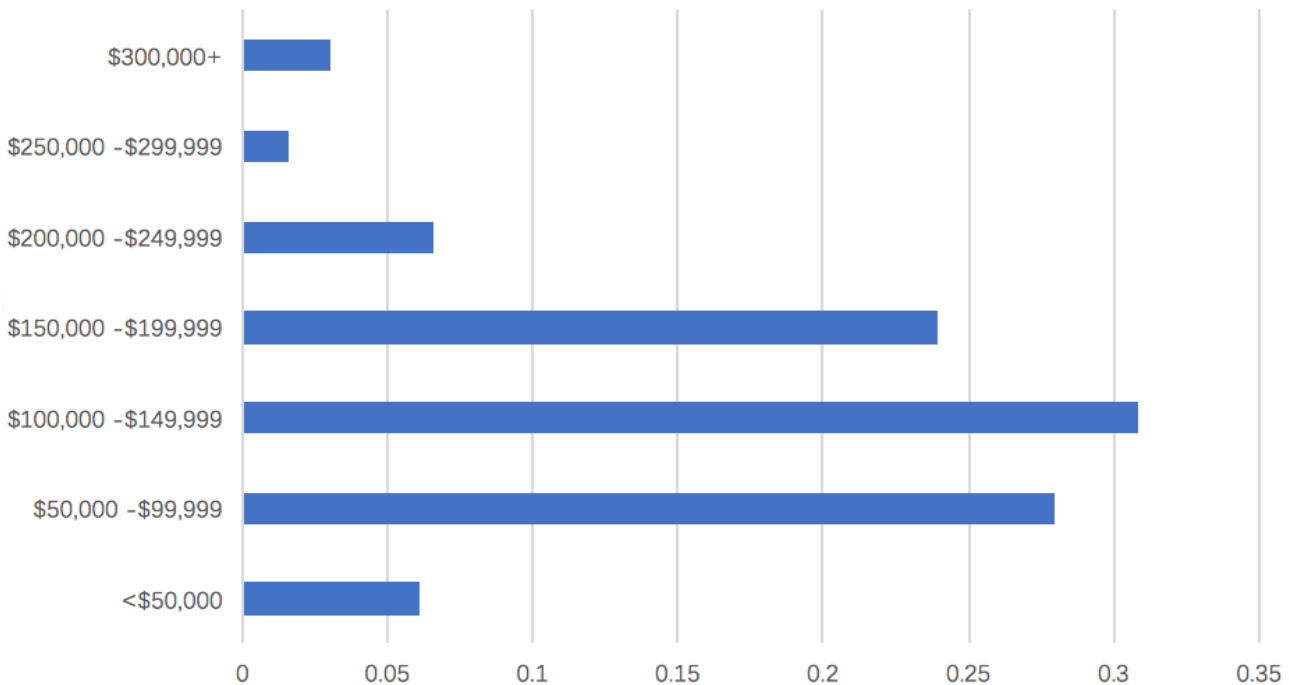
Existing Households

The number of the household change are following with the population change. In 2000, Irvington has 5,285 households, but till 2010, the number reduce to 4,892. In 2017, the households are increasing back to 5,031, and on average, each house accommodates 2-3 people. According to the data from 2010, the family households are 2,600, includes 1,795 husband-wife family (with own children 670) and 805 other families (with own children 670). Nonfamily households is 2,292. One point should pay more attention is that only 1,225, about 25% of the total household households, have children, so, low birthrate maybe is one of reasons which cause the phenomenon of lack of young population in Irvington.

Housing Value

Housing value has been decided by many various elements, some of them are obvious and some are unpredictable. In general, the house own quality and its geographic position are two main factors which influence the value of the house. However, since most of houses in Irvington have historical significance, the value is hard to be assessed.

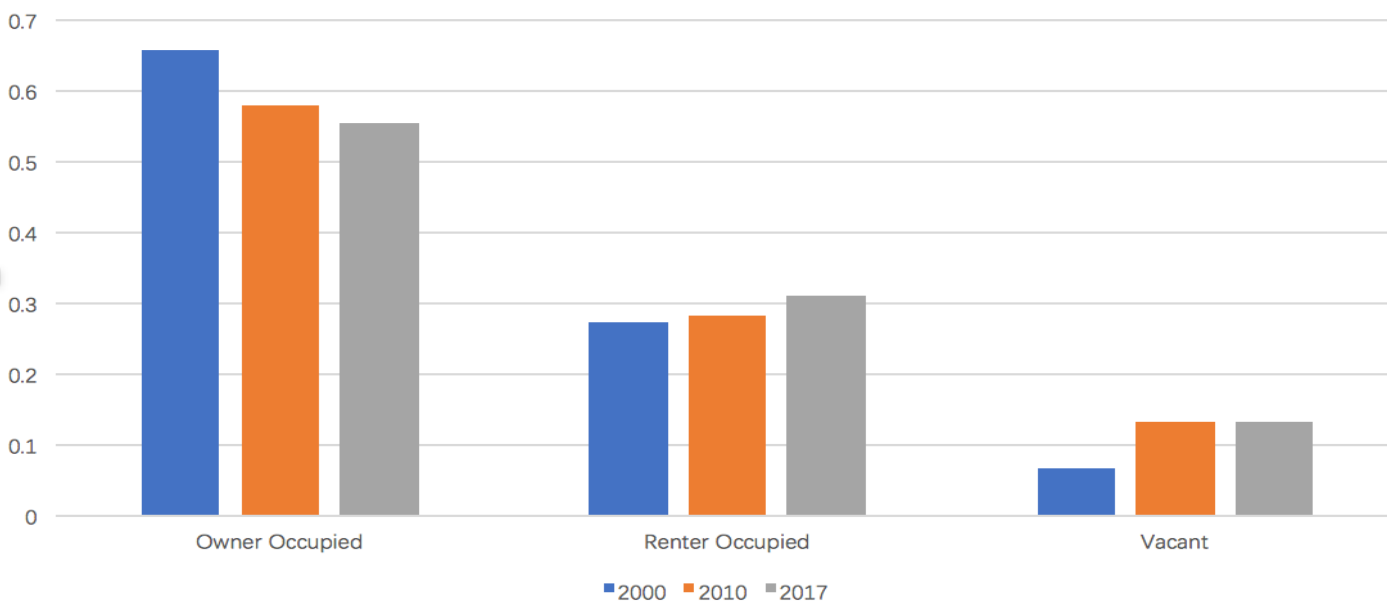
There are many potential elements will change the value, so, the data list below only is one way to analyze the house values. The data shows that, the average home value is \$134,251 in Irvington, and according to the data from Zillow Real Estate, the average of rent price is around \$850. Comparing with rent price of Indianapolis Metro (\$1,100), the price is friendly for the young people who just start their first job.



Existing Housing Condition

If the rate of house Occupancy in a community is almost full, potential residents are likely to choose another place to live. So, understanding existing condition of housing occupancy rate and readjust different types of accommodation are useful steps to satisfy more housing demands. After analyzing the occupancy rates in three periods, it is not hard to see that the rate of vacant housing units raised greatly during 2000 – 2010, but the upward tendency stopped after 2010.

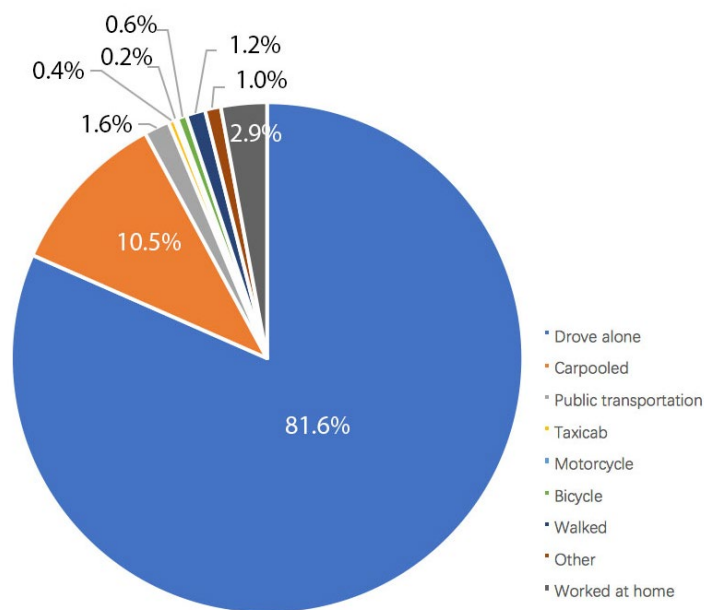
The decline of occupancy mainly was caused by the transform of mind of the housing, for example, people who live In Irvington prefer to rent a house instead of buying a house in the recent years, the renter occupied housing rate is still increasing, from 27.3% to 31.1%. The good thing about this change is that there are more people who are willing to live in Irvington, and they maybe will bring new ideas and cultures for the community. On the other hand, the bad tendency is that if too many residents move their families be frequently, which is not good for the stability of the community.



Main Transportation to Work – Workers’ Age over 16 years old

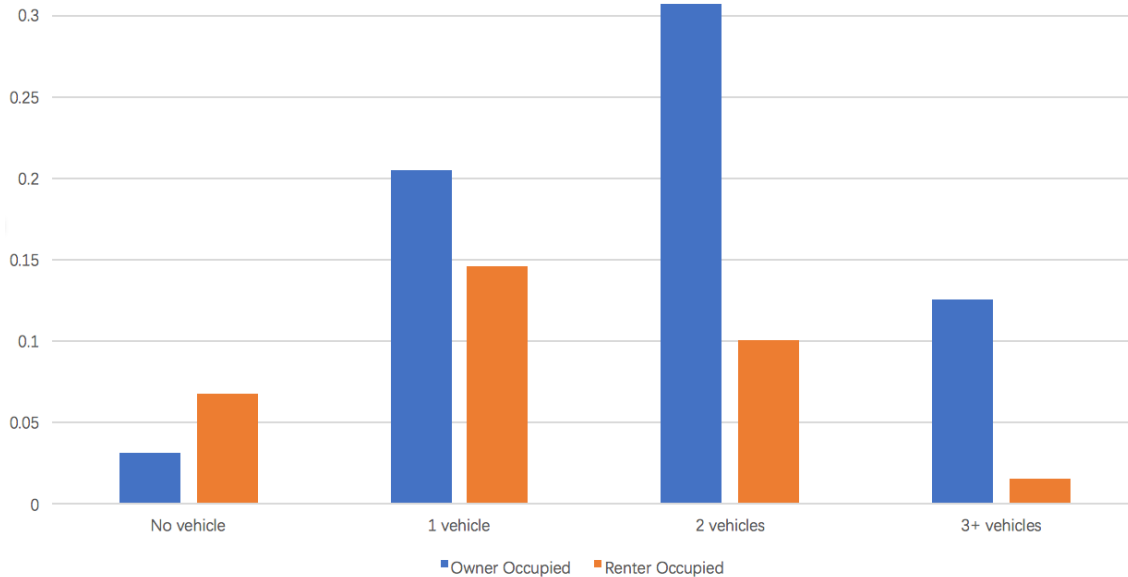
Irvington is a walkable community, which has been considered as one of advantages of the community. However, the data below show that the mainly travel mode is using private cars, includes drove alone and carpooled. The rate of using the public transportation is 1.6%, the number is very low.

Besides, the type of public transportation is single, bus line and few taxicabs are only two types of trip mode which support the public transportation system in Irvington. Since the walking distance is limited for the general people, if a community want to really achieve the goal – “walkable”, the construction of public transportation is requisite. Public transportation is assistive tools of walking. Subway / railway and bicycle are considered as the greenest trip modes, and they can be used by people to extend people’s ranges of activity in an environmental way.



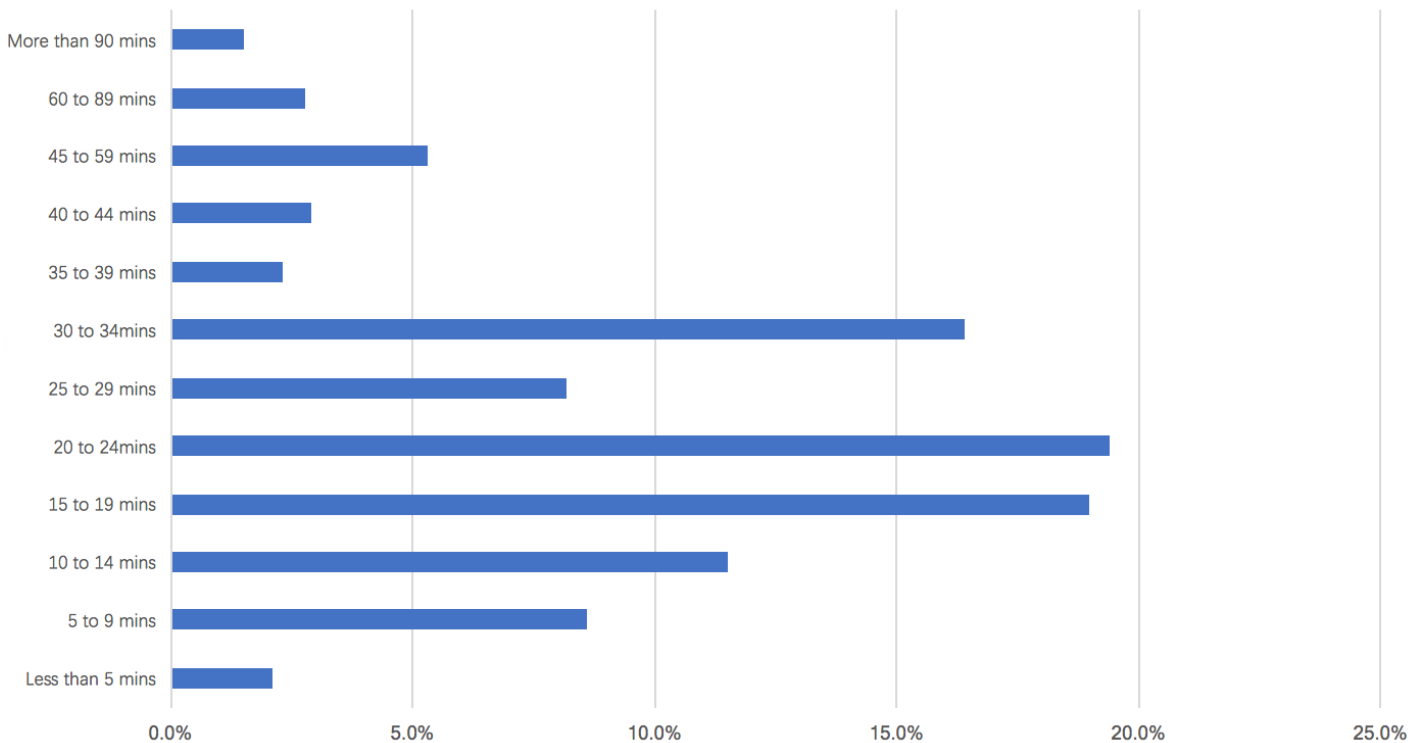
2011-2015 Occupied Housing Units by Vehicles Available

In Irvington, most residents have their own cars (90.1%), and some families possess more than one private car (54.9%). Even though it is not a surprise result for a common community in America, a country is historically dependent on the automobile, people cannot neglect the problem cars bring.



Travel time to work – Workers’ age over 16 years old

Combining two data above, the data below show the reason why did the residents in Irvington use the automobile to work. The most important reason is that their working place are not around. Most people should spend 15-35min on the road by car, and the distance between home and work place cannot be easily arrived by walk. If a resident can find a dream job in the community, he/she must spend time on the road.

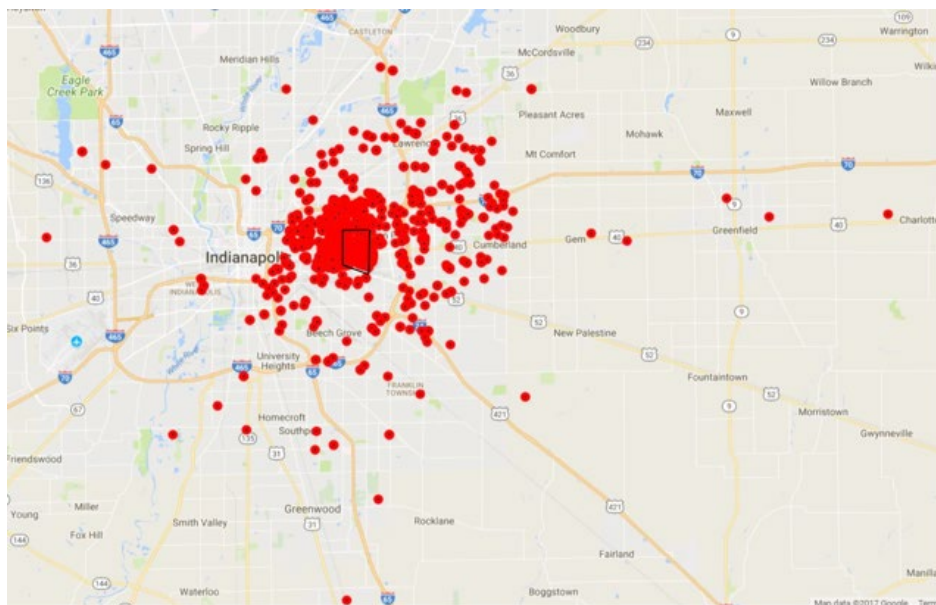


Inhabiting information of IPA students

The map shows the all locations of IPA students' houses, and the black block refers to the boundaries of the Irvington community. The map visually demonstrates that many students are not live in the community. The data list on the right also display the same phenomenon. The zip code of Irvington is 46219, and only 385 (39.9%) students live in this zip code.

However, there are a few communities also share the same zip code with Irvington community, so in fact, the rate of IPA students who live in Irvington is low. Many young population gathered in schools, like IPA high school, they are the main objective that the community want to save for the community's future.

In general, students will generate feelings about the community where their schools located since they spend much time and leave many memories there. So, if related organizations can help to provide affordable housing for these students' families, they are likely to move in and the number of young population will increase.



Zip	Count	Percentage
46219	385	39.9%
46218	107	11.1%
46203	87	9.0%
46201	203	21.0%
46239	50	5.2%
46229	45	4.7%
46226	27	2.8%
46235	18	1.9%
46237	10	1.0%
46217	4	0.4%
46222	4	0.4%
46227	4	0.4%
46205	3	0.3%
46225	3	0.3%
46234	3	0.3%
46220	2	0.2%
46224	2	0.2%
46236	2	0.2%
46256	2	0.2%
46037	1	0.1%
46208	1	0.1%
46221	1	0.1%
46254	1	0.1%
46259	1	0.1%
Total	966	



Goals Objectives Initiatives



After analyzing the qualitative information and quantitative data, we can understand Irvington community more comprehensive from different aspects. As mentioned above, Irvington has a few advantages and disadvantages, however, it is impossible to solve all problems for the community in just one plan.

So, students have to summarize the analysis result, thereby deciding three goals they mostly want to achieve.

Then, thinking how to create real strategies to match these three goals and trying their best to implement them with help from government officers and stakeholders. In this section, a few initiatives have been created by students to achieve their goals and the purpose, plan, timeline and budget of each initiative will be listed below to show the ideas from young people.

GOAL 1: Create and Maintain a Positive Perception of Youth in Irvington

Even though young generation is one type of population that the community want to keep and attract, young people, sometimes, will bring some radical behaviors which may break the rule of the community or lead to some new problems. As we know that young have many energies to explore the world, but if their fidgety energy cannot be burn off or they cannot use the energy in the right way, all of them will result in problems.

Worse still, sometimes, only few students did something wrong, but the mistake will become a stereotype of the whole generation. The generation is likely to be treated unfairly at work and other areas. The vicious circle of stereotype will directly influence the decision of young population whether want to stay on the community. Therefore, increasing the perception of the youth population is a main goal to not only modify some students' inappropriate behaviors, but also keep the sufficient number of young population for the community. Moreover, different groups of people in community can know each other better and reduce the gas between different generations.

In Irvington, the perception of the youth population is not good since a few students messed up the rules of the community. So, two objectives listed below in order to save two problems which happened in students' living and studying experience and reduced the perception of the youth. Some initiatives are created to achieve those objectives.

Objective 1: Provide the Youth with a Designated Socialization + Networking Space

Many students in the group think that they do not have enough space to do some activities after school, which may lead to the problem in the Public Library since the library is one of limited public spaces where students think they could do some activities outside of their school time.

However, some students made noise and broke the rules of the library, which reduced the perception of the youth in the community. On the other side, the lack of activity space is not good for the contact between students. Sarah Mundy, the teacher of IPA students, described students' situation when they were in school: since the class schedule is compact, students usually do not have enough time to communicate with their classmates. So, she confirmed the significance of creating a space for students' communication after school. When young people make friends, and create memories in Irvington, they will be reluctant to leave the community.

Objective 2: Involve the Youth in Irvington Event & Program

The other problem is that some businesses in Irvington are not willing to hire "student employees" because of some previous bad impressions. For example, some student employees stole goods, which bring many losses for the business, so some businesses reject to hire student employees anymore.

In fact, most of students have good behaviors and want to get some work experiences after school hours. However, they do not have opportunities to contact with practicing people from different fields. If students can know more knowledge about some local businesses in Irvington, they may engage in those businesses after they graduate. In the same time, businesses can get many young labors for improvement. Also, the community can keep more youth live around their working places.

Initiative I: Support the Construction of a Community Recreation Center

WHY

In order to solve the library problem mentioned above, and increase the communication opportunities for the young people, supporting the construction of a recreation center with activities and peer tutoring opportunities is one of the suitable methods.

There are many elements that should be considered, like the site selection, activity design, administration and management, budget and etc. Listed below is the detailed information of the ideal recreational center.

WHAT

The activity will be designed and mainly managed by students, related organization can help them to implement these activities. After group discussion, students want to build a multifunctional space in the recreation center because they think that it is a flexible way to use the space and maximize the utilization of the limited space.

Students, teachers and some volunteers are responsible for the activity arrangements. They will arrange a schedule to match different groups' needs and the schedule will be adjusted in the beginning stage.

All activities are listing below:

Sports Club: which includes various sports activities. All sports activities will be arranged in one space but different time.

Fitness Center: all residents and students can share this space. Since the expenditure of fitness equipment is huge, so the place is not open for free. Students can get discount with students' ID cards.

Students run coffee shop (or other businesses): if students want to do some small businesses, they can start their careers there.

Learning Center: students can do homework and study in this area. Many studying groups will be organized and each group will include more than one higher grades' student and some Lower grades' students. They can help each other to improve their knowledge.

PARTNERS

ICS School & Board Leadership
Irvington Development Organization
City of Indpls
IndyParks



SITES

Site 1 - IPA School (Short Term)

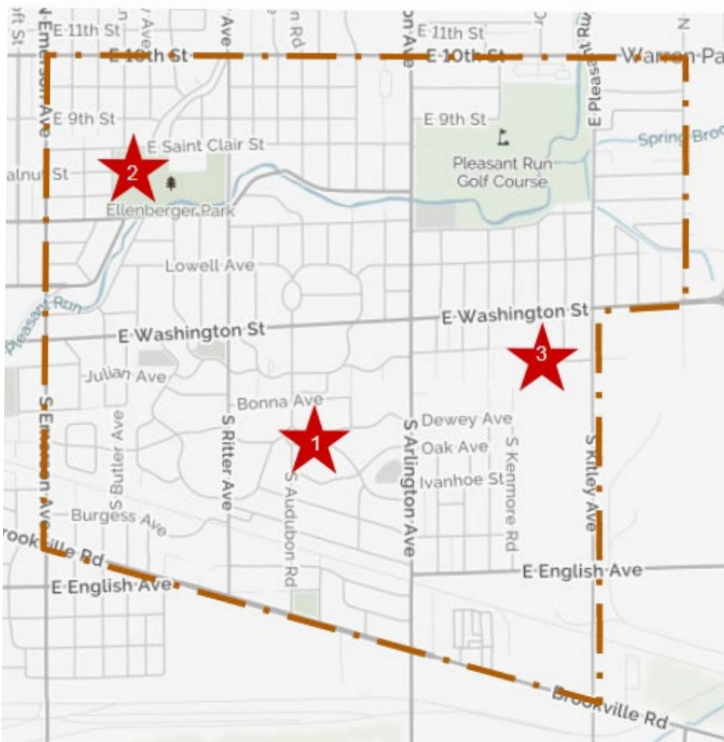
Students can start a few activities at school after school hours firstly, and practice the different activities they want to put them in the future recreation center. Also, the practice of the activities in school is the good reference for adjusting the content of activities.

Site 2 - Ellenberger Park

The Ellenberger Park is a famous public and green space in Irvington and there are a few existing amenities, such as Ellenberger Public Pool. If putting the site there, the recreation center can better connect with other amenities and environment around it. Moreover, the activity space is not limited to the interior anymore, young people can do more things outside.

Site 3 - Marsh Supermarket

Marsh supermarket building in Irvington Plaza is empty now, and the quality of the building is good for use with decorations. Also, the location of the site is close to the IPA school and the Penny Trail, so students can easily and safely arrive the recreation center by bike or walk after school.



HOW

Site 1:

- Garner support of ICS School & Board Leadership.
- Develop and Identify student-supported programming through survey #2.
- Identify funding and partnership needs.
- Determine implementation and evaluation timeline.

Site 2:

- Garner support of ICS School & Board Leadership to issue letters of support.
- Execute partnership agreement for programming.
- Conduct survey #2 identifying top five youth-supported programming needs.
- Support City of Indpls, IDO, IndyParks requests for grant funding and financing.
- Attend public meetings in support of priority.

Site 3:

- Provide site development support as requested by IDO and City of Indianapolis.

CASE

Cumberland Park, Nashville. (Outside Space)

Cumberland Park is one part of the larger Riverfront Revitalization Plan in Nashville, Tennessee. There are many innovate activities applied with sufficient facilities in this park to attract children and their families, like the Hollow, the climbing nets, the climbing walls and the Explorers Trail.

The designer of the park dexterously changed the landform and divided various uses in different sections of the land. It is a good example about an open space for recreation and events, if the youth recreation center in this action plan could be built in the Ellenberger Park, Irvington, Indianapolis, the outside space may reference to this case.



Initiative 2: Plan, Coordinate, Host a Skills and Talents Event

WHY

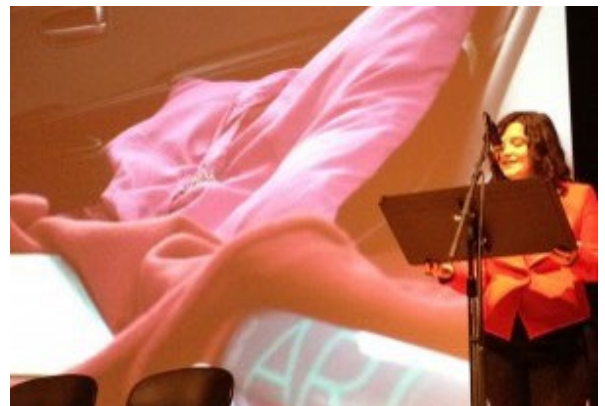
Host a program offered to students and residents teaching life skills and showcasing talents, skills, and hobbies of students. As mentioned above, different groups of people in Irvington community do not have enough communication, which will lead to many misunderstandings between various groups. In order to let residents or businessmen / business women know more about the young generation, we want to organize a program to enhancing understanding.

WHAT

Students can show their skills there, if some audiences are looking for those abilities, they can give students opportunity to know more related careers. The program will start from students, but also welcome all residents to participate in this program. In the long run, people in the community will know each other well, which is not only good for the harmonious development of the community, but also creating more opportunities for people and their businesses.

HOW

- Garner support of ICS School & Board Leadership.
- Organize a team to plan and manage all of the event's details:
 - Event Process
 - Book Venue
 - Set a date
 - Publicity
 - Define Participator
 - Find Sponsors
 - Volunter
- Identify funding and partnership needs.
- Brand and advertise the event.
- Determine evaluation process.



PARTNERS

ICS School & Board Leadership
IDO - Irvington Development Organization
Irvington Branch
Irvington Community Advocacy Network

WHEN

At least 2 times per year. One time should be hold around the middle of the year, and the other one will be hold in the end of the year. (Giving a summary about one year's life and making new goals)

Initiative 3: Create an Interactive Website to Record Neighborhood, Community Stories

WHY

Build a Virtual Irvington Community on the internet to connect people who live, work or study in Irvington by their stories. It may enhance the community attachment in some ways and become a platform for sharing community resources.

WHAT

Creating a website to gather youth's story or the whole community stories. The internet is one of popular tools for communication. Students and all residents can put their stories, proposals or any achievements in the websites, as long as they want to share.

The local government can pick some meaningful and interesting stories and make a community magazine, the magazine can be a print version or E-Journal (digital version).



HOW

- Organize a board in charge of the website.
- Identify funding and partnership needs
- Design and create the website
- Brand and advertise the website
- Connect the website with the Skills and Talents Event

CASE

The Facing Project in Muncie, Indiana.

The Facing Project is a nonprofit program in Muncie, people in the community, or people have experience in the community can share their stories in the website. The group owned the website provides a platform and tools to all citizens to present their voices, thereby strengthening the connection between different groups.

PARTNERS

ICS School & Board Leadership
Irvington Development Organization
Irvington Community Advocacy Network
Volunteer



GOAL 2: Encourage Youth-Driven Entrepreneurship

Economic development is a fundamental element to the prosperity of a community. Even though, sometimes, a wealthy community is not directly related to a successful community, a bad economic condition must reduce the community's attraction.

According to the economic data from Esri, the community of Irvington is a wealthy community in Indiana since the average income of the residents is higher than the average income of the Indiana and Marion Country. However, what is the direction of the next step of the economic improvement in Irvington, and how can young people involve in the economic development process?

For those two questions, we think that the youth is good at innovating new things, and accepting new ideas, so encouraging young people to make their own businesses based on what they interested is one of directions for the community's economic development. Besides, the traditional industries are saturated after many years' practices, and the profit margins are limited in some ways, so giving more supports to the youth may bring some new opportunities for the community.

Objective 1: Provide an Outlet for those Needing Financial Resources

Some people may have a few good ideas about running a business by themselves, but the process usually is difficult since they do not have enough financial and technical supports. In addition, starting a business may needs a group of people with various skills to work together because the force of a person is finite.

However, the problem is that people with different skills may not have opportunities to know each other. So, we want to provide a platform for people who with entrepreneurship to find good resources and business partners.

Objective 2: Cultivate Skillsets to continue Entrepreneurial Success

Some people may only have some immature inspirations of holding an own business, but in fact, they usually do not know how to organize their ideas and implement them to be a real project. In addition, a part of people wants to explore a business in the new field, but they do not have access to get in.

Initiative 4: Create or Partner in a Maker's/Co-Working Space

WHAT

Provide a platform for people who with entrepreneurship to find good resources and business partners.

WHY

Creating a maker's /co-working space for the youth who want to run a business. Since the young people may not have enough financial supports to start their business, the rental fee for the new entrepreneur in this space can be lower. The entrepreneur is able to open a working studio, manual workshop, or a retail store there. Also, the space can be defined as a co-working space to assist with startups and encourage collaboration. As mentioned the problem above, the new entrepreneur may need an outlet to find various resources and right partners. They can look for those resources and people in the co-working space. A public space will be reserved in the central area of the space, and all the people with unique ideas and talents can sharing their inspirations and expressing their needs.

HOW

- Identify the market (Value) survey and quantitative analysis
- Garner support of IDO
- Identify funding and partnership needs
- Find a space
 - Marsh Supermarket
 - Ellenberger Park
- Design and create spaces
- Brand and advertise the space
- Events and Education
- Management

PARTNERS

Irvington Development Organization
Irvington Community Advocacy Network
Individual Enterprises
Indiana Small Business Development Center
City of Indianapolis

CASE

Shibuya Hikarie 8 Floor (Inside Space)

The case below is a creative space in the 8 floor of Shibuya Hikarie, Tokyo, Japan. The space has been divide into 8 sections, and the function of each of them can be changed by the users. The user can have their individual space, but also can go to the public space for chatting. In addition, the flexible space can satisfy many other purposes, like art gallery, meeting room, students' running stores, museum, private library and studios.



Initiative 5: Establish an IPA + Irvington Community Business, Job Club

WHAT

1. Plan, strategize, launch IPA SWAG, Resource Bookstore
2. JobReady.Indy Partnership
3. Host an IPA + Irvington Business Association Youth Job Fair

WHY

Establishing a business club and welcome all people who have an intention to create a business. The club will be subdivided into several groups by the occupational classification, thereby people can easily find their groups.

The member in a group can share their experiences and discuss problems in the entrepreneurial process. Besides, some successful entrepreneurs will be invited and make presentations to share their experiences. It may help the club member in some ways.

BUDGET

Uses	Actions	
Program Materials & Supplies	Develop, Strategize, Launch IPA Bookstore	
	Host IPA + Irvington Business Association Youth Job Fair	
	JobReady.Indy Partnership	
Marketing Materials, Strategy	Develop, Strategize, Launch IPA Bookstore	
	Host IPA + Irvington Business Association Youth Job Fair	
	JobReady.Indy Partnership	
Meals (Events, Community Meetings)	Host IPA + Irvington Business Association Youth Job Fair	
		Total

HOW

- Garner support of IDO
- Identify funding and partnership needs
- Choose a meeting location
 - The Co-working space
- Recruit members for the club
- Hosting the first meeting
- Establish a budget, determine membership dues, and find sponsors
- Management

PARTNERS

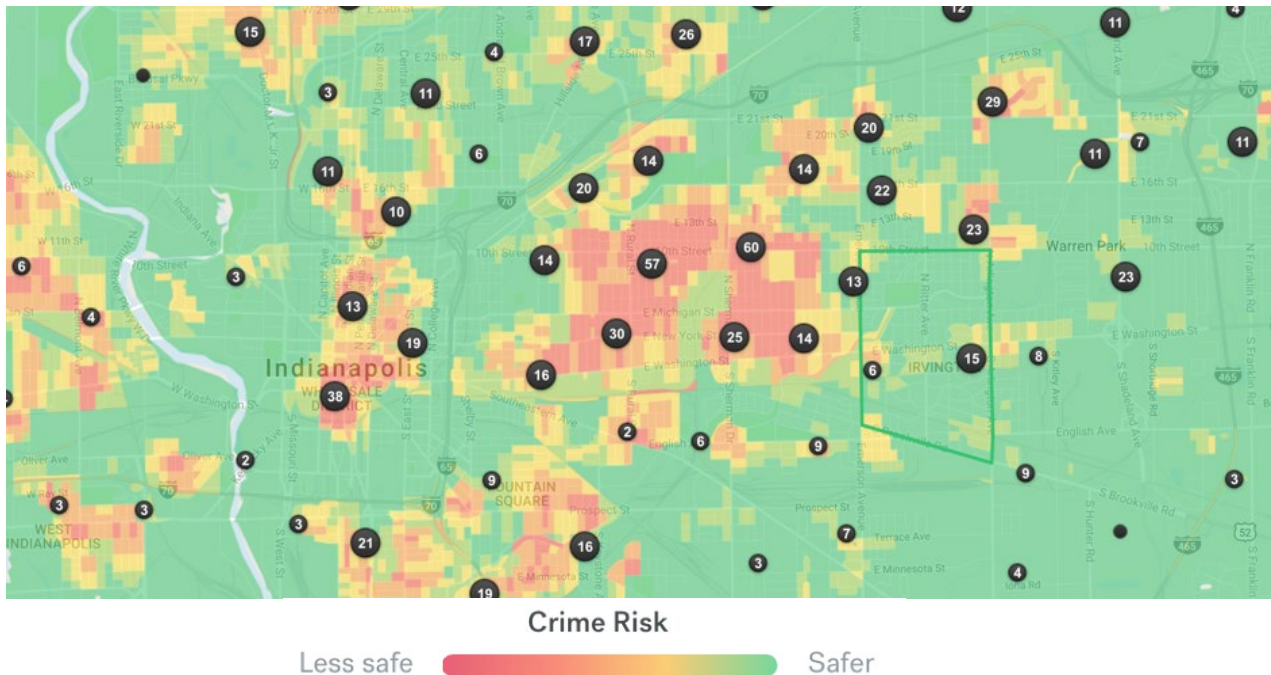
Irvington Development Organization
 Irvington Community Advocacy Network
 Individual Enterprises
 Indiana Small Business Development Center
 City of Indianapolis



Expenses	Notes
\$ 250.00	Purchase, constructon of inventory display, shelving needs; Inventory purchased by ICS.
\$ 500.00	Banners, fliers, outreach materials and technology to support (2) annual events.
N/A	Still development; Believe no cost to ICS.
\$ 175.00	Promotion, advertising, signage, community awareness.
\$ 500.00	Local advertising, social media, grassroots advertising, signage, youth engagement.
N/A	Still development; Believe no cost to ICS.
\$ 250.00	Communty stakeholders, job fair participants, attendees.
\$ 1,675.00	

GOAL 3: Increase / Maintain Neighborhood Safety and Low Crime

Safety is a significant assessment criteria of a good community. After observing the community and communicating with IPA students, basically, the degree of the safety in Irvington is good (see the crime map below). Most of students in the group express their satisfaction of the community's context. However, maintaining the good neighborhood surrounding is a challenge work since there are many potential risks may hide behind the peaceful life.



Objective 1: Prevent Petty Crimes/Theft/Arson

As one of the oldest suburbs of Indianapolis, the first impression of the Irvington community is peaceful and comfortable. Indeed, according to data from the crime risk map, it is not hard to find that the community is safe with lower crime rate.

However, the map also shows us that there is a big piece of land where is very close to the Irvington community has higher crime risk. So, Irvington community may will be influenced if people do not have pay more attention on this potential issue.

Objective 2: Reduce Traffic and the Safety issues influenced by school

According to the data about the main transportation to work in Irvington community, only 1.6% residents (over 16 years-old) use public transportation. In addition, most of students in the IPA are living out of the community, so most students are going to school by their private cars. There are two main problems are caused by overusing cars: the environmental pollution and the traffic accident. As we know that automobile exhaust fumes are one of the major causes of greenhouse effect and air pollution, which is not match to the goal of sustainable development. Also, an increasing traffic flow will lead to more traffic accidents, especially for the walking people. So, making a walkable community become a main goal to promote the safe level of the community's traffic and environment.

Initiative 6: Develop an IPA Youth-driven + IMPD, Irvington-supported, CPTED Program

WHAT

1. Little Free Library Program Implementation, Advocacy – ICS Campus-wide
2. ICS Green Team Formation, Implementation
3. Safe Routes to Parks Plan, Strategy

PARTNERS

Irvington Development Organization
 Irvington Community Advocacy Network
 Indianapolis Metropolitan Police Department.
 Residents
 Little Free Library

WHY

Maintain the good neighborhood surrounding of Irvington is a challenge work since there are many potential risks hide behind the peaceful life. How to fundamentally improve the safety rate of the community and also enhance the safety consciousness of the residents? Education, environmental protection and green travel have been considered as three relevant elements which are able to reduce the risk rate in some respects. Therefore, our CPTED program will start from some small activities, and wish those actions can maintain or improve the quality of Irvington's surrounding.

HOW

Little Free Library Program

- Identify a Location & Steward
- Purchase a Library online
- Get a Library
- Register the Library
- Get community involved
- kick off the Library in style

ICS Green Team

- Advertising the activity
- Registering
- Organizing the Green Team
- Training the Volunteers
- Site the place of Green movement
- Schedule the first action
- Evaluating the process

Safe Routes

- Recruit Volunteers
- Create a group
- Training
- Collecting data
- Survey and research
- Plan
- Evaluating

BUDGET

Uses	Actions	Expenses
Program Materials & Supplies	Little Free Libraries Program - ICS Campuswide	\$ 975.00
	ICS Green Team Program - ICS Campuswide	\$ 550.00
	Safe Routes to Parks Plan, Strategy - ICS, Irvington	\$ 100.00
	IPA + Community + IMPD ICS Campus Public Art Program	\$ 525.00
Marketing Materials, Strategy	Little Free Libraries Program - ICS Campuswide	\$ 125.00
	ICS Green Team Program - ICS Campuswide	\$ 125.00
	Safe Routes to Parks Plan, Strategy - ICS, Irvington	\$ 100.00
Meals (Team, Community Meetings)	ICS Students, Families + Plan Stakeholders	\$ 225.00
	Total	\$ 2,725.00

Initiative 7: Plan, Coordinate, Host events where students can get to know IMPD, Create partnership opps in support

WHAT

1. Launch IPA, IMPD Cops + Donuts Series
2. Implement IMPD School Programs for youth crime-prevention, awareness, outreach (Encountering Police / Traffic Stop / Dangers of Drug Abuse, Underage Drinking / Juvenile Justice Jeopardy)
3. Irvington Community Advocacy Network - Irvy 500 (teams, outreach, partnership)
4. Plan, strategize, host IPA + Irvington School, Community Game Night – community locations
5. Evaluate IPA Building Egress, Ingress in CPTED practices.

WHY

Host an event where the youth and residents can get to know law enforcement and get the opportunity of law enforcement training. The related officers, like local police will be invited in the event to popularize legal knowledge, and tell people how to protect themselves when they are in emergency situation, thereby creating a closer relationship with the public.

Besides, the law enforcement can offer some chances for the public to visit their offices or working places, and make some basic introduction during the trip. In this way, people will know how their working process, and may coordinate with their works better in the future. For instance, the youth and residents can go and visit the fire department, and they may know how to follow firefighters’ instructions well and how to use firetrucks to save their lives.

BUDGET

Uses	Actions	Expenses	
Marketing Materials, Strategy, Space Rental	Co-host IPA-sponsored IMPD School Programs for youth crime-prevention	\$ 175.00	Juvenile Justice Jeopardy, Poli Drinking
	Support ICAN through participation in Irvy 500 community event	\$ 175.00	CPTED Program marketing ma
	Plan, Strategize, host IMPD + Irvington community (schools) Game Night	\$ 250.00	Off-site (ICS) events, quarterly (grades 8 - 12)
	Total	\$ 600.00	

s, community rt of IPA Youth-driven CPTED Program

HOW

- Garner support of IMPD
Training small young groups to get know the law enforcement.
- Garner support of ICS School & Board Leadership
- Organize a team to plan and manage all of the event's details (could be the young groups)
- Identify funding and partnership needs
- Advertise the event
Cops and Donuts at school - talk to youth
- Determine evaluation process
- Schedule timely events

PARTNERS

Irvington Development Organization
 Irvington Community Advocacy Network
 Indianapolis Metropolitan Police Department.
 ICS School & Board Leadership



Notes
ce Traffic Stop, Dangers of Drug Abuse, Underage
aterials, event apparel
y in Irvington locaion -open to ALL Irvington youth

Initiative 8: Create and Organize a Community-Building Carpool for Students + Parents

WHAT

There are two main problems are caused by overusing cars: the environmental pollution (health) and the traffic accident (safety).

WHY

Carpool is an innovative method to reduce the traffic problem to a certain extent. With a carpool, people can share rides with others if they have the same destination.

In fact, there are similar actions like carpool are working in Irvington now, but those actions are limited in small groups and have not be standardized yet. Every school is suggested to organize a carpool group, since students have a same destination every workdays.

They and their parents can save valuable time and reduce the gas and parking fee and it is also a good method to consolidate friendship between different students' families.

HOW

- Garner support of IMPD and ICS School & Board Leadership.
- Host a parents' hearing to introduce the Carpool project, and record all families with interests.
- Map all students' addresses and divide into groups by the distance, and suggest routes to each group.
- Identify funding and partnership needs.
- Get to know all drivers (parents) and elect them for security purpose.
- Get feedback from parents or students and revise the carpool project.
- Get technological supports - Use a carpool app to recording routes and make sure the security.

PARTNERS

Irvington Development Organization
Irvington Community Advocacy Network
Indianapolis Metropolitan Police Department
Students and their parents
Residents

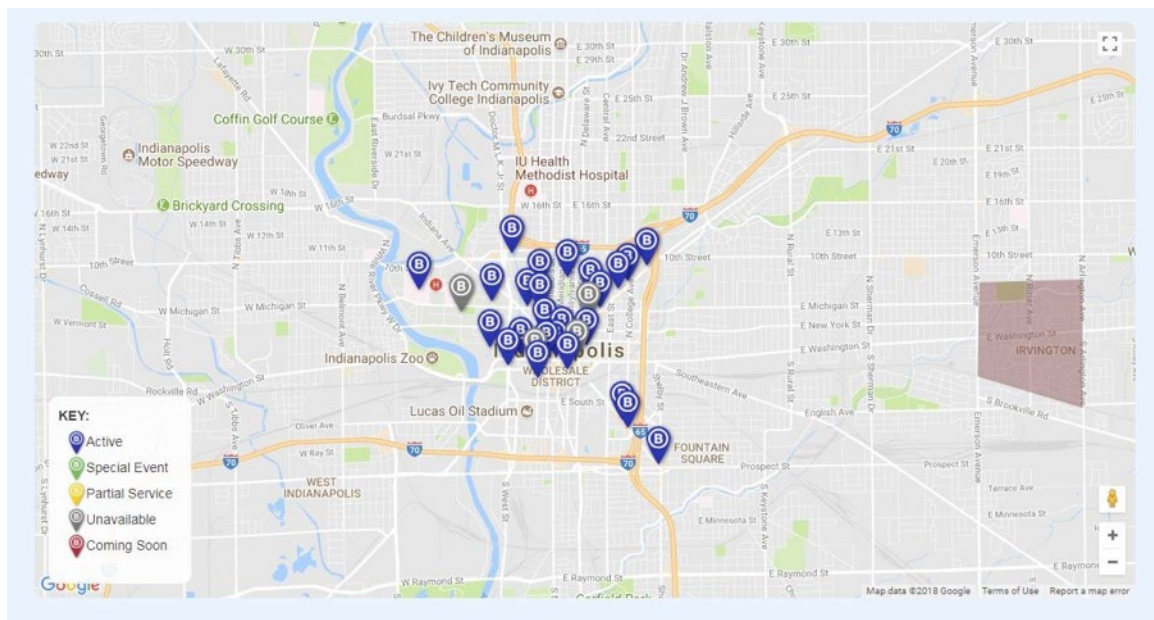


Initiative 9: Create a Bike Share Program

WHY

According to the result from quantitative analysis, 98.4% residents over 16-year-old are choose their private cars as the main trip mode. Only 1.6% people use the public transportation, and the public transportation only refers to the bus. Students want to use healthier and green trip mode, so, they are planning to create a bike share program. In fact, a bike share program is running in the central area of Indianapolis, but the service scope is limited (see the figure below). However, as a good resource in a close area, Irvington can refer to the program or make a connection with it.

Based on the ideas from students, the use of the bike will not be charge money, or less cost of use, like 1 dollar. And the user is responsible for keeping and maintaining those public facilities. The source of the bike is expected from the public donation. Connecting with the other initiative mentioned above, students want to set a stop in front of the recreation center. The other locations of the bike stops will be decided by specific needs. In this way, the students can ride bikes on the trail or in the park and arrive their destination by the public transportation.



HOW

- Garner support of IMPD, IndyGo, and ICS School
- Spread the word and let people know the bike share program
- Identify funding and partnership needs
- Collect bikes from the public or some individual organizations
- Map the bike line over the community
- Host some classes to train people how repair and maintain the public bikes
- Get feedback from users and revise the program

PARTNERS

- Irvington Development Organization
- Indianapolis Cultural Trail, Inc.
- Indianapolis Metropolitan Police Department.
- IndyGO
- ICS School & Board Leadership
- Irvington Businesses

Appendices

Appendix A: Survey Results

What Year	Do you go to school?	What activities do you like to do after school (work/socialize/study or other)?	If a comm. What would you like to see provided at a recreation center?	What skills/talents/hobbies do you have?	Would I
46201 Junior	17 Yes	No	Yes	workout equipment, arts programming	leadership
46219 Freshman	15 Yes	Yes	Yes	recreational stuff	blinking
46220 Freshman	18 Yes	No	Yes	Music Club	guitar, bass, drums, and skateboarding
46221 Senior	17 Yes	No	Yes	A place where we can do different things. (Read, sing, play video games, painting and drawing, writing)	guitar, bass, drums, and skateboarding
46222 Senior	18 Yes	No	Yes	Sports	guitar, bass, drums, and skateboarding
46223 Senior	17 Yes	No	Yes	Lap pool	Swimming, gaming, playing guitar.
46224 Senior	17 Yes	No	Yes	Intramural Sports	Soccer, Trumpet, Video Games
46225 Senior	17 Yes	No	Yes	Gym	Engineering
46226 Senior	18 Yes	No	Yes	Basketball and video games	Playing Sports
46227 Senior	17 Yes	No	Yes	Basketball and video games	Playing Sports
46228 Senior	17 Yes	No	Yes	What ever would help people most.	Carpentry, furniture refinishing, antique repair
46229 Senior	17 Yes	No	Yes	majority of sports equipment I would like to use, and ways to use it	I'm decent at doing others makeup.
46230 Junior	16 Yes	Yes	Yes	student run coffee shop	Volleyball, softball, reading.
46231 Junior	17 Yes	No	Yes	Maybe Basketball courts, volleyball nets, a soccer field	hardworking and taking care of my family
46232 Junior	18 Yes	No	Yes	Maybe pitching machines, basketball hoops, etc.	make up
46233 Junior	18 Yes	No	Yes	Maybe	listen to rap music
46234 Junior	18 Yes	No	Yes	Maybe	playing sport
46235 Junior	18 Yes	No	Yes	Maybe	clean and cook and go to church
46236 Junior	17 Yes	No	Yes	Maybe	playing sports
46237 Senior	17 Yes	No	Yes	Maybe	playing sports
46238 Senior	17 Yes	No	Yes	Maybe	playing sports
46239 Senior	17 Yes	No	Yes	Maybe	playing sports
46240 Senior	17 Yes	No	Yes	Maybe	playing sports
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46297 Senior	17 Yes	No	Yes	Maybe	playing sports
46298 Senior	17 Yes	No	Yes	Maybe	playing sports
46299 Senior	17 Yes	No	Yes	Maybe	playing sports
46300 Senior	17 Yes	No	Yes	Maybe	playing sports

Appendix B: Esri Results



Retail MarketPlace Profile

Polygon
Area: 2.61 square miles

Prepared by Esri

Summary Demographics						
2017 Population						11,190
2017 Households						5,031
2017 Median Disposable Income						\$41,709
2017 Per Capita Income						\$30,229
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$165,724,889	\$186,435,400	-\$20,710,511	-5.9	84
Total Retail Trade	44-45	\$149,918,688	\$172,451,810	-\$22,533,122	-7.0	60
Total Food & Drink	722	\$15,806,201	\$13,983,590	\$1,822,611	6.1	24
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$32,861,250	\$21,124,717	\$11,736,533	21.7	6
Automobile Dealers	4411	\$25,701,166	\$17,377,583	\$8,323,583	19.3	3
Other Motor Vehicle Dealers	4412	\$3,947,774	\$1,797,607	\$2,150,167	37.4	1
Auto Parts, Accessories & Tire Stores	4413	\$3,212,310	\$1,949,526	\$1,262,784	24.5	2
Furniture & Home Furnishings Stores	442	\$4,366,858	\$3,023,665	\$1,343,193	18.2	3
Furniture Stores	4421	\$2,851,185	\$1,362,860	\$1,488,325	35.3	1
Home Furnishings Stores	4422	\$1,515,673	\$1,660,805	-\$145,132	-4.6	1
Electronics & Appliance Stores	443	\$4,413,722	\$950,712	\$3,463,010	64.6	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$10,416,805	\$6,988,763	\$3,428,042	19.7	5
Bldg Material & Supplies Dealers	4441	\$9,703,487	\$6,949,142	\$2,754,345	16.5	5
Lawn & Garden Equip & Supply Stores	4442	\$713,318	\$0	\$713,318	100.0	0
Food & Beverage Stores	445	\$26,094,616	\$101,305,563	-\$75,210,947	-59.0	5
Grocery Stores	4451	\$22,783,493	\$19,580,666	\$3,202,827	7.6	3
Specialty Food Stores	4452	\$1,204,516	\$0	\$1,204,516	100.0	0
Beer, Wine & Liquor Stores	4453	\$2,106,607	\$81,496,770	-\$79,390,163	-95.0	3
Health & Personal Care Stores	446,4461	\$9,604,350	\$2,040,368	\$7,563,982	65.0	1
Gasoline Stations	447,4471	\$17,372,901	\$19,651,014	-\$2,278,113	-6.2	5
Clothing & Clothing Accessories Stores	448	\$5,963,091	\$1,290,438	\$4,672,653	64.4	5
Clothing Stores	4481	\$3,607,958	\$409,726	\$3,198,232	79.6	2
Shoe Stores	4482	\$1,181,451	\$0	\$1,181,451	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,173,681	\$880,712	\$292,969	14.3	3
Sporting Goods, Hobby, Book & Music Stores	451	\$3,311,660	\$3,188,286	\$123,374	1.9	7
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,701,764	\$2,739,117	-\$37,353	-0.7	5
Book, Periodical & Music Stores	4512	\$609,896	\$449,169	\$160,727	15.2	2
General Merchandise Stores	452	\$25,589,552	\$3,834,708	\$21,754,844	73.9	5
Department Stores Excluding Leased Depts.	4521	\$19,227,699	\$0	\$19,227,699	100.0	0
Other General Merchandise Stores	4529	\$6,361,853	\$3,834,708	\$2,527,145	24.8	5
Miscellaneous Store Retailers	453	\$6,764,381	\$4,137,318	\$2,627,063	24.1	13
Florists	4531	\$319,214	\$927,388	-\$608,174	-48.8	1
Office Supplies, Stationery & Gift Stores	4532	\$1,230,494	\$298,532	\$931,962	61.0	2
Used Merchandise Stores	4533	\$929,276	\$856,702	\$72,574	4.1	5
Other Miscellaneous Store Retailers	4539	\$4,285,396	\$2,054,695	\$2,230,701	35.2	5
Nonstore Retailers	454	\$3,159,502	\$4,916,258	-\$1,756,756	-21.8	1
Electronic Shopping & Mail-Order Houses	4541	\$2,449,976	\$4,916,258	-\$2,466,282	-33.5	1
Vending Machine Operators	4542	\$170,297	\$0	\$170,297	100.0	0
Direct Selling Establishments	4543	\$539,229	\$0	\$539,229	100.0	0
Food Services & Drinking Places	722	\$15,806,201	\$13,983,590	\$1,822,611	6.1	24
Special Food Services	7223	\$407,523	\$0	\$407,523	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$566,844	\$162,538	\$404,306	55.4	1
Restaurants/Other Eating Places	7225	\$14,831,835	\$13,797,896	\$1,033,939	3.6	23

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

October 31, 2017



ACS Housing Summary

Polygon
Area: 2.61 square miles

Prepared by Esri

	2011-2015 ACS Estimate	Percent	MOE(±)	Reliability
TOTALS				
Total Population	11,167		575	High
Total Households	4,736		201	High
Total Housing Units	5,541		222	High
OWNER-OCCUPIED HOUSING UNITS BY MORTGAGE STATUS				
Total	3,169	100.0%	174	High
Housing units with a mortgage/contract to purchase/similar debt	2,259	71.3%	163	High
Second mortgage only	129	4.1%	59	Medium
Home equity loan only	305	9.6%	87	Medium
Both second mortgage and home equity loan	19	0.6%	11	Medium
No second mortgage and no home equity loan	1,806	57.0%	149	High
Housing units without a mortgage	910	28.7%	107	High
AVERAGE VALUE BY MORTGAGE STATUS				
Housing units with a mortgage	\$123,739		\$13,358	High
Housing units without a mortgage	\$112,195		\$19,513	High
OWNER-OCCUPIED HOUSING UNITS BY MORTGAGE STATUS & SELECTED MONTHLY OWNER COSTS				
Total	3,169	100.0%	174	High
With a mortgage: Monthly owner costs as a percentage of household income in past 12 months				
Less than 10.0 percent	220	6.9%	62	Medium
10.0 to 14.9 percent	456	14.4%	78	High
15.0 to 19.9 percent	494	15.6%	90	High
20.0 to 24.9 percent	321	10.1%	67	Medium
25.0 to 29.9 percent	180	5.7%	58	Medium
30.0 to 34.9 percent	133	4.2%	45	Medium
35.0 to 39.9 percent	88	2.8%	37	Medium
40.0 to 49.9 percent	154	4.9%	72	Medium
50.0 percent or more	210	6.6%	68	Medium
Not computed	5	0.2%	7	Low
Without a mortgage: Monthly owner costs as a percentage of household income in past 12 months				
Less than 10.0 percent	496	15.7%	77	High
10.0 to 14.9 percent	166	5.2%	43	Medium
15.0 to 19.9 percent	135	4.3%	55	Medium
20.0 to 24.9 percent	14	0.4%	13	Low
25.0 to 29.9 percent	34	1.1%	28	Low
30.0 to 34.9 percent	18	0.6%	12	Low
35.0 to 39.9 percent	0	0.0%	0	Low
40.0 to 49.9 percent	22	0.7%	20	Low
50.0 percent or more	16	0.5%	14	Low
Not computed	8	0.3%	9	Low

Source: U.S. Census Bureau, 2011-2015 American Community Survey

Reliability: High Medium Low

October 31, 2017



ACS Population Summary

Polygon
Area: 2.61 square miles

Prepared by Esri

	2011 - 2015 ACS Estimate	Percent	MOE(±)	Reliability
TOTALS				
Total Population	11,167		575	■■■
Total Households	4,736		201	■■■
Total Housing Units	5,541		222	■■■
POPULATION AGE 3+ YEARS BY SCHOOL ENROLLMENT				
Total	10,615	100.0%	541	■■■
Enrolled in school	2,458	23.2%	301	■■■
Enrolled in nursery school, preschool	270	2.5%	94	■■
Public school	150	1.4%	80	■■
Private school	121	1.1%	51	■■
Enrolled in kindergarten	71	0.7%	30	■■
Public school	67	0.6%	30	■■
Private school	4	0.0%	5	■
Enrolled in grade 1 to grade 4	456	4.3%	112	■■
Public school	320	3.0%	104	■■
Private school	136	1.3%	56	■■
Enrolled in grade 5 to grade 8	617	5.8%	146	■■
Public school	443	4.2%	128	■■
Private school	174	1.6%	72	■■
Enrolled in grade 9 to grade 12	439	4.1%	105	■■
Public school	315	3.0%	94	■■
Private school	124	1.2%	49	■■
Enrolled in college undergraduate years	455	4.3%	116	■■
Public school	395	3.7%	111	■■
Private school	60	0.6%	34	■■
Enrolled in graduate or professional school	151	1.4%	54	■■
Public school	82	0.8%	43	■■
Private school	68	0.6%	33	■■
Not enrolled in school	8,158	76.9%	361	■■■
POPULATION AGE 65+ BY RELATIONSHIP AND HOUSEHOLD TYPE				
Total	1,313	100.0%	143	■■■
Living in Households	1,280	97.5%	143	■■■
Living in Family Households	780	59.4%	121	■■■
Householder	414	31.5%	71	■■■
Spouse	306	23.3%	69	■■
Parent	32	2.4%	30	■
Parent-in-law	9	0.7%	14	■
Other Relative	15	1.1%	11	■
Nonrelative	4	0.3%	6	■
Living in Nonfamily Households	500	38.1%	92	■■■
Householder	449	34.2%	79	■■■
Nonrelative	51	3.9%	3	■
Living in Group Quarters	33	2.5%	21	■■

KEY FACTS

11,190
Population



Average
Household Size

42.0
Median Age

Median Age

\$51,635
Median Household
Income

Median Household
Income

BUSINESS



271
Total Businesses

Total Businesses



2,692
Total Employees

Total Employees

INCOME



\$51,635
Median Household
Income

Median Household
Income



\$30,229
Per Capita Income

Per Capita Income



\$65,404
Median Net Worth

Median Net Worth

EDUCATION

11%
No High
School
Diploma

No High
School
Diploma



27%
High School
Graduate

High School
Graduate



24%
Some College

Some College



37%
Bachelor's/Grad/Prof
Degree

Bachelor's/Grad/Prof
Degree

EMPLOYMENT



White Collar



Blue Collar



Services

65%

21%

13%

5.3%
Unemployment
Rate

Unemployment
Rate

Households By Income

The largest group: \$50,000 - \$74,999 (17.5%)

The smallest group: \$200,000+ (3.0%)

Indicator ▲	Value	Difference
<\$15,000	13.2%	-0.6%
\$15,000 - \$24,999	11.1%	-1.4%
\$25,000 - \$34,999	11.4%	-1.1%
\$35,000 - \$49,999	12.6%	-2.8%
\$50,000 - \$74,999	17.5%	+0.1%
\$75,000 - \$99,999	13.7%	+2.7%
\$100,000 - \$149,999	13.5%	+2.8%
\$150,000 - \$199,999	4.0%	+0.6%
\$200,000+	3.0%	-0.3%

Appendix C: Previous plans for Irvington Plaza on Washington Street

PLAN 1

Irvington Crossing: Proposed Amenities

Housing

The proposed housing cluster works with nearly any architectural style



Irvington Crossing Park

Irvington Crossing Park provides sidewalks, greenspace, gardens, and playgrounds for all residents (even adults)



Farmer's Market

Portable tent space allows the farmer's market to grow and expand over the years



Irvington Crossing: The Plan



This plan incorporates the following expressed needs:

- Walkability
- Prominent Pennsy Trail head
- Larger Marsh grocery
- Traffic calming
- Divided parking
- Residential spaces
- Restored bowling alley and Mexican restaurant



Irvington Crossing: Proposed Amenities

Hardscaping

Variations in hardscaping materials not only calm vehicular traffic, but create a unique visual expression



Julian Corner Park

Julian Corner Park unites recreation, commercial, and residential activities at South Ridgeview Drive and Julian Avenue



Ridgeview Drive Trail Head

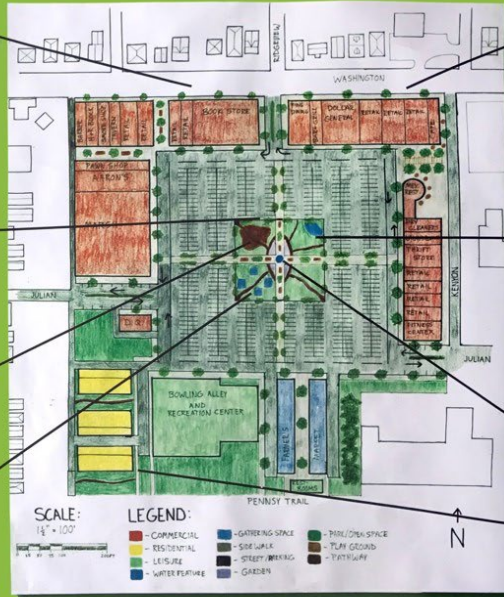
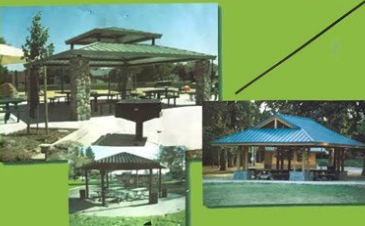
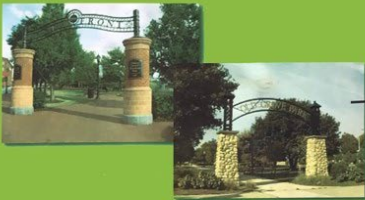
Provides convenient access to the Pennsy Trail, along with picnic shelters and public restrooms for trail users



PLAN 2

Irvington Square: A Revitalization Project

By: Dean Kessler, Student Master of Science in Historic Preservation Ball State University Muncie, IN
Presented: February 1, 2010

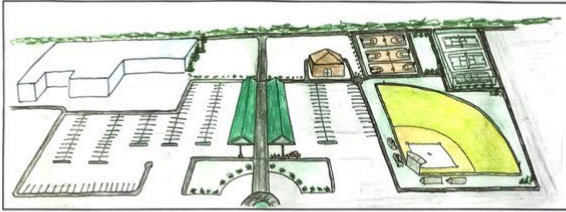


Purpose:

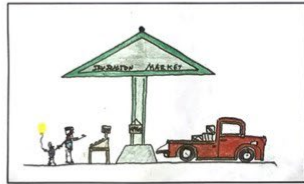
To provide the residents of Irvington a safe, walkable, friendly environment for their retail,

PLAN 4

IRVINGTON PLAZA

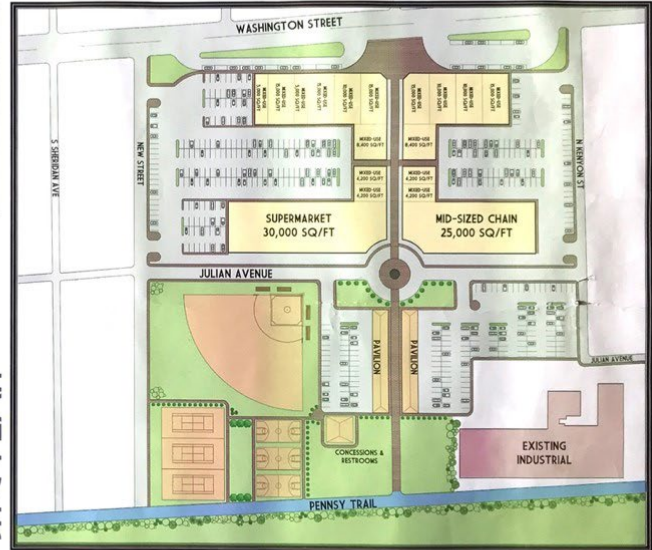


BIRDS EYE VIEW OF SOUTH HALF OF PROPERTY



DETAIL OF FARMERS MARKET PAVILION

SITE PLAN



IRVINGTON PROMENADE

Joe Frost
Raina Regan
Ball State University



ELEVATIONS



DESIGN FEATURES

- Celebrate historic fabric
- Increased walkability and recreation
- Enhanced neighborhood connections
- Commercial, residential, and public facilities for a diverse population
- Retains current businesses in renewed space
- Ease of access for pedestrians and drivers



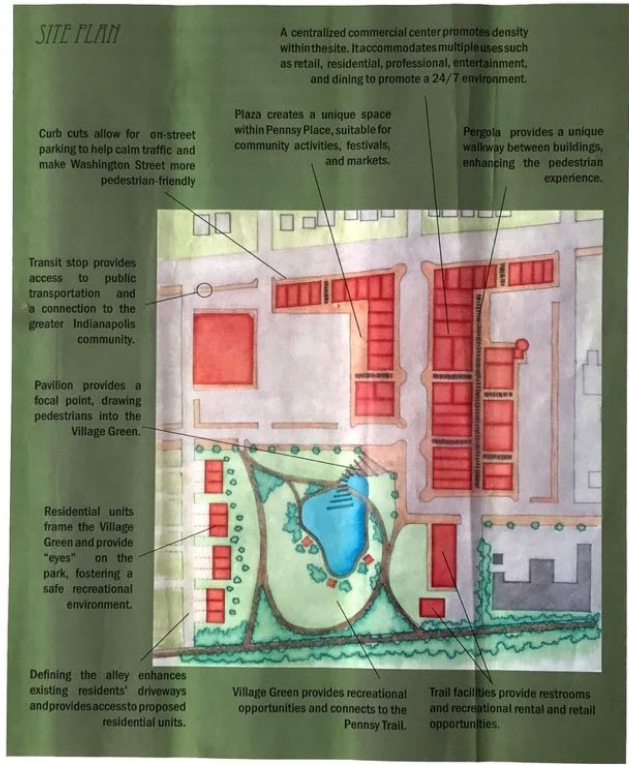
INTENT

While Indianapolis has experienced increased economic activity, population growth, and cultural offerings, our daily environments have largely become places without distinguishing character - the battle is ever more about fighting traffic congestion and not about creating valuable places. While it may be difficult to alleviate traffic along Washington Street, the project focused on developing a place that a wide range of people can enjoy and take pride in.

Communities depend on the design of many components that benefit residents and create a unique pride of belonging and ownership. Irvington is a backbone of Indianapolis. Its appearance, amenities, and function are key to the betterment of the city. Penny Place's goal is to create an area with improved connectivity, walkability, and attractiveness to benefit Irvington as a whole.

Rather than isolating uses from one another, planning true neighborhoods places emphasis on creating quality environments that are not left behind for the newest development next door. Accommodating growth for a diverse array of lifestyles, incomes, and needs provides marketable and viable choices that will retain a sense of belonging and identity. An appropriate mix of uses and strong design are the cornerstone of developing livable and sustainable neighborhoods.

SITE PLAN



GOALS

ESTABLISH CORE:

- Provide a focal point in the community
- Provide a place for daily interaction within walking distance from most parts of the Irvington neighborhood
- Create a shopping destination for passersby on the Washington Street Corridor
- Link to Penny Trail and provide recreational activities and services

PROMOTE GOOD DESIGN:

- Infuse traditional building character with contemporary design features to form a dynamic environment
- Use small-scale buildings that meet the sidewalk to provide active street levels
- Break up appearance of large building block by off-setting storefront heights
- Use urban design principles to foster pedestrian activity

CREATE GATHERING SPACE:

- Create a "village green" to provide a unique, identifiable recreational space for Irvington residents
- Anchor the neighborhood in a common civic space that accommodates a variety of uses and activities
- Provide residences to front the village green, helping define the area's boundary and creating a safe environment
- Solidify the neighborhood's identity and create a desirable environment

IMPROVE STREETS AND CIRCULATION:

- Create a street network to facilitate traffic movement and create comfortable spaces for pedestrians
- Use wide sidewalks, street trees, plazas, and on-street parking to calm traffic
- Minimize appearance of surface parking by locating parking on the peripheral and rear of buildings
- Maintain the street-wall to enhance and encourage pedestrian activity

GUIDING PRINCIPLES

PROMOTE DIVERSITY OF USE:

Healthy redevelopment should have a wide variety of uses

ENCOURAGE COMPACTNESS:

- Central area should be compact and create a critical mass of activity
- Should be easily accessible by foot
- Fill existing gaps in the urban fabric
- Discourage new development to occur outside of the neighborhood

FOSTER INTENSITY OF DEVELOPMENT:

Plan, development regulations, and review process must specify how buildings should relate to the street and set standards for the quality of street-level spaces

Step up the heights of buildings to gradually break up the mass without undermining the human scale

ENSURE A BALANCE OF ACTIVITIES:

- Consider day and evening activities to ensure 24/7 activities
- Avoid excessive clustering of similar uses

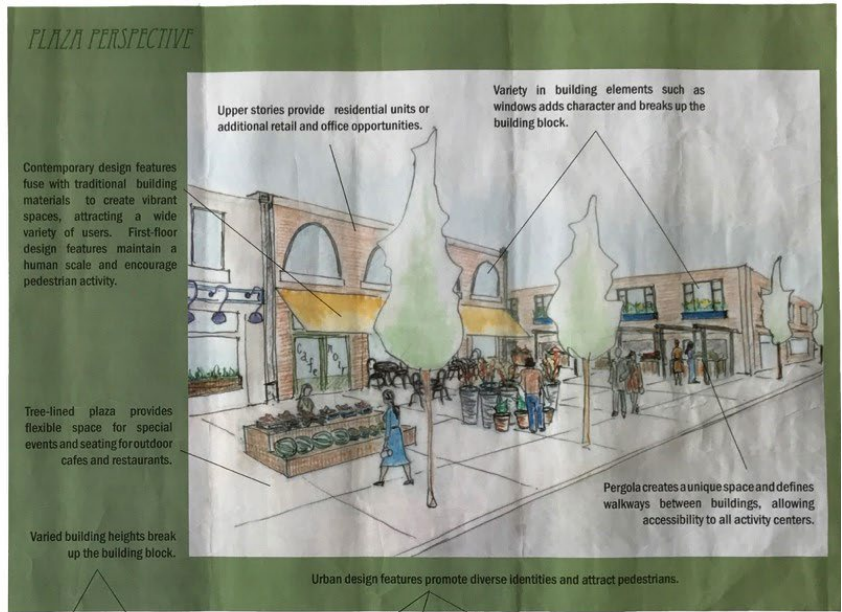
PROVIDE FOR ACCESSIBILITY:

- Vehicle access and parking must be convenient and efficient
- Encourage the use of public transit, peripheral parking, and carpools
- Pedestrians should have clear priority over automobiles

CREATE FUNCTIONAL LINKAGES:

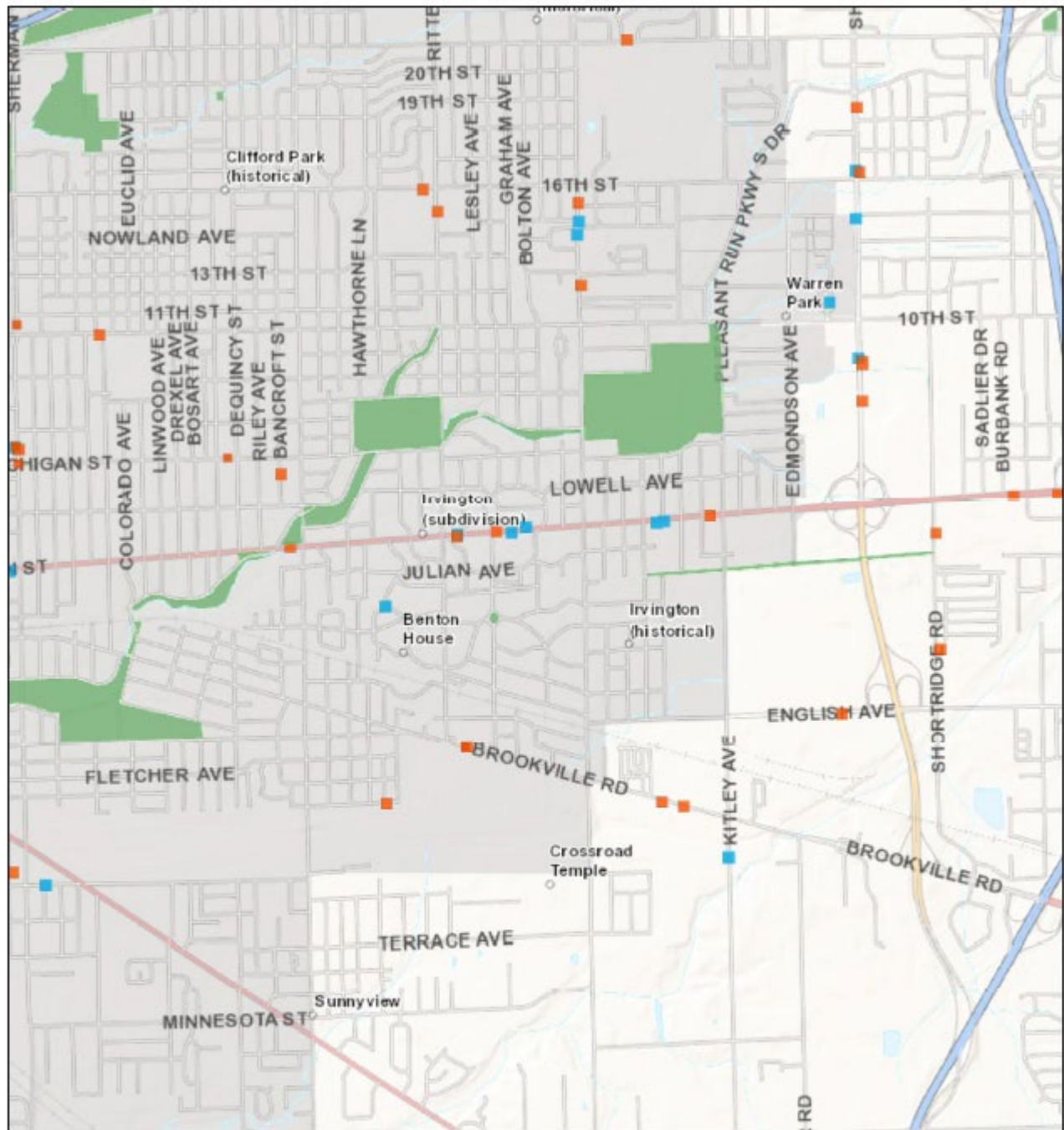
- People must be able to walk between activity centers
- Linkages should be direct, physically attractive, and convenient
- Should create an integrated network defined by distinctive streetscape treatments, open spaces, and active street-level uses

PLAZA PERSPECTIVE



Appendix D: Environmental Analysis

Brownfields Map



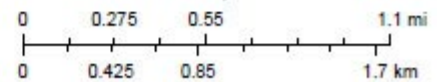
February 8, 2018

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Managed Lands (IDNR)

- Open (per regulations)
- Restricted
- Brownfields
- Industrial Waste Sites

Cleanup Sites 2015



Indiana Department of Environmental Management, Office of Land Quality
 Indiana Department of Natural Resources, Indiana Natural Heritage Data Center
 Indiana Department of Environmental Management, Office of Land Quality
 Indiana Department of Transportation (INDOT), U.S. Census Bureau (USCB)

Appendix E: Budgets

My Community, My Vision
 Project Priority Implementation Funds (\$5,000) - IHGCA
 Funds Disbursement Date: April 2018

April 2018 - October 2018					
Uses					
Goal 3, Objective 1, Initiative 6	DEVELOP YOUTH-DRIVEN + IMPD, IRVINGTON SUPPORTED CPTED PROGRAM		IHGCA		BUDGET NOTES
	Little Free Libraries Program - ICS Campuswide		\$ 975.00		acquisition of LFL kits; construction, install accrued by ICS Youth, Staff
	ICS Green Team Program - ICS Campuswide		\$ 500.00		program materials include green team kits, apparel
	Safe Routes to Parks Plan, Strategy - ICS, Irvington		\$ 100.00		community stakeholder materials, sidewalk audit materials, planning
	IPA + Community + IMPD ICS Campus Public Art Program		\$ 525.00		
	Marketing Materials, Strategy		\$ 125.00		community promotion, outreach; book drive promotion; user awareness outreach
	ICS Green Team Program - ICS Campuswide		\$ 125.00		community promotion, outreach; book drive promotion; user awareness outreach
	Safe Routes to Parks Plan, Strategy - ICS, Irvington		\$ 100.00		community promotion, outreach; book drive promotion; user awareness outreach
	Meals (Team, Community Meetings)		\$ 225.00		community stakeholder, ICS parent, staff input sessions, celebrations
	Goal 3, Objective 1, Initiative 6		\$ 2,775.00		
Goal 3, Objective 1, Initiative 7	PLAN, COORDINATE, HOST EVENTS FOCUSED ON IMPD + STUDENT RELATIONSHIP-BUILDING, AWARENESS OF STUDENT-DRIVEN CPTED PROGRAM				
	Marketing Materials, Strategy, Space Rental		\$ 175.00		Juvenile Justice Jeopardy, Police Traffic Stop, Dangers of Drug Abuse, Underage Drinking
	Co-host IPA-sponsored IMPD School Programs for youth crime-prevention		\$ 175.00		CPTED Program marketing materials, event apparel
	Support ICAN through participation in Irvy 500 community event		\$ 250.00		off-site (ICS) events, quarterly in Irvington location -open to ALL Irvington youth (grades 8 - 12)
	Plan, Strategize, host IMPD + Irvington community (schools) Game Night		\$ 600.00		
	Goal 3, Objective 1, Initiative 7		\$ 600.00		
Goal 2, Objective 5	ESTABLISH AN IPA + IRVINGTON COMMUNITY YOUTH BUSINESS DEVELOPMENT CLUB				
	Develop, Strategize, Launch IPA Bookstore		\$ 250.00		purchase, construction of inventory display, shelving needs; inventory purchased by ICS
	Host IPA + Irvington Business Association Youth Job Fair		\$ 500.00		banners, fliers, outreach materials and technology to support (2) annual events
	JobReady/indy Partnership		N/A		staff development; believe no cost to ICS
	Develop, Strategize, Launch IPA Bookstore		\$ 175.00		promotion, advertising, signage, community awareness
	Host IPA + Irvington Business Association Youth Job Fair		\$ 500.00		local advertising, social media, grassroots advertising, signage, youth engagement
	JobReady/indy Partnership		N/A		staff development; believe no cost to ICS
	Meals (Events, Community Meetings)		\$ 250.00		community stakeholders, job fair participants, attendees
	Goal 2, Objective 2, Initiative 5		\$ 1,675.00		
	TOTAL IHGCA - PROJECT PRIORITIES IMPLEMENTATION		\$ 5,000.00		



**Irvington Community, Indianapolis, Indiana
2017-2018 Youth Action Plan**