

SWEET 16 QUALITY OF LIFE PLAN

2018

Backbone Organization – Anderson Impact Center



Community Partner – Vectren Foundation



Facilitator – Prosperity Indiana



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How the work began...

The Vectren Foundation is deeply committed to supporting local initiatives that bring people, organizations and talent together to revitalize the communities it serves. As part of this effort, the near west side of Anderson was targeted for a quality of life planning effort. The Vectren Foundation funded the work of Prosperity Indiana in engaging with residents, stakeholders, and leaders in Anderson to define neighborhood boundaries, name the neighborhood, and engage in an intentional process of planning to improve the quality of life in the area.

After a community summit, Prosperity Indiana and the Vectren Foundation asked for local organizations that would be interested in serving as the backbone organization for the project and the Anderson Impact Center, located in the area identified by stakeholders, was selected.

Once a steering committee was identified and trained on the one-on-one interview process for engaging residents and stakeholders, the process was underway. More than 65 interviews were conducted in 90 days. A report back session, where the findings of the interviews were presented, was held May 4, 2017 at The Anderson Impact Center. A vision was created for the neighborhood and 5 working groups started developing goals and action plans with support from the Impact Center and Prosperity Indiana. The Sweet 16 Plan is the result of the effort of the working groups and the “end of the beginning” of the process, moving from thinking about quality of life in the neighborhood to implementing the plan to achieve the vision.

Defining the Sweet 16

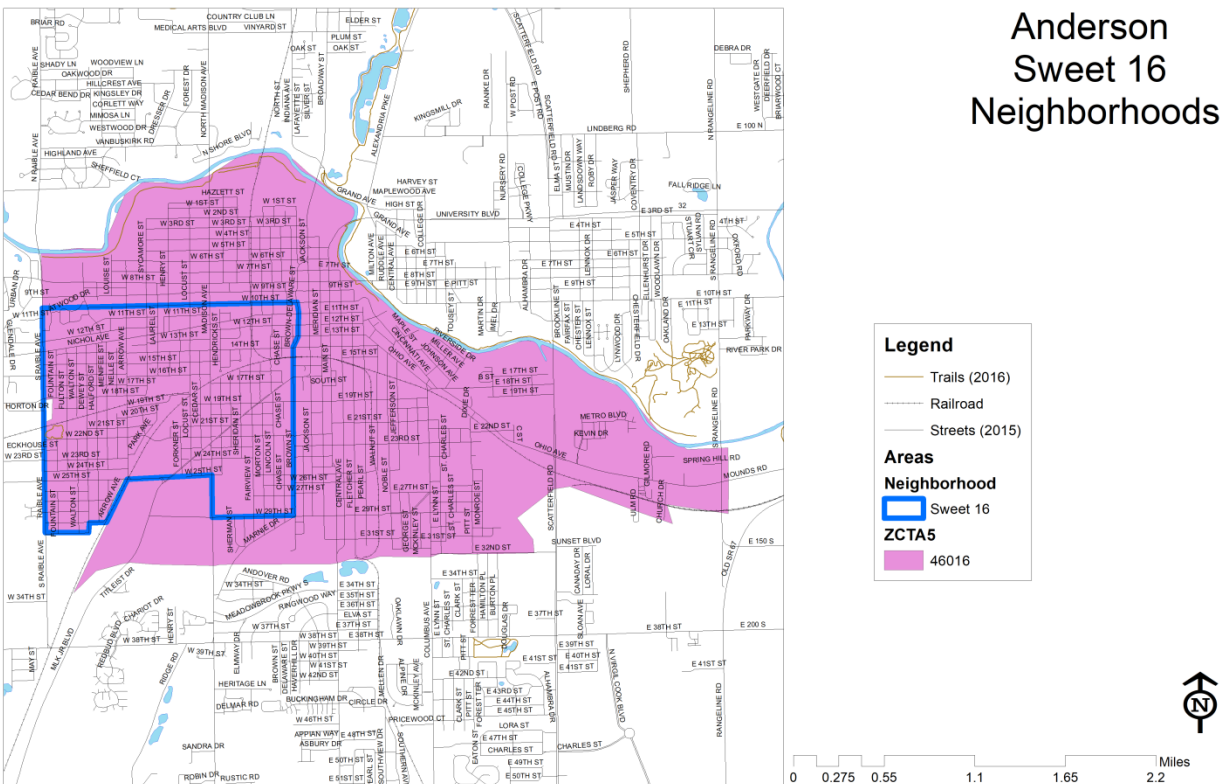
During the Community Conversation, groups mapped the area generally west of downtown that they believed should be included in the neighborhood planning process. Prosperity Indiana used these maps to propose an area, which was later refined by the steering committee. Over time, the steering committee chose the name Sweet 16 – a name that references both the zip code of the area (46016) and gives nod to the area’s connection to Indiana’s rich high school basketball tradition and history.

The former Anderson High School basketball arena, known as “The Wigwam” still sits in the neighborhood and is part of a revitalization and reuse project for the former high school site. The original arena hosted the NBA's Anderson Packers from 1949 to 1950. It burned down in 1958. The replacement arena opened up in November 1961 and has a capacity of 8,996. It was the second largest high school basketball arena, after New Castle Fieldhouse in New Castle, Indiana. Before the construction of Market Square Arena (and then Bankers Life Fieldhouse), the Indiana Pacers played several games at the Wigwam.



Source 1: Chris Bergin for the New York Times

The 46016 ZIP code area is larger than the neighborhood plan area, extending east of the neighborhood and north. The Sweet 16 area is centrally located and positioned just minutes from downtown Anderson. It is an area that is 1.85 square miles that begins at Raible Avenue and continues South along 29th Street, East along Brown/Delaware Street and North along 10th Street. Included in the Sweet 16 area are 40 plus businesses, schools, churches, organizations and residential properties.



What We Said About Our Neighborhood

Members of the Sweet 16 Action Plan Steering Committee began conducting numerous one-on-one listening sessions with pertinent leaders and members of the community in July 2016. The purpose was to discover what the people who live, work and spend time in the neighborhood see as the strengths, weaknesses, threats and opportunities of the area. The summary of those conversations was presented at a Report Back in May 2017.

Strengths

- Dedicated homeowners, many of who are second generation residents, who watch out for neighbors and care about their property.
- There are several organizations, churches and schools that offer recreational and mentoring programs for youth in the neighborhood.
- There are several long-standing businesses in the neighborhood and surrounding areas.
- There is police presence and substance abuse programs located in the neighborhood.
- School facilities are being updated and now focusing more on programming for families.
- There are employers in the area who have remained in the neighborhood.

Weaknesses

- There are issues with some of the properties and property owners within the Sweet 16 area.
- Lack of offerings from the business sector is of concern.
- The overabundance of availability and access to drugs and alcohol poses as a weakness for the Sweet 16 area.
- The quality of public schools academics, career, technology and fine arts programs are not as strong as in neighboring communities and other states.
- The loss of businesses/commercial organizations and manufacturing jobs in the surrounding neighborhood has significantly decreased the labor pool's employment opportunities.
- The lack of programs and services available for youth and parents was often mentioned.

Opportunities

- There's potential for increased vitality with beautification through building infrastructure and facilities for children and families to use, which the community would take pride in and not vandalize.
- There is a need to provide more opportunities for youth.
- Interviewees expressed a clear desire to see the development of the business district within The Sweet 16 area.
- Jobs are opening up.
- There is an opportunity to come together to strengthen education for our youth and foster professional enrichment for the younger adults.
- There is a real need to provide better/safer neighborhood parks and other areas for children.

Threats

- There is a large number of abandoned and uncared for homes and blight throughout the neighborhood that scares investors away.
- Because of lack of jobs/activities for youth they are getting involved in things they shouldn't. Youth have no hope and are apathetic.
- A major threat to the community is the lack of middle skills jobs that provide a career for individuals along with decent pay, retirement and long-term pride in their work.
- Another threat is the lack of education to help improve employment.
- Empty buildings and storefronts in the Sweet 16 area are viewed as the main threat for the area.
- Crime and perceived crime in surrounding areas were also listed as a threat to the area.

A Vision for the Future Sweet 16

Anderson's Sweet 16 neighborhood is a community of choice for people of all ages. It's a beautiful area to live and work, with well-maintained homes and green spaces. Bike and walking paths encourage residents to enjoy the area parks, and residents and visitors feel safe and enjoy the neighborly atmosphere. Children and youth have access to educational and recreational opportunities that prepare them for their futures, and people of all ages have access to healthcare services. Education extends through job training programs, creating a prepared workforce ready to take advantage of neighborhood and surrounding jobs. Entrepreneurs and business owners in Sweet 16 also have the resources to grow and expand local businesses, particularly along the Nichol Avenue corridor, adding new restaurants, shops, and a grocery store that serve the neighborhood. Strong infrastructure and transportation options make it easy to access jobs, education, and recreation. Residents take pride in their community and work together to create a thriving Sweet 16.

The Blueprint

To bring the vision to life, working groups formed to develop the goals and action plans that will carry the work through implementation and make progress toward achieving the vision. The plan is generally a five-year plan, with the understanding that to fully live into the vision will take longer. Each topical area developed SMAART (specific, measureable, aggressive yet achievable, relevant, and timebound) goals as well as action plans to support each goal. These goals and action plans, along with supporting data, provide the basis for the blueprint.

Transportation and Infrastructure

Transportation and infrastructure systems are the “bones” of a neighborhood, supporting access to property, movement of people and goods, access to clean water and sanitation, and a means of engaging in recreation and fitness. These goals are centered around the CATS bus system and transportation choice and increasing physical activity.

Goal T1: Improve transportation options in the neighborhood, connecting people to jobs and services, by improving bus route signage and shelters, making the bus system a more desirable transportation choice and increasing ridership on neighborhood routes by 10% in three years.



Source 2: CATS bus

Supporting information:

- According to the American Communities Survey estimates 42 people in 46016 took public transportation to work in 2016.
- A new transportation center is planned for CATS that will benefit the entire CATS network, work should begin in 2018.
- The 2016 CATS budget was \$2.51 million.

- CATS made 233,796 trips in 2016.
- Unlimited monthly passes for CATS (regular price) are \$24
- Clean Zone Marketing in Fishers handles bus and shelter marketing. The shelters are not owned by CATS or the City of Anderson.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Route Signage				
Inventory the existing signage in the Sweet 16 neighborhood	Transportation & Infrastructure Group with CATS	Q 1 2018	Number and location of signs	None
Identify preferred signs/locations and develop cost estimate	CATS	Q 1 2018	Cost estimate for sign replacement/ installation	None
Budget for replacement	CATS	2019-2021	Budget for 1/3 sign replacement in annual budget 2018-2020	None
Install signs	CATS	2019-2021	1/3 signs replaced each year	None
Bus Shelters				
Inventory the existing shelters in the Sweet 16 neighborhood	Transportation & Infrastructure Group	Q 1 2018	Number and location of shelters Identification of shelters on/off current bus routes	None
Engage with Burkhardt about bus shelter program	CATS	Q2 2018	Agreement on program improvements or termination	None
Identify preferred locations for bus shelters	Transportation & Infrastructure Group	Q2 2018	Map of preferred locations	None
Identify preferred shelter amenities for each location	Transportation & Infrastructure Group	Q3 2018	Amenity list per location	None
Develop a cost estimate for recommended shelter improvements	CATS	Q4 2018	Cost estimate and funding proposal	None

Develop funding/replacement and management plan with Burkhardt or a new shelter program	CATS	Q1 2019	Agreement	None
Implementation of the program	CATS	2020	New (or improved) shelters installed, old shelters removed	None
Ongoing maintenance	CATS	Ongoing	Trash/weeds removed weekly Shelters washed monthly Snow removed as needed	None
Advocacy				
Advocate for implementation of the transit center project	Transportation and Infrastructure Group		At least 12 residents from Sweet 16 engage CATS and the City of Anderson in supporting the transit center	
Communicate how the federal budget and policy decisions could impact Anderson's federal funding, especially with smaller population	MPO	Ongoing	At least one PSA developed about how federal funding connects to population size	July 1 Census Estimate population: 55,130, approximately 2% loss since 2010
Ridership				
Track monthly/annual ridership numbers on all routes	CATS	Monthly	10% ridership increase by 2023	2017 monthly ridership (needed)

Goal T2: Improve the desirability and safety of walking and biking in the neighborhood to increase transportation choice and physical activity, with at least 25% of residents identifying that they walk or bike in the neighborhood at least weekly March through November.



Source 2: [The Herald Bulletin](#)

Supporting information:

- According to the American Communities Survey estimates 208 people in 46016 walked to work.
- The population of 46016 is 18,207. 25% of residents would be 4,551.
- The population over age 16 is 14,001, of those 53% (7,420) are in the labor force. 25% of the labor force would be 1,855.
- Buckskin Bikes is in the Sweet 16 neighborhood.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Wayfinding				
Engage A Town Arts in developing the wayfinding program	Transportation and Infrastructure Group	Q1 2018	A Town Arts agrees to participate in the program	None
Identify destinations to include in the wayfinding signage program	Transportation and Infrastructure Group	Q1 2018	At least 12 destinations identified	None
Develop a signage system	A Town Arts	Q2 2018	Signage program approved by participating organizations	None
Identify preferred locations and information for each sign	Transportation and Infrastructure Group	Q3 2018	Map of sign information with detailed specifications	None
Develop a cost estimate for the signage program	Transportation and Infrastructure Group	Q4 2018	Cost estimate	None
Identify a funding source (or crowdfund)	Transportation and Infrastructure Group	Q4 2018	Project 100% funded by Q2 2019	None
Install and maintain signs	Transportation and Infrastructure Group	Q2 2019 and ongoing	Signs installed Mechanism for reporting sign problems	None

Walking Improvements				
Inventory existing crosswalks in the neighborhood	Transportation and Infrastructure Group	Q1 2018	Map, condition notes, and photos	None
Engage the City of Anderson in conversation about resident-led crosswalk improvements	A Town Arts	Q1 2018	Approval to repaint crosswalks with art and approved design/materials	None
Organize resident and artist groups to paint approved crosswalks	A Town Arts	Q2 2018	At least 50% of crosswalks are improved	None
Develop a public art program for the Sweet 16 neighborhood, including funding for art creation and installation	A Town Arts	2020	At least one public art installation in the neighborhood	None
Bikeways Improvements				
Inventory existing Lenape bikeway signage	Transportation and Infrastructure Group	Q1 2018	Map and sign descriptions	None
Use low-cost temporary signs showing bike distance/time to destinations	Transportation and Infrastructure Group	Q2 2018	Test at least 5 signs on Lenape Bikeway	Rider counts (if available)
Identify additional needed signs and locations including "Bikes May Use Full Lane" signs	Transportation and Infrastructure Group	Q2 2018	Map and sign descriptions	None
Develop a cost estimate and identify a funding source	Transportation and Infrastructure Group	Q2 2018	Cost estimate 100% of funding secured	None
Implement the signage program	Transportation and Infrastructure Group	Q1 2019	Signs installed Lane markings installed (as appropriate)	None

Road Diets				
Work with the City of Anderson to determine feasibility of low barrier road diets to add bike lanes	Transportation and Infrastructure Group	Q1 2018	City agreement on locations	List of high suitability road segments (see below)
Test proposed road diets with temporary solutions (tactical urbanism strategies)	Transportation and Infrastructure Group	Q2 2018	At least one tactical urbanism road diet test of at least a few hours	None
Engineering drawings for selected road diet reconfigurations	City of Anderson	Q2 2018	Engineering drawings for at least 5 routes	None
Schedule for reconfiguration	City of Anderson	Q2 2018	Schedule for at least 5 routes	None
Public information program on road diets and bike lanes	MPO	2018	TBD	None
Implementation of reconfiguration	City of Anderson	Q1 2019	At least 5 routes are reconfigured for bike lanes Number of lane miles of new bike lanes Evaluation of pre/post change traffic counts, parking spaces	Traffic counts before changes Number of parking spaces before changes
Impact				
Conduct a brief survey of residents including a question about how often they bike/walk in the neighborhood	Transportation and Infrastructure Group	Annual beginning in Q4 2017	Residents biking and walking weekly reaches 25% by 2020	2018 survey (needed)

High Suitability Road Diet Segments:

- *MLK Blvd from 38th to Brown Street*
- *Raible Ave from Highland Ave to 17th Street*
- *Nichol Ave from Park Rd to Brown/Delaware*
- *Arrow Ave from Nichol Ave to 14th St*
- *Brown-Delaware/Brown St from Jackson St to MLK Blvd*
- *12th St from John St to Brown/Delaware*
- *14th/SR 32 from Arrow Ave to Brown/Delaware*
- *19th St from MLK Blvd to Jackson St*
- *29th St from MLK Blvd to Brown St*

Goal T3: Reallocate the CATS budget by 2019 to focus on local funds for operations and federal funds for capital improvements to maximize leverage of federal funds and increase resources available for system improvements that support transit use to connect residents to jobs and services.

Supporting information:

- The Madison County Council of Governments, which serves as the Metropolitan Planning Organization for Anderson and Madison County, has identified a way to reallocate the CATS budget to leverage federal funds more effectively.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Engage CATS in conversation about budget and leveraging federal funds	MPO	Q1 2018	Interest in continuing the conversation	CATS 2017 budget Sample budget maximizing leverage
Public meetings about budget, federal resources, and opportunities	CATS	Q3 2018	At least two public meetings held, at least one in Sweet 16 neighborhood	Publication of notices per Public Participation Plan
2019 budget shifts local match to better leverage federal funds	CATS	Q3 2018	Budget adopted	None
Capital projects identified using additional resources	CATS	Q3 2018	Projects integrated into budget	None
Evaluate impact	CATS	Q3 2020	Investment in capital improvements Federal funds leveraged	None

The CATS public participation plan is available at
<https://www.cityofanderson.com/DocumentCenter/View/1012>

Housing

Neighborhoods are comprised of people, and people living in the houses of the neighborhood are the greatest asset a neighborhood can have. The changing economy and the housing market collapse left some vacant, abandoned, or foreclosed properties in the neighborhood. The city works on demolishing unsafe structures, but there is need for investment in the housing stock to provide safe, decent, affordable housing to a range of people

Goal H1: Increase pride and beauty in the Sweet 16 area by cleaning up the neighborhood regularly and working with the city to reduce blighted properties by 25% by 2023.

Supporting information:

- The city uses federal funds to demolish unsafe housing units.
- The process to demolish a housing unit can be lengthy to protect the property rights of individuals.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Coordinate a community wide clean up in a target area of Sweet 16	Community Development Churches (New Hope) Quality of Life Steering Committee Neighborhood Community Corrections	May 2018	Sweet 16 representative participates in city-wide cleanup planning	Cleanup committee starts meeting in February each year
Organize a neighborhood volunteer team to help with cleanups and act as a liaison to the city	Encourage the city to develop a neighborhood cleanup initiative in Sweet 16 as a part of the city-wide cleanup	May 2018	Commitment of 50 volunteers to recruit people for cleanup	Citywide cleanups are held annually

Create mowing programs involving youth and the Department of Corrections	Department of Corrections	2018	Program established	None
	Churches (New Hope)		50 yards mowed in first year	
	Saving The Next Generation		25 youth participants	
	Second Chance Youth Foundation			
	Housing Committee			
Engage the community corrections program to remove trash in the neighborhood including alcohol and drug paraphernalia	Housing Committee	2018	Enlist 2 community corrections programs to assist in neighborhood cleanup activities	None
	Quality of Life Steering Committee			

Goal H2: Engage the city and key landlords in rental property maintenance activities beginning in 2019.

Supporting information:

- There are 10,024 housing units in 46016, and 4,120 (41%) are renter occupied. (American Communities Survey - ACS)
- There are 2,598 vacant housing units. 469 of those are for rent. 31 are rented, but not occupied.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Enforce landlords' maintenance of rental housing through concentrated code enforcement sweeps	Code Enforcement Neighborhood Anderson Municipal Development Community Advocates	2019	Two code enforcement sweeps	None
Increase awareness of the city's online reporting tool at http://cityofanderson.com/requesttracker.aspx	Impact Center	2018	Number of FB post likes regarding the reporting tool Poster in the lobby at Impact Center Business cards with URL available at Impact Center and City Hall	None
Increase awareness of fair housing rights and responsibilities among landlords and tenants	Human Relations Department-Fair Housing Coalition	Ongoing	Fair Housing Conference/workshops and outreach	None
Increase awareness of roles and responsibilities between landlords and tenants through Housing Counseling Program Fair Housing Conference/Workshops	Community Development PathStone Fair Housing Coalition	Ongoing		None

Goal H3: Increase participation in homeowner repair programs for low-income, elderly, and disabled residents who need assistance with home repairs, assisting 30 households per year beginning in 2019.

Supporting information:

- There are 10,024 housing units in 46016, of them 3,306 (33%) are owner occupied. (ACS)
- Of the 2,598 vacant housing units 33 are sold but not occupied. (ACS)
- Most of the homes in 46016 are single-family detached houses. (ACS)
- Many of the houses in 46016 were built before 1940 (4,066), and most of the rest were built in the 1940s (1,330) and 1950s (1,393). (ACS)
- Of homeowners with a mortgage, 46% spent more than 30% of their income on housing, while 35% spent at least 35% of their income on housing. (ACS)
- 2,615 resident sin Sweet 16 have an ambulatory (physical mobility) difficulty. More than 450 of them are over age 75. (ACS)

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Assist existing low-income homeowners with needed repairs	Anderson Community Development JobSource	2018-2022	4 households in 46016 assisted per year	City will assist approximately 4 LMI households in qualified Census tracts each year
Work with churches and other community organizations to form program and recruit volunteers to assist homeowners with repairs.	Local Churches Quality of Life Steering Committee Community Development will assist to create a home savers program through Faith-based initiatives	2019-2023	Recruit 5 churches to assist 4 households each per year	None

Goal H4: Rehab or develop 54 units of rental housing affordable to low- and moderate-income households by 2025.



Source 3: The Herald Bulletin

Supporting information:

- The median household income in 46016 is \$25,898. (ACS)
- The median gross rent is \$651 per month. (ACS)
- Nearly 55% of renters spend more than 30% of their household income on housing. (ACS)
- More than 40% of renters spend 35% or more of their household income on housing. (ACS)

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Develop 44 units of affordable rental housing at the Fieldhouse	BWI	2019	44 one-bedroom apartments	BWI awarded \$1,083,424 in Section 42 tax credits and \$765,000 from the Housing Trust Fund for the Fieldhouse development in 2017

Develop 4 multi-family housing units for low/mod income rental	PathStone	2019	100% of units occupied by people below 60% of AMI	None
Conduct a tour of existing housing and assess needs and share successful project models	Anderson Community Development Human Relations-Fair Housing Coalition PathStone	2018	20 people participate in the tour	None
Partner with a developer to rehab or develop 6 single housing units for low/mod income rental	JobSource	2022	6 units of new/rehabbed rental housing for people under 80% AMI	Area Median Household Income for 46016 is \$25,116 City-wide the Area Median Income is \$33,644 Half of households in 46016 have incomes below 80% of the city AMI
Rehab 6 single family units for low/mod income rentals	JobSource	2022	6 units single-family rental housing for people under 80% AMI	Area Median Household Income for 46016 is \$25,116
Develop a Scholar Housing Rental Rehab Program – rehab homes near AIC and Excel for their students and families working with other orgs and churches	PathStone Impact Center Anderson Community Development Anderson Housing Authority Goodwill-Potential	2021	5 participants in the program	None

Goal H5: Increase homeownership in the Sweet 16 by 10% by 2025.

Supporting information:

- There are 10,024 housing units in 46016, of them 3,306 (33%) are owner occupied. (ACS)
- Female-headed households (no husband present) are 10% more likely to be renters than male-headed households (no wife present). (ACS)

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Increase participation in financial literacy/credit repair programs by 10%	PathStone Anderson Community Development Prosperity Indiana	2018	10% more participants in financial literacy programs	Participants in 2017 (needed)
Rehabilitate 2 homes for sale to first-time homebuyers	PathStone Down Payment Assistance-Anderson Community Development Anderson Community Schools JobSource	2022	Financing (and subsidy) secured for rehab Rehab of 2 homes complete 2 first-time homebuyers purchase rehabbed housing	9,918 housing units in 46016 7,376 occupied housing units in 46016; 2,542 vacant housing units 1,752 units are vacant for reasons other than for sale, for rent, or for seasonal use 40% of occupied housing units were built prior to 1940 69% of occupied housing units are single-family detached homes 69% of occupied housing units have 2-3 bedrooms

				3,302 homes are owner-occupied (48% of occupied)
Demolish 10 vacant/abandoned housing units for redevelopment	Potential Partners: City of Anderson Blight Elimination Program City of Anderson Municipal Development & Community Development City of Anderson Community Development Corporation	2022	10 houses demolished Property sold/transferred for development	2,542 vacant housing units in 46016 1,752 units are vacant for reasons other than for sale, for rent, or for seasonal use
Develop 7 new homes for owner-occupancy in Sweet 16 neighborhood	Habitat Anderson Community Schools JobSource	2022	Sites identified (15) Owners identified (15) Homes built (15) Closing on sales (15)	40% of occupied housing units were built prior to 1940
Provide down-payment assistance to 7 first-time homebuyers in Sweet 16 neighborhood	Anderson Community Development PathStone Federal Home Loan Bank	2023	Downpayment assistance provided for purchase of 15 homes in Sweet 16	Median home value in 46016 is \$40,100 FHA 6% down payment is \$2,400 on median value home

Goal H6: Educate landlords on fair housing and criminal records.

Supporting information:

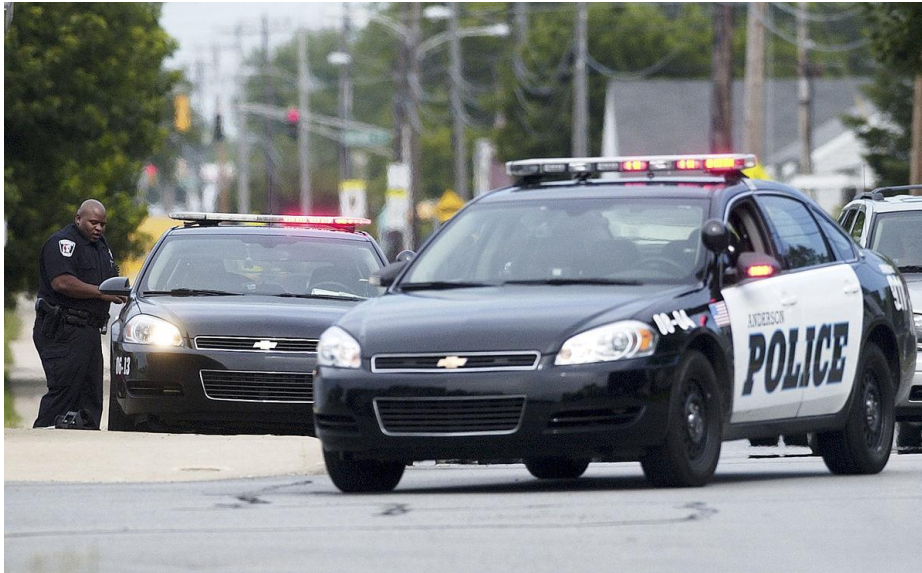
- Fair housing laws apply to public and private housing and housing transactions.
- Generally fair housing applies to people in protected classes: race, religion, national origin, disability, gender, and family status. However, discrimination against people in other classes (former felons) may disproportionately impact people in protected classes.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Educate landlords on fair housing, criminals records, and activities about HUD guidance on criminal records and renters	Drug Intervention Task Force Anderson Housing Authority	2018	10 clients with records secure housing	None
Educate HUD program participating landlords on fair housing, criminal records and renters	Drug Intervention Task Force Anderson Housing Authority	2018	10 clients with records secure housing	None

Health and Safety

The ZIP code where a person lives is the greatest determinant of their health outcomes. Addressing safety and health conditions in the 46016 is a way to improve social and economic well-being.

Goal S1: Develop a neighborhood watch group to provide education, prevention, and intervention services to reduce the number of drug-related crimes and arrests in Sweet 16 by 25% by 2020.



Source 4: The Herald Bulletin

Supporting information:

- Anderson Police Department reported 21 violent crimes, 174 non-violent crimes, and 4 thefts in 2016 for the area that most closely aligns with the Sweet 16.
- The Robert Wood Johnson Foundation reported 23 drug overdose deaths in their 2017 report of health statistics in Madison County.
- Anderson has a neighborhood crime watch program out of their Community Policing Office

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Mitigating Neighborhood Effects				
Establish a robust neighborhood watch program in collaboration with the Anderson Police Department	Health and Safety Group	2018	Neighborhood watch formed with at least 15 resident participants	None

Drug Prevention, Intervention and Education				
Inventory and coordinate existing resources	Health and Safety Group	2018	Inventory of resources	None
Identify gaps in the prevention system	Health and Safety Group	2018	Gap analysis	None
Create a drug use prevention task force	Health and Safety Group	2018	Quarterly meetings	None
Develop a work plan for preventing drug use targeted to the Sweet 16 population	Health and Safety Group	2018	Work Plan	None

Goal S2: Raise awareness of diabetes prevention and management resources available in the neighborhood among residents, employers, and places of worship through a coordinated information campaign reaching at least 250 residents with at least 50 residents per year receiving a diabetes risk assessment or diagnostic testing and at least 10 additional residents per year receiving diabetes education and engaging in physical activity.

Supporting information:

- According to the Centers for Disease Control (CDC), the incidence of diabetes in Madison County grew from 9% to 12.4 % between 2004 and 2009, but then declined to 12.1% by 2013.
- Similarly, the prevalence of obesity increased from 25% to 36.8% between 2004 and 2009, then decreased to 33.4% in 2013.
- Leisure time physical activity has followed a similar trend, increasing between 2004 and 2009m but then decreasing to 26% in 2013.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Identify resources available in Sweet 16 neighborhood for diabetes	Health and Safety Committee	Q1 2018	Resource list	None
Host risk screening in Sweet 16	Community Wellness Cooperative	2018	50 people complete risk assessment	None
Coordinate a walking group and steps challenge or physical activity challenge for competition in Sweet 16 neighborhood	Community Wellness Cooperative	Q2 2018	10 participants for at least 8 weeks	None
Host bike skills clinics and coordinate a no-drop group ride in the neighborhood	Buckskin Bikes Community Wellness Cooperative	Q2 2018	At least one clinic with at least 6 participants and 10 participants for bike ride for at least 8 weeks	None
Create a steps challenge or physical activity challenge competition for people in DPP programs	YMCA	2018	10 participants	None

Business Development

Goal B1: Improve communication about business activity and plans to help residents connect with the information that is available to the community.

Supporting information:

- According to the 2015 County Business Patterns (CBP) from the Census, there are 472 business establishments in 46016 with 6,196 employees.
- Non-employer establishments aren't included as business establishments. These are businesses with no employees that are not family members or owners of the business.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Host community meeting to rally Sweet 16 neighborhood	Impact Center	Q2 2018	50 residents participate	46016 population: 18,221 74% over age 18 11% over 65
Schedule regular Sweet 16 neighborhood meetings to inform Sweet 16 neighborhood about developments	Impact Center	Q3 2018	25 residents participate	None
Develop communication tool to inform and/or engage neighborhood residents	Impact Center	Q1 2018	Webpage launched 250 Facebook "likes" 250 Twitter followers 250 Instagram followers	# of FB likes (needed)
Post events, job openings, and zoning cases on web and social media sites weekly	Impact Center	Q1 2018	Weekly updates	None
Gather list of businesses within 46016	Madison County Council of Governments	Q2 2018	Lists provided to working group	None

neighborhood (historical and present)	Indiana Small Business Development Center			
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Goal B2: Strengthen businesses located within the Sweet 16 neighborhood through an active business group with at least ten members.

Supporting information:

- The Service Core of Retired Executives (SCORE) is a national program with a local presence of retired business people who engage with businesses to help them be successful.
- The Indiana Small Business Development Center (ISBDC) is a state agency that supports development of small businesses in local communities.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Revive “Westside Business Group” and establish a group of business leaders to engage residents, businesses, organizations, and governmental entities	Impact Center Indiana Small Business Development Center	Q3 2018	Organizational meeting with at least 20 participants 10 participants by the third regular meeting	None
Connect businesses to local resources (SCORE, ISBDC, Bankable) through presentations and information provided to business group participants	Westside Business Group	Q4 2018	1 presentation per regular meeting	None
Create business owners’ roundtable discussion	SCORE Indiana Small Business Development Center	Q1 2019	Host one meeting per quarter devoted to business owners discussing topics among themselves	None

Identify contact person to serve as City of Anderson liaison to help streamline communication	Mayor's office	Q2 2018	City liaison present at each meeting	None
Communicate tax incentives for small business and the rezoning process for commercial use	City liaison	Annually	One meeting per year dedicated to an update on tax programs and commercial zoning/permitting	None

Goal B3: Develop and strengthen the entrepreneurship base within the Sweet 16 neighborhood, with at least five new startups by 2020.

Supporting information:

- 240 business establishments in 46016 had 1-4 employees. (CBP)

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Conduct survey on entrepreneurship needs	Impact Center Indiana Small Business Development Center	Q1 2018	# of survey responses	None
Gather list of support for entrepreneurship	Impact Center	Q1 2018	List available	None
Connect entrepreneurs to local resources (SCORE, ISBDC, Bankable)	Impact Center	Ongoing	# of contacts/referrals made	None
Support entrepreneurial activity at the Talent Development Center through information sharing and networking	JobSource Impact Center	Ongoing	# of joint activities	None

Provide business and entrepreneurship education and training	SCORE	Q1 2018	# of participants in workshop	None
	Indiana Small Business Development Center		# of participants in roundtables	

Goal B4: Connect entrepreneurs to appropriate funding mechanisms/sources assisting at least 10 Sweet 16 entrepreneurs by 2020.

Supporting information:

- According to the Census there were 472 business establishments in 46016 in 2015.
- 336 establishments had fewer than 10 employees.
- 463 establishments had fewer than 100 employees.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Identify the small business funding opportunities at all levels – microlending, startup capital and operating, angel, mezzanine, etc.	SBDC	Q1 2018	Resource matrix available to SBDC, SCORE, Ivy Tech, Purdue, Impact Center	None
Use the city's Revolving Loan Fund (RLF) as gap financing to support Sweet 16 entrepreneurs	City of Anderson	Ongoing	Number of loans originated for Sweet 16 businesses	None
Use crowd funding platforms to support microlending for startups	Impact Center	2018	\$ raised through crowd funding	None
Increase participation in financial literacy programs to generate loan-ready entrepreneurs	Impact Center PathStone Corp Indiana Small Business Development Center	2018	Increase participation by 10%	# of participants in 2017 (needed)

Goal B5: Provide data, information, and support to local organizations working toward recruiting or developing a food organization to address the food desert challenges facing Sweet 16.

Supporting information:

- According to the Robert Wood Johnson Foundation, 16% of Madison County residents are food insecure and 6% had limited access to healthy food.
- The closing of Marsh increased the number of people in Anderson living in food deserts, including in the Sweet 16.
- According to ESRI Retail Marketplace there are 8 food and beverage places in 46016.
- According to ESRI there is \$23,194,368 total leakage (spending outside the neighborhood by residents) in 46016 for retail and food and drinking establishments. More than 35 percent of retail and food and drinking establishment spending leaks out of the neighborhood.
- The Talent Development Center at the Wigwam will include an aquaponics facility that will grow food and include fish farming and opportunities for residents to engage in year-round gardening

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Gather information about starting a food establishment	Impact Center	Q2 2018	Business plan research	None
Tour Pogue's Run in Indianapolis and Blooming Foods in Bloomington	Impact Center	Q2 2018	10 participants in tours	None
Provide data and information to support a grocery establishment	Impact Center JobSource	As needed	Responsive to requests	None
Develop an aquaponics facility at the Talent Development Center to grow food and raise fish that can be used to address neighborhood fresh food needs	JobSource	2021	20% of food produced is for use by local eateries, groceries, or food pantries	None
Create opportunities for Sweet 16 residents to engage in year-round gardening	JobSource	2021	At least three Sweet 16 households participate in gardening	None

Goal B6: Develop a co-working space for small businesses in the Sweet 16 neighborhood beginning in 2018 with space for up to 10 businesses

Supporting information:

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Identify a champion/host	Impact Center	Q1 2018	Champion secured	None
Secure a location	Vesuvius	Q2 2018	Lease	None
Determine services, rates, marketing plan, build out	Vesuvius	Q2 2018	Business canvas Marketing plan	None
Lease up	Vesuvius	Q4 2018	80% lease up by end of first operating year	None
First year operations	Vesuvius	2019	Rents collected Edit as appropriate for Vesuvius Tenant needs met	None
Evaluation	Vesuvius	Q4 2019		None

Education and Job Training

Goal E1: Assist at least 25 unemployed and underemployed neighborhood adults in obtaining full-time, living wage employment by 2020.



Source 5: Anderson Impact Center

Supporting information:

- The minimum wage in Indiana of \$7.25 per hour results in \$15,080 annual wages for a 40-hour work week.
- In order to afford a one-bedroom apartment in Anderson at Fair Market Rent (FMR), a person would need to make \$11.29 per hour for a 40-hour work week, at minimum wage a worker would need to work 62 hours per week (National Low Income Housing Coalition).
- According to the American Communities Survey, in 46016 unemployment is 15% for people age 16+, and the same for people age 20-64. Women age 20-64 have an unemployment rate of nearly 17%, compared to men at 13.4%.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Skills Gaps				
Identify the skills sought by employers in Sweet 16 and city wide through a survey	Ivy Tech Community College	Q2 2018	Top 10 skills identified	None
	Anderson Impact Center			
	WorkOne JobSource			
Identify full-time jobs available locally that pay at least \$11.30 per hour	Ivy Tech Community College	Q2 2018	Top 10 living wage opportunities identified	None
	Anderson Impact Center			
	WorkOne JobSource			
Matrix client skills with employer desired skills	Anderson Impact Center	Q2 2018	Top 10 gaps identified	None
	WorkOne JobSource			
Skills Training				
Inventory existing skills training programs available	Anderson Impact Center	Q2 2018	Inventory available at Impact Center and places where unemployed seek assistance	None
	WorkOne JobSource			
Identify funding sources available	Ivy Tech Community College	Q2 2018	Inventory available at Impact Center and places where unemployed seek assistance	None
	Anderson Impact Center			
	WorkOne Job Source			

Connecting Employees and Employers				
Host an annual career expo to connect local employers and workers	Ivy Tech Community College	Q4 2018	Number of employer participants	None
	Anderson Impact Center		Number of worker participants	
	WorkOne JobSource		Evaluation results	
	Education and Job Training Committee			
Research social enterprises that employ ex-felons and determine if there is a need in Anderson	WorkOne JobSource	2018		None
	Education and Job Training Committee			
Work with the City of Anderson on a green infrastructure program that includes re-entry workforce development	WorkOne JobSource Education and Job Training Committee	2018	Develop a program recommendation	None
Track job placement in Sweet 16 neighborhood	Anderson Impact Center WorkOne JobSource Education and Job Training Committee	Quarterly	Number of placements Number of placements at wages over \$11.30 per hour	None
Develop living wage (or higher) paying jobs at the Talent Development Center and the Sweet Galilee Assisted Living Facility	JobSource BWI	2021	Number of positions created paying at least \$11.30 per hour	None

WorkOne has tools to identify industries at the county level with high and increasing wages:
http://www.hoosierdata.in.gov/highlights/profile.asp?geo_val=S18;C095&page_id=7

Current industries with increasing wages in Madison County are: Construction, Wholesale Trade, Finance & Insurance, Real Estate & Rental & Leasing (15%+ growth 2012-2016)

Goal E2: Provide programs and resources to youth, parents, and school counselors to encourage interest in careers and skill development with 50% of Sweet 16 youth connecting to at least one program.

Supporting information:

- K-12 enrollment in Anderson is 3,544, 50% would be 1,772.

Action	Responsible Party	Timeline	Performance Measure	Baseline data
Expose Sweet 16 youth to careers with local employment options				
Provide STEM career exploration at local elementary school events	Anderson Community Schools Sweet 16 Education and Job Training committee	Q4 2018	By 5 th grade all neighborhood youth have participated in at least one career day	None
Engage technical workers and professionals in after school programs	Sweet 16 Education and Job Training committee	Q2 2019	At least 10 local workers in technical or professional fields have engaged with an after school program in the Sweet 16 neighborhood	None
Identify % of high school grads choosing STEM education pathways	Sweet 16 Education and Job Training committee Ivy Tech Community College	Q2 2019		None



Source 6: Anderson Impact Center

A New Beginning – Sustainability of the Work

The plan is the “end of the beginning” – a time to transition from planning to implementation, or doing. Some of the working groups will continue as implementation committees. There will be a need to identify and recruit new members for these committees as they begin implementation. The fundamentals of having a backbone organization and continuous communication continue to be important to achieving the vision.

The Anderson Impact Center will continue to serve as the backbone organization and should seek funding support from local and statewide charitable organizations interested in quality of life and neighborhood community economic development. Funding will ensure that the Impact Center has the capacity to build relationships, support working groups and others responsible for implementation, and provide continuous communication to residents, businesses, and stakeholders.

In addition to the communication items that are included in action plans, the Impact Center should host semi-annual or annual workshops for the neighborhood to share progress that has been made, communicate the priorities for the next year, identify challenges, and solicit input on actions that are successful and ones that need to change as the needs of the neighborhood change. Each neighborhood develops their own system for self-governance, and it will take at least a year for Sweet 16 to develop systems that are shared in the neighborhood.

The City of Anderson, the Impact Center, the Vectren Foundation, JobSource, and others can work collaboratively to secure the Census Tracts of the Sweet 16 inclusion in the new federal Opportunity Zone program, which will create incentives and tools for achieving many of the outcomes expressed in the plan.

The plan is a living document, that will evolve over time as opportunities arise and conditions change. It is a starting place for greater collaboration in moving forward toward a shared vision.

It will take stakeholders and residents coming together to each bring something to the table in order to make change happen in the Sweet 16. Together the neighborhood is stronger than any one individual or organization. The story of stone soup tells the story of how comprehensive community development works.

Some travelers come to a village, carrying nothing more than an empty cooking pot. Upon their arrival, the villagers are unwilling to share any of their food stores with the hungry travelers. Then the travelers go to a stream and fill the pot with water, drop a large stone in it, and place it over a fire. One of the villagers becomes curious and asks what they are doing. The travelers answer that they are making "stone soup", which tastes wonderful and which they would be delighted to share with the villager, although it still needs a little bit of garnish, which they are missing, to improve the flavor. The villager, who anticipates enjoying a share of the soup, does not mind parting with a few carrots, so these are added to the soup. Another villager walks by, inquiring about the pot, and the travelers again mention their stone soup which has not yet reached its full potential. The villager hands them a little bit of seasoning. More and more villagers walk by, each adding another ingredient. Finally, the stone (being inedible) is removed from the pot, and a delicious and nourishing pot of soup is enjoyed by travelers and villagers alike. Although the travelers have thus tricked the villagers into sharing their food with them, they have successfully transformed it into a tasty and nutritious meal which they share with the donors.

The story isn't about "tricking" people into sharing their food so much as people each bringing their talents, gifts, and resources together to create something new, wonderful, and greater than the contribution of any one.