Indy Health District

Quality of Life Plan

2026-2036
Crown Hill
Highland Vicinity
Historic Flanner House Homes
Meridian Highland
Ransom Place

Contents

Part I Foundation 3
- Letter from Leadership 4
- Acknowledgements 6
- Executive Summary 9
- Our Story: The District and Its Neighborhoods 12
- The District Today 17
- How This Plan Connects to the City's Plans 21

Part II Process & Voice 25
- How This Plan Was Built 25
- What Residents and Partners Told Us 29
- Data That Shaped This Plan 31

Part III The Six Pillars 33
- Health & Wellness 34
- Neighborhood Infrastructure & Environment 40
- Economic Mobility & Local Entrepreneurship 46
- Family Stability & Youth Development 52
- Community Safety & Justice 57
- Community Preservation & Cultural Identity 61

Part IV Neighborhood Profiles 67
- Crown Hill 68
- Highland Vicinity 73
- Historic Flanner House Homes 78
- Meridian Highland 83
- Ransom Place 88

Part V Implementation and Accountability 93
- Implementation Framework 93
- Measuring Progress 94
- Implementation Matrix 96
- Updating This Plan 106
- Appendix 108

PART I

Foundation

Who we are, where we come from, and the conditions we start from

The Indy Health District is an innovative, place-based health district spanning more than 1,500 acres, encompassing five historic Indianapolis neighborhoods, and serving nearly 10,000 residents. Indy Health District, Inc. (IHD) serves as the nonprofit steward and supporting organization for the District, leading strategic efforts designed to improve life expectancy, strengthen community well-being, and address the social, economic, and environmental conditions that shape health outcomes.

IHD advances this work in partnership with its supported organizations: The Children's Museum of Indianapolis, Indiana University Health, Ivy Tech Community College, Citizens Energy Group, and the Indiana University School of Medicine. Together, these anchor institutions bring significant assets, expertise, and investment capacity to a shared vision of creating healthier, more vibrant neighborhoods and expanding opportunity for the people who live, work, learn, and thrive within the District.



CHILDREN'S MUSEUM INDIANAPOLIS®

Indiana University Health

IVY TECH COMMUNITY COLLEGE INDIANAPOLIS

citizens energy group™

INDIANA UNIVERSITY SCHOOL OF MEDICINE

Part I Section I

Letter from Leadership

A Letter to Our Community
From the Executive Director of the Indy Health District

Dear Neighbors, Friends, and Community Partners,

Great neighborhoods are not defined simply by the buildings that stand within them, the streets that connect them, or the investments that flow into them. They are defined by the people who call them home.

They are defined by the families who have raised generations within the same neighborhoods, the small business owners who have invested their livelihoods in the community, the neighbors who look out for one another, and the residents who continue to believe in what their communities can become.

Throughout the development of this Quality of Life Plan, one thing has become abundantly clear: the greatest asset of the Indy Health District is, and has always been, its people.

Over the past several months, we have had the privilege of listening to residents, neighborhood leaders, business owners, students, and community stakeholders from Crown Hill, Historic Flanner House Homes, Highland Vicinity, Meridian Highland, and Ransom Place. Through community meetings, neighborhood conversations, door-to-door engagement, surveys, and planning sessions, you generously shared your experiences, concerns, aspirations, and hopes for the future.

Some of those conversations were inspiring. Others were challenging. All of them were important.

You spoke passionately about the need for safe neighborhoods, quality housing, access to healthy food, better opportunities for our children, stronger pathways to employment, and the preservation of the history and character that make your neighborhoods special.

But perhaps most importantly, you reminded us that progress cannot simply be measured by what we build. It must also be measured by who benefits, whose lives improve, and whether the people who helped build these neighborhoods can continue to call them home. For that, I want to offer my sincerest appreciation.

Thank you for your time, your candor, your patience, and your willingness to participate in this process. Thank you for loving your neighborhoods enough to advocate for them, challenge us, and demand that we think bigger and do better.

This Quality of Life Plan is a reflection of your voices, your priorities, and your vision for the future. It is not simply a plan for the community. It is a plan shaped by the community.

To our supporting anchor institutions, corporate partners, philanthropic organizations, neighborhood associations, civic leaders, and community stakeholders, I extend my appreciation as well. Your

involvement has been invaluable, and your continued partnership will be even more important in the years ahead.

As Executive Director of the Indy Health District, I also want to make a commitment to the communities that have entrusted us with their hopes and expectations. We will not allow this plan to become another document that sits on a shelf. We intend to use it to guide our decisions, align our partners, advocate for resources, shape investments, and hold ourselves accountable for progress.

I also recognize that the road ahead will not always be easy. We will encounter challenges. Some initiatives will take longer than anticipated. Some opportunities will require difficult decisions, and despite our best efforts, we will not get everything right the first time.

I cannot promise perfection. What I can promise is persistence.

We will continue to show up. We will continue to step up to the plate. We will continue to take meaningful swings at the challenges before us. And when something does not work, we will learn, adjust, and step up again.

Our ultimate ambition is to help create a place where children have every opportunity to thrive, families can build wealth and stability, seniors can remain in the neighborhoods they love, businesses can flourish, and every resident has a fair opportunity to live a longer, healthier, and more fulfilling life.

That is the promise behind this work.

To every resident who opened a door, attended a meeting, completed a survey, offered a suggestion, challenged an assumption, or simply believed that a better future was possible, we say THANK YOU!

I am honored to serve alongside you, grateful for the trust you have placed in the Indy Health District, and optimistic about what we can accomplish together.

With sincere gratitude and an unwavering commitment to our communities,

Jamal L. Smith
Executive Director
Indy Health District, Inc.

Indy Health District

Part I Section I

Acknowledgements

This plan belongs to the community that built it.

Over nearly a year, residents, business owners, faith leaders, young people, and longtime neighbors gave their mornings and evenings to this work. They filled twelve pillar sessions, answered the Community Priorities Survey more than 500 times in English and Spanish, sat for more than 100 one-on-one interviews, opened their doors to canvassers, gathered in five neighborhood workshops, and came back in October to tell us what we got right and what we got wrong. Every strategy in this plan traces back to something a resident said out loud. To each person who showed up, spoke up, and stayed to the end: thank you. This is your plan.

Quality of Life Steering Committee

Neighborhood association leaders and residents from all five neighborhoods guided this plan from the inside out, meeting from January through September 2026 and reviewing every neighborhood profile.

Name	Neighborhood	Name	Neighborhood
Annette Maddox	Crown Hill	Darlene Gibson	Historic Flanner House Homes
Danita Hoskin	Crown Hill	Disa Watson	Historic Flanner House Homes
Jonathan Onuorah	Crown Hill	Darrieux D. Peterson	Meridian Highland
Liz Harmon	Highland Vicinity	Vicky Roberts	Meridian Highland
Olivia McGee-Lockhart	Highland Vicinity	Thomas Trittipo	Meridian Highland
James Whitfield	Highland Vicinity	Candyce Offett	Ransom Place
Carlette Duffy	Historic Flanner House Homes	Sylva Zhang	Ransom Place

Neighborhood Champions

Champions carried the invitation door to door, so that neighbors without email or social media had a real way in.

Name	Neighborhood	Name	Neighborhood
Annette Maddox	Crown Hill	Darlene Gibson	Historic Flanner House Homes
Danita Hoskin	Crown Hill	Darrieux D. Peterson	Meridian Highland
Liz Harmon	Highland Vicinity	Sylva Zhang	Ransom Place
James Whitfield	Highland Vicinity		

Indy Health District

Board of Directors. The Indy Health District Board of Directors set the ambition for this plan and held it accountable to the people it serves.

- Tory Castor, IU Health
- Andy Cummings, Ivy Tech Community College
- Jennifer Pace Robinson, The Children's Museum of Indianapolis
- Neil H. Perdue, PhD, IU School of Medicine
- Shannon Stahley, Citizens Energy Group
- Brownsyne Tucker Edmonds, MD, IU Health

Staff. Jamal Smith, Executive Director; Reggie Wesley, Director of Programming and Engagement; and Staphany Santana, Operations and Project Coordinator convened the process and held the community relationships at its center.

Host Sites

The Mosaic Center, Ivy Tech Community College, the Ruth Lilly Health Education Center, and Crispus Attucks High School opened their doors, making it possible to meet in the daytime and the evening so that working residents, retirees, caregivers, and students could each find a way in.

Community and Institutional Partners

Ninety-seven partners from health systems, nonprofits, housing and legal organizations, schools, universities, cultural institutions, places of worship, businesses, and city agencies tested these strategies in the August 2026 pillar partner sessions. The organizations named in each pillar as Key Partners to Engage are the first circle of the work ahead. We also thank the students of the IU Health High School Fellowship at Crispus Attucks High School, whose priorities changed this plan.

Planning Team

Ascentra Strategies designed and facilitated the engagement process, synthesized community input, and developed this plan with IHD, led by Doneisha L. Posey, Esq., Founder & CEO, with Nilou Pariborzi, Operations & Project Coordinator. Alina Pizarro, Karla Camacho-Reyes, Alyssa Smith, Jasmine Black, Meisha Wide, Jake Brosius, Minette Kamara, Alex Hicks, Donna Arnold, and Angela Posey supported facilitation and research throughout the process. Jordan Ryan of The History Concierge researched and verified the district and neighborhood histories.

Research and data partners. The IU Fairbanks School of Public Health and the Polis Center at IU Indianapolis verified the plan's data and baselines.

Documentary. NapShots, under the leadership of Gregory Ash-Buck, captured the story of this plan and the people whose voices shaped it.

Residents asked to be designed with, not for. We took that as our instruction, and it remains the standard by which this plan should be judged.

Part I Section 2

Executive Summary

Our North Star: More Years of Life

Residents of the Indy Health District live, on average, six and a half years less than their neighbors across Marion County.

Measured against nearby suburbs, the distance is wider still: district residents' lives are more than a decade shorter than in many suburbs, where life expectancy exceeds 80 years.

These gaps were not created by the people who live here. They are the legacy of decades of policy, including redlining, highway construction, and urban renewal, and no single institution will close them. They will be closed block by block, by neighbors, organizations, and institutions working from one shared plan.

This is that plan. Over the next ten years, the residents of Ransom Place, Historic Flanner House Homes, Meridian Highland, Highland Vicinity, and Crown Hill will pursue a single vision: **neighborhoods where every resident can live a long, full, healthy life in a community they helped build and have every reason to stay in**. Life expectancy is our north star; every goal in this plan, from housing to safety to jobs to culture, is a step toward it.

The Community's Plan

This plan was not written for these five neighborhoods. It was written by them. Over nearly a year, residents shaped every pillar through four streams of engagement: twelve community pillar sessions held mornings and evenings across six focus areas; a Community Priorities Survey with over 500 responses, 78% from residents; more than 100 one-on-one interviews with residents, elders, business owners, faith leaders, and institutional partners; and five neighborhood workshops that localized the district vision block by block. Door-to-door outreach carried the invitation to neighbors who are not online.

Partners then tested the strategies in two days of pillar partner sessions, students at Crispus Attucks High School told us what young people need, and in October 2026 nearly 80 people returned to validate the plan, placing 349 votes on its goals and leaving nearly 150 written comments. Resident voice made up at least 70% of what shaped this plan, by design. Institutions were at the table, but the community was at the head of it.

A Place Worth Fighting For

These neighborhoods carry one of the richest legacies in Indianapolis: the Black business and jazz corridor of Indiana Avenue, the self-determination of Flanner House, the enduring homes of Ransom Place, one of the city's oldest African American neighborhoods, and generations of families who built community in the face of redlining, urban renewal, and highway construction that took much and could not take everything. Preserving it, telling it, and building on it is one of the six pillars of the work ahead.

Six Pillars, One Vision

The plan organizes the community's goals into six pillars. Each pillar sets district-wide goals and strategies, names key partners to engage in carrying them, and sets measures of success; the neighborhood profiles in Part IV localize them block by block.

HEALTH & WELLNESS	*Care, healthy food, and wellness resources are within reach of every resident.*
NEIGHBORHOOD INFRASTRUCTURE & ENVIRONMENT	*Streets, sidewalks, housing, parks, and green space that signal what residents have always known: this community is worth investing in.*
ECONOMIC MOBILITY & LOCAL ENTREPRENEURSHIP	*Residents build wealth where they live through good jobs, thriving Black-owned businesses, and ownership of the district's growth.*
FAMILY STABILITY & YOUTH DEVELOPMENT	*Every family has the support to thrive, and every young person has a path and a reason to build their future here.*
COMMUNITY SAFETY & JUSTICE	*Residents feel safe on every block, day and night, through prevention, trust, and investment.*
COMMUNITY PRESERVATION & CULTURAL IDENTITY	*The district's history is protected, its stories are told, and longtime residents can stay and prosper in place.*

What the Community Prioritized

Across every stream of engagement, and again at the validation convening, residents returned to the same priorities:

1. Healthy, affordable food, and a full-service grocery store within reach of every neighborhood.
2. Staying in our homes: property-tax relief, keeping homes in the family, and repair help so elders can age in place.
3. Safe blocks that are cared for: crime prevention, and streets, sidewalks, alleys, and lighting that are repaired and maintained.
4. Mental health care for the whole family, free of stigma.

5. A safe place and real opportunities for young people.
6. Good jobs, real careers, and locally owned businesses that build wealth here.
7. One easy place to find help, and a real seat for residents where decisions are made.

Our Commitment

The Indy Health District commits to stewarding this plan. We will convene partners, track progress against public measures, and report back to residents in plain language, on a regular rhythm, so the community always knows what happened with its input. Implementation begins with the plan's public release in November 2026, guided by the implementation framework in Part V.

Institutions across health, housing, education, business, faith, and government are named throughout this plan as Key Partners to Engage in carrying the work forward.

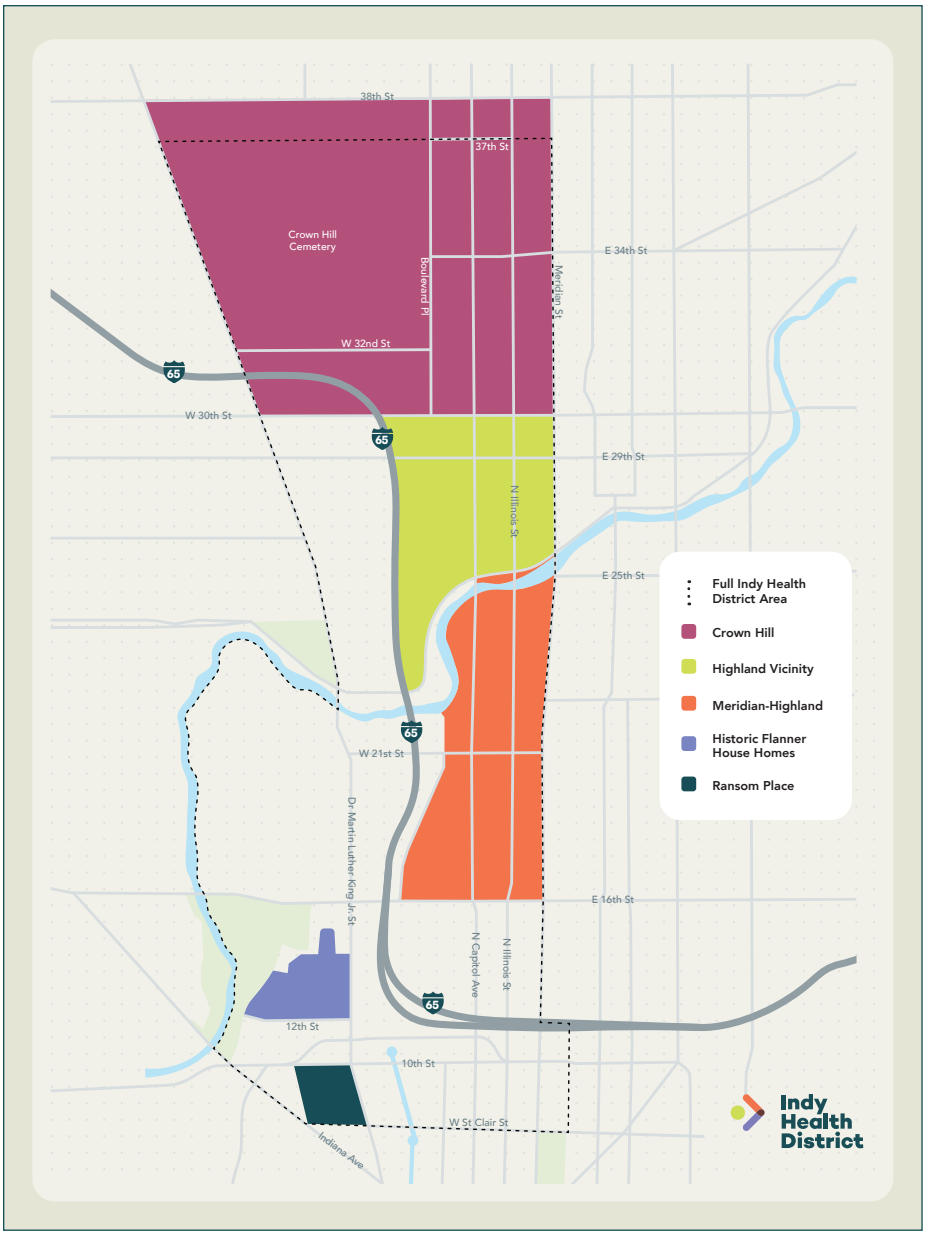
How to Read This Plan

Part I tells the district's story, profiles conditions today, and shows how this plan connects to the city's plans. **Part II** documents how the community built this plan and what it said. **Part III** details goals, strategies, and actions for each of the six pillars. **Part IV** profiles each of the five neighborhoods — their history, identity, and localized actions. **Part V** lays out implementation, accountability, and how progress will be measured and shared.

Part I Section 3

Our Story: The District and Its Neighborhoods

Every plan for the future sits on top of a past. In the Indy Health District, that past is unusually rich and unusually hard. These five neighborhoods were home to one of the most complete Black business and cultural districts in the country, to a century of institutions built to care for people the city overlooked, and to families who built their own homes with their own hands. They were also marked for decline by policy, cut apart by highways, and cleared for redevelopment. Both stories are true, and both shape what residents asked this plan to do.



Indy Health District map with the five neighborhoods

Indiana Avenue: A Community That Built Its Own Institutions

Indiana Avenue, which forms the district's southwestern edge, is part of the city's original design: one of the four diagonal streets in Alexander Ralston's 1821 plan for the Mile Square. After the Civil War, Black families settled along the Avenue and its neighborhoods at a steady pace, and by the early twentieth century the corridor held a thriving Black business and entertainment district of barbershops, printers, undertakers, grocers, restaurants, taverns, and theaters.

When the Ku Klux Klan rose to power in state and local government in the 1920s, this community answered by building excellence. In 1927, the Walker Building opened at West Street and Indiana Avenue as headquarters of the company founded by Madam C.J. Walker, with a theater for film and performance. That same year, four blocks north, Crispus Attucks High School opened after the school board approved a segregated high school in 1922. Both buildings stand today on the National Register of Historic Places, and both remain anchors of the district's identity.

A Century of Care

Few communities have lived closer to medicine, or longer. City Hospital opened along Indiana Avenue in 1866; it became Wishard Memorial Hospital and, in 2013, the new Eskenazi Hospital a few blocks south. In 1908, Methodist Hospital opened at 16th Street and Capitol Avenue on the site of the old Seventh Street baseball park, where Frederick Douglass spoke in 1884. The new IU Health University Hospital, now rising just south of the historic campus, is the reason the Indy Health District was created.

Alongside the hospitals, residents and their allies built institutions to care for the people others turned away. In what is now Meridian Highland stood the Home for Friendless Colored Children, an orphanage that served Black children from 1869 to 1930; the Alpha Home for Aged Colored Women, founded in 1886 and still serving elders today; the Flower Mission, which cared for



Methodist Hospital, c.1910. Postcard, Kent Clady Collection, Indiana Album.

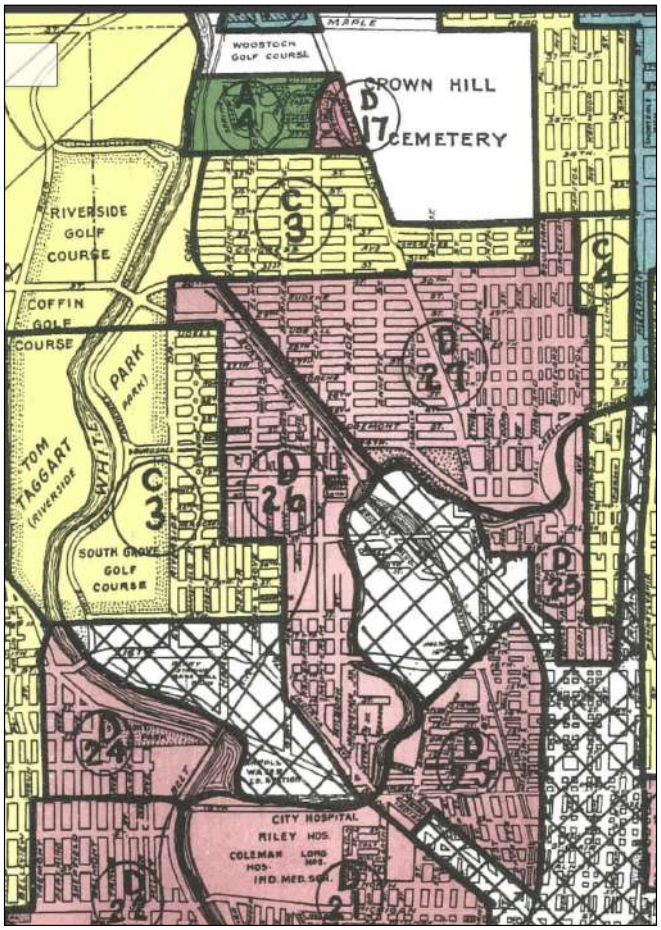
the terminally ill and trained nurses; the Indianapolis Home for Friendless Women; and the German Home for the Aged. In 1898, Flanner House began serving Black families with clinics, education, employment, recreation, and social services. Care is not new to this district. It is part of its inheritance.

Policy That Reshaped the Map

Over the twentieth century, a series of public policies steadily disconnected these neighborhoods from the prosperity growing around them.

Zoning came first. The city's first zoning ordinance, passed in 1922, rezoned established residential blocks in and around the district for apartments and industry, including "semi-nuisance" industries such as chemical plants and glue and fertilizer manufacturing whose environmental effects would linger for decades.

Redlining followed. In 1937, federal mapping rated every one of the district's five neighborhoods either "Definitely Declining" or "Hazardous," and race was the most common reason given. Lenders and insurers followed those maps for a generation, denying families the mortgages and loans that built wealth elsewhere. In 1946, a Chamber of Commerce map of where Black residents lived labeled much of the same ground "Areas of Economic Drain."



Indianapolis, 1937 (full map and district close-up). Robert K. Nelson, LaDale Winling, et al., "Mapping Inequality: Redlining in New Deal America," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, University of Richmond Digital Scholarship Lab.

Then came the bulldozers. After the 1956 Federal Highway Act, the interstate system was built through Indianapolis between 1965 and 1975, and I-65 north of downtown was completed in 1971. The routes ran almost entirely through areas that had been redlined. I-65 now forms the western edge of Crown Hill and Highland Vicinity, and its ramps at West Street cut Ransom Place and Historic Flanner House Homes off from the blocks around them. At the same time, urban renewal cleared older housing for redevelopment: Project A became the site of Flanner House Homes, and Project Rh1 covered part of Ransom

Place. Across the country and here, these programs displaced families, businesses, places of worship, and schools.

Taken together, these choices left an accumulation of disinvestment that residents still live with today, and they are part of the story behind the life expectancy gap at the heart of this plan.

Five Neighborhoods, One District

Each of the district's five neighborhoods has its own history and its own character. The profiles in Part IV tell those stories in depth. Here is the thread that ties them together.

Crown Hill: An Urban Respite

Named for Crown Hill Cemetery, established in 1863, the neighborhood grew up around 555 acres of green space, one of the city's great landscapes. Platted in the 1870s with dense single-family homes, Crown Hill later became home to The Children's Museum of Indianapolis, founded by Mary Stewart Carey in 1925 and at 30th and Meridian since 1946, as well as the Ritz Theater and the Cosmos Knights Club, a social and service club founded in 1949 that still supports the community through scholarships and assistance.

Highland Vicinity: A Connector to Nature

Bordered by Fall Creek Parkway, part of landscape architect George Kessler's Park and Boulevard system planned between 1905 and 1910, Highland Vicinity connects the district to the city's waterways and trails. St. Vincent's Hospital overlooked Fall Creek from 1913 until 1974; today Ivy Tech Community College, in the neighborhood since 1983, has given the old hospital building new life. Long-time resident Hilda LaLand founded the neighborhood association in the 1980s and led it until 2004, organizing housing improvement, beautification, and crime watch efforts.

Meridian Highland: An Ethic of Care

Platted in the 1850s and 1860s, Meridian Highland is where much of the district's tradition of care took root, from the orphanage and elder homes of the nineteenth century to Methodist Hospital in 1908. The neighborhood was also home to Wallace Foster Public School No. 32 for a century, and to the streetcar barn that served the city's transit system. Its neighborhood association was formally registered in 2011.

Ransom Place: An Exemplar in Stewardship

Six blocks just north of Indiana Avenue, Ransom Place is the most intact historic Black residential district in Indianapolis, its small wood-frame homes built mostly in the 1880s and 1890s. It is named for Freeman Ransom, attorney for Madam C.J. Walker, and was home to

physicians, attorneys, and civic leaders. Second Christian Church, built in 1910, was the city's first Black Disciples of Christ congregation and a hub of civic life. In the 1990s, residents led by preservationist Jean Spears gave the neighborhood its name, listed it on the National Register in 1992, and secured local protection as a conservation district in 1998.

Historic Flanner House Homes: A Testament of Resilience

In the 1950s, families who had felt the full weight of housing shortages and discrimination built this neighborhood themselves. Through Flanner House, under director Cleo Blackburn, residents constructed 181 homes between 1950 and 1959 with their own sweat equity, building their own houses and helping each other build. The neighborhood was listed on the National Register of Historic Places in 2003, and residents are now pursuing local historic designation. Families with long histories here continue to steward it.



Project A Flanner House Homes, c.1960. Indianapolis Historic Preservation Commission.



Before Demolition, Flanner House Self-Help Program, Project A, Indianapolis Historic Preservation Commission. Indianapolis Historic Preservation Commission.

What This History Asks of Us

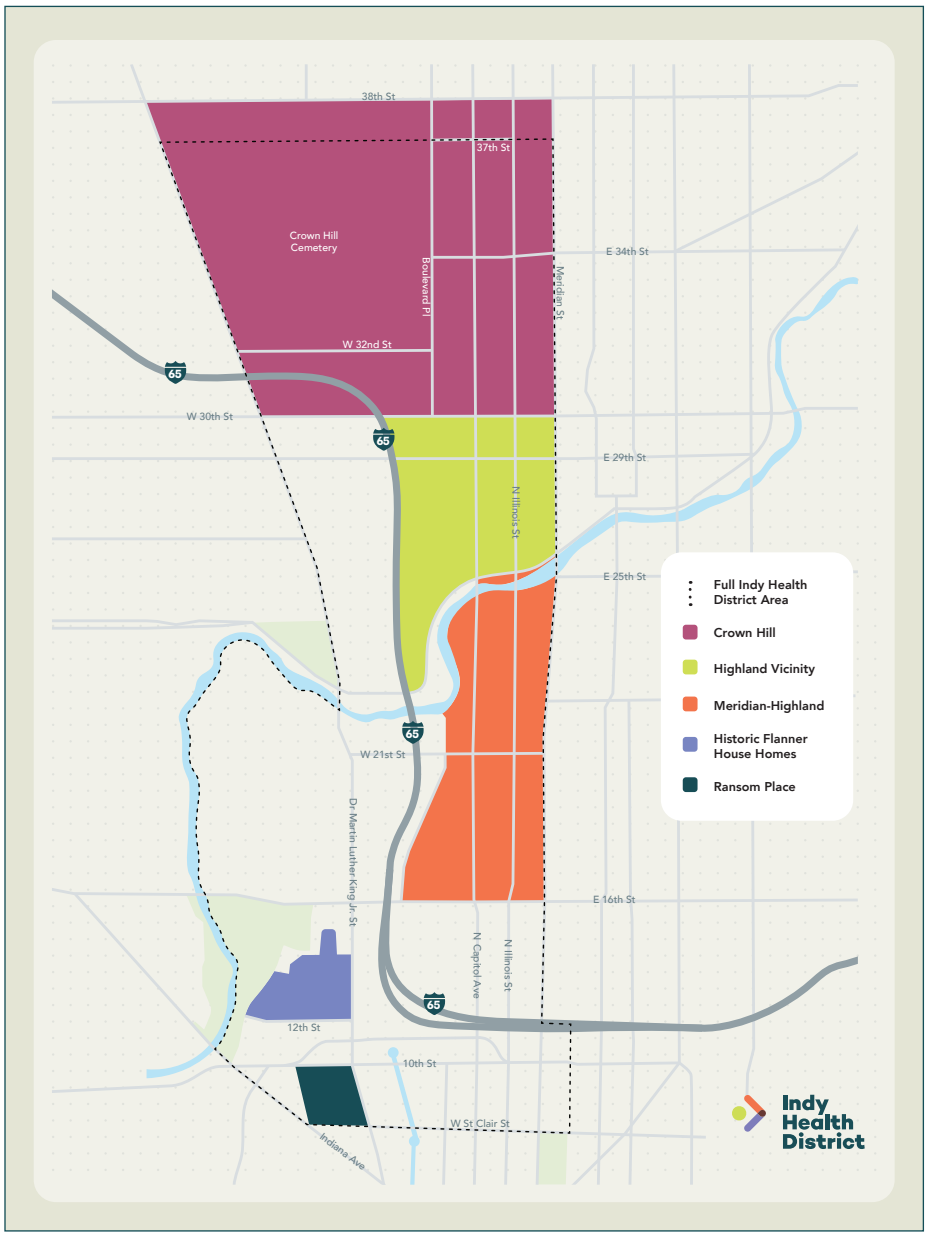
Residents asked that this plan tell the truth about the past without letting the past define the future. The district enters its next chapter with extraordinary assets: two neighborhoods on the National Register, a living legacy of Black enterprise and culture, a century of care institutions, green space from Crown Hill to Fall Creek, and residents who have stewarded these blocks for generations. The Community Preservation and Cultural Identity pillar commits to keeping that history visible and keeping long-time residents in their homes. Every other pillar builds on the same promise: revitalization without displacement, shaped by the people who never left.

Part I Section 4

The District Today

Five neighborhoods, one district: who lives here, and the conditions we start from.

District Boundary Map



The Number That Drives This Plan

District life expectancy: *67 years* vs. *73.5 years* in Marion County vs. over 80 years in nearby suburbs

Source: IHD Health Impact Dashboard (IU Fairbanks School of Public Health; 12 block groups, 2019–2023 pooled). Marion County from County Health Rankings. Suburban comparison: Weathers et al., Worlds Further Apart (2021).

Headline Indicators

Indicator	District	Marion Co.	Source
Total residents	13,604	975,809	ACS 5-yr 2020–2024 via SAVI
Neighborhoods / census block groups	5 / 12	—	IHD district definition
Median household income	$59,540	$66,346	ACS 5-yr via SAVI
Poverty rate	24%	15%	ACS 5-yr via SAVI
Homeownership (owner-occupied)	39%	57%	ACS 5-yr via SAVI
Vacant housing units	19%	9%	ACS 5-yr via SAVI

People

About 13,600 people live in the district's five neighborhoods. Half of residents (49%) are people of color, close to the county as a whole, and nearly a third (31%) are Black, compared with 27% countywide. About 2,400 residents are under 18, and one in eight (12%) is 65 or older. Three in four residents lived in the same home a year earlier. Many households have lived here for generations, alongside newer residents drawn by the district's history and its proximity to downtown.

Indicator	District	Marion Co.	Source
People of color	49%	50%	ACS 5-yr via SAVI
Black / African American residents	31%	27%	ACS 5-yr via SAVI
Residents under 18	2,391	243,915	ACS 5-yr via SAVI
Residents 65 and older	12%	13%	ACS 5-yr via SAVI
Residents in the same home as 1 year ago	76%	—	IHD Health Impact Dashboard

Housing

Nearly half of district households (45%) spend 30 percent or more of their income on housing, compared with 32% countywide. Renters carry the heaviest load: 53% are cost-burdened. Only 39% of homes are owner-occupied, against 57% across the county, and nearly one in five housing units (19%) stands vacant. Residents describe the pressure in personal terms: property taxes that rise faster than incomes, homes lost when an owner dies without a will, and older owners pressured to sell. Keeping long-term residents in their homes is one of the plan's highest priorities.

Indicator	District	Marion Co.	Source
Housing units / share occupied	8,939 / 81%	—	ACS 5-yr via SAVI
Households cost-burdened by housing (30%+)	45%	32%	ACS via SAVI / IHD Dashboard
Renter households cost-burdened	53%	—	ACS via SAVI / IHD Dashboard
Owner households cost-burdened	32%	—	ACS via SAVI / IHD Dashboard
Vacancy rate	19%	9%	ACS 5-yr via SAVI

Health

More than half of district residents (54.2%) live in a food desert, and only one-fifth of the district's land sits within a ten-minute walk of a grocery store. Nearly one in five adults (18.4%) reports frequent poor mental health. The district holds real assets for health, too: 21 walkable parks with amenities in good condition, the Fall Creek Trail and the historic Park and Boulevard system, and some of the state's finest health institutions within its borders. Nine percent of residents are uninsured, the same as the county rate.

Indicator	District	Marion Co.	Source
Residents living in a food desert	54.2%	13%	IHD Dashboard / SAVI 2023
District land within a 10-minute walk of a grocery store	20%	—	IHD Dashboard, 2024
Adults with 14+ poor mental health days a month	18.4%	—	CDC PLACES via IHD Dashboard
Adults with 14+ poor physical health days a month	12.3%	—	CDC PLACES via IHD Dashboard
Uninsured residents	9%	9%	ACS 5-yr via SAVI
Walkable parks with quality amenities	21	—	IHD Dashboard

Economy

The district sits at the center of one of the region's largest concentrations of jobs: 21,986 jobs are located inside its boundaries. Yet district households earn less than the county median ($59,540 vs. $66,346), and the gap is far wider for Black households, whose median income is $25,381 against $48,557 for Black households countywide. One in four residents lives in poverty, as do nearly three in ten children (29.3%). Half of adults 25 and older hold a bachelor's degree (35% countywide), even as poverty runs well above the county rate.

Indicator	District	Marion Co.	Source
Jobs located in the district	21,986	647,433	LEHD 2022 via SAVI
Unemployment rate	5%	5%	ACS 5-yr via SAVI
Median household income, Black households	$25,381	$48,557	ACS 5-yr via SAVI
Children living in poverty	29.3%	21.5%	ACS 5-yr via SAVI
Adults 25+ with a bachelor's degree or higher	50%	35%	ACS 5-yr via SAVI

Assets

The district's assets are the foundation this plan builds on. Anchor institutions: IU Health Methodist Hospital and the new IU Health University Hospital (opening 2027), Eskenazi Health, Ivy Tech Community College, The Children's Museum of Indianapolis, Crispus Attucks High School, and the Madam Walker Legacy Center. Parks and green space: Crown Hill Cemetery's 555 acres, Barton Park, Graham Martin Park (being redeveloped for 2027), the Fall Creek Trail, and the Kessler Park and Boulevard system along Fall Creek Parkway. History and culture: the Ransom Place and Flanner House Homes historic districts on the National Register, Second Christian Church, Phillips Temple CME Church, the Cosmos Knights Club, and the Indiana Avenue legacy. Transit: the IndyGo Red Line. And above all, the residents, neighborhood associations, places of worship, and organizations that have cared for these blocks for generations.

The Gap, Side by Side

Set side by side, the gaps are the argument for this plan.

Indicator	IHD District	Marion County
Life expectancy (years)	67	73.5
Median household income	$59,540	$66,346
Poverty rate	24%	15%
Children living in poverty	29.3%	21.5%
Homeownership rate	39%	57%
Housing cost-burdened households	45%	32%
Vacant housing units	19%	9%

In nearby suburbs, life expectancy exceeds 80 years (Weathers et al., Worlds Further Apart, 2021). Other figures: IHD Health Impact Dashboard; ACS 5-year 2020–2024 via SAVI.

Part I Section 5

How This Plan Connects to the City's Plans

This plan does not stand alone. The Indy Health District sits inside a set of adopted city plans, citywide systems, and major investments, and each of the plan's goals was written to work with them rather than around them. Where a city plan already sets policy, this plan names how district residents want it applied here. Where a city system runs through the district, this plan names where it falls short for the people who live here.

The Comprehensive Plan and Its Elements

City Plan	What it sets	Where this plan connects
Marion County Land Use Plan (Pattern Book and Land Use Map, adopted 2019; update underway)	Land use typologies and guidance for development decisions across the county	IN-1 grocery site selection; EM-1 commercial corridors; CP-1 and CP-2 protection of existing residential blocks; IN-4 resident criteria for development
Indy Moves Transportation Integration Plan (2018) and Marion County Thoroughfare Plan (2019)	Transit, walking, biking, and street priorities; Complete Streets design	IN-2 sidewalks, lighting, traffic calming, and two-way conversion study; CS-3 safe passage routes; FS-3 transportation supports
Thrive Indianapolis (2019)	The city's sustainability and resilience plan: built environment, energy, food, natural resources, public health	IN-3 trees, solar, flooding, and lead lines; HW-1 food system and urban agriculture
Indy Parks Comprehensive Master Plan (2023)	Park investment and equitable access to recreation	HW-3 active living and outdoor fitness; CP-4 district gathering place

City Systems That Run Through the District

- **Transit.** The IndyGo Red Line and Purple Line serve the district and connect residents to care, school, and work. The plan treats transit as a route to the gathering place, groceries, and jobs (CP-4, IN-1, EM-3) and asks that stops and the sidewalks leading to them be safe and lit (IN-2).
- **Trails and greenways.** The Fall Creek Trail, Cultural Trail, and Highland Heritage Trail are among the district's named strengths. The plan connects them to the city's greenway work and to the Kessler Park and Boulevard system along Fall Creek Parkway (IN-3, HW-3).
- **Street safety.** Residents named speeding one-way streets and missing sidewalks as daily hazards. IN-2 and CS-3 are designed to work with the city's Vision Zero program and Department of Public Works capital planning, with district residents setting the priority list.
- **Highways.** I-65 forms the district's western edge. IN-3 asks state and city partners to reduce its noise, air, and safety impact on Crown Hill, Highland Vicinity, Ransom Place, and Historic Flanner House Homes.

Adjacent Plans and Larger Initiatives

- **Mid-North Quality of Life Plan (2012).** The Mid-North plan covers Crown Hill, Highland Vicinity, and Meridian Highland, three of this district's five neighborhoods, along with Mapleton-Fall Creek, Historic Meridian Park, and Watson-McCord. This plan builds on that work and updates it for the three shared neighborhoods, carrying forward the priorities residents named then that remain unfinished today.
- **Indiana Avenue Certified Strategic Plan.** The Department of Metropolitan Development's plan for the Indiana Avenue corridor, led with Reclaim Indiana Avenue and the Urban Legacy Lands Initiative, covers ground north to 16th Street and east to Capitol Avenue, which includes Ransom Place and the district's southern blocks. This plan's history, preservation, and anti-displacement goals (CP-1, CP-2, CP-3) and its local business goals (EM-1) are written to reinforce that work. IHD will coordinate with DMD and the corridor partners as that plan is finalized so the two plans speak with one voice.
- **Anchor institution investment.** The new IU Health University Hospital, opening in 2027, is the reason the Indy Health District was created. Purdue University in Indianapolis, Ivy Tech, 16 Tech, and The Children's Museum are also growing in and around the district. This plan asks that their growth deliver local hiring, local-first leasing, and protection for long-term residents (EM-1, EM-3, CP-1).
- **Neighboring quality of life plans.** Where neighboring areas hold their own certified plans, IHD will share this plan with their stewards and look for shared work along common boundaries, especially on Fall Creek, the I-65 edge, and the Meridian and Capitol corridors.

How IHD Will Keep the Plans Aligned

IHD will share this plan with DMD's Long Range Planning staff, the Department of Public Works, Indy Parks, and IndyGo, and ask that it be considered in land use, capital, and transit decisions inside the district. Each year's progress report (Part V) will note any city plan updates that affect the district, beginning with the current update to the Land Use Map and Pattern Book.

Alignment with the Comprehensive Plan

The Comprehensive Plan for Indianapolis and Marion County sets one vision: a city that grows as a healthy, inclusive, resilient, and competitive place. That vision comes from the Plan 2020 Bicentennial Agenda, the values element of the Comprehensive Plan. This plan applies those four values to five neighborhoods where the distance from them is measurable, starting with a life expectancy 6.5 years shorter than the Marion County average.

Pillar	Healthy	Inclusive	Resilient	Competitive
Health & Wellness	●	○		
Neighborhood Infrastructure & Environment	○		●	○
Economic Mobility & Local Entrepreneurship	○	○		●
Family Stability & Youth Development	●	●		○
Community Safety & Justice		○	○	
Community Preservation & Cultural Identity		●	○	

●*Primary value the pillar advances* ○*Also advances*

Healthy. The plan's north star is life expectancy, the most direct measure of a healthy city. Health & Wellness builds a district food network and a mental health system residents trust (HW-1, HW-2). Community Safety & Justice treats gun violence as a public health emergency (CS-2). Infrastructure works toward a full-service grocery store within reach of every neighborhood, where more than half of residents now live in a food desert (IN-1).

Inclusive. Residents wrote this plan: at least 70% of the voice that shaped it came from people who live here. Community Preservation keeps long-term residents in their homes as investment arrives (CP-1, CP-2) and makes the district's Black history visible (CP-3). Family Stability gives young people a formal seat in implementation through a district youth council (FS-1). Infrastructure gives residents a standing role in what gets built (IN-4).

Resilient. The plan protects the neighborhoods from the shocks that have already cost them: displacement, disinvestment, and environmental burden. Infrastructure repairs streets, sidewalks, lighting, drainage, and aging pipes and grows the tree canopy (IN-2, IN-3). Community Preservation guards generational homeownership through estate planning, lien relief, and repair grants (CP-1, CP-2). The District Help Desk gives residents one trusted place to find help when they need it (CP-5).

Competitive. The district sits beside some of the state's largest employers and its newest hospital. Economic Mobility makes it affordable to do business here, builds an entrepreneurship ecosystem from first idea to growth stage, and opens career pathways with anchor employers (EM-1, EM-2, EM-3). Family Stability treats childcare as workforce infrastructure (FS-2), and homeownership becomes the district's main engine for building wealth (EM-4).

The pillar-level metrics in Part V track progress on all four values, using the IHD Health Impact Dashboard and SAVI as the measures of record. IHD will report on them each year, so the city can see how the district is moving toward the Comprehensive Plan's vision.

PART II

Process & Voice

How This Plan Was Built

This plan was built for the community, with the community. Before formal engagement began, IHD formed the IHD Quality of Life Steering Committee, bringing together neighborhood association leaders and residents from all five neighborhoods to help guide the process from the inside out. The Steering Committee met monthly throughout the engagement.

Alongside the Steering Committee, IHD recruited Neighborhood Champions from each of the five neighborhoods to help spread the word and represent an intergenerational approach to this work.

Work on the Indy Health District Quality of Life Plan began in November 2025, before IHD's formal launch, and continued through the community validation process in fall 2026. Every phase of the process was guided by one north star: increasing life expectancy across Crown Hill, Historic Flanner House Homes, Highland Vicinity, Meridian-Highland, and Ransom Place.

This engagement also built on research IHD had already gathered through its long-standing relationship with the community, ensuring the process didn't start from scratch, but deepened and validated insight IHD had been cultivating with residents over time.

Together this collaboration informed the 6 pillars for the Quality of Life Plan.

Planning Phases and Timeline

Phase	Description	Timeline
1. Research	Review data, neighborhood history, and assets. Meet with association leaders and key partners.	November 2025 – March 2026
2. Priorities + Vision	Listening sessions, stakeholder meetings, surveys. Gather insights, experiences, hopes, and concerns.	February – August 2026
3. Goals + Strategies	Identify themes, priorities, and root causes. Co-create strategies and success indicators.	June – August 2026
4. Plan Development + Storytelling	Draft neighborhood-specific plans. Ensure community ownership. Build the narrative that ties all five neighborhoods together.	August – October 2026
5. Validation + Finalization	Hear from youth at Crispus Attucks High School. Steering committee review of neighborhood profiles. Community validation convening; finalize the plan.	September – November 2026

Rather than start from assumptions about what these neighborhoods need, IHD built this plan from the ground up, through four engagement streams designed so that resident voice makes up at least 70% of what shaped the plan's strategies.

1. Pillar Sessions. Twelve facilitated sessions, two for each of the six Quality of Life pillars, brought together 95 community participants at the Mosaic Center, Ivy Tech Community College, and the Ruth Lilly Health Education Center. Sessions ran in both daytime and evening formats to reach working residents, retirees, and stakeholders alike. Using the SOAR framework (Strengths, Opportunities, Aspirations, Results), residents identified roughly 462 existing strengths and 350 gaps and opportunities, then prioritized those gaps themselves through dot voting.

2. Community Priorities Survey. The survey opened February 1, 2026 and closed August 8, 2026, and drew 508 responses, 78% from residents of the five neighborhoods. Outreach ran through Neighborhood Champions, neighborhood associations and email list-servs, social media, lawn signs, partner organizations inside the district, flyers at community centers and events, farmers markets, and door-to-door canvassing, so that residents without regular internet access or email had a real path to participate.

3. One-on-One Interviews. More than 100 one-on-one interviews were conducted with residents, business owners, faith leaders, and institutional partners, surfacing the personal stories and specific, lived detail that a survey alone cannot capture.

4. Neighborhood Workshops. One workshop was held in each of the five neighborhoods to test district-wide priorities against what that specific neighborhood needed, and to surface hyperlocal issues, specific streets, parks, and properties, that only residents of that neighborhood would know to name.

Door-to-Door Outreach. Across all four streams, Neighborhood Champions and Ascentra staff canvassed block by block to reach residents who are not on email lists, not active on social media, or otherwise disconnected from standard outreach channels. This outreach was essential to closing gaps in participation, particularly among elderly residents, non-English speakers, and residents new to formal civic engagement.

Engagement at a Glance

12	**508**	**100+**	**5**
Pillar sessions — 95 community participants; priorities set by residents through dot voting	Community survey responses — 78% from residents	One-on-one interviews with residents, business owners, faith leaders, and institutional partners	Neighborhood workshops — one per neighborhood

70%+ resident voice built into the plan by design, and validated by residents at the October 2026 community convening.

Pillar Partner Sessions

On August 17 and 19, 2026, IHD and Ascentra convened 97 partners from external organizations at the Mosaic Center for two days of working sessions, one for each of the six Quality of Life pillars: Health & Wellness; Neighborhood Infrastructure & Environment; Economic Mobility & Local Entrepreneurship; Family Stability & Youth Development; Community Safety & Justice; and Community Preservation & Cultural Identity. Rather than starting from a blank page, partners reacted to the strategies residents had already prioritized, identified where their own organizations could lead or contribute, and named what it would take to move each strategy forward. This step ensured the plan's strategies are not only resident-driven but implementable, with partners already signaling where they can act.

Community Validation Convening

On October 15, 2026, IHD brought the community back together at Ivy Tech Community College to review the draft plan and tell us what it got right and what it got wrong. The evening was designed to be low-barrier, with food, a kids' area, live music, and interactive stations for each pillar and neighborhood, so residents of all ages could take part. Nearly 80 people attended. Across the six pillar stations, they placed 349 dots on the goals that mattered most to them and left nearly 150 written comment cards. Healthy food, staying in their homes, and keeping every block clean and cared for rose to the top. Healthy food within reach led at the Health & Wellness station and bringing a grocery store within reach led at Infrastructure; owning and staying in your home led at both the Economic Mobility and Community Preservation stations; "every block cared for" drew half of all votes at the Safety station; and mental health care for the whole family tied for first at Family Stability.

Residents' comments changed the plan. The final plan names a high-quality, affordable, full-service grocery store as the goal, renames the district's resource navigation goal so its purpose is clear, strengthens property-tax relief, estate planning, and no-lien repair help for seniors, and raises mental health as a district-wide priority. Residents' larger questions, where the money will come from, who will care for what gets built, and whether residents will have a real seat where decisions are made, shape how the plan will be implemented. Volunteers signed up at every station to help carry the work forward.

Youth Voice: Crispus Attucks Student Sessions

The plan runs to 2036, so young people's voices had to be in it. In September 2026, IHD held two sessions at Crispus Attucks High School with students in grades 10 through 12 in the IU Health High School Fellowship. Forty-nine students took part; some live in the district, and others don't but spend their days here at school and in the neighborhoods around it. Students reacted to twelve priorities their neighbors had already raised, answered questions about their lives, and named one thing the district should build for young people. Their top picks were better-paying careers (59%), mental health support, and help with school. The thing they most want built is a safe place of their own, with tutoring, career help, and counseling, that they can reach by bus. Forty students signed up to stay connected, the start of a youth voice in implementation.

Throughout the process, a documentary team captured the story of this plan and the neighborhoods behind it, a lasting record of the people whose voices shaped it.

What Residents and Partners Told Us

Across the Community Priorities Survey, one-on-one interviews, and neighborhood pillar sessions, residents in all five Quality of Life Plan neighborhoods — Crown Hill, Historic Flanner House Homes, Highland Vicinity, Meridian-Highland, and Ransom Place — pointed to a consistent set of shared priorities, even as each neighborhood's specific needs and context differ.

Residents across the district want healthy, affordable food within reach in their own neighborhoods. In every community, grocery/retail access or healthy food ranked as a top-tier priority with some neighborhoods specifically requesting culturally relevant options such as a Hispanic grocery or bodega.
Residents brought forward specific, well-documented infrastructure priorities. People identified exact streets, intersections, and needed repairs reflecting deep familiarity with their neighborhoods and a readiness to see targeted investment.

On safety, residents described a layered picture: real progress alongside a continued need for coordinated support around homelessness and mental health. This points to an opportunity for behavioral-health and outreach partnerships to complement public-safety efforts already underway.

Economic opportunity and housing stability emerged as a strong theme, especially in Historic Flanner House Homes, where protecting generational Black homeownership was the most-cited priority in interviews and pillar sessions, and in Meridian-Highland, where residents highlighted housing and utility cost relief alongside infrastructure investment.

Finally, residents emphasized the importance of trust, identity, and sustained follow-through. This showed up as strong interest in historic designation and storytelling as a broader district-wide call for accountable, visible progress on these plans.

Top 5 Cross-Cutting Themes

1. **Healthy food and grocery access** — The most universal finding across the district. Every neighborhood named this a top-two priority, with support ranging from 71–79%, signaling a shared, high-confidence investment opportunity. A Crown Hill resident described the neighborhood in three words as "*a food desert*," while a Ransom Place resident's vision was simple: "*a close grocery store and less potholes.*"

2. **Specific, actionable infrastructure priorities** — Drainage, sidewalks, lighting, roadways, and traffic safety were identified with precise locations across four of five neighborhoods. Residents were direct about it. A Ransom Place resident summarized their neighborhood as "*Calm. Collected. Potholes,*" and a Highland Vicinity resident asked plainly for help "*getting the roads repaired cause it's a lot of potholes.*"

3. **Coordinated support for homelessness and mental health** — Residents pointed to behavioral-health and outreach partnerships as a complement to existing safety efforts. A Highland Vicinity resident pushed back on surface-level responses: "*People with drug addictions and mental health problems need help. Real help, not the slap a band-aid on it and kick them back out on the street kind of 'help.'*" A Historic Flanner House Homes resident named the same need for "*mental health and financial opportunities*" over the next five years.

4. **Economic mobility and housing stability** — Protecting generational homeownership, housing and utility cost relief, and landlord/renter partnership reflect a shared focus on economic security and asset-building. A Crown Hill resident's twelve-month priority was direct: "*Making more homes affordable*" and "*holding landlords accountable for maintaining a high standard of maintenance, especially in senior housing.*"

5. **Trust, identity, and sustained follow-through** — Residents want to see their history and culture honored alongside consistent, visible progress on plan commitments district-wide. This theme came through most clearly when residents were asked what they wanted IHD to know. A Historic Flanner House Homes resident put the stakes plainly: "*Continued support by way of action is critical to the neighborhoods or this will be just another failed promise in the eyes of the elders.*" Residents in Highland Vicinity and Meridian-Highland echoed the same call — "*Stand together and follow through" and "We need action, not committees.*" A Crown Hill resident summed up what they wanted from the process in three words: "*Start, communicate, listen.*"

Data That Shaped This Plan

The plan's recommendations rest on two kinds of evidence read side by side: public data on conditions in the district, and what residents said in their own words. Where both pointed the same way, the plan made it a goal. The IU Fairbanks School of Public Health, the Polis Center at Indiana University Indianapolis, and Health By Design supported the identification of metrics to evaluate initiatives and the collection of baseline data.

Sources

Source	What it measures	Vintage
IHD Health Impact Dashboard (built by the Evaluation Team consisting of IU Fairbanks School of Public Health, the Polis Center, and Health by Design)	Life expectancy, food access, mental and physical health, parks, sidewalks, crashes, childcare capacity	Life expectancy 2019–2023 pooled; other measures 2022–2024
SAVI district profile (Polis Center) and American Community Survey	Population, income, poverty, homeownership, housing cost, vacancy, education, insurance	ACS 5-year, 2020–2024
LEHD via SAVI	Jobs located in the district	2022
CDC PLACES	Frequent poor mental and physical health	2022–2023
Community Priorities Survey	Resident priorities across all six pillars, in English and Spanish	Feb 1 – Aug 8, 2026; 508 responses
Pillar session dot votes	Resident ranking of 350 gaps across 12 sessions	Spring 2026; 95 participants
One-on-one interviews and neighborhood workshops	Lived detail, specific streets and sites, neighborhood priorities	2025–2026; 100+ interviews, 5 workshops
Crispus Attucks youth sessions	Priorities of young people who live or attend school here	September 2026; 49 students
Community Validation Convening	Resident votes and comments on the draft goals	Oct 15, 2026; 349 votes, about 150 comments

How the Evidence Drove the Recommendations

What the data showed	What residents said	What the plan does
54.2% of residents live in a food desert; 20% of district land is within a 10-minute walk of a grocery	"No grocery stores" drew the most votes of any session item; 72% of survey respondents chose more grocery, retail, and essential services	IN-1 grocery and essential services development; HW-1 fresh food network
Life expectancy of 67 years, 6.5 below Marion County	Residents framed health as food, movement, trust, and information	Life expectancy set as the plan's north star; HW-1 to HW-3
18.4% of adults report frequent poor mental health	More mental health services was the top Family Stability priority, and it tied for first at the validation convening	HW-2 mental health system; FS-4 whole-family mental health
45% of households are cost-burdened; homeownership is 39% vs. 57% countywide	Aging in place and property-tax protection each drew the maximum vote	CP-1 anti-displacement; CP-2 generational homeownership; EM-4 homeownership pipeline
2.5 miles of streets have no sidewalk and 6.3 miles have one on one side only; 7 pedestrian and bike crashes in 2024	62% of survey respondents named road maintenance	IN-2 streets, sidewalks, and lighting
Poverty of 24% vs. 15% countywide, beside 21,986 jobs located inside the district	Lower costs for business owners led Economic Mobility; 59% of Attucks students chose better-paying careers	EM-1 business affordability; EM-3 careers and workforce pathways
No district-level violent-crime data after 2021	70% of survey respondents chose crime prevention	CS-1 to CS-3, with a violent-crime baseline set in Year 1

Where Data Is Still Missing

Four measures were not available at the district level for this plan: violent crime after 2021, vacant parcels and abandoned structures, long-tenure homeownership, and the Child Opportunity Index. IHD will establish each as a baseline in the first year of implementation, with Fairbanks and Polis, and report it in the first annual progress report.

PART III

The Six Pillars

Goals and strategies for the next ten years, shaped by residents



Health & Wellness

> *Please bring healthy living. Create healthy lifestyles for the neighborhood, create a safe and beautiful place to live. An area that people are proud to say this is where they live."*
>
> *— Resident, Community Priorities Survey*

Few communities in Indiana have lived closer to medicine, or longer, than the neighborhoods of the Indy Health District. City Hospital opened along Indiana Avenue in 1866; Methodist Hospital followed at 16th and Capitol in 1908; and over the century since, the district has grown into the home of some of the state's finest health institutions. The neighborhoods built a care tradition of their own alongside them: Flanner House's clinics and family services beginning in 1898, the Alpha Home's care for elders, congregations that carried health into homes, and today's network of community health centers, food access points, and gardens. Yet the policies of the last century, including zoning, redlining, highway construction steadily disconnected these neighborhoods from the prosperity growing around them, and the result is measurable today: residents here live, on average, six and a half years less than their Marion County neighbors.

That number is the reason the Indy Health District exists. As IU Health prepared the largest health investment in the district's history, neighborhood leaders and anchor institutions came to a shared understanding: the once-in-a-generation investment arriving in the district was also a once-in-a-generation chance to close the gap between the care available here and the health of the people who live here. IHD was founded in October 2024 to commit to a partnership among residents, institutions, and civic leaders to ensure that investment in medicine is matched by investment in the conditions that make people healthy. The Health Impact Dashboard was built to guide that work and measure its progress, block by block.

Residents in this planning process described health the way the field's best research now does: as food, movement, trust, and information. Access to healthy, affordable food was the top priority in the Health & Wellness sessions and the top selection in the entire survey. Residents asked for mental health providers who reflect the community, for care that understands the community's history, for safe and affordable places to be active, and again and again for an easier way to find the resources that already exist. Mental health ran through nearly every conversation: at the community validation convening, residents said shame

keeps families from getting help and asked that mental health stand as its own priority. The district holds an unusual combination: deep clinical assets, trusted community institutions, and residents who know exactly what they need. This pillar is the plan for bringing those three strengths together.



Vendors at the floating farmers market. Photo by Napshots.



Residents at the 2026 Floating Farmers Market. Photo by Napshots.

By the Numbers

Data Point	District	Source
Life expectancy at birth	67 years (6.5 below Marion County)	IHD Health Impact Dashboard
Residents living in a food desert	54.2% (13% countywide)	IHD Dashboard / SAVI 2023
Adults with frequent poor mental health	18.4%	CDC PLACES via IHD Dashboard
Walkable parks with quality amenities	21	IHD Health Impact Dashboard
Survey: chose healthy and affordable food	77% of respondents	Community Priorities Survey

These assets and challenges were compiled from community input throughout the planning process: pillar partner sessions, the Community Priorities Survey, and one-on-one interviews.

Assets

- Anchor hospitals and clinics: IU Health Methodist, Eskenazi, Riley, Raphael Health Center, Gennesaret Free Clinics
- Mobile health clinics and community health workers
- Trusted food access points: Cleo's Bodega, Floating Farmers Market, Mid North Food Pantry, North United Methodist Farmers Market
- Gleaners, Indiana Hunger Network, and Indy Fresh Market
- Community gardens and urban agriculture partners
- Places of worship engaged in congregational care and chaplaincy
- Community health organizations: BU Wellness, Minority Health Coalition, Allies for Humanity, Damien Center, Julian Center, Cradle Indy
- Parks and trails: Watkins, Tarkington, Riverside, Barton, Fall Creek Trail, Cultural Trail
- Public health partners: Fairbanks School of Public Health, Marion County Public Health Department
- IndyGo Red and Purple Lines connecting residents to care

Challenges

- Food desert conditions and the daily cost of leaving the district for groceries
- Residents unaware of the health resources that already exist
- Lack of trust in providers and a shortage of demographically responsive mental health care
- Stigma around mental health and substance use
- Trauma that care systems do not acknowledge
- No fitness or recreation center; limited safe places to walk and exercise
- Seniors without transportation to food and care
- Unhoused neighbors without a path to behavioral health care
- Aging infrastructure and environmental health concerns

> *"Better quality food and healthcare and mental health awareness and availability and more community-based programs."*
>
> *— Resident, on the improvement that would make the biggest difference*

Vision

Our vision for health and wellness in the Indy Health District is a community where living here adds years to life rather than taking them away: where healthy food is within reach of every neighborhood, where mental health care is available, culturally responsive, and free of stigma in the places residents already go, and where every resident has a safe, affordable place to move. We are committed to building on the food, faith, and health assets residents already trust, to care that respects the district's history, and to measuring progress by the health of the people who already live here.

HW-1 Fresh Food & Nutrition Security Network

Build a coordinated district food system that expands the food assets residents already trust and brings healthy, affordable food within reach of every neighborhood.

STRATEGIES

- **A.** Connect and promote the district's existing pantries, markets, and mobile food options so residents can find and use them while the district works toward a full-service grocery store.
- **B.** Stand up senior grocery delivery routes covering all five neighborhoods.
- **C.** Launch food-as-medicine and nutrition education programs with district clinics.
- **D.** Expand community gardens and urban agriculture across the district.
- **E.** Incentivize healthy, accessible eating.

HW-2 Mental Health & Trauma-Informed Care System

Make mental health care available, culturally responsive, and stigma-free across every setting residents already occupy.

STRATEGIES

- **A.** Recruit and retain demographically responsive mental health providers for the district.
- **B.** Scale mental health support and stigma reduction through the district's places of worship.
- **C.** Extend outreach and behavioral health care to unhoused neighbors in the district.
- **D.** Adopt a shared trauma-informed care standard and training program across pillar partner organizations.
- **E.** Build clear crisis-response alternatives with warm handoffs into the district's resource navigation network.
- **F.** Pursue collaborative funding strategies across behavioral health partners.

HW-3 Active Living & Fitness Access

Give residents safe, affordable places to move, starting with programming in spaces that already exist and building toward the recreation space residents have asked for.

STRATEGIES

A. Offer free and low-cost fitness programming in shared spaces.
B. Install outdoor fitness equipment at public parks and spaces.
C. Fold long-term fitness and recreation space into the district gathering place strategy.

Pillar-Level Metrics

1. Life expectancy at birth (baseline 67 years)
2. Share of residents living in a food desert (baseline 54.2%) and food-insecurity screening rates at district clinics
3. Frequent poor mental health days (baseline 18.4%) and share of residents reporting they can access care when needed
4. Demographically responsive mental health providers serving the district
5. Frequent poor physical health days (baseline 12.3%)
6. Walkable access to quality parks and fitness program participation by year

Key Partners to Engage

Allies for Humanity
Brandon Beasley
BU Wellness Network
Certified Community Behavioral Health Clinic (CCBHC)
Christian Theological Seminary
Coalition for Homelessness Intervention & Prevention (CHIP)
Concerned Clergy of Indianapolis
District places of worship
Eskenazi Health / Fresh for You Market
Flanner House / Cleo's Bodega
Floating Farmers Market
Gennesaret Free Clinics
Gleaners Food Bank
Greater Indianapolis Multifaith Alliance (GIMA)
Indiana Division of Mental Health & Addiction (DMHA)
Indiana Hunger Network (Compass)
Indiana Sports Corp
Indianapolis Cultural Trail
Indianapolis Public Schools
Indy Fresh Market
Indy Parks
IndyGo
IU Health
IU Health Behavioral Health
IU Health Congregational Care Network
Ivy Tech Community College
Jewish Community Relations Council (JCRC)
Marion County Public Health Department
Mental Health America of Indiana
Mid North Food Pantry

Key Partners to Engage (continued)

Minority Health Coalition of Marion County
Mosaic Center
NAMI Greater Indianapolis
National Institute for Fitness and Sport (NIFS)
Nicole Woods
Nine13sports
North United Methodist Farmers Market
Office of Public Health & Safety (OPHS)
PACE
Park friends groups (Watkins, Tarkington, Riverside)
Planet Fitness
Purdue Extension (urban agriculture)
Raphael Health Center
Wheeler Mission
YMCA or comparable recreation operator

Neighborhood Infrastructure & Environment

> *A healthy, beautiful community, with green spaces and restaurants, grocery stores that you can walk to."*
>
> *— Resident, Community Priorities Survey*

The infrastructure of these five neighborhoods was shaped by three documents most residents never saw. The city's first zoning ordinance, in 1922, rezoned settled Black residential blocks for apartments and industry, inviting chemical and fertilizer operations to the neighborhood's edge. The 1937 federal redlining map colored every one of the five neighborhoods red or yellow, "hazardous" or "definitely declining," cutting families off from the loans that built wealth elsewhere in the city. And between 1965 and 1975, the interstate system was routed almost exclusively through those same areas: I-65 now walls off Crown Hill and Highland Vicinity, and its West Street ramps severed Ransom Place and Flanner House Homes from the fabric around them.

Residents live with the consequences daily, and in the planning process they named them precisely. "No grocery stores" drew more votes than any other item in any session of this plan, and 72% of survey respondents chose more grocery, retail, and essential services. Road maintenance topped the infrastructure survey; sidewalks that end, unlit alleys, speeding one-way streets, vacant houses, and the noise of the interstate filled out the list. Just behind the grocery store came something else: community voice in decision-making. The neighborhoods know their infrastructure was decided for them once. They are requiring that it not happen twice.

There is also more to build on than most places can claim: the Red and Purple Lines, the Cultural Trail and Fall Creek Trail, four parks and Crown Hill's green expanse, and 126 named strengths — the deepest asset list of the planning process. What the district asks of this pillar is direction, not rescue.



Indianapolis cultural trail looking Southeast along Indiana Avenue towards downtown Indianapolis.

By the Numbers

Data Point	District	Source
District land within a 10-minute walk of a grocery	20%	IHD Dashboard, 2024
Streets with no sidewalk / sidewalk on one side only	2.5 mi (6%) / 6.3 mi (15%)	IHD Dashboard, 2024
Pedestrian and bicycle crashes	7 in 2024 (none fatal)	IHD Health Impact Dashboard
Vacant housing units	19% (9% countywide)	ACS 5-yr via SAVI
Survey: chose road maintenance	62% of respondents	Community Priorities Survey

20%

of district land is within a 10-minute walk of a grocery store

2.5

miles of district streets have no sidewalk

21

walkable parks with amenities in good condition

Assets

- Red Line and Purple Line bus rapid transit
- Cultural Trail, Fall Creek Trail, and Highland Heritage Trail
- Watkins, Tarkington, Barton, and Riverside parks; Crown Hill Cemetery
- Anchor institutions: The Children's Museum, Newfields, Ivy Tech, 16 Tech and the AMP, the Stutz
- Community development corporations and housing partners: Near North Development Corporation, INHP, LISC, Intend Indiana
- Keep Indianapolis Beautiful and neighborhood cleanup volunteers
- Mosaic Center, Flanner House, and the public library
- Neighborhood associations with deep knowledge of every block
- Places of worship and faith-based institutions
- Cleo's Bodega and the Floating Farmers Market

Challenges

- No full-service grocery store
- Residents without a voice in infrastructure decisions
- Sidewalk gaps, crumbling alleys, and neglected streets
- Poor street and alley lighting
- Speeding and one-way streets that endanger elders and children
- Vacant lots and abandoned buildings
- Noise and air pollution from I-65
- Flooding, drainage failures, and aging pipes
- Uneven tree cover and shade across neighborhoods

> *"Paved roads, more accessible sidewalks, and a street lamp or two."*
>
> *— Resident, describing their vision for the neighborhood*

Vision

Our vision for the Indy Health District's infrastructure and environment is a neighborhood where a resident can walk to a local store on a sidewalk that is whole and lit, where alleys and streets are cared for, where vacant land becomes gardens, parks, and shade, where the highway's burden is lessened, and where the people who live here decide what gets built and hold the city to it. We are committed to visible, early improvements that build trust, to turning liabilities into assets, and to measuring progress by what residents can see from their front porch.

IN-1 Grocery & Essential Services Development

Advance the district's answer to its #1 named gap: a site, an incentive package, and operator partnerships that can bring a high-quality, affordable, full-service grocery store and essential retail within reach.

STRATEGIES

- **A.** Identify and assemble a site using criteria informed by community priorities.
- **B.** Build a grocery incentive package.
- **C.** Recruit and partner with grocery operators, researching community-partnership models that pair operator return with lasting community benefit.
- **D.** Curate the surrounding retail to pair national anchors that drive traffic and revenue with dedicated, affordable space for locally owned businesses.

IN-2 Streets, Sidewalks & Lighting

Fix the visible neglect residents walk past every day. Early, tangible improvements to sidewalks, lighting, alleys, and street conditions are the fastest way this plan builds trust.

STRATEGIES

- **A.** Publish and track a resident-led, prioritized sidewalk gap and repaving list.
- **B.** Complete a district lighting audit and installation program.
- **C.** Assess alleys with the neighbors who use it and secure dedicated funding for alley upkeep.
- **D.** Complete a traffic-calming and two-way conversion study on resident-named streets.

IN-3 Vacant Property, Green Space & Environmental Health

Turn vacant and neglected land from a liability into community assets like gardens, pocket parks, and shade, and reduce the environmental burden residents carry from I-65, flooding, and aging pipes.

STRATEGIES

- **A.** Take vacant property from blight to beautification.
- **B.** Plant and protect trees so every block has shade, cleaner air, cooler summers, and the calmer, healthier streets that tree-lined neighborhoods bring.
- **C.** Mitigate the noise, safety, and structural impact of I-65 on adjacent neighborhoods.
- **D.** Bring solar and energy efficiency to community buildings and homes.
- **E.** Fix lead, drainage, flooding, and pipe problems on resident-reported streets.

IN-4 Community Voice in Infrastructure Decisions

Give residents a formal, standing role in deciding what gets built and holding the city accountable for what was promised.

STRATEGIES

- **A.** Establish a neighborhood-led environment and infrastructure steering committee.
- **B.** Report annually to and from the city on infrastructure progress.
- **C.** Set community-informed criteria before any district-supported infrastructure or development project is designed.

Pillar-Level Metrics

1. Share of district land within a 10-minute walk of a grocery (baseline 20%); residents in a food desert (baseline 54.2%)
2. Streets without sidewalks (baseline 6% none / 15% one side); pedestrian and bicycle crashes (baseline 7, 2024)
3. Complete streets index and lighting coverage
4. Vacant parcels returned to use; tree canopy and Tree Equity Score
5. Flooding complaints resolved; I-65 mitigation milestones
6. Steering committee actions adopted; annual infrastructure report delivered

Key Partners to Engage

AES Indiana
Citizens Energy Group
City of Indianapolis, Department of Metropolitan Development
City-County Council district offices
City-County Council Environmental Sustainability Committee
Development partner
Earth Charter Indiana
Ecologic
Grocery operator
Groundwork Indy
Habitat for Humanity of Greater Indianapolis
Hoosier Environmental Council
Hoosier Interfaith Power & Light
IHD
Indiana Department of Health
Indiana Forest Alliance
Indianapolis Cultural Trail
Indianapolis Neighborhood Housing Partnership (INHP)
INDOT
Indy Arts Council
Indy Department of Public Works
Indy Parks
Indy Vacant to Vibrant
IndyGo
Intend Indiana
Keep Indianapolis Beautiful
Kheprw Institute
LISC Indianapolis
Marion County Public Health Department
Marion County Soil & Water Conservation District
Mayor's Action Center
Mayor's Neighborhood Advocates
NAACP Indianapolis Environmental and Climate Justice Committee
Near North Development Corporation
Neighborhood associations
Noise Pollution Clearinghouse
Office of Sustainability
Purdue University
Solar United Neighbors

Economic Mobility & Local Entrepreneurship

> *There are many gaps that translate into 'holes' in our pockets, when we consider our communities to be economies of themselves. The people are the treasures."*
>
> *— Resident, Community Priorities Survey*

Indiana Avenue was proof of what this community does with capital. From the late nineteenth century into the mid-twentieth, the Avenue and its neighborhoods held a self-sustaining Black economy: barbershops, printers, grocers, undertakers, theaters, and taverns, crowned in 1927 by the Walker Building, headquarters of the company founded by Madam C.J. Walker, commonly cited as America's first self-made woman millionaire. When banks would not lend, the community built its own institutions, a legacy that still lives in Mt. Zion Federal Credit Union and Generations Bank. Urban renewal, the interstate, and campus expansion dismantled much of that economy; they did not dismantle the capacity that built it.

That capacity was visible in every economic conversation of this planning process. Residents did not ask for jobs programs in the abstract; they asked to make it affordable to do business here, so that local owners fill the storefronts. They named the financing pipeline's gaps at both ends: entrepreneurship education for the resident with an idea, and venture capital for the business ready to grow. More than half of survey respondents chose better job opportunities; nearly half chose small business support. And they connected work to wealth the way the Avenue once did: through ownership of businesses and of homes.

A century ago this district ran one of the most complete local economies in the country under conditions far worse than today's. The strategies in this pillar are not an import. They are a restoration.



518 Indiana Ave. district storefront

By the Numbers

Data Point	District	Source
Poverty rate	24% (15% countywide)	ACS 5-yr via SAVI
Median household income	$59,540 ($66,346 countywide)	ACS 5-yr via SAVI
Jobs located in the district	21,986	LEHD 2022 via SAVI
Homeownership rate	39% (57% countywide)	ACS 5-yr via SAVI
Survey: chose better job opportunities / small business support	56% / 50% of respondents	Community Priorities Survey

Assets

- Indiana Avenue business legacy and Black-owned banking heritage (Mt. Zion, Generations Bank)
- Proximity to downtown and anchor institutions: IU Health, Ivy Tech, IU Indianapolis, Purdue in Indianapolis, 16 Tech
- Locally rooted businesses and restaurants
- Workforce partners: EmployIndy / WorkOne, Center for Working Families, Fathers & Families Center
- Entrepreneurship supports: Madam Walker Legacy Center, Business Ownership Initiative, Indy Chamber and Indy Black Chamber
- CDFIs, INHP, and Habitat for Humanity
- Youth employment programs: TeenWorks, Junior Achievement, Project Indy
- Coworking and innovation spaces: 16 Tech, the AMP, Nomad, the Stutz
- Long-term homeowners and multigenerational families
- Neighborhood associations and faith institutions
- Farmers markets and food entrepreneurs

Challenges

- Cost of doing business in the district and empty storefronts on commercial corridors
- Limited access to capital, credit, and venture investment for district entrepreneurs
- Lack of entrepreneurship education and business technical assistance
- Limited living-wage jobs and skilled career pathways for residents
- Barriers to employment for youth, career changers, and justice-involved residents
- Students who want health and other careers but worry about paying for college
- Renters with no pathway to ownership; rising housing costs
- Residents unaware of resources that already exist
- Childcare and transportation barriers to work and training

> *"Full of safe, decent, affordable housing and small businesses serving residents and workers."*
>
> *— Resident, describing their vision for the neighborhood*

Vision

Our vision for economic mobility in the Indy Health District is a community where wealth is built and kept in the neighborhood: where it is affordable to open and grow a business here, where residents can move from school to a living-wage career without leaving the district, where entrepreneurs have the capital, education, and connections they asked for, and where families own their homes and pass them on. We are committed to local-first investment, to partnerships that reach residents where they are, and to measuring progress by what changes for the people who already live here.

EM-1 Local Business Affordability & Corridor Revitalization

Make it affordable to do business in the district and fill district commercial corridors with locally owned businesses in the storefronts.

STRATEGIES

A. Establish a commercial affordability fund and incentivize developers to include affordable commercial space in new development.

B. Launch a façade and streetscape improvement program on priority commercial corridors in partnership with infrastructure partners.

C. Adopt local-first leasing standards for district-supported development.

D. Create a small business technical assistance cohort anchored by district legacy businesses.

EM-2 District Entrepreneurship Ecosystem

Build a connected ecosystem for district entrepreneurs, from first idea to growth stage, that pairs capital with the education, connection, and information residents asked for.

STRATEGIES

- **A.** Access to Capital: expand district-marketed lending and credit-building so entrepreneurs can finance a start or an expansion here.
- **B.** Entrepreneurship Education: deliver cohort-based entrepreneurship education designed around working residents' lives.
- **C.** Growth-Stage Support: create pathways to equity investment and growth capital for district businesses ready to scale.
- **D.** Connection & Communication for District Entrepreneurs: build the channel residents proposed to keep district business owners informed and connected to one another.
- **E.** Research on the District Small Business Ecosystem: establish a baseline of who is doing business in the district today.

EM-3 Careers & Workforce Pathways

Build a continuous pipeline from school to career with deliberate on-ramps for youth, career changers, and justice-involved residents.

STRATEGIES

- **A.** Develop career pathways with district anchor employers in healthcare, construction, and technology.
- **B.** Expand certification and credential access with wraparound supports.
- **C.** Grow a youth employment pipeline tied to the district's youth opportunity work.
- **D.** Build reentry employment partnerships with fair-chance district employers, in coordination with Community Safety & Justice partners.
- **E.** Secure local-hire commitments in district development projects.

EM-4 Homeownership & Generational Wealth

Make homeownership the district's primary wealth-building engine, co-led with Community Preservation & Cultural Identity so buying, keeping, and passing down a home are all supported.

STRATEGIES

- **A.** Build a district-wide homebuyer preparation and lending pipeline.
- **B.** Target down-payment assistance to long-term district renters.

C. Create renter-to-owner conversion opportunities in district development.
D. Educate the district on homeownership through a coordinated, district-wide campaign.
E. Share homeownership resources across the district so every neighborhood has the same access to partners and programs.

Pillar-Level Metrics

1. District business count, retention, and local ownership share (baseline from EM-2E research)
2. Commercial vacancy on district corridors
3. Loans originated to district businesses and new business formation by year
4. Entrepreneurship and workforce cohort completions by year
5. Residents placed in quality jobs; district poverty rate (baseline 24%) and median household income trend
6. District homeownership rate and housing cost burden (baseline 45%)

Key Partners to Engage

16 Tech
BU Wellness Network
CAGI
City of Indianapolis, Department of Metropolitan Development
Community Development Financial Institutions (CDFIs)
Constructing Our Future
District small businesses
EmployIndy / WorkOne
Fathers & Families Center
Flanner House, Center for Working Families
Generations Bank
Habitat for Humanity of Greater Indianapolis
Historic Flanner House Homes
Indianapolis Neighborhood Housing Partnership (INHP)
Indianapolis Urban League
Indy Black Chamber of Commerce
Indy Chamber
Indy Chamber's Black Enterprise Council
Infancy Onward
Intend Indiana
IU Health
IU Indianapolis
Ivy Tech Community College
Junior Achievement
Kheprw Institute
La Plaza
LISC Indianapolis
Madam Walker Legacy Center
MLK Center
Mosaic Center
Mt. Zion Federal Credit Union
Near North Development Corporation
Neighborhood associations

Key Partners to Engage (continued)

PACE
Per Scholas
Project Indy
Prosperity Indiana
Purdue University in Indianapolis
RecycleForce
Second Chance Indiana
Second Helpings
Side Hustle Economy
Step-Up
TeenWorks

Family Stability & Youth Development

> *A place that makes home a safe place to be with good folks who wave and say hello. Where children can play safely."*
>
> *— Resident, Community Priorities Survey*

In 1927, this community answered exclusion by building excellence. When the school board, under Klan-era pressure, forced Black students into a single segregated high school, the neighborhood made Crispus Attucks into one of the most storied schools in Indiana, its teachers holding advanced degrees they were denied the chance to use elsewhere, its graduates carrying the Avenue's ambitions into the country. The institutions that raise this district's children like Attucks and Shortridge, the MLK Center, Girls Inc., Big Brothers Big Sisters, Flanner House's Early Learning Center, and the Children's Museum all stand in that tradition: the community's insistence that its young people be prepared for everything.

Families told this planning process what that insistence is up against now. More mental health services was the top Family Stability priority. A safe place for teens to gather was the most-named physical gap. Half of survey respondents chose family support services and after-school programs; nearly half chose quality childcare, and partners described what those numbers look like at kitchen-table level: infant care that barely exists, no options for second- and third-shift parents, and high schoolers minding younger siblings when they should be minding their own futures.

Residents also set a condition on the work: talk to youth about what they want. This pillar takes them at their word, with a resourced youth council holding a formal seat in implementation, so that the generation this plan is ultimately for helps decide what it builds.



Crispus Attucks IU Health High School Fellowship students. Photo by Napshots.

By the Numbers

Data Point	District	Source
Residents under 18	2,391	ACS 5-yr via SAVI
Children living in poverty	29.3% (21.5% countywide)	ACS 5-yr via SAVI
High-quality childcare capacity	Seats for 69.9% of children under 5	FSSA via IHD Dashboard
Survey: chose family support / after-school programs / childcare	52% / 50% / 46% of respondents	Community Priorities Survey

2,391
children under 18 live in the district

69.9%
high-quality childcare seats for children under 5

50%
of survey respondents chose after-school and weekend youth programs as a top priority

Assets

- Youth-serving institutions: MLK Center, Girls Inc., Big Brothers Big Sisters, Center for Leadership Development, Boys & Girls Clubs
- District schools: Crispus Attucks, Shortridge, Herron, KIPP, and IPS neighborhood schools
- The Children's Museum and the Indianapolis Public Library
- Flanner House Early Learning Center and district early learning providers
- Family-serving organizations: Fathers & Families Center, Indianapolis Urban League, Center for Working Families
- Maternal and infant health partners: Cradle Indy, Healthy Families, Birth Fund
- Parks and gathering places: Watkins Park, Tarkington Park, Mosaic Center
- Multigenerational families and long-term residents
- Places of worship and neighborhood associations that look out for young people
- Youth employment and mentoring programs

Challenges

- No safe recreation space or third space for teens
- Teens who say there is nothing for them to do after school, and nowhere safe or affordable to go

- Youth without a real voice in what gets built for them
- Childcare seats far short of need; infant care nearly nonexistent in the district
- No care for parents working second and third shifts
- High school students caring for younger siblings instead of focusing on school
- Childcare subsidy cuts and thin margins for providers
- Mental health services that do not reach young people where they are
- Stigma around mental health among youth and families
- School pressure and social media weighing on students' mental health
- Grief, loss, isolation, and trauma without support
- Transportation barriers to programs, school, work, and care

> *"Bridging the gap between our youth and our senior citizens. Need to see more of a community togetherness."*
>
> *— Resident, on the neighborhood's biggest challenge*

Vision

Our vision for families and young people in the Indy Health District is a community where every child has somewhere safe to be, something meaningful to do, and adults who see them: where parents can find quality childcare and get to work, where families are wrapped in support that lifts two generations at once, and where mental health care reaches young people in the places they already are. We are committed to giving youth a formal voice in what gets built, to treating childcare as infrastructure, and to measuring progress by what changes for the families who already live here.

FS-1 Youth Opportunity Network

Coordinate, expand, and fund out-of-school programming so every district young person has somewhere safe to be, something meaningful to do, and a real voice in what gets built.

STRATEGIES

A. Bring community safety partners into youth programming as formal co-investors.
B. Map every out-of-school program in the district, identify the gaps, and coordinate expansion into unserved hours and neighborhoods.
C. Pilot teen third spaces with youth-set hours and programming, tied to the district gathering place work.
D. Establish a resourced district youth council with a formal seat in plan implementation and in neighborhood associations.
E. Expand access by bringing programs to where young people already are.

FS-2 Childcare & Early Learning

Expand quality, affordable childcare and early learning seats, treating childcare as both child development and the workforce infrastructure parents and employers depend on.

STRATEGIES

- **A.** Expand seats at district early learning centers.
- **B.** Support family childcare entrepreneurs and existing providers.
- **C.** Build employer-sponsored childcare partnerships with district anchor employers.
- **D.** Connect families to the care that exists.
- **E.** Extend before- and after-care hours through volunteer partnerships with youth-serving organizations.

FS-3 Whole-Family Economic Supports

Wrap families in two-generation support, from coaching and benefits to family services and transportation, so gains for parents and children reinforce each other.

STRATEGIES

- **A.** Deliver two-generation financial and career coaching that bundles income, employment, and family goals.
- **B.** Provide resource navigation and support through the district's resource navigation network.
- **C.** Expand family support services from pregnancy through early childhood.
- **D.** Make district places of worship a focus for family coaching and support programs.
- **E.** Provide transportation supports for work, school, and care.

FS-4 Whole-Family Mental Health

Deliver the district's mental health strategy where families actually are and wholistically shaping the approach.

STRATEGIES

- **A.** Host facilitated community healing conversations on trauma and healing.
- **B.** Understand the mental health services available to district youth and advocate for what is missing, starting with free, school-based mental health support.
- **C.** Identify and strengthen the protective factors that address young people's mental health needs.
- **D.** Run a stigma-reduction campaign that puts youth voice at the center of the mental health conversation.
- **E.** Provide grief, loss, isolation, and trauma support for families.

Pillar-Level Metrics

1. Out-of-school program seats vs. youth population; youth participation and retention
2. Youth council actions adopted in plan implementation
3. Licensed childcare seats vs. need (including infant and extended-hour seats); childcare cost burden; kindergarten readiness
4. Families completing coaching; benefit dollars accessed; household income stability
5. Youth with access to mental health services; mentoring matches
6. Youth-reported wellbeing

Key Partners to Engage

Adult & Child Health
Aspire
AYS
Big Brothers Big Sisters
Boys & Girls Clubs
Brooke's Place
CAGI
CCIA
Center for Leadership Development
Christian Theological Seminary
Cornerstone
Cradle Indy
Crispus Attucks High School (fellowship)
Cummins Behavioral Health
District places of worship
District anchor employers
Early Learning Indiana
Fathers & Families Center
Firefly
Flanner House
Flanner House Early Learning Center
Girls Inc.
Glick
Goodwill
HealthNet Healthy Families
Herron
Indiana Afterschool Network
Indianapolis Public Schools
Indianapolis Urban League
INAEYC
IndyGo
IU Health / Riley Behavioral Health
IU Health Community (Jay Davis)
Junior Achievement
KIPP
Let Them Talk
Marion County Public Health Department
MCCOY
Midtown Get Around
MLK Center
NAMI
Neighborhood associations
Phalen Leadership Academies
Raphael Health Center
Reach for Youth
Starfish
TeenWorks
The Children's Museum
The Mind Trust
United Way
Villages of Indiana
Women's Fund
YMCA

Community Safety & Justice

> *To have a community where all people are cared for and watched for, a community that stays clean and protected."*
>
> *— Resident, Community Priorities Survey*

These neighborhoods have long practiced a safety the city did not provide. In 1946, the Chamber of Commerce mapped them as "areas of economic drain"; what the map could not show was the web of places of worship, clubs, and block-level vigilance through which neighbors kept watch over one another when official protection was unreliable. That tradition runs unbroken to today's Ten Point Coalition walks, the Concerned Clergy, and the neighborhood associations residents named among the district's strongest safety assets, alongside IMPD North District's Community Resource Unit and roving roll calls, an instance of residents naming police engagement as a strength to build on rather than a problem to fix.

Residents defined safety in this planning process the way they have always practiced it: as opportunity, relationship, and care for shared space. More opportunities for youth was the top priority, by the widest margin in these sessions, and it is honored in this plan as a formal co-investment with the Family Stability & Youth Development pillar. Behind it came a set of demands weighted exactly evenly: accountability with government, communication and resource-sharing, coordination among safety partners, and relationship-building with law enforcement. Crime prevention was chosen by 70% of survey respondents; reducing gun violence by nearly half.

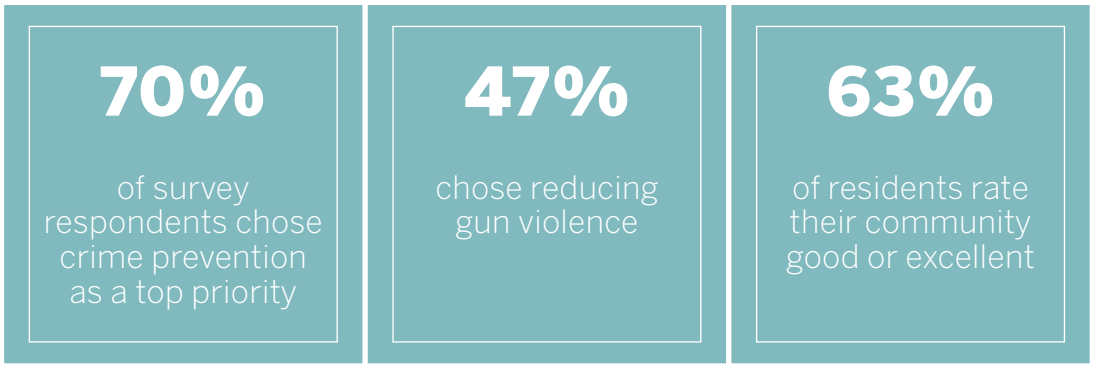
What residents rejected was the false choice between enforcement and neglect. They called for violence to be treated as the public health crisis it is, for conflict-resolution capacity to be built and sustained within the neighborhood, and for unhoused neighbors to be met first with services, support, and pathways to stability—not citations.



Indy Health District staff and a district resident. Photo by Napshots.

By the Numbers

Data Point	District	Source
Survey: chose crime prevention / youth safety / reducing gun violence	70% / 55% / 47% of respondents	Community Priorities Survey
Survey: chose relationships between residents and police	37% of respondents	Community Priorities Survey
Residents who rate their community good or excellent	63%	2025 IHD Community Survey
Violent crime incidents in the district	Baseline set in Year 1	IMPD / Polis Center



Assets

- IMPD North District's Community Resource Unit and roving roll calls
- Ten Point Coalition and the Concerned Clergy
- Places of worship and congregational care networks
- Neighborhood associations and neighbors who look out for each other
- Julian Center, Wheeler Mission, Horizon House, and recovery homes in Mapleton-Fall Creek
- Mosaic Center and Aspire House
- Keep Indianapolis Beautiful and neighborhood cleanup efforts
- Fire stations and Indy Parks
- Youth- and family-serving organizations engaged in safety

Challenges

- Not enough opportunities and safe places for young people
- Places young people avoid after school because of fights and shootings
- Gun violence and its toll on families and morale
- Trust between residents and law enforcement
- Safety partners who do not coordinate with one another
- Accountability and communication gaps with government

- Illegal dumping, vacant properties, and street parking
- The unhoused encampment along Fall Creek and loitering without a services response
- Children without safe routes to school and programs

> *"Please find a place for the homeless people. They need a place to live."*
>
> *— Resident, describing their vision for the neighborhood*

Vision

Our vision for safety in the Indy Health District is a community where residents and public safety partners know each other by name, where conflict is met with people trained to resolve it, where gun violence is treated as the public-health emergency it is, and where every block is cared for and every neighbor, housed or not, is met with services first. We are committed to safety built on relationships rather than enforcement alone, to coordination among everyone responsible for it, and to measuring progress by how safe residents say they feel.

CS-1 Collaborative Safety Solutions

Build trust between residents and public safety partners through relationships, shared tables, and positive contact, building on the IMPD North District engagement models residents named as strengths.

STRATEGIES

A. Expand IMPD North District community engagement with resident co-design.
B. Create positive youth–police engagement.
C. Bring residents and IMPD together at community-led events.
D. Convene quarterly district safety coordination tables.

CS-2 Community Violence Reduction

Reduce violence through community-based intervention and treat gun violence as a public-health priority.

STRATEGIES

A. Build community violence intervention and interrupter capacity for the district.
B. Make conflict resolution, mediation, and de-escalation training available to residents.
C. Adopt a focused gun-violence reduction strategy with public-health partners.

CS-3 Safe & Cared-For Environment

Address the environmental conditions residents connect to safety, and respond to unhoused neighbors with services, not just enforcement.

STRATEGIES

A. Establish rapid response to illegal dumping.
B. Lead with housing-first outreach and services for encampments and loitering.
C. Create safe passage routes to schools and programs.
D. Organize a resident reporting collective.

Pillar-Level Metrics

1. Violent crime and gun-violence incidents in the district by year
2. Resident trust in police and resident perception of safety (survey trend)
3. Residents trained in conflict resolution and de-escalation; violence interruptions
4. Safety coordination tables held and actions completed
5. Unsheltered count with housing placements
6. Illegal dumping response time and resolved reports

Key Partners to Engage

CAGI / We Care
CHIP Indy
Concerned Clergy of Indianapolis
District places of worship
Horizon House
IMPD North District
Indy Department of Public Works
Julian Center
Keep Indianapolis Beautiful
Mayor's Neighborhood Advocates
Neighborhood associations
Office of Public Health & Safety
Public Safety Foundation
Ten Point Coalition
Wheeler Mission

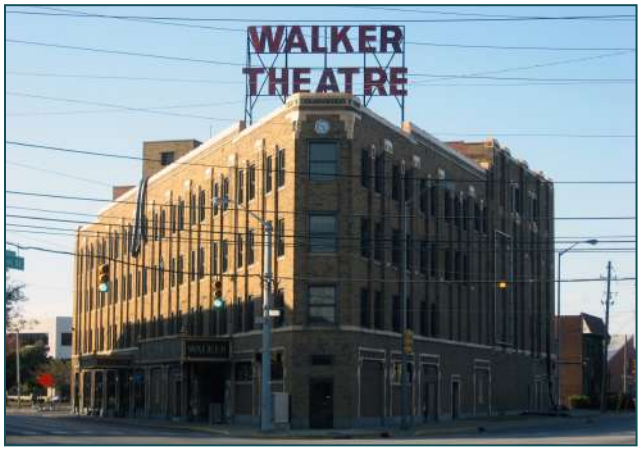
Community Preservation & Cultural Identity

> *For my children to inherit my property like I have."*
> *— Resident, Community Priorities Survey*

Every one of the five neighborhoods in this district was marked for decline on the 1937 redlining map, and every one of them refused. Families denied mortgages bought homes on land contract and passed them down. In the 1950s, Flanner House families built 181 homes with their own hands. A community shut out of downtown built the Walker Theatre and made Indiana Avenue one of the great Black cultural corridors in America, the Avenue where Wes Montgomery and Freddie Hubbard played and the Indiana Herald told the neighborhood's story in its own words. Ransom Place and the district's historic blocks survive today because generations decided, decade after decade, that staying was itself an act of preservation.

Now investment has returned, and residents were more direct in this pillar than anywhere else in the planning process about what it must not cost. Aging in place, protection from rising property taxes, accountability for bad property managers, and a cross-generational gathering space tied at the top of the sessions, each with the maximum vote. Residents named out-of-state investors and corporate buyers by name, described homes lost at the moment of generational transfer, and wrote the same vision into the survey over and over, in one resident's words: revitalization, not gentrification.

They also asked for two things that connect this entire plan: history made permanently visible, on walls, markers, and stages, and one trusted help desk for everything the district offers. Preservation here is the district's oldest strategy, updated: hold the ground, tell the story, and make sure what is built next belongs to the people who kept it.



The Madam Walker Legacy Center

By the Numbers

Data Point	District	Source
Households housing cost-burdened	45% (renters 53%, owners 32%)	ACS via SAVI / IHD Dashboard
Homeownership rate	39% (57% countywide)	ACS 5-yr via SAVI
Residents 65 and older	1,698 (12%)	ACS 5-yr via SAVI
Neighborhoods listed on the National Register of Historic Places	2 (Ransom Place, Flanner House Homes)	National Register
Survey: chose cultural arts and history preservation / support for seniors	59% / 56% of respondents	Community Priorities Survey



Assets

- Indiana Avenue and its jazz legacy
- Madam Walker Legacy Center, Crispus Attucks High School and Museum, Ransom Place, Lockefield Gardens
- Historic firsts: Shortridge, the first African American hospital, the Federation of Colored Women's Clubs
- Storytellers and cultural institutions: Asante Children's Theatre, Walk & Talk, the Indiana Herald, Freetown Village, Newfields, the Stutz
- Black-owned financial institutions: Mt. Zion Federal Credit Union, Generations Bank
- Long-term homeowners and multigenerational families
- Places of worship that anchor every neighborhood
- Neighborhood associations and Historic Flanner House Homes
- Crown Hill Cemetery and neighborhood historic districts
- Artists, musicians, and the district's creative community

Challenges

- Rising property taxes pushing long-term owners out

- Bad property managers and absentee landlords
- Out-of-state investors and corporations buying up homes, targeting vulnerable owners
- Elders unable to afford the repairs needed to age in place
- Homes lost at generational transfer through unclear title, tax liens, and foreclosure
- Lack of affordable housing
- No cross-generational community space
- History that is not visible in the built environment
- Residents who cannot find the resources that already exist

> *"I want the Black history of this neighborhood to be talked about more."*
>
> *— Resident, describing their vision for the neighborhood*

Vision

Our vision for community preservation in the Indy Health District is a neighborhood that grows without losing the people who made it: where elders age in the homes they built, where a house passes from one generation to the next, where the district's extraordinary history is visible on every block and alive in its programming, where youth and elders share space, joy, and learning, and where every resident knows where to find help. We are committed to revitalization without displacement, to telling our own story, and to measuring progress by who is still here.

CP-1 Anti-Displacement & Aging in Place

Keep long-term residents in their homes and in the neighborhood as investment arrives.

STRATEGIES

A. Navigate legacy homeowners into property-tax relief, publish plain-language eligibility for every program, and advocate for longtime-owner protection.
B. Repair owner-occupied homes at scale through grants, not loans, with no liens attached, so elders can age in place.
C. Hold problem landlords accountable.
D. Track investor acquisitions and reach targeted homeowners before they sell.
E. Deliver the senior supports package residents requested.

CP-2 Generational Homeownership & Legacy

Protect the generational transfer of homes, celebrate legacy homeowners, and connect the next generation of district families to ownership.

STRATEGIES

- **A.** Hold heirs' property and estate-planning clinics with homeownership partners, including free will preparation and legal help to keep homes in the family.
- **B.** Educate homeowners on reverse mortgages and other equity decisions before they are made.
- **C.** Fund the clearing of property tax liens that put legacy homes at risk.
- **D.** Research the foreclosure and tax-auction pipeline and review it with the community so homes stay in families and neighborhood-owned.
- **E.** Recognize legacy homeowners and collect their stories through the cultural storytelling work.
- **F.** Secure priority access for district families in homeownership development, with a clear path for district renters to become owners.

CP-3 Tell Our Story: Cultural Preservation & Public Art

Make the district's extraordinary history, from Indiana Avenue and the Madam Walker legacy to Crispus Attucks and Ransom Place, permanently visible in the built environment and alive in programming.

STRATEGIES

- **A.** Translate the neighborhood history project into permanent public installations and markers.
- **B.** Build a mural program pairing artists with neighborhood stories.
- **C.** Study the feasibility of a district museum or interpretive space.
- **D.** Sustain oral history, Walk & Talk programming, and Indiana Avenue jazz legacy events.
- **E.** Create intergenerational art programming.
- **F.** Pursue National Register and local preservation support for at-risk historic sites.

CP-4 A District Gathering Place: Cross-Generational Space & Programming

Develop one welcoming, multigenerational place residents of every age can reach by bus or on foot: a place where teens can study, get tutoring and career help, see a counselor, or simply relax with friends, and where elders gather, teach, and mentor alongside them. Until it opens, fill the spaces that exist today with programming that brings generations together, honors seniors, and passes culture forward.

STRATEGIES

- **A.** Complete a feasibility, site, and operating-model study for a multigenerational community and recreation space, co-designed with residents and youth.
- **B.** Activate existing spaces now with consistent weekly programming for all ages.
- **C.** Run an elder–youth programming series as spaces are activated.
- **D.** Publish a senior events and gathering calendar with district places of worship and community centers.
- **E.** Launch a long-term capital campaign anchored by district institutions.

CP-5 The District Help Desk: Resource Navigation & Communication

Close the gap residents named between what exists and what they can find: one trusted district help desk for resources, staffed by people from the community and reaching residents through the channels they actually use, wherever they are.

STRATEGIES

- **A.** Launch a district resource-navigator and community health worker corps hired from the five neighborhoods, and make sure every partner knows how to reach them.
- **B.** Build one district resource package that reaches residents in every format.
- **C.** Grow a trusted-messenger and neighborhood champion network through places of worship and neighborhood associations for door-level outreach.
- **D.** Report plan progress back to residents through a "you said, we did" feedback loop.

Pillar-Level Metrics

1. Housing cost burden (baseline 45%) and long-tenure resident retention
2. Tax sales and foreclosures of legacy owners; homes retained through generational transfer; home repairs completed
3. District-family home purchases
4. Installations completed; historic sites protected; cultural event attendance
5. Weekly attendance at activated spaces; capital milestones; youth and senior participation rates
6. Resident awareness and use of district resources (survey trend); volume of navigation contacts

Key Partners to Engage

16 Tech
Asante Art Institute / Asante Children's Theatre
Black Cultural Museum
Center for Leadership Development
Center Township Trustee
CICOA Aging & In-Home Solutions
Circle City Storytellers
City of Indianapolis, Department of Metropolitan Development
Crispus Attucks Museum
District places of worship
District historians
District youth council
Fair Housing Center of Central Indiana
Flanner House
GANGGANG
Generations Bank
Girls Inc.
Groundwork Indy
Habitat for Humanity of Greater Indianapolis
Harrison Center
Historic Flanner House Homes
Home Repairs for Good
IBE Performing Arts Academy
IHD
Indiana Housing & Community Development Authority (IHCDA)
Indiana Legal Services
Indiana Youth Festival
Indianapolis Cultural Trail
Indianapolis Neighborhood Housing Partnership (INHP)
Indianapolis Public Library
Indy Arts Council
Indy Jazz Foundation
IndyGo
IU Health community health workers
IU Indianapolis
Madam Walker Legacy Center
Marion County Assessor's Office
Marion County Public Health Department
Mid-North Shepherd's Center
MLK Center
Mosaic Center
Neighborhood associations
Newfields
Office of Public Health & Safety (Shelley Suttles)
Phoenix Theatre
Prosperity Indiana
Senior living facilities
Senior-serving organizations
The Children's Museum
United Way

PART IV

Neighborhood Profiles

Five neighborhoods, each with its own history, priorities, and five-year goals (2026–2031)

The district plan sets the direction for all five neighborhoods. The neighborhood profiles localize it: each tells its neighborhood's history and character, names what residents there prioritized, and sets goals for the next five years that neighborhood organizations can use to organize, advocate, and seek investment.



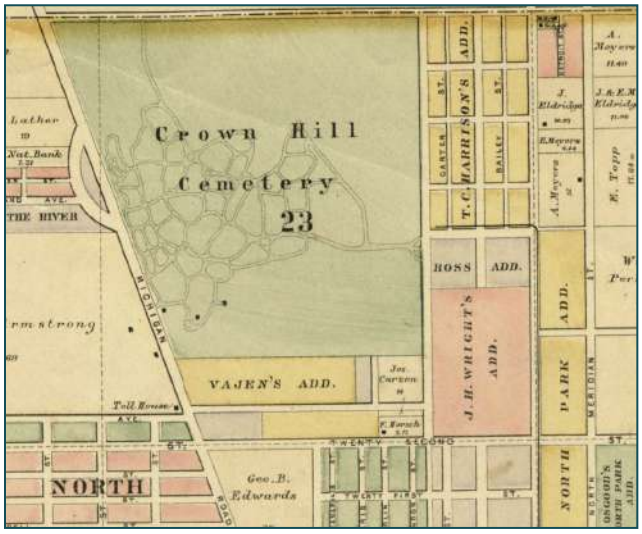
PART IV | NEIGHBORHOOD PROFILE | 2026-2031

Crown Hill

> *We know one another. We keep an eye on one another. We got heart and we don't want to hurt."*
> *— Crown Hill resident*

Crown Hill is the district's largest neighborhood, home to more than 5,000 people and anchored by the 555 acres of Crown Hill Cemetery and The Children's Museum of Indianapolis. Residents describe a close-knit community of long-time homeowners, an active neighborhood association, and a strong faith network, and they describe a community that is improving.

What residents asked for is investment that matches that commitment. A grocery store and commercial development topped the list. Residents also asked for a coordinated response to the homelessness, mental illness, and drug use they see near 37th Street and Capitol Avenue and at 37th and Meridian; streets, sidewalks, and alleys that are repaired on a schedule; protection for family homeownership in a neighborhood that already has 28 apartment buildings; and communication that reaches neighbors who are not online.



Map of Neighborhoods Subdivided Plats.



Historical Ritz Theatre, 3430 N. Illinois Street. Courtesy of the Indiana State Library.

Our History

Crown Hill is bounded by 38th Street to the north, 30th Street to the south, Meridian Street to the east, and I-65 and Dr. Martin Luther King Jr. Street to the west. It takes its name from Crown Hill Cemetery, established in 1863 in the rural cemetery style. The 555-acre cemetery holds about 225,000 graves and remains one of the city's great green spaces.

The neighborhood began platting lots in the 1870s and filled with dense, one- and two-story wood-frame houses. Early businesses served the cemetery, including florists, greenhouses, and monument stone cutters. In 1946, The Children's Museum of Indianapolis, founded by Mary Stewart Carey in 1925, moved to its permanent home at 30th and Meridian Streets; it now welcomes about 1.3 million visitors a year. The Ritz Theater at 34th and Illinois Streets opened in 1927 as a neighborhood movie house and later hosted national acts as the Middle Earth concert venue before it was demolished in 2023 despite public outcry. The Cosmos Knights Club, founded in 1949 on North Illinois Street, still supports the neighborhood through scholarships, recreation, and public assistance.

In 1937, federal redlining maps rated the neighborhood "Definitely Declining" and "Hazardous," and I-65, completed north of downtown in 1971, now forms its western edge. The Crown Hill Neighborhood Association was established in 1996 and is part of the greater United Northwest Area.

By the Numbers

Data Point	Crown Hill	Source
Residents	5,249	SAVI, 2024
Survey respondents from Crown Hill	119	Community Priorities Survey, 2026
Named grocery and retail access a top priority	71%	Community Priorities Survey, 2026
Named crime prevention a top priority	66%	Community Priorities Survey, 2026
Named road maintenance their top infrastructure priority	62%	Community Priorities Survey, 2026

Assets

- Long-time homeowners and neighbors who look out for one another
- An active neighborhood association, established in 1996, and an engaged faith community, including Mt. Zion Baptist Church and Pathway Missionary Baptist Church
- Crown Hill Cemetery's 555 acres of green space
- The Children's Museum of Indianapolis, Herron Preparatory Academy, and the Cosmos Knights Club
- IndyGo Red Line transit access
- An upcoming two-way street conversion and new residential and commercial development, including at 34th and Illinois Streets
- A local fire station and the neighborhood association's police partnership

Challenges

- No full-service grocery store; residents describe the area as a food desert
- Homelessness, mental illness, and drug use near 37th Street and Capitol Avenue, and trouble at 37th and Meridian Streets
- Roads, sidewalks, potholes, and alleys that lag behind residents' expectations
- Twenty-eight apartment buildings already in the neighborhood, and pressure on families trying to keep homes in the family
- A small-business economy with few paths for local vendors to reach permanent storefronts
- Neighbors who are not online and are hard to reach through standard outreach

Vision

Our vision for Crown Hill is a neighborhood where the trust and togetherness residents already show one another is matched by investment: a grocery store and a real path for local businesses, a coordinated response to the crisis residents see on the neighborhood's edges, streets and alleys that are cared for, homes that stay with the families who own them, and communication that reaches every neighbor. We are committed to building on Crown Hill's long-time homeowners, active neighborhood association, and faith community as the foundation for that investment.

Neighborhood Goals, 2026-2031

CH-1 Grocery Access and Commercial Development

HEALTH & WELLNESS/ECONOMIC MOBILITY | Builds on district goals IN-1 and EM-1

Bring a grocery store and local businesses within reach.

- **A.** Research grocery and healthy-food retail partners with city and anchor institution partners.
- **B.** Advocate for ground-floor grocery and retail space in the development at 34th and Illinois Streets.
- **C.** Help local food vendors move toward permanent storefronts.

CH-2 Coordinated Crisis Response and Crime Prevention

COMMUNITY SAFETY & JUSTICE | Builds on district goals CS-1, CS-2, and HW-2

Respond to the crisis residents see, and keep the neighborhood improving.

- **A.** Convene behavioral health and outreach partners on a coordinated response plan for 37th Street and Capitol Avenue and for 37th and Meridian Streets.
- **B.** Sustain the neighborhood association's public safety partnership.
  - Track crisis-response calls over time
- **C.** Build a trained, supported violence-interruption presence alongside youth safety programming.

CH-3 Communication and Youth Investment

FAMILY STABILITY & YOUTH DEVELOPMENT | Builds on district goals FS-1 and CP-5

Reach every neighbor, and give young people more places to go.

- **A.** Fund communication that reaches every household, including neighbors who are not online.
  - Direct mailers and door-to-door outreach
- **B.** Expand youth spaces and outreach.
  - Basketball courts and a splash pad
  - Resource fairs hosted through local schools
- **C.** Expand after-school and childcare capacity, the neighborhood's two top family priorities.

CH-4 Keep Homes with Local Owners and Repair the Streets

NEIGHBORHOOD INFRASTRUCTURE / COMMUNITY PRESERVATION | Builds on district goals IN-2 and CP-1

Protect family homeownership and fix what residents walk past every day.

- **A.** Favor homeownership over new apartment buildings in neighborhood development, and pair vacant-lot cleanup with a fund to preserve affordable homeownership.
- **B.** Offer home repair grants, not loans, so seniors can age in place without a lot of red tape.
- **C.** Set enforceable maintenance standards for landlords, with priority attention to senior housing.
- **D.** Publish a dated schedule for road, sidewalk, and alley repair.

Measures of Progress

- Progress toward a grocery or healthy-food retailer and new local storefronts
- A coordinated crisis response in place, and crisis-response calls tracked over time
- Communication reaching households that are not online; after-school and childcare capacity added
- Homes kept in the family and senior repair grants awarded
- Road, sidewalk, and alley repairs completed on a published schedule

Key Partners to Engage

Crown Hill Neighborhood Association	Indy Department of Public Works
The Children's Museum of Indianapolis	IMPD North District
Cosmos Knights Club	Coalition for Homelessness Intervention & Prevention (CHIP)
Mt. Zion Baptist Church	Office of Public Health & Safety
Pathway Missionary Baptist Church	Home Repairs for Good
Herron Preparatory Academy	Indianapolis Neighborhood Housing Partnership (INHP)
IndyGo	Indianapolis Public Schools

PART IV | NEIGHBORHOOD PROFILE | 2026-2031

Highland Vicinity

> *"Improved streets and sidewalks, more youth activities, commercial food access, fresh and prepared."*
>
> *— Highland Vicinity resident, on their vision for the neighborhood*

Highland Vicinity residents did the diagnostic work for the district. Their infrastructure priorities came with exact locations: sewage smells on the southern end of the neighborhood, dark stretches of 23rd Street and the Penn Street tunnels under I-65, broken sidewalks, and streetlights that do not work. The neighborhood also posted the district's highest demand for grocery and retail access.

Highland Vicinity is home to an engaged and growing Latino community, and residents asked that outreach reach them in Spanish. They were direct about housing too: keep homes with local owners, with no investor-built duplexes, no out-of-state landlords, and limits on short-term rentals. And they asked for a real response to the gunshots they hear too often.



SEATED CLOCKWISE: Mrs. Hanella Tandy, Mrs. Willa Mae Pepper, Mrs. Helen Clay, and Mrs. LaJuana Curlee. Standing, lovely guest, Mrs. Hilda LaLand, Mrs. Margaret Smith, guest organist and pianist; Mr. Rudolph LaLand, guest soloist, and the director and gracious hostess, Mrs. Paul A. Batties. (Photo by Leonard and Jeannie Clark)

Hilda LaLand and other women sponsors. "Sponsors Gear Up for End of Summer-Fall Campaign," Indianapolis Recorder, 1986.

Our History

Highland Vicinity is bounded by 30th Street to the north, Fall Creek Parkway North Drive to the south, Meridian Street to the east, and I-65 to the west. Fall Creek Parkway is part of landscape architect George Kessler's Park and Boulevard System, planned between 1905 and 1910 as the city's first comprehensive plan to connect parks, boulevards, and waterways.

The Daughters of Charity founded St. Vincent Infirmary in 1881, and St. Vincent's Hospital overlooked Fall Creek from 1913 until it moved north in 1974. Ivy Tech Community College came to the neighborhood in 1983 and in 2006 bought the former hospital, keeping its Fall Creek facade. Nearby, the Van Camp mansion became the headquarters of the International Typographical Union in 1925 before it was demolished in 1966.

Long-time resident Hilda LaLand founded the Highland Vicinity Neighborhood Association in the 1980s and led it until 2004, organizing housing improvement, beautification, and crime watch efforts. In 1937, federal redlining maps rated the neighborhood "Definitely Declining" and "Hazardous," and I-65, completed in 1971, now forms its western edge. North Park Christian Church, a significant Black congregation, stood on Kenwood Avenue until 2022, and river-rock masonry still lines porches and fences along Highland Place.

By the Numbers

Data Point	Highland Vicinity	Source
Residents	974	SAVI, 2024
Survey respondents from Highland Vicinity	72	Community Priorities Survey, 2026
Named grocery and retail access a top priority, the highest in the district	76%	Community Priorities Survey, 2026
Named road maintenance their top infrastructure priority	60%	Community Priorities Survey, 2026
Named crime prevention a top safety priority	57%	Community Priorities Survey, 2026

Assets

- The Fall Creek Trail, Fall Creek Parkway, and the Kessler Park and Boulevard System
- Ivy Tech Community College and nearby hospitals
- Established homeowners and long-term residents
- An active neighborhood association and resident-led programs
- An engaged, growing Latino community
- Places of worship, including Our Savior Lutheran Church and Fall Creek Parkway Church of Christ
- The Kheprw Institute community garden, Christel House, and IFD Station 14
- A central location close to downtown and the rest of the city

Challenges

- Sewage smells on the southern end of the neighborhood near 23rd Street
- Broken and missing sidewalks, streetlights that do not work, and dark tunnels under I-65 at Penn Street
- Noise and trash from I-65 with no barrier between the highway and homes
- The district's highest unmet demand for grocery and retail access
- Frequent gunshots and a felt lack of safety
- Investor-built duplexes, out-of-state landlords, and short-term rentals that pull homes away from local owners
- Too little Spanish-language outreach and interpretation for Latino neighbors
- Lingering mistrust left by past displacement

Vision

Our vision for Highland Vicinity is a neighborhood where the repairs residents have already documented get done, where grocery and health access reach every neighbor in English and Spanish, where homes stay with local owners, and where residents feel safe on their own blocks. We are committed to acting on the precision residents have already brought to this process rather than starting over.

Neighborhood Goals, 2026-2031

HV-1 Fix the Infrastructure Residents Documented

NEIGHBORHOOD INFRASTRUCTURE & ENVIRONMENT | Builds on district goals IN-2 and IN-3

Turn residents' detailed list into completed repairs.

A. Create a public-works-ready list of the neighborhood's top repair needs, beginning with the sewer problem and sewage odor on the southern end near 23rd Street.

B. Repair streetlights and add lighting where it is missing.
- Lighting on 23rd Street, along Fall Creek, and in the Penn Street tunnels under I-65

C. Prioritize sidewalk repair on corridors used by elderly and disabled residents.
D. Publish a schedule for road and pothole repair.
E. Advocate for a sound and trash barrier along I-65

HV-2 Grocery and Health Access for Every Neighbor

HEALTH & WELLNESS / ECONOMIC MOBILITY | Builds on district goals HW-1, IN-1, and CP-5

Bring food and care within reach, and reach every neighbor in their language.

A. Research partners for an affordable grocery store, a mobile clinic, or an urgent care location.
B. Provide Spanish-language outreach and interpretation for district resources, meetings, and programs.
C. Pair bilingual outreach with cultural preservation and senior support programming.

HV-3 Keep Homes with Local Owners

COMMUNITY PRESERVATION & CULTURAL IDENTITY | Builds on district goal CP-1

Protect owner-occupied homes and hold problem landlords accountable.

A. Establish a landlord accountability process with the neighborhood association, working with a nearby association to track problem landlords.
- A shared registry and code-enforcement referrals

B. Advocate for limits on short-term rentals and investor-built duplexes, and favor local, owner-occupied homes in neighborhood development.
C. Offer home repair grants, not loans, so seniors can stay in their homes.
D. Reach renters directly so they have a voice in the neighborhood's future.

HV-4 Respond to Gun Violence

COMMUNITY SAFETY & JUSTICE | Builds on district goals CS-1 and CS-2

Answer the gunshots residents hear with a visible, coordinated response.

A. Track reports of gunshots with police and violence-intervention partners, and report back to the neighborhood association on what was done.
B. Bring violence-intervention workers and a visible community safety presence to the blocks residents name.
C. Expand youth safety programming.

Measures of Progress

- Documented repairs completed, including the sewer problem near 23rd Street, lighting, and sidewalks
- Progress toward a grocery or health-access partner
- Spanish-language outreach in place for district programs
- A landlord accountability process adopted; short-term rental and investor-housing limits advanced
- Gunshot reports tracked and reported back, and youth safety programming reach

Key Partners to Engage

Highland Vicinity Neighborhood Association	Indy Department of Public Works
Ivy Tech Community College	Citizens Energy Group
Kheprw Institute	AES Indiana
Our Savior Lutheran Church	INDOT
Fall Creek Parkway Church of Christ	IMPD North District
La Plaza	Home Repairs for Good
Christel House	Mayor's Neighborhood Advocates

PART IV | NEIGHBORHOOD PROFILE | 2026-2031

Historic Flanner House Homes

> *"Long histories, family living near each other, adjacency to downtown."*
>
> *— Historic Flanner House Homes resident, on what makes the neighborhood strong*

Historic Flanner House Homes is one of the most significant Black-built neighborhoods in the country. In the 1950s, families shut out of the housing market built 181 homes here with their own hands, and many of those homes are still owned by the families who built them or by their descendants. The neighborhood is quiet, stable, and proud, and its residents were clear about what they need from this plan: protect the homes and the families in them, complete the local historic designation already underway, keep the streets safe, and make sure what is built around the neighborhood strengthens it rather than crowding it.

Residents were equally clear that this neighborhood's needs are its own. Neighbors here have three full-service grocery stores within a ten-minute drive, nearly every household has transportation, and the neighborhood sits between three major hospitals. The goals that follow reflect what Historic Flanner House Homes residents asked for, not what neighbors elsewhere in the district named.

> *"Sharing similar ethnic identities does not mean we are the same or have the same needs."*
>
> *— Historic Flanner House Homes resident*



Men reviewing a blueprint, "Flanner House Adult Carpentry Class." Flanner House Records, 1936–1990, IU University Library, Special Collections and Archives.

Our History

The neighborhood is bounded by Lynn Drive to the north, West 12th Street to the south, Dr. Martin Luther King Jr. Street to the east, and Fall Creek Parkway East Drive to the west. It takes its name from Flanner House, the social service agency founded in 1898 to serve Black families in Indianapolis with clinics, education, employment, recreation, and youth and senior services.

In 1937, federal redlining maps rated the area "Hazardous," and in the 1950s the Indianapolis Redevelopment Commission selected it as Urban Renewal Project A, clearing the small working-class houses that had stood here since the 1870s. Under director Cleo Blackburn, Flanner House answered with a self-help housing program. Families from Indianapolis, Kentucky, and Tennessee who had felt the full weight of housing shortages and discrimination built the cooperative homes themselves between 1950 and 1959, working on their own houses and helping each other build.

The neighborhood has held its ground ever since. When I-65 was completed in 1971, the highway removed the stretch of the Central Canal beside the neighborhood and turned West Street into a barrier. Neighborhood leaders worked with the city through Midtown Economic Development (M.E.D.I.C.), the city's first community development corporation, to make sure commitments to the neighborhood were kept. Residents later turned back a big-box store proposal at 16th Street and Dr. Martin Luther King Jr. Street that would have taken 35 homes. The neighborhood was listed on the National Register of Historic Places in 2003, and residents are now completing local historic designation with the Indianapolis Historic Preservation Commission.

Landmarks include Phillips Temple Christian Methodist Episcopal Church, built in 1910; Terry's at 532 West 12th Street, listed in the Green Book; and Ensign Graham Edward Martin Park, which is being fully redeveloped for completion in fall 2027. Crispus Attucks High School stands just to the south.

By the Numbers

Data Point	Historic Flanner House Homes	Source
Homes built by residents, 1950–1959	181	National Register nomination, 2003
Residents	958	SAVI, 2024
Survey respondents who named preservation their top priority	62%	Community Priorities Survey, 2026
Survey respondents who named crime prevention their top safety priority	64%	Community Priorities Survey, 2026
Survey respondents who rated quality of life a 4 or 5 out of 5	66%	Community Priorities Survey, 2026

Assets

- A nationally significant, Black-built neighborhood listed on the National Register of Historic Places
- Long-time homeowners, original families, and descendants who still steward the homes
- Rental homes owned largely by descendants of the original builders and other responsible owners who have improved their properties
- A neighborhood crime watch that has run for more than 20 years
- An organized property owners association with long experience working with the city
- Phillips Temple CME Church and the Green Book–listed Terry's
- Graham Martin Park, being fully redeveloped for fall 2027
- Three full-service grocery stores within a ten-minute drive, and transportation in nearly every household
- Close to IU Health Methodist, Eskenazi Health, and Riley Children's hospitals, downtown, and the Canal
- A documentary in production on the neighborhood's origins

Challenges

- Property taxes, inheritance, and unclear title that put generational homeownership at risk
- Speeding from increased traffic, on streets where speed humps are not an option because the neighborhood is a first-priority snow route
- Apartments entering, leaving, and across the street from the neighborhood, and pressure for more
- Development proposals, such as gas stations, big-box stores, and hotels, that do not fit a neighborhood of homes
- Soil damage left by gas stations in the 1950s that is still present
- West Street and I-65 as barriers between the neighborhood and the blocks around it

Vision

Our vision for Historic Flanner House Homes is a neighborhood of homes and families, where the houses residents built with their own hands pass to the next generation, where local historic designation protects the character those families created, where streets are safe to walk and drive, and where what is built nearby strengthens the neighborhood rather than crowding it. We are committed to building on the homeowners, leaders, and history that have carried this neighborhood for seventy-five years.

Neighborhood Goals, 2026-2031

FH-1 Protect Generational Homeownership

COMMUNITY PRESERVATION & CULTURAL IDENTITY | Builds on district goals CP-1 and CP-2

Keep the homes residents built in the hands of the families who built them.

- **A.** Hold recurring homeownership clinics on wills, title, heirs' property, and homestead and property-tax relief, led alongside resident experts.
- **B.** Provide one-on-one property-tax and inheritance counseling for owners at risk of losing homestead exemptions.
- **C.** Advocate for home repair and financing rules that work for families who hold a home with several heirs.

FH-2 Complete Local Historic Designation and Tell Our Story

COMMUNITY PRESERVATION & CULTURAL IDENTITY | Builds on district goal CP-3

Finish the designation residents have already started, and tell the self-help story in residents' own voices.

- **A.** Complete local historic designation, building on the interim plan before the Metropolitan Development Commission, with final approval expected by the end of 2026.
- **B.** Help owners understand and use the design guidelines that come with designation.
- **C.** Record oral histories with original families and their descendants, building on the documentary already in production.
    - Markers or interpretation at neighborhood landmarks, including Phillips Temple CME Church and Terry's

FH-3 Guide Development That Fits a Neighborhood of Homes

NEIGHBORHOOD INFRASTRUCTURE & ENVIRONMENT | Builds on district goals IN-3 and IN-4

Make sure new development around the neighborhood strengthens it.

- **A.** Set neighborhood development priorities with the city that favor homes for families, single-family homes and townhomes, over uses residents do not want.
  - No new apartments, gas stations, big-box stores, or hotels and extended-stay hotels
- **B.** Give the property owners association early notice of any proposal that would affect homes in the neighborhood.
- **C.** Test for soil contamination left by past gas stations, share the results with residents, and address what is found.
- **D.** Keep residents at the table as Graham Martin Park is redeveloped through fall 2027, and plan for its upkeep after it opens.

FH-4 Keep Neighborhood Streets Safe

COMMUNITY SAFETY & JUSTICE | Builds on district goals CS-1 and CS-3

Build on more than a decade of resident work on traffic and two decades of crime watch.

- **A.** Find a traffic-calming solution that works on a first-priority snow route, building on more than ten years of work with the city and the neighborhood's city-county councilor.
  - Alternatives to speed humps, such as signage, enforcement, and street design changes
- **B.** Sustain the neighborhood crime watch with the training, equipment, and city support it needs.

Measures of Progress

- Homeowners reached through clinics and counseling, and homes kept in the family through generational transfer
- Local historic designation approved
- A traffic-calming solution in place on the streets residents named
- New development near the neighborhood that matches residents' priorities
- Soil testing completed and results shared

Key Partners to Engage

Historic Flanner House Homes property owners association	Indianapolis Historic Preservation Commission
Flanner House	Indiana Landmarks
Phillips Temple CME Church	Indy Department of Public Works
City-County Council district office	Indy Parks
IMPD North District	Indiana Legal Services
Marion County Assessor's Office	Indianapolis Neighborhood Housing Partnership (INHP)

PART IV | NEIGHBORHOOD PROFILE | 2026-2031

Meridian Highland

> *We need action, not committees"*
> *— Meridian Highland resident*

More Meridian Highland neighbors took the Community Priorities Survey than residents of any other neighborhood, and their message was the most consistent in the district: a long backlog of repairs. Potholes, downed trees, overgrown alleys, illegal dumping, and Barton Park came up in meetings more often than any other issue in any neighborhood.

Residents also named a grocery store, relief from housing and utility costs, and speeding along the length of Capitol Avenue. They asked the plan to address juvenile gun crime and the encampments on the Fall Creek wetlands, to keep homes with local buyers rather than investors, and to hear from immigrant neighbors, who have been reached the least.



1888 Indianapolis Hoosiers baseball team. George H. Hastings, 1888. Library of Congress Prints and Photographs Division (ppmsca.18835), via Wikimedia Commons. Public domain.

Our History

Meridian Highland was platted in the 1850s and 1860s. It is bounded by Fall Creek Parkway South Drive to the north, 16th Street to the south, Meridian Street to the east, and North Senate Avenue, Boulevard Place, and Fall Creek Parkway North Drive to the west. Near its southeast corner stood the Seventh Street Baseball Park, where Frederick Douglass spoke in 1884. Methodist Hospital replaced the ballpark in 1908 and grew with the neighborhood for decades.

Few neighborhoods carry a longer tradition of care. The Home for Friendless Colored Children served Black children here from 1869 to 1930, at a site now in the path of the highway. The Alpha Home for Aged Colored Women, founded in 1886, stood on Boulevard Place for most of the twentieth century and still serves elders today. The Indianapolis Home for Friendless Women, the German Home for the Aged, and the Flower Mission all cared for people others turned away.

The neighborhood was also home to Wallace Foster Public School No. 32 from 1890 to 1991 and to the streetcar barn that served the city's transit system. In 1937, federal redlining maps rated it "Definitely Declining" and "Hazardous," and I-65, completed in 1971, cut along its western edge. The Indiana State Federation of Colored Women's Clubs headquarters is listed on the National Register, and the Mrs. L. Lewis Tourist Home on Capitol Avenue appeared in the Green Book. The Meridian Highland Neighborhood Association was registered in 2011.

By the Numbers

Data Point	Meridian Highland	Source
Residents	1,558	SAVI, 2024
Survey respondents, the most of any neighborhood	124	Community Priorities Survey, 2026
Named healthy, affordable food their top priority	73%	Community Priorities Survey, 2026
Named crime prevention a top priority	69%	Community Priorities Survey, 2026
Named grocery and retail their top economic priority	69%	Community Priorities Survey, 2026

Assets

- Neighbors who support, communicate with, and watch out for one another
- Long-time residents and an active neighborhood watch
- Close to downtown, Broad Ripple, and the Fall Creek Trail
- Green space, walkability, and IndyGo service
- Barton Park
- IU Health Methodist Hospital, the Ruth Lilly Health Education Center, and The Children's Museum nearby
- Original Church of God and the Indy Black Chamber of Commerce
- A century and a half of institutions built to care for others

Challenges

- A long repair backlog: potholes on Foster Street and Capitol Avenue, downed trees, alleys, and Barton Park
- Illegal dumping
- Speeding along the length of Capitol Avenue and unsafe vacant lots
- Juvenile gun crime
- Encampments on the Fall Creek wetlands
- High housing and utility costs, and landlords who do not respond
- Short-term rentals and investor purchases that pull homes away from local buyers
- No grocery store nearby, only a liquor store
- Immigrant neighbors who have been reached the least

Vision

Our vision for Meridian Highland is a neighborhood where the repairs residents have waited for get done, where a grocery store and cost relief reach every household, where homes go to local buyers, where Capitol Avenue is safe to cross, and where every neighbor, including those reached least so far, shapes what comes next. We are committed to the action residents asked for, carried by the same ethic of care that has defined this neighborhood for 150 years.

Neighborhood Goals, 2026-2031

MH-1 Clear the Repair Backlog

NEIGHBORHOOD INFRASTRUCTURE & ENVIRONMENT | Builds on district goals IN-2 and IN-3

Fix the streets, alleys, trees, and park residents have waited on.

A. Advocate for roadway repair and right-of-way maintenance.

- Pothole repair on Foster Street and Capitol Avenue
- Tree trimming, alley clearing, and downed-tree removal

B. Establish rapid response to illegal dumping.

C. Invest in Barton Park and neighborhood walkability.
- Barton Park improvements, including a family and kids center
- Safe, accessible walking paths for seniors

MH-2 Grocery Access, Cost Relief, and Local Homeownership

ECONOMIC MOBILITY / COMMUNITY PRESERVATION | Builds on district goals IN-1, CP-1, and EM-4

Bring a grocery store within reach, ease costs, and keep homes with local buyers.

A. Research and recruit a grocery or general-retail anchor.

B. Connect residents to rental and code-enforcement pathways for unresponsive landlords.

C. Advocate for housing and utility affordability.
- Utility bill support
- Property-tax relief
- Home repair grants for seniors

D. Keep homes with local owners.
- Down-payment help for local buyers
- A first right to buy homes back from investors
- Limits on short-term rentals

E. Develop a community center that combines job placement with youth and family programming.

MH-3 Safe Streets and Reaching Every Neighbor

COMMUNITY SAFETY & JUSTICE | Builds on district goals CS-1, CS-2, and CS-3

Slow traffic, reduce youth gun crime, and bring every neighbor into the conversation.

A. Work with the city on traffic calming along the length of Capitol Avenue, and address unsafe vacant lots.

B. Strengthen ties with police, including officers walking the neighborhood, and expand violence intervention focused on young people.

C. Lead with housing-first outreach for neighbors living in encampments on the Fall Creek wetlands.

D. Hold conversations with immigrant neighbors, including those working toward citizenship or living here on work visas or refugee status, with interpreters.

Measures of Progress

- Repair backlog items completed, and illegal dumping response times
- Progress toward a grocery or retail anchor and a community center
- Homes purchased by local buyers; short-term rental limits advanced
- Traffic calming completed along Capitol Avenue; youth violence-intervention activity
- Immigrant neighbors reached through interpreted conversations

Key Partners to Engage

Meridian Highland Neighborhood Association	Indy Department of Public Works
Original Church of God	Indy Parks
Indy Black Chamber of Commerce	IndyGo
IU Health	IMPD North District
Citizens Energy Group	Coalition for Homelessness Intervention & Prevention (CHIP)
Exodus Refugee Immigration	Keep Indianapolis Beautiful
Immigrant Welcome Center	Indianapolis Neighborhood Housing Partnership (INHP)

PART IV | NEIGHBORHOOD PROFILE | 2026-2031

Ransom Place

> *"We share a vibrant and diverse neighborhood with a rich history"*
>
> *— Ransom Place resident*

Ransom Place is the most intact historic Black residential district in Indianapolis, and its residents rated their quality of life higher than any other neighborhood in the district. That vibrancy sits alongside real gaps: no grocery store within walking distance, broken sidewalks, traffic and parking problems, dark walking corridors at night, and an unresolved response to homelessness and mental illness.

Residents asked the plan to close the food gap and fix the sidewalks that lead to it, make the streets safer, coordinate a real response to crime and to neighbors living unhoused, and keep telling Ransom Place's Black history, from its jazz heritage to its immigration story. With the Indiana Avenue corridor being replanned just to the south, residents want that history to shape what comes next.



Freeman Family on Paca Street, Ransom Place. Courtesy of the Indiana Historical Society

Our History

Ransom Place is bounded by 10th Street to the north, West St. Clair Street to the south, Paca Street to the east, and Dr. Martin Luther King Jr. Street to the west. Its six blocks, set on marshy ground between Fall Creek and the Central Canal, were platted in the 1860s and early 1870s and filled with small wood-frame houses in the 1880s and 1890s.

Many of the city's Black leaders lived here, including physician Dr. Joseph Ward, City Councilor John Puryear, attorney Henry Richardson, and attorney Freeman Ransom, counsel to Madam C.J. Walker, for whom the neighborhood is named. Second Christian Church, built in 1910 at 9th and Camp Streets, was the city's first Black Disciples of Christ congregation and a center of civic life. The Walker Theatre, now the Madam Walker Legacy Center, stands just to the south, and Lockefield Gardens, the city's first public housing, opened across the street in 1938.

In 1937, federal redlining maps rated the neighborhood "Hazardous," and part of it was later selected as Urban Renewal Project Rh1. I-65, completed in 1971, turned West Street into a barrier. In the 1990s, residents led by preservationist Jean Spears gave the neighborhood its name, founded the neighborhood association in 1991, listed Ransom Place on the National Register of Historic Places in 1992, and secured local protection as a conservation district in 1998. Neighborhood advocate Thomas Ridley Jr., who led tours of the Walker building and wrote the memoir From the Avenue, lived to 101.

By the Numbers

Data Point	Ransom Place	Source
Residents	1,053	SAVI, 2024
Survey respondents from Ransom Place	85	Community Priorities Survey, 2026
Rated quality of life a 4 or 5 out of 5, the highest in the district	80%	Community Priorities Survey, 2026
Named healthy, affordable food their top priority	79%	Community Priorities Survey, 2026
Named road maintenance their top infrastructure priority	69%	Community Priorities Survey, 2026

Assets

- A diverse, walkable neighborhood with a rich, documented history
- Full protection as a National Register historic district and a local conservation district
- The Indianapolis Cultural Trail and proximity to downtown
- An active neighborhood association, founded in 1991
- Neighborhood events such as cleanup days
- An inclusive, intergenerational community
- Second Christian Church, Greater Gethsemane Missionary Baptist Church, and the Ransom Place pocket park
- The Madam Walker Legacy Center and Lockefield Gardens next door

Challenges

- A food desert that residents link directly to broken sidewalks and poor walkability
- Traffic, parking, and nighttime lighting problems along key walking corridors
- An unresolved response to homelessness and mental illness, named as the neighborhood's biggest challenge
- Gun violence incidents
- A growing student and renter population and a divide with longtime residents that has not been bridged
- A history that is documented but not yet fully visible or told

Vision

Our vision for Ransom Place is a neighborhood that builds on its vibrancy and history: a grocery store within reach on sidewalks that are whole, safer and better-lit streets, a coordinated response to crime and to neighbors living unhoused, and a Black history that is fully told and visible, from its jazz heritage to its immigration story. We are committed to matching the neighborhood's high quality of life with the safety, food access, and preservation investments residents named.

Neighborhood Goals, 2026-2031

RP-1 Grocery Access

HEALTH & WELLNESS / ECONOMIC MOBILITY | Builds on district goals HW-1 and IN-1

Close the neighborhood's food gap, its single highest-ranked priority.

A. Research grocery or general retail partners to address the food desert residents named.

RP-2 Sidewalk and Road Repair

NEIGHBORHOOD INFRASTRUCTURE & ENVIRONMENT | Builds on district goal IN-2

Fix the sidewalks and roads residents walk every day.

- **A.** Advocate for repair of the broken sidewalks residents named.
- **B.** Advocate for prioritized road-maintenance corridors.

RP-3 Safe Streets and a Coordinated Response

COMMUNITY SAFETY & JUSTICE | Builds on district goals CS-1, CS-2, and CS-3

Make streets safer and bring the right partners to the table on crime and homelessness.

- **A.** Work with the city to evaluate traffic-calming and parking options.
  - Speed humps and a fix for the Camp Street shortcut
  - One-side parking enforcement at 9th and Paca Streets
- **B.** Advocate for better nighttime lighting along key walking corridors.
- **C.** Advocate for a coordinated gun-violence response and continued youth safety programming.
- **D.** Convene mental health, city, and state partners on coordinated outreach and services for unhoused neighbors with mental health needs.

RP-4 Preserve and Tell Ransom Place's Black History

COMMUNITY PRESERVATION & CULTURAL IDENTITY | Builds on district goals CP-3 and CP-4

Make the neighborhood's history visible and shared.

- **A.** Research options for a physical home for the neighborhood's history.
  - A Black history study center and updated historical plaques
  - A community mural
- **B.** Document the neighborhood's jazz and immigration history, including the life of Thomas H. Ridley Jr.
- **C.** Explore using Ransom Place's historic district status to fund cultural tourism and public art celebrating its Black heritage.
- **D.** Coordinate with the Indiana Avenue Certified Strategic Plan so redevelopment along the corridor honors and protects Ransom Place.
- **E.** Bring longtime residents and newer student and renter neighbors together through shared events and history programming.

Measures of Progress

- Progress toward a grocery or retail partner
- Sidewalk and road repairs completed
- Traffic-calming, parking, and lighting improvements completed
- A coordinated homelessness and mental health response convened, and gun-violence response coordination in place
- Progress toward a home for the neighborhood's history, new plaques, and a community mural

Key Partners to Engage

Ransom Place Neighborhood Association	Indianapolis Historic Preservation Commission
Second Christian Church	Indiana Landmarks
Greater Gethsemane Missionary Baptist Church	Indy Arts Council
Madam Walker Legacy Center	Indy Department of Public Works
Indianapolis Cultural Trail	IMPD North District
Reclaim Indiana Avenue	NAMI Greater Indianapolis
IU Indianapolis	Coalition for Homelessness Intervention & Prevention (CHIP)

PART V

Implementation and Accountability

How this plan moves from paper to practice, and how residents will see progress

The Indy Health District will steward this plan: convening partners, tracking progress against public measures, and reporting back to residents in plain language, on a regular rhythm, so the community always knows what happened with its input.

Implementation Framework

The Indy Health District was created to carry out this plan. IHD will convene the residents, partners, and resources each goal needs, track progress against public measures, and report back to residents. The structure below sets out who does what, how the work is phased, and how it will be paid for.

Who Carries the Work

Who	Role in Implementation
Residents	Join pillar working groups, review progress, and weigh in on every update to the plan.
Pillar working groups	One group per pillar, made up of residents and partners. Groups meet monthly from January 2027, sequence action items each year, confirm lead and supporting organizations, and recommend changes.
Youth Advisory Council	Advises on the plan from a youth perspective and holds the youth seat in implementation named in FS-1.
Steering Committee	Reviews progress and proposed changes and speaks for neighborhood priorities.
Neighborhood associations and Champions	Connect neighbors to the work, carry information back, and lead on their neighborhood profile goals.
IHD staff	Steward the plan, convene partners, track progress, report to residents, and keep the official copy and change log.
IHD Board of Directors	Provides oversight and acts on major changes to the plan.
Key Partners to Engage	Help carry out strategies. An organization's role is confirmed in writing before it is named as lead on an action.
Department of Metropolitan Development	Receives notice of moderate and major changes and reviews the five-year recertification.

Phasing

The plan runs in three phases. Every action item in the implementation matrix is assigned the phase in which it is expected to begin. Working groups will confirm the sequence each year.

Phase	Focus
Years 1–2 (2027–2028)	Organize and show early results. Launch the pillar working groups and Youth Advisory Council, confirm lead partners, and set the baselines still missing. Complete the studies that larger projects depend on, including grocery site selection, the gathering place feasibility study, the lighting audit, and the traffic-calming study. Start the visible improvements residents asked for first: sidewalks, lighting, dumping response, tax-relief navigation, and the District Help Desk.
Years 3–5 (2029–2031)	Build and scale. Bring proven programs to district-wide scale, secure financing for capital projects, and complete the five-year update and recertification in 2031.
Years 6–10 (2032–2036)	Deliver and sustain. Carry capital projects such as the grocery store and the district gathering place through to completion, sustain the programs that are working, and refresh the neighborhood profiles for 2031–2036.

Funding Strategy

At the validation convening, residents asked two questions of every goal: where will the money come from, and who will care for what gets built? The funding strategy answers both.

- **A master development plan**. IHD will turn this plan into a master development plan. It will assess the resources partners can commit to the district, identify the gaps, phase and cost the work, and raise funds to fill those gaps.
- **Funding and upkeep named up front**. Before a project moves forward, its working group will name the funding source and who will maintain what is built.
- **Braided sources**. IHD will combine its own funds and anchor institution commitments with hospital community benefit, philanthropy, city, state, and federal programs, and community lenders.
- **A developer give-back**. Residents proposed that development in the district contribute a share, such as 1 percent, to community priorities. IHD will study how such a contribution could work.
- **Dollars that stay local**. Local hiring, local-first leasing, and district-marketed lending keep the money the plan attracts working inside the district.

Measuring Progress

This plan measures progress by what changes for the people who already live here. Each pillar sets its own metrics. The headline measures below are the ones IHD will report on every year.

Pillar	Headline measure	Baseline	Source
Health & Wellness	Life expectancy at birth	67 years	IHD Health Impact Dashboard
	Residents living in a food desert	54.2%	IHD Dashboard / SAVI
	Adults with frequent poor mental health	18.4%	CDC PLACES
Infrastructure & Environment	District land within a 10-minute walk of a grocery	20%	IHD Health Impact Dashboard
	Streets with no sidewalk / sidewalk on one side	6% / 15%	IHD Health Impact Dashboard
	Pedestrian and bicycle crashes	7 (2024)	IHD Health Impact Dashboard
Economic Mobility	Poverty rate	24%	ACS via SAVI
	Homeownership rate	39%	ACS via SAVI
	District business count and retention	Set in Year 1	EM-2 business baseline
Family Stability & Youth	High-quality childcare capacity, children under 5	69.9%	FSSA via IHD Dashboard
	Children living in poverty	29.3%	ACS via SAVI
	Youth-reported wellbeing	Set in Year 1	New survey item
Safety & Justice	Violent crime in the district	Set in Year 1	IMPD / Polis Center
	Residents who feel safe; trust in police	Set in Year 1	New survey items
	Residents who rate their community good or excellent	63%	IHD Community Survey
Preservation & Cultural Identity	Households housing cost-burdened	45%	ACS via SAVI
	Long-tenure homeowners retained	Set in Year 1	Assessor / Polis Center
	Residents who know where to find district resources	Set in Year 1	New survey item

Data Partners and Baselines

The IHD Health Impact Dashboard, built by the Evaluation Team consisting of IU Fairbanks School of Public Health, the Polis Center, and Health by Design, is the measure of record. The Polis Center's SAVI profile supplies census and parcel data. In Year 1, IHD will work with both partners to set the baselines that were not available at the district level for this plan: violent crime, vacant parcels and abandoned structures, long-tenure homeownership, and a district Child Opportunity Index. New questions on safety, trust, youth wellbeing, and resource awareness will be added to the annual IHD Community Survey.

Reporting Back to Residents

- An annual progress report in plain language, in a "you said, we did" format that shows what happened with residents' input
- Quarterly updates through the Steering Committee and neighborhood associations
- Dashboard updates as new data is released
- The channels residents prefer: email (59% of survey respondents), flyers and mail (35%), and text (30%), along with door-to-door outreach and the District Help Desk

Implementation Matrix

The matrix lists the action items for each of the plan's 106 strategies and the phase in which each is expected to begin. Lead organizations are not named here. Pillar working groups will confirm leads and sequencing in 2027, and those confirmations are routine updates under the rules in Updating This Plan.

Health & Wellness

Goal	Strategy	Action items	Begins
HW-1 Fresh Food & Nutrition Security Network	A. Connected food access network	• Connect pantries, markets, and bodegas through one shared calendar, cold chain, and outreach • Share where and when fresh food is available through the District Help Desk	Years 1–2
	B. Senior grocery delivery	• Stand up senior grocery delivery routes covering all five neighborhoods	Years 1–2
	C. Food as medicine	• Launch produce-prescription programs with district clinics • Pair nutrition education with clinical care	Years 1–2
	D. Gardens and urban agriculture	• Expand community gardens and urban agriculture across the district	Years 1–2

Health & Wellness (continued)

Goal	Strategy	Action items	Begins
	E. Healthy eating incentives	• Provide food vouchers and cooking classes • Build a local grocer economy through gift cards redeemable with district food sellers	Years 3–5
HW-2 Mental Health & Trauma-Informed Care System	A. Responsive providers	• Recruit and retain demographically responsive mental health providers for the district	Years 1–2
	B. Places of worship network	• Scale congregational care and trusted-messenger models through district places of worship • Train clergy and lay leaders in mental health first aid and referral	Years 1–2
	C. Unhoused outreach	• Extend street outreach and warm handoffs to care for unhoused neighbors • Coordinate with shelter, transit, and public safety partners	Years 1–2
	D. Trauma-informed standard	• Adopt a shared trauma-informed care standard and training program across pillar partner organizations	Years 3–5
	E. Crisis alternatives	• Build crisis-response alternatives with warm handoffs into the District Help Desk	Years 3–5
	F. Collaborative funding	• Braid Medicaid, CCBHC, and state behavioral health funding • Align hospital community benefit and philanthropy behind non-billable community models	Years 1–2
HW-3 Active Living & Fitness Access	A. Fitness in shared spaces	• Offer free and low-cost group fitness, including senior-focused classes, in parks, community centers, places of worship, and green space • Negotiate resident discounts at local gyms and fitness providers • Program trails and green space	Years 1–2
	B. Outdoor fitness equipment	• Install outdoor fitness equipment at public parks and spaces	Years 3–5
	C. Long-term recreation space	• Fold long-term fitness and recreation space into the district gathering place strategy (CP-4)	Years 6–10

Neighborhood Infrastructure & Environment

Goal	Strategy	Action items	Begins
IN-1 Grocery & Essential Services Development	A. Site and criteria	• Identify and assemble a site using community-informed criteria	Years 1–2
	B. Incentive package	• Build a grocery incentive package of tax abatement, healthy-food financing, and tenant improvement funds	Years 1–2
	C. Operator recruitment	• Recruit grocery operators and research community-partnership models, including community-ownership and cooperative models	Years 3–5
	D. Surrounding retail	• Pair national anchor retailers with dedicated, affordable space for locally owned businesses through local-first leasing	Years 3–5
IN-2 Streets, Sidewalks & Lighting	A. Sidewalks and repaving	• Publish and track a resident-led, prioritized sidewalk gap and repaving list	Years 1–2
	B. Lighting	• Complete a district lighting audit • Install lighting where the audit and residents identify gaps	Years 1–2
	C. Alleys	• Assess every alley with the neighbors who use it • Secure dedicated funding for alley upkeep	Years 1–2
	D. Traffic calming	• Complete a traffic-calming and two-way conversion study on resident-named streets	Years 1–2
IN-3 Vacant Property, Green Space & Environmental Health	A. Vacant property	• Activate vacant lots through tactical urbanism, side-lot sales, gardens, and pocket parks • Secure vacant properties for safety	Years 1–2
	B. Trees and shade	• Plant street and vacant-lot trees where cover is lowest • Prioritize shade for elders, children, and bus stops during extreme heat • Pair green stormwater infrastructure with planting	Years 1–2
	C. I-65 mitigation	• Advocate for sound walls and barriers • Monitor air quality and noise along the corridor	Years 3–5
	D. Solar and efficiency	• Bring solar and energy efficiency to community buildings and homes	Years 3–5

Neighborhood Infrastructure & Environment (continued)

Goal	Strategy	Action items	Begins
	E. Water and drainage	• Fix lead, drainage, flooding, and pipe problems on resident-reported streets	Years 1–2
IN-4 Community Voice in Infrastructure Decisions	A. Infrastructure steering committee	• Establish a neighborhood-led environment and infrastructure steering committee	Years 1–2
	B. Annual reporting	• Publish a public inventory of district infrastructure requests and their status • Report annually to and from the city, measuring complete-streets progress against the Health Impact Dashboard • Set a public target for walkable access to essential services and report progress each year	Years 1–2
	C. Community-informed criteria	• Set community-informed criteria before district-supported projects are designed	Years 1–2

Economic Mobility & Local Entrepreneurship

Goal	Strategy	Action items	Begins
EM-1 Local Business Affordability & Corridor Revitalization	A. Commercial affordability fund	• Conduct a commercial market analysis to identify gaps in retail, services, and business types • Establish a fund for rent support and tenant improvement grants for locally owned businesses • Negotiate developer incentives that secure long-term affordable commercial space in new development	Years 1–2
	B. Corridor improvement	• Launch a façade and streetscape improvement program on corridors named in the neighborhood profiles • Align streetscape work with district sidewalk and lighting projects	Years 3–5
	C. Local-first leasing	• Adopt local-first leasing standards for district-supported development • Track the local ownership share of district commercial space annually	Years 1–2
	D. Legacy business technical assistance	• Launch a small business technical assistance cohort anchored by district legacy businesses • Pair cohort businesses with mentors and lenders	Years 1–2

Economic Mobility & Local Entrepreneurship (continued)

Goal	Strategy	Action items	Begins
EM-2 District Entrepreneurship Ecosystem	A. Access to capital	• Expand district-marketed micro-loan and character-based lending through community lenders • Launch a credit-building and banking-access campaign built on the district's Black banking legacy	Years 1–2
	B. Entrepreneurship education	• Deliver cohort-based entrepreneurship education with childcare and evening options • Create a home-based and side-hustle track to help residents turn skills into sustainable income	Years 1–2
	C. Growth-stage support	• Create pathways to equity investment for district businesses ready to scale • Connect growth-stage businesses to contracting opportunities with district anchor employers	Years 3–5
	D. Connection and communication	• Launch an entrepreneur podcast or newsletter and a district business directory • Build a peer network of district business owners • Run a buy-local campaign with coordinated events and markets	Years 1–2
	E. Ecosystem research	• Establish a baseline of district businesses using Secretary of State records and field verification • Track business count, retention, and new formation annually	Years 1–2
EM-3 Careers & Workforce Pathways	A. Anchor employer pathways	• Conduct a labor market and workforce program analysis for the district • Develop healthcare, construction, and technology career pathways with anchor employers	Years 1–2
	B. Credential access	• Expand certification and credential access through district higher-education partners • Fund transportation and childcare supports for residents in training	Years 1–2
	C. Youth employment pipeline	• Scale apprenticeships and internships tied to the district's youth opportunity work • Adapt successful youth workforce models for adult career changers	Years 3–5
	D. Reentry employment	• Build fair-chance employer partnerships across the district • Coordinate job placement with reentry service providers	Years 1–2

Economic Mobility & Local Entrepreneurship (continued)

Goal	Strategy	Action items	Begins
	E. Local hire	• Secure local-hire commitments in district development projects • Report district residents hired annually	Years 1–2
EM-4 Homeownership & Generational Wealth	A. Homebuyer pipeline	• Build a district-wide homebuyer preparation and lending pipeline	Years 1–2
	B. Down-payment assistance	• Target down-payment assistance to long-term district renters	Years 1–2
	C. Renter-to-owner conversion	• Create renter-to-owner conversion opportunities in district development • Explore shared-equity models, such as a community land trust or limited-equity cooperative, that keep homes affordable across generations	Years 3–5
	D. Homeownership education	• Run a district-wide homeownership education campaign	Years 1–2
	E. Shared resources	• Coordinate referrals across homeownership partners so every neighborhood has the same access	Years 1–2

Family Stability & Youth Development

Goal	Strategy	Action items	Begins
FS-1 Youth Opportunity Network	A. Safety co-investment	• Bring community safety partners into youth programming as formal co-investors • Design programs jointly between youth-serving and safety organizations	Years 1–2
	B. Map and expand	• Map every out-of-school program in the district and identify the gaps • Coordinate expansion into unserved hours and neighborhoods	Years 1–2
	C. Teen third spaces	• Pilot teen third spaces with youth-set hours and programming, tied to the district gathering place work	Years 1–2
	D. Youth council	• Establish a resourced district youth council with a formal seat in plan implementation and in neighborhood associations	Years 1–2
	E. Expanded access	• Provide safe transportation to and from programs • Offer virtual programming options • Deliver programs in schools, parks, and places of worship	Years 3–5

Family Stability & Youth Development (continued)

Goal	Strategy	Action items	Begins
FS-2 Childcare & Early Learning	A. More seats	• Expand seats at district early learning centers, including infant care and second- and third-shift care	Years 3–5
	B. Provider support	• Support family childcare entrepreneurs with licensing help, shared services, and micro-loans • Train providers and diversify provider revenue	Years 1–2
	C. Employer partnerships	• Build employer-sponsored childcare with district anchor employers, including employer-purchased seats • Make childcare a standard workforce and HR benefit • Tie childcare stipends to apprenticeship and training programs	Years 3–5
	D. Family connection	• Communicate childcare options to families, youth-serving organizations, and employers • Host a district childcare fair modeled on job fairs • Navigate pre-K enrollment through the District Help Desk	Years 1–2
	E. Extended hours	• Extend before- and after-care hours through volunteer partnerships with youth-serving organizations	Years 1–2
FS-3 Whole-Family Economic Supports	A. Two-generation coaching	• Deliver financial and career coaching that bundles income, employment, and family goals	Years 1–2
	B. Resource navigation	• Provide resource navigation and support through the District Help Desk	Years 1–2
	C. Pregnancy to early childhood	• Expand home visiting and healthy-families programs • Connect families to maternal and infant health partners • Support caregivers with respite	Years 1–2
	D. Faith-based family support	• Deliver family coaching and navigation in places of worship • Grow ministry-led family support programs	Years 1–2
	E. Transportation supports	• Provide transit passes and neighborhood mobility services • Advocate for routes serving work, school, and care	Years 3–5
FS-4 Whole Family Mental Health	A. Community healing	• Host facilitated community healing conversations on trauma and healing	Years 1–2

Family Stability & Youth Development (continued)

Goal	Strategy	Action items	Begins
	B. Understand and advocate	• Inventory the mental health services available to district youth in and out of school • Advocate with schools, providers, and funders for what is missing, starting with free, school-based mental health support	Years 1–2
	C. Protective factors	• Identify and strengthen protective factors, including mentoring at scale and trusted adults	Years 3–5
	D. Stigma reduction	• Run a stigma-reduction campaign that puts youth voice at the center of the mental health conversation	Years 1–2
	E. Grief and trauma support	• Provide grief, loss, isolation, and trauma support for young people and families	Years 1–2

Community Safety & Justice

Goal	Strategy	Action items	Begins
CS-1 Collaborative Safety Solutions	A. Resident co-design	• Expand IMPD North District community engagement, including the Community Resource Unit and roving roll calls, with resident co-design	Years 1–2
	B. Youth–police engagement	• Create positive youth–police engagement, including a cadet program	Years 1–2
	C. Community events	• Bring residents and IMPD together at community-led events	Years 1–2
	D. Coordination tables	• Convene quarterly district safety coordination tables with providers, IMPD, city agencies, residents, and places of worship • Track follow-up and accountability on what residents raise	Years 1–2
CS-2 Community Violence Reduction	A. Violence intervention	• Build community violence intervention and interrupter capacity for the district	Years 1–2
	B. Conflict resolution training	• Make conflict resolution, mediation, and de-escalation training available to residents • Train trainers so skills stay in the neighborhood	Years 1–2
	C. Focused gun-violence strategy	• Adopt a focused gun-violence reduction strategy with public-health partners	Years 3–5

Community Safety & Justice (continued)

Goal	Strategy	Action items	Begins
CS-3 Safe & Cared-For Environment	A. Dumping response	• Establish rapid response to illegal dumping	Years 1–2
	B. Housing-first outreach	• Lead with outreach and housing placement for the encampment along Fall Creek • Respond to loitering with services first	Years 1–2
	C. Safe passage	• Create resident-designed safe passage routes to schools and programs • Add adult presence and programming along the routes	Years 3–5
	D. Reporting collective	• Organize a resident reporting collective with photo-documented reporting through official channels • Track response times and follow-through	Years 1–2

Community Preservation & Cultural Identity

Goal	Strategy	Action items	Begins
CP-1 Anti-Displacement & Aging in Place	A. Tax relief navigation	• Enroll legacy homeowners in exemptions and circuit-breaker relief • Publish plain-language eligibility for every program • Advocate for longtime-owner protection policy	Years 1–2
	B. Home repair at scale	• Repair owner-occupied homes at scale through grants with no liens attached, so elders can age in place	Years 1–2
	C. Landlord accountability	• Partner on code enforcement • Educate tenants on their rights • Set property-manager standards	Years 1–2
	D. Investor early warning	• Monitor property transfers and investor purchase patterns • Reach targeted homeowners with options counseling before they sell • Advocate on speculative acquisition policy	Years 1–2
	E. Senior supports	• Deliver the senior services, events, and gathering opportunities residents requested, with transportation and mobile services	Years 1–2
CP-2 Generational Homeownership & Legacy	A. Heirs' property clinics	• Hold heirs' property and estate-planning clinics covering free wills, title clearing, and transfer planning • Support intergenerational living arrangements	Years 1–2

Community Preservation & Cultural Identity (continued)

Goal	Strategy	Action items	Begins
	B. Equity education	• Educate homeowners on reverse mortgages and other equity decisions before they are made	Years 1–2
	C. Lien clearing	• Fund the clearing of property tax liens that put legacy homes at risk	Years 3–5
	D. Foreclosure pipeline	• Research the foreclosure and tax-auction pipeline • Review findings with the community to keep homes family- and neighborhood-owned	Years 1–2
	E. Legacy recognition	• Recognize legacy homeowners and collect their stories through the cultural storytelling work	Years 1–2
	F. Priority access	• Secure priority access for district families in homeownership development, with a path for district renters to become owners	Years 3–5
CP-3 Tell Our Story: Cultural Preservation & Public Art	A. Permanent installations	• Translate the neighborhood history project into permanent public installations and markers	Years 3–5
	B. Mural program	• Build a mural program pairing artists with neighborhood stories	Years 1–2
	C. Museum feasibility	• Study the feasibility of a district museum or interpretive space	Years 3–5
	D. Living history	• Sustain oral history, Walk & Talk programming, and Indiana Avenue jazz legacy events	Years 1–2
	E. Intergenerational art	• Create intergenerational art programming	Years 1–2
	F. Historic site protection	• Pursue National Register and local preservation support for at-risk historic sites	Years 1–2
CP-4 A District Gathering Place	A. Feasibility study	• Complete a feasibility, site, and operating-model study for a multigenerational community and recreation space, co-designed with residents and youth	Years 1–2
	B. Activate now	• Program existing community centers, library branches, and places of worship weekly for all ages • Deliver cultural teaching in music, art, food, and history, led by elders and attended by youth	Years 1–2
	C. Elder–youth series	• Run an elder–youth programming series as spaces are activated	Years 1–2
	D. Senior calendar	• Publish a senior events and gathering calendar with district places of worship and community centers	Years 1–2

Community Preservation & Cultural Identity (continued)

Goal	Strategy	Action items	Begins
	E. Capital campaign	• Launch a long-term capital campaign anchored by district institutions	Years 3–5
CP-5 The District Help Desk	A. Navigator corps	• Hire a district resource-navigator and community health worker corps from the five neighborhoods • Make sure every partner knows how to reach the navigators	Years 1–2
	B. Resource package	• Publish a district-wide calendar, newsletter, printed guide, and website, delivered by email, mail, text, and social media • Investigate a physical help desk location with consistent hours	Years 1–2
	C. Trusted messengers	• Grow a trusted-messenger and neighborhood champion network through places of worship and neighborhood associations for door-level outreach	Years 1–2
	D. "You said, we did" feedback loop	• Report plan progress quarterly through the Steering Committee and neighborhood associations • Maintain an online way for residents to give feedback	Years 1–2

Updating This Plan

This plan runs through 2036. City certification covers its first five years, and a resident-led update in year five is how IHD will carry certification through the second five.

A Plan That Can Grow with the Work

The action items in this plan are IHD's best current plan for carrying out each strategy. Pillar working groups, meeting monthly from January 2027, will sequence them, test them against the resources partners can commit, and refine them. The higher a change reaches in the plan, the more people review it.

Change	Examples	Approved by	Residents hear about it
Routine: does not change a goal or strategy's intent	Updated data, corrected names, partner list changes, sequencing or rewording of action items	IHD staff	In the next progress report
Moderate: adds, removes, or materially changes a strategy, action item, or neighborhood profile goal	A new strategy under an existing goal	IHD Executive Director, after Steering Committee review	Written notice to the Steering Committee and affected neighborhood associations, with at least 30 days to comment
Major: adds, removes, or materially changes a pillar, district goal, or the vision	A new district goal	IHD Board of Directors	Draft to every registered organization in the plan area, at least 30 days to comment, and one public meeting

IHD records every change, with its date and reason, in a public change log, and sends each moderate and major change to the Department of Metropolitan Development. No resident priority is removed without returning to the community.

The Five-Year Update

1. **Assess.** In 2031, IHD and the working groups report what has been accomplished, what is ongoing, and what has changed, using the plan's measures.
2. **Return to residents.** IHD holds public engagement in every neighborhood before anything is revised.
3. **Update.** Working groups and the Steering Committee revise action items and, where needed, goals. The pillars and the vision are expected to change least.
4. **Refresh the neighborhood profiles** for 2031–2036.
5. **Circulate the draft** to every registered organization in the plan area with a request for comment.
6. **Approve.** The Steering Committee recommends the update, and the IHD Board approves it.
7. **Recertify.** IHD presents DMD with progress to date, the updated plan, and its engagement record, and requests certification for 2031–2036.

Appendix

These materials document the evidence, engagement, and sources behind the plan. Full engagement records, including sign-in sheets, communications, and meeting notes, are on file with the Indy Health District and were submitted with the plan's city certification application.

A. Data Sources and Baselines

The plan's figures and their sources are listed in Part I (The District Today) and Part II (Data That Shaped This Plan). District figures are drawn from the IHD Health Impact Dashboard (indyhealthdistrict.org/health-impact-dashboard) and the SAVI district profile (profiles.savi.org). American Community Survey figures are 5-year averages for 2020–2024.

B. Engagement Instruments

- Community Priorities Survey, in English and Spanish, online, on paper, and on tablets (February 1 – August 8, 2026)
- Pillar session materials: SOAR framework worksheets and dot-vote priority boards (12 sessions)
- Pillar partner session workbooks, one per pillar (August 17 and 19, 2026)
- One-on-one interview guide
- Neighborhood workshop materials (one workshop per neighborhood)
- Crispus Attucks High School youth session materials (September 2026)
- Community Validation Convening pillar and neighborhood stations, dot votes, and comment cards (October 15, 2026)

C. Plans Referenced

City plans. Plan 2020 Bicentennial Agenda; Marion County Land Use Plan (Pattern Book and Land Use Map, 2019, update underway); Indy Moves Transportation Integration Plan (2018); Marion County Thoroughfare Plan (2019); Thrive Indianapolis (2019); Indy Parks Comprehensive Master Plan (2023); Indiana Avenue Certified Strategic Plan (in progress).

Neighborhood and peer plans consulted. Mid-North Quality of Life Plan (2012); Near Eastside Quality of Life Plan (Certification C2020-02); King Commons Quality of Life Plan (LISC); Little Village Quality of Life Plan (LISC Chicago); Daviess County Quality of Place & Workforce Attraction Plan (2019).

Neighboring plans. Mapleton-Fall Creek Land Use Plan (Mapleton-Fall Creek Development

Corporation), which carries out part of the Mid-North plan; Northwest Area Quality of Life Plan; Near Westside Quality of Life Plan.

D. References

Alpha Home for Aged Colored Women. "Annual Report of the Alpha Home for Aged Colored Women, 1902." Indiana Division, Indiana State Library, 1902. indianamemory.contentdm.oclc.org/digital/collection/p16066coll72/id/918

Blair, Lyndsey. "Highland Vicinity Neighborhood Collection, 1929–2004." Indiana Historical Society, 2018. indianahistory.org/wp-content/uploads/highland-vicinity-neighborhood-collection.pdf

Children's Museum of Indianapolis. "Our History." childrensmuseum.org/history

Cook, Tony. "Crumbling Ritz Theater Has Hosted Rock Stars, Wally's Workshop, and Drag Shows." Indianapolis Star, March 15, 2022.

"Cosmos Knights' Golf Tournament Scheduled." Indianapolis Recorder, July 20, 1991. newspapers.library.in.gov

Crown Hill Foundation. "Crown Hill Cemetery." crownhillhf.org/visit/crown-hill-cemetery

Crown Hill Foundation. "Indianapolis Typographical Union No. 1." crownhillhf.org/indianapolis-typographical-union-number-1

Fatout, Hervey B. "Atlas of Indianapolis and Marion County, Indiana." Indiana State Library Map Collection, 1889.

Flanner House. "A Study of 454 Negro Households in the Redevelopment Area." IU Indianapolis Archives, 1946.

"Flanner House Records." IU University Library Digital Collections. iuidigital.contentdm.oclc.org/digital/collection/Flanner

Fujawa, Ed. "A Remnant of Railway Mass Transit: The McLean Place Streetcar Barn." Class900Indy, 2023.

Hale, Hester Ann, and Katherine Badertscher. "Altenheim." Encyclopedia of Indianapolis, 2021. indyencyclopedia.org/altenheim

Howard, Barbara Byers. "Policy Development in Urban Renewal: Selected Indiana Cases." Dissertation, Indiana University, 1964.

Indiana Department of Natural Resources, Division of Historic Preservation & Archaeology. "Indiana Historic Buildings, Bridges, and Cemeteries Map." gisdata.in.gov

Indiana Economic Development Corporation. "Indiana Opportunity Zones," 2026. iedc.in.gov/program/indiana-opportunity-zones

Indiana Historical Bureau. "St. Vincent's Hospital." State historical marker. in.gov/history

Indiana Landmarks. "Flanner House Homes." National Register of Historic Places Nomination, 2003. npgallery.nps.gov

Indianapolis Asylum for Friendless Colored Children. "Indianapolis Asylum for Friendless Colored Children." Indiana Historical Society, 1915.

Indianapolis Chamber of Commerce. "Distribution of Negroes in Indianapolis, 1946." Map Collection, Indiana Division, Indiana State Library.

Indianapolis Historic Preservation Commission. "Ransom Place Conservation District," 1998.

Jones, Tina, Meg Storrow, Paul Diebold, and Amy Walker. "Indianapolis Park and Boulevard System." National Register of Historic Places Nomination, 2003. npgallery.nps.gov

Katherine Home for Aged Women. "Report of the Directors and Managers." Indiana Division, Indiana State Library, 1893.

Latham, Charles, and Chris Harter. "Indianapolis Flower Mission Records, ca. 1884–1987." Indiana Historical Society, 1998.

Mullins, Paul. "The Price of Progress: IUPUI, the Color Line, and Urban Displacement," 2010.

Mullins, Paul. "'The Way of the Transgressor': Hard Labor and Incarceration in the Marion County Workhouse." Invisible Indianapolis, 2016.

Nelson, Robert K., LaDale Winling, et al. Mapping Inequality: Redlining in New Deal America, 2023. dsl.richmond.edu/panorama/redlining

Polis Center. SAVI Community Profiles: Crown Hill, Flanner House, Highland Vicinity, Meridian Highland, Ransom Place, and the Indy Health District. profiles.savi.org

Ripple, David. History of the Interstate System in Indiana, Vol. 3, Pt. 1, 1975.

Rollins, Suzanne. "Ransom Place." National Register of Historic Places Nomination, 1992. npgallery.nps.gov

Society of Architectural Historians. "Flanner House Homes." SAH Archipedia. sah-archipedia.org/buildings/01-097-0083

Titus, Charles, and Jessica Fischer. "Ivy Tech Community College." Encyclopedia of Indianapolis, 2021. indyencyclopedia.org/ivy-tech-community-college

Weathers, Thomas, et al. Worlds Further Apart. IU Fairbanks School of Public Health and the Polis Center, 2021.

Wilmot, Kathryn. "Flanner House Records, ca. 1906–1979." Indiana Historical Society, 2006.

E. Image Credits

Historical images

- Methodist Hospital, c.1910. Postcard, Kent Clady Collection, Indiana Album.
- Indianapolis, 1937 (full map and district close-up). Robert K. Nelson, LaDale Winling, et al., "Mapping Inequality: Redlining in New Deal America," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, University of Richmond Digital Scholarship Lab.
- Project A Flanner House Homes, c.1960; Before Demolition, Flanner House Self-Help Program, Project A, c.1960. Indianapolis Historic Preservation Commission.
- Map of the neighborhood's subdivided plats, Hervey B. Fatout, "Atlas of Indianapolis and Marion County, Indiana," Indiana State Library Map Collection, 1889.
- Historical Ritz Theatre, 3430 N. Illinois Street. Courtesy of the Indiana State Library.
- Hilda LaLand and other women sponsors. "Sponsors Gear Up for End of Summer-Fall Campaign," Indianapolis Recorder, 1986.
- Men reviewing a blueprint, "Flanner House Adult Carpentry Class." Flanner House Records, 1936–1990, IU University Library, Special Collections and Archives.
- 1888 Indianapolis Hoosiers baseball team. George H. Hastings, 1888. Library of Congress Prints and Photographs Division (ppmsca.18835), via Wikimedia Commons. Public domain.
- Freeman Family on Paca Street, Ransom Place. Courtesy of the Indiana Historical Society.

Current images

- Indy Health District map with the five neighborhoods.
- Residents at the 2026 Floating Farmers Market; Crispus Attucks IU Health High School Fellowship students; Indy Health District staff and a district resident. Photos by Napshots.
- Indianapolis Cultural Trail along Indiana Avenue; 518 Indiana Ave. district storefront; Madam Walker Legacy Center.

F. Acronyms

Acronym	Meaning
ACS	American Community Survey (U.S. Census Bureau)
CCBHC	Certified Community Behavioral Health Clinic
CDC	Centers for Disease Control and Prevention
CDFI	Community Development Financial Institution
CHIP	Coalition for Homelessness Intervention & Prevention
CP, CS, EM, FS, HW, IN	Goal codes for the six pillars: Community Preservation & Cultural Identity; Community Safety & Justice; Economic Mobility & Local Entrepreneurship; Family Stability & Youth Development; Health & Wellness; Neighborhood Infrastructure & Environment
DMD	Department of Metropolitan Development, City of Indianapolis
DMHA	Indiana Division of Mental Health & Addiction
DPW	Department of Public Works, City of Indianapolis
FSSA	Indiana Family and Social Services Administration
IHCDA	Indiana Housing & Community Development Authority
IHD	Indy Health District
IMPD	Indianapolis Metropolitan Police Department
INDOT	Indiana Department of Transportation
INHP	Indianapolis Neighborhood Housing Partnership
IPS	Indianapolis Public Schools
LEHD	Longitudinal Employer-Household Dynamics (U.S. Census Bureau)
LISC	Local Initiatives Support Corporation
NAMI	National Alliance on Mental Illness
OPHS	Office of Public Health & Safety, City of Indianapolis
SAVI	Community information system of the Polis Center at IU Indianapolis
SOAR	Strengths, Opportunities, Aspirations, Results (session framework)

This plan was facilitated and written by Ascentra Strategies in partnership with the Indy Health District and the residents of Crown Hill, Highland Vicinity, Historic Flanner House Homes, Meridian Highland, and Ransom Place.

Ascentra Strategies designed the community engagement process, facilitated the pillar sessions, neighborhood workshops, and validation convening, synthesized what residents and partners said, and developed this plan with the Indy Health District.

Questions or comments about this plan

doneisha@ascentrastrategies.com