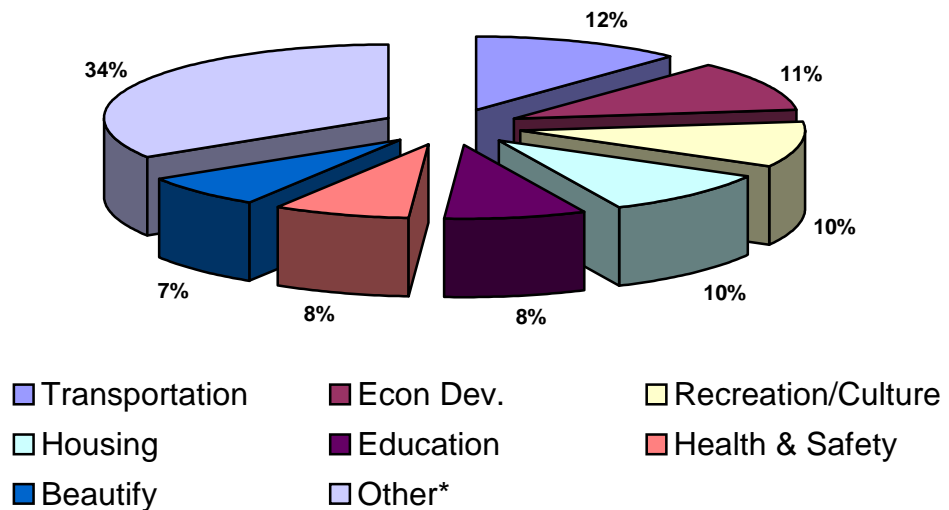


⋮  
*Description of Responses*  
⋮

**WHAT: Core Elements of City Plan Vision Responses**

There were over 600 responses to this question by the dozens of groups who participated in Phase 1 of City Plan. In this section, the five largest categories will be examined to highlight recurring ideas for the future of South Bend. They are: Transportation, Economic Development, Cultural and Entertainment activities, Housing, and Education.

It should be noted by the conscientious reader of this report that significant comments classified under Health & Safety, Infrastructure improvements, and Beautification of the community -- especially the river -- are not detailed here based on their lower percentage ranking in this assessment. However, main elements are listed below, in addition to the data tables compiled at the end of this report, providing a valuable set of comments and ideas to address these vital concerns in South Bend. The authors of this report encourage a careful review of this data by Civic Alliance members and other stakeholders in this process.



**A. Transportation (12%)** *Michiana's Hub for transportation*

- Expand Public transportation service, including ideas such as:
  - Expand TRANSPO's hours, especially on weekends, & toward 24 hour service during the week
  - Expand TRANSPO out to job locations and other outlying areas.
  - Implement a "Michiana Link" light rail or electric trolley system to reduce pollution and encourage use of public transportation
- Improve roads, especially targeting appearance and quality of Main Corridors to ease congestion and to promote business development
  - Bike Lanes and Bike Paths that link-up and prioritize the use of bicycles
  - Improve parking downtown to promote patronage of downtown attractions
  - Pedestrian friendly streets, sidewalks

**B. Economic Development (11%)**

- Promote Downtown development
  - Small business development
  - Attract diverse restaurant options; other entertainment
  - Grocery Store / urban market / organic options
- Retail
  - "Old town squares" for local shopping throughout communities
    - Boutiques, arts & crafts, corner store options
  - Preserve viable small business in communities
  - Attract business back from Mishawaka, box stores
  - Indoor / outdoor mall compromise
  - Increase hotel / restaurant options in South Bend
- Industrial / Commercial
  - Attract high technology industry (fiber optics for example)
  - Increase minority businesses & youth jobs
  - High density commercial development
  - Attract three Fortune 500 companies



**C. Cultural and entertainment Activities (10%): Hub of Culture for Michiana**

- Museums / Cultural centers in downtown
  - Art in public spaces, including sculpture, theater
  - Manufacturing museum with emphasis on history of city
  - Science museum
  - Utilize River as positive centerpiece of culture & recreation
    - Performing arts events
    - Family Amusement Park
    - Movie theatre on the west side
    - Utilize East Race more creatively during non-peak season
- Neighborhood Recreational facilities / centers for youth
  - Improved parks, swings, fields, etc.
  - Positive, safe places for youth
  - Family activities, including swimming pools, water parks
- Enhanced sports entertainment
  - AAA baseball
  - Professional soccer
  - High school kayak & rowing teams



**D. Real Estate Development and Housing (10%)**

- Reverse flow from suburbs to city through
  - Quality housing
  - Improved maintenance, enforcement
  - Safe housing & open spaces
  - Preserve historical buildings and renovate to new uses
  - Newer homes closer to downtown
  - Continuity of building styles
- Affordable housing
  - Better opportunities for homeless
    - Increase percentage of homeowners
    - Mixed income neighborhoods
    - Senior housing downtown
- Revitalize neighborhoods



- Housing in-fill; mixed use; students, families
- Clean-up community with less abandoned houses

**E. Education (8%): *Hub of Education for Michiana***

- Community Colleges & Universities
  - Integrate Universities to improve education system
  - excellent schools, partners with business
  - career center: city sponsored on city land for teaching trades and to educate youth about technology
- Improved K-12
  - partnership of school administration and teachers, staff, board, parents, students, community
  - School Corporation; increased funding; better curriculum (higher standards) - qualified teachers; extracurricular
  - All kids finish school; higher success rate for all kids
  - Revisit elected and appointed school board

**F. Other (34%): In order of frequency**

Health & Safety	47	8%
Beautification & repairs	44	7%
River enhancements	32	5%
Improve Quality of Life	28	5%
Employment & Career	25	4%
Downtown	25	4%
Enhance Gov't / Leadership	22	4%
Build Community Pride	20	3%
Infrastructure	16	3%
Support Citizens & Families	11	2%
Improved Marketing of City / events	9	1%
Connect Universities & Colleges	7	1%
External Investment, Faith Community, Partnerships, all others	17	3%

## WHO: Key Stakeholders for Vision Implementation

Citizens participating in Phase 1 of City Plan identified three main categories of stakeholders who would be responsible for bringing their visions to fruition. These included governmental entities, business interests, and citizens themselves. Far from casting responsibility onto others, participants expressed an understanding of the need for multiple partners in the planning and development process, and clearly identified themselves and their fellow neighbors as active collaborators. Generally the categories are characterized by the following descriptions:

### A. Government (28%)

- Elected officials at local, state and federal level
- City Planners & development office, code enforcement, parks & rec., police & fire,
- Public / private partnerships
- Partnerships with schools & business
- Partnerships with neighborhood associations, DTSB, resident's groups
- Unified governments



### B. Business (11%)

- Major employers, banks, foundations
- Chamber of Commerce
- Small Business Owners
- Madison Center & Life Treatment Ctr. South Bend Heritage, Western Ave, South Gateway & Econ. Development Corps

### C. Citizens & Families (20%)

- Civic & neighborhood groups, coalitions , with active participation in neighborhoods
- Grassroots, local artists
- Local professionals
- Personal commitments: Volunteer talent, provide donations, resources
- Use technology creatively to spur participation (TV sets)



## WHEN: Timing to Advance City Plan Vision

Participants were generally of two minds as they imagined the timing of the implementation of City Plan. The majority envisioned a gradual implementation of their visions as priorities were established by City planning staff, business stakeholders, or neighborhood groups. A significant number of responses indicated that certain improvements could take place immediately; with language suggesting less impatience than an assessment that quickly mobilizing existing resources could, in many cases, cause quick and motivating improvements to the common good. Comments can be summarized as follows:

### A. Gradual Implementation (64%)

- Starting with 2003, Phase I; grew organically
- Has series of milestones – 3-5 year plans
- On-going, with changes phased in, spread over 20 years
- Continually refined, faithful & authentic implementation of city plan

### B. Immediate implementation (24%)

- Now: Police and Fire, Walking and Biking
- Stabilize neighborhoods starting today
- Starts today!



## WHERE: Where Will Accomplishments Occur?

Nearly half of all responses to this question (43%) indicated a need for improvements to occur throughout all of South Bend, even as they might have started from main corridors or neighborhoods corners. Answers for this category were concentrated in Districts 1, 3, and 4, but were mentioned at least once in all meetings. Following the entire community as a priority, 29% of responses pointed to the downtown area in their visions. When taken as a whole, the combined categories signify a broad geographic focus across all districts with a preference for downtown redevelopment. Of note, while many individual neighborhoods were mentioned, 8% of responses, spread across six districts, indicated a need to focus especially on the west side of the city.

### A. All of South Bend (43%)

- Including all 4 quadrants of the city, all of South Bend
- Beginning at the block, city level
- Throughout city, expanding into county

### B. Downtown (29%)

- Starting Downtown, spreads to neighborhoods
- Thriving, vibrant, enticing downtown
- Focus, Center City

### C. West Side (8%)

- Westside- revitalized & maintained
- Westside / Downtown retail growth
- Committed



## HOW: How Will Accomplishments Come to Be?

As participants outlined how their visions were realized, 32% of statements pointed toward the importance again of government involvement. Consistent with other questions, participants also recognized the critical role charged to Citizens and Families (15%). Approximately 11% of responses considered the importance of collaboration among multiple constituencies, (such as federal / local government, area utilities, investors, school officials, etc.), while 8% of comments specifically pointed to the role of education in accomplishing their City Plan vision.

### A. Government (32%)

- State and federal money
- Public / private partnerships, Incentives for businesses
- Leadership; Enforce ordinances, codes
- Unification of governmental entities (reduce duplication)
- Commitment to plan, continued involvement / outreach

### B. Citizens & Families (15%)

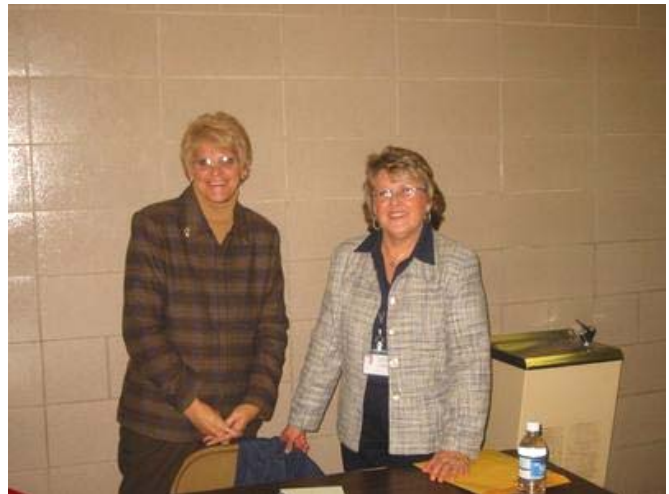
- Participation and Buy-in by citizens working together
- Focus groups, website input from citizens
- Neighborhood and civic organizations involved
- Mentors, facilitators, connectors, motivators

### C. Collaboration (11%)

- Pooling available assets
- Improved communication / teamwork
- Aggressive, cooperative effort
- Strong leadership & commitment between city, universities, medical establishment

### D. Education (8%)

- Enhance children's and adults' education
- Incorporate higher education into plan



## WHY: Why are these Priorities of Participating Citizens?

Though fewer in number, the responses to this question nevertheless speak volumes to the motivations for those attending the fall sessions. Principally, a sense of community pride and identity (39%) was evident. Moreover, a commitment to the public good, and one's own role as citizen became apparent (14%); and hopes for a better quality of life (12%) prevailed above the remainder of comments in this category.

### A. Community Identity & Pride (39%)

- Good sense of place; community pride
- To make our community so attractive that our Children want to stay
- Because we want and deserve better
- Pride in Neighborhood

### B. Citizenship and Family (14%)

- Concerned citizens passionate about the city
- Community Involvement of all race/ ethnic/ economic strata
- Individual Responsibility

### C To Improve Quality of Life (12%)

- To enhance the quality of life for residents
- To make this a warm and hospitable community
- Attract new residents and industry
- To improve our future and future generations



## Appendix A: Vision Exercise

At each District meeting, professional facilitators asked participants to create a new vision for the City of South Bend, guiding its direction for the next twenty years. At each event, participants were asked to randomly divide into small groups to imagine they were journalists covering an event that celebrated the accomplishments of City Plan in the year 2024. As a group, they were asked to develop an outline, answering the *what, who, when, where, how and why* questions that a journalist would typically ask:

- **What?** *What were the accomplishments that are being recognized?*
- **Who?** *Who is responsible? Who benefited from the work?*
- **When?** *When did these events take place? What was the chronology?*
- **Where?** *Where did the accomplishments take place?*
- **How?** *How did these accomplishments come to exist?*
- **Why?** *Why did this happen?*

