

7. COMMUNITY BUILDING

Introduction

Community building is the process of improving a community's quality of life by strengthening the capacity of residents, associations and organizations to identify priorities and opportunities to work toward ongoing positive change, individually and collectively. Capacity building can be fostered in one part of a city, like a neighborhood, or in the city as a whole. The goal of community building is to improve the lives of children and adults, their families and the communities in which they live. Collaboration and communication are essential dimensions of this ongoing process. The development of community identity is both a component, and a result, of community building.

Nationally, the principles of community building are increasingly guiding a wide range of publicly and privately sponsored community development efforts in education, health, youth development, crime prevention, child development, and child welfare, among others. Individuals and institutions participate in this process. Government plays a key role in the nurturing of civic culture, but is just one of many partners, including business, neighborhood associations, faith-based and civic organizations and individual residents.

Process

Civic Alliance members reviewed public feedback on community issues and then met with or surveyed a number of key stakeholders in the community. After further research and discussion they decided on the following as key issues for this topic area. City staff provided technical support.

Statement 1

The South Bend community's capability to address the needs of its children and youth is inadequate.

Facts and Supporting Information

- Almost 95% of stakeholders responding to the Panel's Stakeholder Survey agreed with the statement "South Bend needs to make a commitment to youth" and 93% thought the issue important.
- There are 16,596 youth, ages 6 - 17, in South Bend: almost 81% live in households with only a single parent or where both parents work; 21.6% live below the federal poverty level. See the table below:

Jurisdiction	Total # of youth, ages 6 - 17yrs	% of 6 - 17yrs, in households where both parents work	% of 6 - 17yrs, in single-parent households	Total % of youth 6 - 17yrs in either single-parent households or where both parents work	Total % of youth 6 - 17yrs in poverty
Indiana	1,006,378	50.7%	25.1%	75.8%	10.9%
St. Joseph County	42,737	48.6%	28.6%	78.2%	12.2%
South Bend	16,596	38.8%	42.0%	80.8%	21.6%
Mishawaka	6,674	44.9%	35.4%	80.3%	11.5%
Elkhart	8,303	45.8%	31.0%	76.8%	16.1%
Gary	17,555	21.1%	62.1%	83.2%	34.4%

Bureau of the Census, 2000 Census, SF1 and SF3

- 95% of stakeholders responding to the Panel's Stakeholder Survey believed that there was a lack of safe places for youth after school and 95% thought the issue important.
- Based on an analysis of calls to police in a randomly selected 10 day period (Mon-Fri, Sept 27-Oct 1 & Oct 4-Oct 8, 2004) (Source: *Crime Analyst, South Bend Police Department*):
 - Of the 46 calls regarding juveniles, 31 (67%) were made during after school hours (2:30 - 7:00 PM).
 - Of the 30 juvenile arrests / runaway reports during the same two week period, 9 (30%) occurred during after-school hours.
- Youth suspended from school are more likely to drop out of school. (Source: "Who Drops Out of High School and Why? Findings from a National Study." *Elkstrom, Ruth et al. "Teachers College Record, Spring, 1986.*) The number of drop outs in the South Bend Community School Corporation is the highest in the State - twice the number in larger corporations such as Fort Wayne or Indianapolis. (Source: "Diploma dilemma." *Wanbaugh, M. South Bend Tribune, April 18, 2004*)
- Indicators of high school composition and performance portend increasing challenges for our community:

Indicator (2003)	SBCSC	Indiana
Students graduating (%)	71.2	91.2
Drop-out rate*	5.90	1.51
Students eligible for free lunch (%)	55	34
Students with limited English proficiency (%)	9.3	2.3
Students in Gifted & Talented education (%)	6	9
Students in vocational education (%)	2.4	4.4
Students in special education (%)	24.7	17.2
Total Expenditure per pupil (\$, 3-yr avg)	11,000	8,700

* (drop-outs 7-12 grade/enrollment 7-12) x 100

Source: *Indiana Dept of Education: <http://dew4.doe.state.in.us/SCHLSTATS/APRPT/7205.pdf>*

- In the 2002-03 school year, SBCSC expelled 90 students and suspended 4,390. The CDC has reported that youth out of school are more likely to engage in physical fights, carry weapons, use drugs, and engage in sexual intercourse at significantly higher rates than those

in school. (Source: “Health Risk Behaviors Among Adolescents Who Do and Do Not Attend School: United States, 1992.” In *Prevention Morbidity and Mortality Weekly Report*, 43: (08) Atlanta: Centers for Disease Control and March 4, 1994)

- The percent of mothers with no or inadequate prenatal care in St. Joseph County rose from 6.8 percent to 14.8 percent over the 2001-2003 period. (Source: *St. Joseph County Health Department, Annual Report - 2003*).
- In St. Joseph County hospitals, the percentage of low birth-weight infants rose from 8.6% in 2000 to 10.9% in 2003. (Source: *St. Joseph County Health Department, Annual Report - 2003*).
- The Boys & Girls Club serves approximately 2,626 unduplicated youth ages 5 - 17 (in 2003), at their main location at Sample and Fellows and their 3 school sites annually but must turn away approximately 200 youth a year due to limited space and staffing. (Source: *Rich Payton, Executive Director, Boys & Girls Club, 10-25-04*)
- To help the community’s youth, the family structure, suffering severe strain, must receive support; cases are becoming more complicated: more youth with mental illness and greater needs. (Source: *Dr. William Bruinsma, Executive Director, Thomas N. Frederick Juvenile Justice Center*)

Thomas N. Frederick Juvenile Justice Center	# of juveniles by year	
Type of offense	2002	2003
Status referrals (truancy, curfew, run-away, etc)	1,173	1,312
# on probation on any given day	894	1,005
Crimes against property	1,073	1,061
Crimes against persons	697	646
Drug offenses	139	210
Sex offenses	44	59

Source: 2003 End of Year Intake Report, JJC

Strengths and Opportunities

- Limited collaboration between the South Bend Community School Corporation (SBCSC), the City of South Bend and area youth-serving agencies already exists. During the 2003 - 2004 school year, the City of South Bend funded 19 after-school programs which served approximately 2,657 school-age youth. In 2004 - 2005 school year, the City will provide \$150,000 in grants to 18 after-school programs in the city - including public, private, and parochial schools; the Housing Authority awarded \$8,900 to administer several activities, including computer literacy, Scouting, and team building. (Source: *Coordinator, After-School Program*)
- SBCSC has tightened attendance policies and initiated Project Respect. Project Respect’s Community Control Panel represents an important partnership with the community.
- Under-utilized school buildings during after-school hours could be used as centers for neighborhood / youth activities.
- The 21st Century Scholars program offers Indiana youth 8 semesters of college tuition scholarships provided the youth don’t commit a crime, use drugs and obtain a C-average from 8th grade through 12th grade. There are 1,850 students in St. Joseph County enrolled in the program. (Source: *www.niwib.com/scholars*)
- There are dozens of agencies in the South Bend area which provide services to youth: HCI’s Youth Development Commission, Youth Service Bureau, Urban Youth Services, Family and Children’s Center, Ark Angels, La Casa De Amistad, Workforce Development Services, Grace Community Center, Boys & Girls Club and Robinson Community Learning Center, to mention just a few.
- In 2004, there were 6 Weed & Seed designated Safe Havens for youth after-school in the Weed & Seed area serving 200+ youth per week. (Source: *Coordinator, Weed & Seed program*)

Benefits of Addressing the Issue

- Improved health status of children and adults.
- Decreased delinquency and other types of anti-social behavior, such as dropping out of school, drug use, violent behavior.
- The cost of prevention is far less expensive in the long term than treatment or incarceration.
- Properly prepared youth will desire a productive and rewarding place in the workforce, benefiting the entire community.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department
- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
- St. Joseph County Chamber of Commerce
- Minority Health Coalition
- Healthy Communities Initiative (HCI)
- Saint Joseph Regional Medical Center
- NAACP
- St. Adalbert's Parish
- Community Action Partners (CAP)
- Indiana University South Bend (Civil Rights Heritage Center)
- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's Stakeholder Survey

General stakeholder reaction:

- Stakeholders agreed that the community should increase focus on youth issues and youth development for both practical and more intangible reasons: it is cheaper for the society to foster youth development than to incarcerate delinquents down the road; and because youth embody the community's future and should be nurtured.
- The executive directors of youth serving agencies agreed about the need for additional facilities and programming for youth during after school hours with different locations and programming needed for youth 5 - 13 and those 14 - 17.
- Several stakeholders said that many youth lack transportation to get to existing youth programs.

Statement 2

Racial and ethnic tensions exist in South Bend that are detrimental to the economic and cultural vitality of the community.

Facts and Supporting Information

- 79% of stakeholders responding to the Panel’s *Stakeholder Survey* believed that there are people within the community who do not believe in inclusion. 68% of stakeholders responding to the Panel’s *Stakeholder Survey* believed there is a problem with racism in South Bend.
- In 1960, the population of South Bend was 90.1% Caucasian. (Source: *Historical Census data Census Bureau, compiled by the Division of Community Development*) The minority population has been the source of the city’s population growth over the past two decades. Hispanics have been the fastest growing local demographic since 1990. In 2000, the population of South Bend was 66.1 % Caucasian, 24.6% African American, 8.5% Hispanic and 1.3% Asian. (Source: *2000 Census*)
- As of February 2005:
 - There were 9 members of the South Bend Common Council: six Caucasian and three African American.
 - There were 9 members on the Board of the South Bend Human Rights Commission: five Caucasian, three African American and one Hispanic.
 - There were 4 members on the Board of Public Safety: one Caucasian, two African American and one Hispanic.
- The percentage of minorities employed by the City of South Bend is well below the demographic distribution within the community as a whole:
 - The City of South Bend’s workforce is: 82% (1054) Caucasian, 14% (180) African American, 3.2% (41) Hispanic and .5% (6) Asian (Source: *City of South Bend Workforce Analysis Report, Sept 2004*). Of the 260 sworn police officers in the South Bend Police Department, 84.6% (220) are Caucasian, 12.0% (31) African American, 2.4% (7) are Hispanic, .4% (1) is Asian and .4% (1) is Native American. (Source: *South Bend Police Department*)
- More than 25% of the population in each of the following Census Tracts (CT 1, 6, 10, 19 - 21, 23, 27 and 28) live below the poverty level. Eighteen percent (19,166) of the city’s population live in these combined census tracts: almost 30% (5,678) live below the poverty level and 46% (8,771) are African American. The poverty rate for the city is 16%. (Source: *2000 Census*)
- Almost 86% of stakeholders responding to the Panel’s *Stakeholder Survey* believed that “The west side of South Bend is economically depressed” and 94% thought this was an important issue. The west side of South Bend includes several of the census tracts listed above.
- The local Fraternal Order of Police (FOP) shut down a chat room on their website in August 2003 due to public outcry over the number of racially offensive comments that were posted there.
- The Police Department has limited knowledge of South Bend’s Hispanic population and their culture. (Source: *Interview with Chief Thomas Fautz, September 8, 2004*)
- Repeated conflicts have been reported for many years between African American and Hispanic youth in South Bend. “You see it begin to develop in the 2nd grade, where youth of different racial/ethnic groups start to separate from each other. As they get older, this antagonism becomes more dangerous. This is a problem that has not been taken seriously by leaders in our community.” (Source: *Ray Turner, SBCSC, Oct 20, 2004*)
- Since 2003, the South Bend Human Rights Commission has received 22-30 calls per month relating to landlord-tenant and housing issues. Of those calls 50% (11-15) have been complaints of racial discrimination. Of charges filed with the South Bend Human Rights Commission, 50% of the charges were Probable Cause findings. (Source: *Housing Investigator, South Bend Human Rights Commission, February 18, 2005*)

Strengths and Opportunities

- The diversity of South Bend’s population is recognized by many as a strength that should be celebrated.
- Minorities currently occupy several important, decision-making positions within the City government.

- Over the past decade, the City has directly engaged in, indirectly supported, and financially contributed to, several community efforts that address racial/ethnic tension.
- The City includes a message in Spanish in the water bills every month referring Spanish-speakers to the “City of South Bend Latino Information Line,” where people can leave their request for information on voicemail and someone from the Mayor’s office will return the call within 24 hours.
- Several organizations / institutions locally work to increase intercultural understanding:
 - Faith-based groups, like C.U.R.E. (CommUnity Religious Effort) that was formed in 1997 by clergy in response to a series of racially motivated shootings in South Bend. The City actively supported the founding of C.U.R.E..
 - The South Bend Human Rights Commission organizes “Study Circles” where racial/ethnic differences can be discussed in a way that promotes understanding.
 - The University of Notre Dame’s Center for Social Concerns and the Kroc Institute for International Peace Studies address these issues locally and internationally, respectively.
 - St. Mary’s College: Center for Women’s Intercultural Leadership (CWIL) works to intertwine threads in the local community with those on campus, developing new patterns and opportunities for creative collaboration.
 - Indiana University South Bend organizes several annual events dealing with racial/ethnic understanding, such as the Conversations on Race.
- In 2004, the Chamber of Commerce of St Joseph County included the following in its Strategic Plan. The Chamber will:
 - Be a catalyst and resource to help businesses tap into the region’s total talent pool by increasing opportunities for women, minorities and young adults in the workplace;
 - Create opportunities for businesses to share best practices and help organizations formulate initiatives and a culture for the hiring and advancement of a more diverse staff. (Source: *CEO, St. Joseph County Chamber of Commerce*)

Benefits of Addressing the Issue

- The fastest growing populations within the city are minorities. A diverse, well-integrated community will generate cultural and economic vitality, which all members of the community will benefit from.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor’s Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor’s Office
- St. Joseph County Sheriff’s Department
- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
- St. Joseph County Chamber of Commerce
- St. Joseph County Minority Health Coalition
- Healthy Communities Initiative (HCI)
- Saint Joseph Regional Medical Center
- NAACP
- St. Adalbert’s Parish

- Community Action Partners (CAP)
- Indiana University South Bend (Civil Rights Heritage Center)
- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Stakeholders interviewed were nearly unanimous in the belief that racial / ethnic tensions exist in the community, usually just below the surface.
- Several stakeholders believed racial tensions between the Police Department and the minority community are a significant problem.
- One stakeholder claimed that there isn't a lot of support for minority issues within the business community.
- Some stakeholders believed that a more concerted, ongoing effort needs to be undertaken by the City and the community as a whole and that more resources need to be devoted to this issue.
- Some stakeholders deplored the fact that past efforts to deal with needs in the minority community have come in the form of social programs rather than economic development.

Statement 3

There is a lack of uniformity and coordination in information exchange among local service agencies, organizations and institutions.

Facts and Supporting Information

- “Turfism” has repeatedly been described as a barrier to achieving the community’s aspirations (e.g., the “Civic Index” constructed as part of the HCI Strategic Planning process in 1993).
- Almost 97% of stakeholders responding to the Panel’s *Stakeholder Survey* believed “It is important that there be cooperation within the region” and 92% thought this is an issue needing to be addressed.
- Increasingly, collaboration with other agencies is required by federal funding sources, foundations, etc.
- Demand for services is increasing while funding sources are shrinking (Source: “*Our Non-Profit Resources.*,” Hagen, John. 2004).
- There are many challenges to the nonprofit sector today: cutbacks in government spending; proposed changes in tax policy; increased competition from for-profit organizations; a constricted view of legitimate charitable purposes; and lack of public understanding about what nonprofit organizations do and how they operate. (Source: *Salmon, www.ncf.org/reports/special/rpt_hc/rpt_hc_preface (1 of 2)*). Each of these exacerbates the competition among local service organizations.
- By not sharing information and other administrative functions such as purchasing, access to databases, insurance costs, etc., administrative efforts are duplicated, coordination of services is complicated and abuse of the system goes undetected.

Strengths and Opportunities

- Several committees and task forces have been developed to initiate projects for joint efforts (HUD-required HCD Plan, C.U.R.E., United Religious Community, Healthy Communities Initiative of St. Joseph County, etc.)
- Healthy Communities Initiative received a grant in 2003 from the federal Health Resources and Services Administration (HRSA) for the *Healthy Communities Access Project* to create a coordinated system of health care for the low-income medically uninsured and underinsured populations in St. Joseph County to maximize access to health care and to eliminate disparities in health outcomes. HCI is working in consortium with Indiana Health Center, Memorial Health and Hospital System, Saint Joseph Regional Medical Center, St. Joseph County Health Department and United Way of St. Joseph County on this project which includes standardizing / coordinating information gathering between the partners. This may provide a model for the rest of the nonprofit community to follow.
- Michiana Health Information Network (MHIN) is a collaborative effort of St. Joseph Regional Medical Center and South Bend Medical Foundation, along with other health care institutions, that provides health care data exchange. MHIN allows secure, rapid exchange of vital health care information on patients which is “person-centric:” the information exchanged is formatted so that multiple sources of information are displayed in a single view. (Source: *Dr. Alan Snell, Chief Medical Information Officer, Saint Joseph Regional Medical Center*)
- As of February 2005, an effort is under way among health care providers to create a Health Information Exchange (HIE) which would greatly expand the reach of the MHIN. The HIE will be similar to a common public utility for the exchange of information among emergency rooms, physician practices, hospitals and clinics to enhance continuity of care, the management of chronic diseases, etc. (Source: *Dr. Alan Snell, Chief Medical Information Officer, Saint Joseph Regional Medical Center*)
- In St. Joseph County there are about 2,450 non-profit organizations, about 1,557 in South Bend. South Bend ranks fourth among all Indiana cities in the rate per 10,000 population of nonprofit organizations (behind Muncie, Fort Wayne, and Evansville). Half of all these resources are in the areas of human services and religious development (Source: “*Our Non-Profit Resource.*,” Hagen, John. 2004)

Benefits of Addressing the Issue

- Reduced administrative costs.
- Better coordination among agencies resulting in more holistic delivery of services

- Less duplication of services and less abuse of the system.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
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- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Stakeholders interviewed indicated that while there are many good people and organizations engaged on major issues, there is often a lack of cohesiveness or unified effort in addressing them.
- According to the stakeholders interviewed, "Turfism" is doing well in the region, and although some barriers are structural in nature (e.g., forms of government) many are political or value-laden.

Statement 4

The city lacks a clear, marketable identity, making it vulnerable to lost economic opportunities.

Facts and Supporting Information

- The South Bend/Mishawaka Convention and Visitors Bureau’s slogan is “South Bend / Mishawaka: Notre Dame and a whole lot more!” reducing the city’s offerings to the ambiguous phrase “a whole lot more.”
- 60% of stakeholders responding to the Panel’s *Stakeholder Survey* believed the city does not market itself adequately.
- Fifty percent of stakeholders responding to the Panel’s *Stakeholder Survey* believed that the “City has a bad reputation;” half did not.
- Almost 66% of stakeholders responding to the Panel’s *Stakeholder Survey* believed South Bend is PERCEIVED as unsafe, though only 27% believe it IS unsafe.
- Anecdotal evidence suggests visitors from surrounding areas are afraid to come to the downtown in the evening. A survey by Downtown South Bend (DTSB) found that while 75% of visitors felt safe walking in the downtown during the day, only 28% felt safe walking in the downtown in the evening. (Source: *Downtown South Bend Survey, conducted July - November, 2004*)
- The crime rate for South Bend dropped more than 26% from 1995 - 2004, though it is still high relative to other Indiana cities. (See *Health & Safety, Statement 7*)
- As of March 1, 2005, the occupancy rate for downtown office space (class A, B and C) was approximately 85%. (*Assistant Director, Division of Economic Development, Department of Community & Economic Development, City of South Bend*)
- The areas of concentrated poverty within the city (see *Community Building Statement 6*) negatively impact the entire city’s image.
- Many properties within the city are in need of repair / basic maintenance, conveying a negative impression to visitors and residents alike. (see *Health & Safety, Statement 2*)
- The city lacks a comprehensive plan and benchmarks against which to measure its progress in achieving its mission from the perspectives of its customers.
- A significant trend: Top model cities know what counts for a model city and set key performance indicators to measure progress (e.g., Jacksonville, FL; Quality of Life movement nationwide; and Canada).

Strengths and Opportunities

- There are several excellent institutions of higher education within the city and in the immediate area.
- The crime rate has dropped steadily from 1995 to 2004.
- The city contains numerous tourist attractions: the East Race, College Football Hall of Fame, Potawatomi Zoo, Northern Indiana Center for History, South Bend Regional Museum of Art, art galleries, the Fire Arts center, Studebaker Museum, an excellent park system, river walk, etc.
- The St Joseph River.
- The growth of small retail and specialty shops, cafes and restaurants in the downtown.
- The Morris Center for Performing Arts and the Firehouse Theater; the South Bend Civic Theater and other theater troupes.
- Historic districts with architecturally significant homes.
- Fascinating industrial history.
- The City has attempted to engage its citizenry in issue identification and customer satisfaction activities in the past (such as: *Customer Satisfaction Study, 1996; Customer Satisfaction Study, 1998: Wave II; Civic Alliance, 2003*).
- City Plan is an effort to help create an identity for the community.

Benefits of Addressing the Issue

- Having a clear, marketable identity built on the community’s strengths, and with benchmarks to measure progress toward achieving the community’s aspirations, will enable the city to develop a broad range of economic opportunities and instill community pride.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department
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- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Some stakeholders said that racism (real and perceived) gives South Bend a bad name.
- The performance of students in the public schools (as measured by student test scores and drop-out rates) contributes to the city's bad image; the performance of the public school system is a very significant indicator of a community's quality of life. (*see Education chapter; also, facts on student performance in Community Building, Statement 1*)
- Some stakeholders interviewed recognized that only some of the factors that affect the City's image are directly controlled by the City. Of two main issues - public safety and education - the city can has direct effect on the former but can only indirectly influence the latter.
- Several stakeholders thought the City could do a better job of marketing itself.

Statement 5

The South Bend community has had difficulty retaining or attracting educated young professionals.

Facts and Supporting Information

- 1995 - 2000: 17,379 college educated young adults moved to Indiana, but 31,713 young professionals left Indiana (Source: "fighting the brain drain: how your community plans to take on the growing epidemic," from *The Chamber @ Work*, Chamber of Commerce of St. Joseph County, Sept-Oct, '04)
- The Lilly Endowment, headquartered in Indianapolis, has offered a grant to colleges and universities in the state to work on ways to stop the flow of young, educated professionals leaving the state.
- The Director of Career Services at Indiana University South Bend, who serves as IUSB's coordinator for the Lilly grant, has said that many graduates leave the South Bend area due to lack of in-state career opportunities: those with science, engineering and technology degrees leave for higher paying high tech jobs elsewhere. (Source: *PowerPoint presentation given at IUSB on October 6, 2004*)
- The number of Indiana University South Bend alumni who graduated from IUSB between 1990 - 2003 and currently (February 2005) live in the Michiana area total 4,884. Of these, 2,537 have a South Bend address. During that same period (1990 - 2003), 10,943 students graduated from IUSB. (Source: *Indiana University South Bend, Alumni Office*)
- The number of Saint Mary's College alumni who graduated from Saint Mary's between 1990 - 2003 and currently (February, 2005) live in the Michiana area total 1,288. Of these, 168 have a South Bend address. During that same period (1990 - 2003), 4,737 students graduated from Saint Mary's College. (Source: *Saint Mary's College Alumnae Office*)
- The number of University of Notre Dame alumni who graduated from ND between 1990 - 2003 and currently (February, 2005) live in the Michiana area total 1,748. Of these, 798 have a South Bend address. (Source: *University of Notre Dame Alumni Office*) During that same period (1990 - 2003), 36,942 students graduated from ND. (Source: *Office of Institutional Research, University of Notre Dame*)
- The number of South Bend residents ages 25-45 declined in absolute terms over the 1990s from 33,037 to 31,399 and as a percentage of the total population (31.3% in 1990 to 29.3% in 2000). (Source: *1990 and 2000 Census*)

Strengths and Opportunities

- The Lilly Endowment's initiative will promote opportunity through educational collaborations and will include internship and job placement programs, entrepreneurial development, community outreach and service learning (*IUSB presentation*).
- The Indiana Careers Consortium - an alliance of 10 colleges (IUSB, Ivy Tech State College, the University of Notre Dame, Bethel College, Saint Mary's College, Holy Cross College, Goshen College, Valparaiso University, Ancilla College and Purdue University North Central) will use the Lilly grant awarded to them to work with area businesses to help build internship programs, educate employers about hiring trends and provide a speakers bureau. (Source: "*Ten area colleges form consortium to promote careers.*" *Margaret Fosmoe, South Bend Tribune. February 23, 2005.*)
- About 25% of IUSB students stay in South Bend after graduation and 45% stay in the Michiana region.
- The Chamber of Commerce of St Joseph County has created a new initiative to:
 - Be a catalyst and resource to help businesses tap into the region's total talent pool by increasing opportunities for women, minorities and young adults in the workplace;
 - Create opportunities for businesses to share best practices and help organizations formulate initiatives and a culture for the hiring and advancement of a more diverse staff;
 - Serve as a catalyst to bring together diverse professionals to help develop business connections and provide personal and professional development opportunities;
 - Form an ongoing partnership with area universities, colleges and employers to pursue strategies for identifying, retaining and attracting more college graduates;

- Support and where appropriate lead initiatives whose aim is to connect and retain young professionals in the region. (Source: CEO, *St Joseph County Chamber of Commerce*)

Benefits of Addressing the Issue

- Educated, young professionals are a highly mobile group who bring new ideas, excitement and disposable income to their chosen place of residence. They are the engine that drives a vibrant community. Retaining / attracting this group will help South Bend become the regional entertainment and cultural center it aspires to.

Stakeholders:

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department
- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
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- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

This issue had the highest level of agreement and was considered THE most important issue of all items on the Panel's *Stakeholder Survey*: 97.9% of stakeholders responding to the Panel's *Stakeholder Survey* believed "South Bend needs to retain the 24 - 44 age groups" and 97% said it was very important.

Statement 6

The City of South Bend has not successfully addressed the physical and social conditions in the areas of the city with the greatest concentrations of poverty.

Facts and Supporting Information

- The percentage of the poor living in St. Joseph County is increasingly concentrated in South Bend, as suggested by the distribution of the number of families / individuals receiving public assistance in the table below:

Date	TANF (Temporary Assistance for Needy Families)						
	# of Families			% of all families residing in SB	# of Individuals		% of all individuals residing in SB
	in St Joseph County	in South Bend	in St Joseph County		in South Bend		
May 1996	3329	2243	67.4%	9725	6293	64.7%	
May 1997	2756	1862	67.6%	7406	4986	67.3%	
May 1998	2159	1594	73.8%	5609	4159	74.1%	
May 1999	2050	1546	75.4%	5473	4421	80.8%	
May 2000	1796	1375	76.6%	4724	3900	82.6%	
May 2001	2506	1974	78.8%	6980	5862	84.0%	
May 2002	2895	2245	77.5%	8725	6884	78.9%	

(Source: State of Indiana, Family and Social Services Administration)

- More than 25% of the population in each of the following Census Tracts in South Bend (CT 1, 6, 10, 19 - 21, 23, 27 and 28) live below the poverty level. Eighteen percent (19,166) of the city's population live in these combined census tracts: almost 30% (5,678) live below the poverty level. The poverty rate for the city is 16%. (Source: 2000 Census)
- In the individual census tracts listed above, 25% of the population has been in poverty since 1990 in 4 (CTs 6, 10, 19 and 21); since 1980 in 1 (CT 27); and since 1970 in 2 (CTs 20 and 23). (Source: Historical Census Data, US Census, compiled by the Division of Community Development)
- In these combined census tracts:
 - 11% of all households receive public assistance income; citywide, 5% receive public assistance income;
 - Of those in poverty, 43% are 17 years old or younger; citywide 7% of those in poverty are 17 years or younger;
 - Of the city's households in these census tracts, 17% are female headed with children; citywide 7% of households are female headed with children.
- Census Tracts 17, 19, 20 - 24, 27, 29 and 30 are federally designated medically and dentally underserved areas: the number of adults not in the labor force ranges from 31% to 58%. These areas account for many of the uninsured adults in the community. (Source: Ann Thompson, MAPP Coordinator, St Joseph County Health Department)
- Almost 76% of respondents to the Panel's Stakeholder Survey agreed with the statement that "The City should place the greatest priority on the areas most in need" and 93% thought this was an important issue.
- Almost 86% of respondents to the Panel's Stakeholder Survey agreed with the statement that "The west side of South Bend is economically depressed" and 94% thought that was an important issue.
- The City has no consistent criteria or framework for prioritizing the allocation of resources.
- The funds the City has directed to these high poverty areas have largely been federal dollars. Federal regulations require that these funds benefit low and moderate income people and areas.

Strengths and Opportunities

- The City supports several organizations and runs several programs that assist low income areas and residents.
- The City of South Bend, through a contract with Neighborhood Resources Corporation (NRC), supports five Neighborhood Partnership Centers and the citizen boards that run them in five different low income neighborhoods across the city for the express purpose of providing social services, and projects and activities which meet the needs of the residents in the area. NPCs also function as government liaisons. (Source: *Neighborhood Resources Corporation brochure*)
- The City has invested millions of Community Development Block Grant (CDBG) dollars over the past three decades in low-income areas of the city to support housing rehabilitation, social services, home buyer assistance, neighborhood organization capacity building, gap financing for housing development projects administered by CDC's, infrastructure improvements and the elimination of slum and blight. (Source: *Department of Community and Economic Development*)
- The City of South Bend made considerable investments in the area immediately south of the downtown during the 1990s. During that period, the poverty rate for CT 29 dropped from 31.5% (1990) to 12.8% (2000). And for CT 30, the poverty rate dropped from 23.7% (1990) to 13.7% (2000). (Source: *1990 and 2000 Census*)
- The City of South Bend in collaboration with South Bend Heritage Foundation (a CDC) made significant improvements in a five block area on the near west side over a period of 20 years. This project, The Near West Side Revitalization Initiative, won the Howland Award, the highest honor awarded by the National League of Cities, in 2002.

Benefits of Addressing the Issue

- Successfully addressing areas of concentrated poverty will create a healthier environment for the people living in those areas, improve the City's image and help the community achieve its Vision.
- Successfully addressing the issue of concentrated poverty will eliminate a longstanding inequity.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department
- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
- St. Joseph County Chamber of Commerce
- St. Joseph County Minority Health Coalition
- Healthy Communities Initiative (HCI)
- Saint Joseph Regional Medical Center
- NAACP
- St. Adalbert's Parish
- Community Action Partners (CAP)
- Indiana University South Bend (Civil Rights Heritage Center)
- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)

- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Almost all of the stakeholders believed that more needed to be done to address the problems existing in the parts of the city where poverty is concentrated while recognizing that the causes of poverty are complex and the City does not have the resources to eliminate poverty.
- Some stakeholders held the contrary opinion: they asserted that the City would gain greater benefit from supporting developments which will attract wealthy people with more disposable income.

Statement 7

The participation of the public in local civic affairs and decision-making processes is declining.

Facts and Supporting Information

- Almost 72% of respondents to the Panel's *Stakeholder Survey* agreed that "The South Bend public is uneducated about the importance of citizen participation" and 94% thought this an important issue.
- Almost 80% of respondents to the Panel's *Stakeholder Survey* agreed that "South Bend has a problem sustaining citizen interest in civic affairs" and almost 96% thought this an important issue.
- The percentage of registered voters who actually vote has steadily declined in South Bend over the past 10 years in all elections, Presidential (1996, 2000, 2004), off year Congressional (1994, 1998, 2002) and local (1995, 1999, 2003), as shown in the table below:

Percentage of Registered voters who voted, in select jurisdictions by year, 1994 - 2004									
Jurisdiction / Election year	1994	1995	1996	1998	1999	2000	2002	2003	2004
South Bend	48.6	34.3	64.0	44.9	32.0	56.7	44.2	22.8	55.4
St. Joseph County	51.6		63.2	44.9		62.0	48.6		60.5
State of Indiana	54.1		62.9	44.2		55.0			
Mishawaka	48.0	36.9	66.2		31.1	58.0	43.7	33.5	56.7
Evansville					36.0			25.0	
Ft. Wayne					34.0			25.0	

Source: St. Joseph County Voter Registration Board and Indiana Election Commission.

Note: When data are unavailable, the cells are left blank

- The South Bend Common Council has 10 standing committees with two available seats on each committee reserved for citizens. As of February 7, 2005, one seat filled, 19 vacant, and only five applications had been received from citizens interested in sitting on a committee. (Source: *South Bend, Office of the City Clerk*)
- Usually no more than five or ten people attend meetings of the elected School Board of the South Bend Community School Corporation.
- It is extremely difficult to convince residents to attend public meetings unless it's about a problem which directly and immediately affects them or their neighborhood.

Strengths and Opportunities

- There are many active neighborhood organizations in South Bend (*see Strengths section in Community Building, Statement 8*).
- City Plan is the most inclusive planning process ever undertaken by the City. The planning process has the explicit goal of broad citizen participation in the development of the plan. (Source: "Message from the Mayor," *Envision South Bend in 2025, City Plan vision brochure*)
- The current administration began a Local Government Academy in 2004 to inform interested residents about the workings of City government. These Academies involve 10 two hour sessions over 10 weeks. Twenty-six community members attended the first Academy (Sept - Nov '04) and 25 are attending the current Academy (Jan - March '05). (Source: *Legal Department, City of South Bend*)
- The City of South Bend's website (www.ci.south-bend.in.us) provides the public access to information about the workings of the City government, contact information for City employees, a link to the municipal code, the City newsletter, information about programs / grants offered by the City, updates on street construction projects, a calendar of events, etc.
- The City Plan process has a website (www.SouthBendCityPlan.org) where people can keep updated on the process, download completed documents generated by the process and engage in ongoing discussion through discussion boards.

Benefits of Addressing the Issue

- Educate residents on fundamental principles of a democratic society and how local civic institutions work.
- Strengthen the city's civic culture.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department
- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
- St. Joseph County Chamber of Commerce
- St. Joseph County Minority Health Coalition
- Healthy Communities Initiative (HCI)
- Saint Joseph Regional Medical Center
- NAACP
- St. Adalbert's Parish
- Community Action Partners (CAP)
- Indiana University South Bend (Civil Rights Heritage Center)
- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Stakeholders overwhelmingly agreed that public participation in local decision making processes benefited both government institutions and the individuals participating.

Statement 8

The absence of social capital in some areas of South Bend weakens residents' ability to be collectively proactive in affecting neighborhood quality of life.

Facts and Supporting Information

- “Social capital” represents the degree of social cohesion which exists in communities. It refers to the processes between people which establish networks, norms, and social trust, and facilitate coordination and cooperation for mutual benefit. (See Robert Putnam's book *Bowling Alone: America's Declining Social Capital*.) The benefits of social capital flow from the trust, reciprocity, information, and cooperation associated with social networks. A neighborhood organization is an example of a formal social network.
- Almost 55% of respondents to the Panel's *Stakeholder Survey* agreed that “Neighborhoods in South Bend are not organized” and 86% thought that was important.
- Almost 62% of respondents to the Panel's *Stakeholder Survey* agreed that “South Bend suffers from a lack of neighborhood involvement” and 92% thought that was important.
- Almost 71% of respondents to the Panel's *Stakeholder Survey* agreed that “There is a lack of information about neighborhood organizations” and 85% thought that was important.
- Many areas in South Bend have no recognized neighborhood group at all.

Strengths and Opportunities

- There are 29 neighborhood organizations in the city which are in various degrees of activity. (Source: *The Neighborhood Development Guide: Progress Through Partnership, Neighborhood Resources Corporation, 2002*)
- The Neighborhood Resources Corporation (NRC) is a local nonprofit, supported by the City, which assists neighborhoods wanting to start a neighborhood organization; helps build neighborhood capacity; and provides education and training.
- The City of South Bend, through a contract with NRC, supports five Neighborhood Partnership Centers and the citizen boards that run them in five different low income neighborhoods across the city for the express purpose of providing social services, and projects and activities which meet the needs of the residents in the area. NPCs also function as government liaisons. (Source: *Neighborhood Resources Corporation brochure*)
- There is a tradition in South Bend of neighborhood involvement in various aspects of civic life.

Benefits of Addressing the Issue

- Increased level of social capital.
- Strengthened informal networks.
- Improved ability of residents to collectively react to, or anticipate, changes in market conditions that impact neighborhood quality of life.

Stakeholders

The following stakeholders were consulted:

- South Bend Mayor's Office
- South Bend Police Department
- South Bend Common Council
- South Bend / St. Joseph County Building Department
- St. Joseph County Health Department
- St. Joseph County Commissioners
- St. Joseph County Prosecutor's Office
- St. Joseph County Sheriff's Department

- St. Joseph County Superior Court Judge Roland Chamblee, Jr.
- St. Joseph County Chamber of Commerce
- St. Joseph County Minority Health Coalition
- Healthy Communities Initiative (HCI)
- Saint Joseph Regional Medical Center
- NAACP
- St. Adalbert's Parish
- Community Action Partners (CAP)
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- Howard Park Neighborhood Association
- Neighborhood Resources Corporation (formerly NRTSC)
- Youth Services Bureau
- Boys & Girls Clubs of St. Joseph County
- South Bend Tribune
- WSBT TV
- 245 stakeholders responded to the Panel's *Stakeholder Survey*

General stakeholder reaction:

- Stakeholders generally agreed that good relations between neighbors add an important dimension to a neighborhood's quality of life.
- Stakeholders generally agreed that neighborhood organizations add an important dimension to the community and nurture the development of social capital.