

## City Plan Community Meetings



## Summary Report

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Prepared for:

**City of South Bend, Indiana**

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## Contents

	<u>Page</u>
Introduction.....	1
Overview of Process .....	2
Summary of Results .....	3
Perceived Broad Issues .....	31

## Introduction

The City of South Bend is pursuing the *City Plan* process as a means of creating the City's first comprehensive plan in more than 40 years. Since the planning process began in fall 2003, two major portions of the process have been completed:

- The *City Plan Vision*, summarized in the document titled *Elements of a Vision for South Bend*.
- The Current Conditions analysis, summarized in the document titled "Current Conditions Report (2004-2005)," released in March 2005.

With the Vision and Current Conditions analysis in place, *City Plan's* next step was to identify potential solutions to issues preventing achievement of the City's Vision. The results of this process are the subject of this report.

To identify potential Solutions, the City of South Bend conducted ten Community Meetings across the City between June 21 and June 27, 2005. Widely publicized and open to any member of the public, the Solutions Meetings were designed to uncover the community's ideas for achieving the Vision, while at the same time honoring the *City Plan* Guiding Principles:

### **Collaborative**

*City Plan should adopt an open and collaborative approach to decision-making, respecting cultural diversity and encouraging widespread and informed public participation, and partnerships involving all sectors of the community.*

### **Strategic**

*City Plan should be strategic in nature and establish priorities to maximize available resources to address community assets and needs.*

### **Context**

*City Plan should recognize and address the city's context and role within the region. It must acknowledge the comprehensive plans of neighboring communities.*

### **Sustainability**

*City Plan should ensure the health and longevity of the residents of the city by including policies and strategies that are environmentally sensitive and innovative.*

### **Evaluation**

*City Plan should have a built-in process to update the plan while providing a means of measuring the implementation of its strategies.*

### **Flexibility**

*City Plan should provide a methodology to recognize change and incorporate the means for modifying and updating its content.*

### **Identity**

*City Plan should demonstrate a commitment to preserving the city's unique history to enhance its identity.*

### **Economic Base**

*City Plan should foster the preservation and expansion of the City's tax base.<sup>1</sup>*

The full Solution Meetings process and the results of the meetings are summarized in this report.

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<sup>1</sup> <http://www.southbendcityplan.org/Guiding%20Principles.htm>, June 30, 2005

## Overview of Process

### The Meetings

The Solution Meetings were designed to identify the South Bend community's ideas for meeting the challenges raised in the *Current Conditions Report, 2004 - 2005* (CCR), and to help South Bend identify opportunities to realize the *City Plan* Vision. To do this, the City hosted ten public meetings in locations across the City between June 21 and June 27, 2005 (See Appendix A for the meeting dates and locations.) The meetings were heavily publicized by the City, and more than 400 participants joined the sessions.<sup>2[1]</sup> Each session followed an identical format and used the same structure. One session was conducted entirely in Spanish.

The Solution Meetings were designed to use the Topics and Key Issues generated in the CCR as the framework for Solutions development, both to ensure that the challenges raised in the CCR were addressed and to ensure that the Solutions generated were chosen for their potential to move the community toward the Vision.

Each Solution Meeting followed a script (see Appendix B for the City and Consultant scripts used) and used a standard set of materials (see Appendix C for sample materials). The Meeting process was generally as follows:

1. Participants attending the meetings were given a packet of materials at the door, including a name tag, a welcome letter from Mayor Stephen Luecke, a copy of the *Vision*, a copy of the Overview chapter of the CCR, and a card printed with a number between 1 and 6. Participants were asked to seat themselves at the table with the same number. Depending on the number of total participants, the number of participants at each table ranged from four to 11 at different meetings.
2. *City Plan* staff welcomed the participants, provided an overview of the *City Plan* process to date, identified city officials and members of the Civic Alliance and introduced the Consultant staff.
3. Consultant staff gave instructions for the meeting exercise.
4. Each of the six tables at the meeting was pre-set with two sets of the following materials. Each table's materials addressed two of the 12 Topics that had been generated during the *City Plan* Vision development process. As a result, each of the 12 Topics could receive attention for Solution development during the meeting. The materials for each topic were as follows:
  - A large sheet listing the Key Issues developed for each Topic in the *Current Conditions Report*.

- A smaller sheet listing Potential Solutions to the Topic's Key Issues, as developed by the Civic Alliance based on input from previous community outreach meetings. These Potential Solutions were developed to give members of the public some ideas to consider when reviewing the numerous Key Issues for each Topic.
  - A large Brainstorming worksheet,
  - A Solutions Matrix, with spaces for the identification of Key Issues and Solutions, as well as recommendations as to the urgency of the Solution, responsible parties and supporting partners, and recommended funding ideas.
5. Participants were given two approximately one-half hour periods to develop Solutions for each of the two topics on their table. Working together as a group, participants were asked to use the Brainstorm sheet to select three Key Issues to work on from their topic's Key Issues list, and then to brainstorm possible Solutions to those Key Issues, either by choosing from the Potential Solutions provided or by identifying their own ideas. Participants then selected their two preferred Solutions for each Key Issue, noted them on the Solutions Matrix, and filled in the rest of the information to the extent of their ability. At the end of the time period, the matrices from all of the tables were hung on a wall.
  6. Following the completion of the Solutions process for each of their two topics, each group was invited to complete a simple land use mapping exercise. Each group was given a base map of the City and surroundings, as well as a sheet of stickers with four land use icons. The maps identified the areas noted in the 2004 St. Joseph County Comprehensive Plan as needing additional planning attention. Each group was asked to review the maps, mark any additional areas that they felt needed additional planning attention, and use the stickers to identify basic land use classifications that they felt should be attached to each marked area. Groups were also invited to write notes elaborating on their land use choices.
  7. Each meeting concluded with a brief note of thanks and next steps in the *City Plan* process, and then participants were given a set of four adhesive dots. Participants were invited to use the dots to identify their top priorities across all of the Solutions that had been generated at their meeting. Participants then reviewed all of the Solutions, attached their dots to the four Solutions they felt were most important, and departed.

As may be expected, this general process did vary somewhat meeting to meeting due to different group sizes, personalities, and logistical factors. A few of these variations are summarized below:

- Since some of the meetings generated a smaller number of attendees, some groups did not address all of the Topics. Previous to beginning the meetings, it was determined that any meeting that did not have at least three to four persons per table would combine some of the tables and not do some of the Topics. A table identifying the total attendance at each session and the distribution of topics addressed at each meeting is found at Appendix D.
- The meeting held at the Century Center on June 27 drew 88 participants. As a result of this high attendance, the number of tables was doubled: there were two Table 1s, two Table 2s, etc. As a result, each Topic was addressed twice during this session. The two sets of tables are identified as Group A and Group B in the Full Solutions Matrices found at Appendix F. All participants in this meeting were able to place their dots on any matrix.
- The meeting held at St. Adalbert's Parish on June 26 did not complete the map exercise due to time constraints.
- In a few instances, participants invented their own Key Issues, and in some cases participants placed their dots next to Key Issues, rather than Solutions. These are noted in the Key Issues table below and the Full Solutions Matrices at Appendix F.
- Not every participant used all of his or her dots; as a result the total number of dots used in each meeting is not exactly equal to four times the number of participants.

## Summary of Results

Since the ten Community Meetings generated over 700 individual Solutions and approximately 1,600 individual votes for Solutions via the dots, analysis of this data is a complex undertaking. As a result, the Solutions generated during the meetings have been analyzed in the following manner:

- Each Solution has been recorded as written by the participants, along with the number of votes the Solution received during that session.
- The total number of votes cast for each solution are tallied and used to determine rankings.
- All map data has been compiled and used to develop the "General Interpretation of Participant Mapping" maps, which will be discussed below.

## Ranking of Topics

As noted above, the 12 Topics developed during the Vision and used as a framework for the development of the *Current Conditions Report, 2004 - 2005* were also the primary categories used to develop meeting input. The following ranking of the 12 Topics reflect the number of votes cast for all of the Solutions listed under these Topics in each meeting (See Appendix D).

TABLE 1: Topics Ranked Per Total Votes

Location	Century Center #1	Charles Black Center	Pinhook Pavillion	RCLC	O'Brien Center	Ivy Tech	St. Adalbert's	Century Center #2	A.J. Wright	Adams High School	Number of meetings topic addressed	Total Votes	Topic Rank per Forum votes
Topic Area: Economic Development	20	17	15	11	9	6	21	52	11	29	12	191	1
Topic Area: Housing	15	19	13	15	9	11	13	20	14	15	12	144	2
Topic Area: Health & Safety	17	15	18	4	3	n	22	43	6	7	11	135	3
Topic Area: Urban Design	9	10	1	16	8	18	n	29	12	25	11	128	4
Topic Area: Parks & Open Space	23	6	11	4	3	6	25	28	n	21	11	127	5
Topic Area: Education	11	17	7	10	9	n	14	38	n	19	10	125	6
Topic Area: Land Use/Zoning	17	4	4	7	4	5	n	33	10	18	11	102	7
Topic Area: Community Building	15	6	5	3	9	n	20	17	6	9	12	90	8
Topic Area: Environmental Management	8	7	7	3	7	11	n	19	n	13	11	75	9
Topic Area: Infrastructure	8	3	12	15	4	1	n	19	n	8	10	70	10
Topic Area: Arts and Culture	10	3	10	9	14	n	n	20	n	4	9	70	11
Topic Area: Transportation	14	16	1	7	5	6	n	11	n	9	10	69	12

n = was not addressed at this meeting



### Ranking of Key Issues

As noted above, the Key Issues as developed during the *Current Conditions Report, 2004 - 2005* were a key element of the meeting participants' input, since each groups' choice of the Key Issues it would address determined the Solutions it would generate.

The top 10 Key Issues, as ranked by total number of votes across all the meetings, are summarized in Table 2. The full table of Key Issues with Rankings can be found at Appendix E.

**Table 2: Top 10 Key Issues by Total Number of Votes**

Key Issues	Number of Meetings Addressed	Total Votes	Key Issue Rank Based on Total Votes
The City of South Bend has not developed a comprehensive strategy to draw more market-rate housing and broad commercial development to strengthen its downtown.	6	62	1
Most of South Bend's urban form does not encourage walking or biking as a transportation alternative for fulfilling the needs of daily life.	9	59	2
The crime rate in South Bend, though declining, is significantly higher than comparable cities in Indiana.	4	54	3
Property tax reassessment has placed disproportionate financial burden on South Bend's property owners, especially in the older and historic neighborhoods.	9	52	4
Vacant parcels, surface parking lots, underutilized and poorly maintained structures in the downtown have a negative aesthetic and economic effect on the downtown.	6	41	5
Substandard housing and properties adversely affect the marketability of our older and historic neighborhoods.	6	41	5

**Table 2: Top 10 Key Issues by Total Number of Votes (cont).**

Key Issues	Number of Meetings Addressed	Total Votes	Key Issue Rank Based on Total Votes
South Bend's park acreage for community, neighborhood, and block parks is below national standards as set by the National Recreation and Park Association.	5	38	6
South Bend has not fully seized its economic and demographic opportunities to compete successfully in a global economy.	4	38	6
There is not a fully shared commitment throughout the community to support the efforts of the South Bend Community School Corporation to achieve a higher level of academic excellence.	6	36	7
The job skills of the current and emerging workforce do not match what will be necessary for the future workforce of South Bend.	5	33	8
Many in the community have a negative perception of the South Bend Community School Corporation.	4	33	8
The South Bend community's capability to address the needs of its children and youth is inadequate.	5	33	8
There is a high level of distrust between the South Bend Police Department and segments of the local population.	6	28	9
The performance (graduation rates and ISTEP test scores) of grades K-12 public schools in South Bend dissuades many people from locating in the school district.	5	28	9
Auto-oriented development over the last 30 years has caused downtown to lose its traditional urban characteristics.	6	26	10
Neighborhood plans which are used to protect, preserve and revitalize neighborhoods are not coordinated through a citywide comprehensive plan.	5	26	10
E. coli, polychlorinated biphenyls (PCBs), and mercury impair the use of the St. Joseph River.	5	26	10

## Solutions

Analyzing the extensive number of Solutions generated during the ten meetings is complicated by two issues. First, in most cases there was relatively little overlap between the Solutions generated during different meetings. In cases where similar Solutions were identified in different meetings, participants often varied their responses to such an extent as to make it impossible to combine them without losing valuable additional information. Second, with very few exceptions, the number of votes received by any one Solution during any meeting was relatively small, since the votes were dispersed over a large number of Solutions. As a result, differences in rank between Solutions are likely to be measured in terms of a difference of one or two votes across all of the sessions.

As a result, two approaches to the analysis of the Solutions are presented. First, Table 3 below identifies those Solutions that received more than five total votes across all of the meetings. It should be noted that votes for Solutions from more than one meeting have been added together *only* when the text of the Solution is exactly identical or has only minor differences (such as different pronouns or arrangement of phrases). Although five votes would appear to represent a relatively small number of votes, relatively few Solutions received this many votes; these Solutions are listed to provide the reader with a general overview of the predominant trends noted in the Solutions.

Since so many Solutions varied between different meetings, and since a large number of Solutions received less than five votes, Table 4 following lists all of the Solutions generated in all of the meetings so that the reader can readily see the full range of responses. Solutions that were listed in more than one meeting are highlighted in **bold** type.

**Table 3: Solutions Receiving More Than Five Total Votes**

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Transportation</b>		
	Multi lane one-way streets, such as St. Joseph Street and Main Street, in the downtown promote higher traffic speeds and are a detriment to pedestrian activity.	
	<b>Change Downtown to Two Way</b>	<b>11</b>
	Pedestrian activity in some parts of the city is discouraged by absence of adequate sidewalk infrastructure and street lighting.	
	<b>Sidewalks need to be walkable</b>	<b>7</b>
	Transportation emphasis remains on automobiles instead of on alternatives that emphasize service, availability, safety for the environment, convenience and affordability.	
	<b>Include alternative modes of transportation as part of overall transportation planning- focus on commuter traffic, bike lanes and paths, and inexpensive transportation.</b>	<b>10</b>
	South Bend and the state capital of Indianapolis are not well-connected by air, rail car and bus transportation.	
	<b>Support improvements to U.S. 31</b>	<b>7</b>
<b>Topic Area: Infrastructure</b>		
	Combined Sewer Overflows (CSO) in South Bend fall short of meeting the Environmental Protection Agency's CSO Control Policy, a national framework for the control of CSO's.	
	<b>Keep solutions affordable for low income, elderly, and fixed income households</b>	<b>6</b>
	South Bend does not have a parking plan for the downtown.	
	<b>Free downtown parking for South Bend residents</b>	<b>8</b>
	Alleys in some areas of South Bend are unpaved, dirty, and require expensive alley grading.	
	<b>Pave the Alleys and light them</b>	<b>5</b>
	There is underutilized infrastructure within city limits, due to brownfield sites and vacant properties.	
	<b>Encourage and provide incentives for brownfield redevelopment</b>	<b>6</b>
	Combined Sewer Overflows (CSO) in South bend fall short of meeting the Environmental Protection Agency's CSO Control Policy, a national framework for the control of CSO's.	
	<b>Focus on rebuilding current infrastructure</b>	<b>12</b>

Table 3: Solutions Receiving More Than Five Total Votes (cont.)

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Land Use and Zoning</b>		
Neighborhood plans which are used to protect, preserve and revitalize neighborhoods are not coordinated through a citywide comprehensive plan.		
	<b>Lack of Community Planning Oversights</b>	<b>9</b>
Development Reviewed, Approved through Neighborhood Associations		
	<b>Development Reviewed, Approved through Neighborhood Associations</b>	<b>5</b>
There is a lack of broader community planning oversight guiding development that looks out for impacts beyond the immediate parcel/project in question.		
	<b>Enforce Zoning Ordinances</b>	<b>6</b>
There are perceived governmental barriers and a general dissatisfaction with public agency relationships that is limiting or discouraging development in South Bend.		
	<b>Creating "one stop shop" for approvals and government interaction.</b>	<b>10</b>
Auto-oriented development over the last 30 years has caused downtown to lose its traditional urban characteristics.		
	<b>Mixed use development downtown</b>	<b>10</b>
One-way streets are diminishing pedestrian orientated commercial viability and residential appeal in the downtown.		
	<b>Eliminate one-way streets</b>	<b>12</b>
There are perceived governmental barriers and a general dissatisfaction with public agency relationships that is limiting or discouraging development in South Bend.		
	<b>Speed up development process</b>	<b>5</b>
Auto-oriented development over the last 30 years has caused downtown to lose its traditional urban characteristics.		
	<b>Regain traditional urban character, promote mixed use developments, convert office space (vacant) to residential</b>	<b>8</b>

**Table 3: Solutions Receiving More Than Five Total Votes (cont.)**

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Urban Design</b>		
Demolition of existing buildings without firm plans or commitments for reuse of the site causes economic and spatial blight.		
	<b>No demo of existing buildings without plans (firm/funded development plans)</b>	<b>7</b>
New construction is often favored over the adaptive reuse of historic structures.		
	<b>Fix up older homes and new on empty lots through incentives and abatements and attracting younger newer buyers to neighborhoods.</b>	<b>5</b>
Vacant parcels, surface parking lots, underutilized and poorly maintained structures in the downtown have a negative aesthetic and economic effect on the downtown.		
	<b>Focus on existing infrastructure and make city pedestrian friendly</b>	<b>6</b>
	<b>Attract residential development in downtown</b>	<b>10</b>
	<b>Encourage small business by devising economic incentives for construction and renovation.</b>	<b>7</b>
	<b>More public sponsored activities and entertainment venues.</b>	<b>7</b>
There are inadequate visual and physical connections to the River, monuments, landmarks, parks and significant public venues.		
	<b>Eliminate sewage from the river under all circumstances</b>	<b>6</b>
	<b>Develop the river as the center of the city.</b>	<b>11</b>
	<b>More emphasis on river visual and access.</b>	<b>9</b>
<b>Topic Area: Environmental Management</b>		
E. coli, polychlorinated biphenyls (PCBs) and mercury impair the use of the St. Joseph River.		
	<b>Separate sewer and storm water</b>	<b>7</b>
	<b>Market the use of the St. Joseph River to recreation organizations and businesses.</b>	<b>8</b>
	<b>Catch and punish non-discharge ordinance violators</b>	<b>6</b>
	<b>Reduce CSO's and separate sewer and storm water and support phase II storm water controls</b>	<b>6</b>
There is improper disposal of some household hazardous waste in South Bend.		
	<b>Establish a hazardous waste pick-up/drop-off service with adequate publicity</b>	<b>5</b>

**Table 3: Solutions Receiving More Than Five Total Votes (cont.)**

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Parks and Open Space</b>		
South Bend Municipal Code does not sufficiently promote protection, preservation, and creation of open space and wetland habitats.		
	<b>String out zoning standards that strictly adhere to or enhance a DNR standards and city park/ land ordinances on developers</b>	<b>7</b>
Most of South Bend's urban form does not encourage walking and biking as a transportation alternative for fulfilling the needs of daily life.		
	<b>Evaluate existing connectivity and then create a walking/biking path to all areas of city</b>	<b>11</b>
	<b>Increase safety for walkers and bikers through increased lighting, surveillance cameras, and police patrols</b>	<b>10</b>
South Bend's park acreage for community, neighborhood, and block parks is below national standards as set by the National Recreation and Park Association.		
	<b>Recycle some brownfields into public park land</b>	<b>15</b>
	<b>Rezoning land must include and identify green space</b>	<b>8</b>
Most of South Bend's urban form does not encourage walking and biking as a transportation alternative for fulfilling the needs of daily life.		
	<b>Create walking and biking trails within and between parks and throughout the city</b>	<b>21</b>

<b>Topic Area: Community Building</b>		
The South Bend community's capability to address the needs of its children and youth is inadequate.		
	<b>After school and summer youth program funding</b>	<b>8</b>
	<b>Increase public awareness of existing programs</b>	<b>13</b>
	<b>Increase and sustain parental involvement</b>	<b>5</b>
The South Bend community has had difficulty retaining or attracting educated young professionals.		
	<b>Encourage companies to come, hire, retain</b>	<b>5</b>
The absence of social capital in some areas of South Bend weakens residents' ability to be collectively proactive in affecting neighborhood quality of life.		
	<b>Expand number of Neighborhood Partnership Centers to any interested neighborhood.</b>	<b>5</b>
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.		
	<b>Home ownership- make every neighborhood a safe investment</b>	<b>8</b>

Table 3: Solutions Receiving More Than Five Total Votes (cont.)

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Health &amp; Safety</b>		
There is a high level of distrust between the South Bend Police Department and segments of the local population.		
	<b>Minority Hiring</b>	<b>7</b>
Programs designed to prevent disease and promote health do not adequately reach the populations most in need.		
	<b>Smoke free public places</b>	<b>8</b>
The crime rate in South Bend, though declining, is significantly higher than comparable cities in Indiana		
	<b>Increase number of neighborhood watch programs (clarification: people suggested the establishment of sub-stations of police stations in the neighborhood and within other offices of the city - Fire Stations)</b>	<b>13</b>
	<b>Root causes: Poverty, drugs, lack of parental involvement, gangs</b>	<b>32</b>
Many properties within the city are not well-maintained		
	<b>Foster neighborhood capacity to rehabilitate housing ( the participants requested to establish programs of education of the community for maintenance and rehabilitation)</b>	<b>5</b>

<b>Topic Area: Housing</b>		
The South Bend Community School Corporation's negative reputation influences some families to seek housing outside the corporation district.		
	<b>Alternative schools (elementary, jr high, high school, and alternative) vocational</b>	<b>9</b>
Substandard housing and properties adversely affects the marketability of our older and historic neighborhoods.		
	<b>Establish incentives (i.e. grants, tax breaks) to rehabilitate and maintain older homes.</b>	<b>8</b>
The SBCSC's negative reputation influences some families to seek housing outside the corporation district.		
	<b>Getting parents or families involved in school</b>	<b>7</b>
Substandard housing and properties adversely affect the marketability of our older and historic neighborhoods.		
	<b>Encourage housing rehab and repair (on a large scale)</b>	<b>5</b>
Property tax reassessment has placed a disproportionate financial burden on South Bend's property owners, especially in the older and historic neighborhoods.		
	<b>Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process</b>	<b>25</b>
	<b>Tax Abatement for Downtown Housing</b>	<b>13</b>
	<b>Shift property tax burden (sin tax)</b>	<b>8</b>
Substandard housing and properties adversely affect the marketability of our older and historic neighborhoods.		
	<b>Emphasize property accountability</b>	<b>8</b>
	<b>Code guidelines to make sure properties are kept up ~ more proactive</b>	<b>7</b>

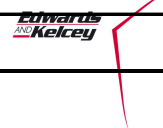


Table 3: Solutions Receiving More Than Five Total Votes (cont.)

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Economic Development</b>		
The City of South Bend has not developed a comprehensive strategy to draw more market-rate housing and broad commercial development to strengthen its downtown.		
	<b>More mixed use zoning combined with tax incentives to invest</b>	<b>9</b>
	<b>Retail: destination, riverfront for community use daily needs</b>	<b>14</b>
	<b>Create downtown strategy/plan- i.e. retail- grocery-and communicating plan with community</b>	<b>7</b>
	<b>Develop riverfront: i.e. wharf and rink and concentrate on downtown vs. outlying areas.</b>	<b>12</b>
Perceived unassertiveness by City leadership and a cumbersome and under defined development process slow decision making concerning development.		
	<b>Streamline and simplify approvals process.</b>	<b>7</b>
The job skills of the current and emerging workforce do not match what will be necessary for the future workforce of South Bend.		
	<b>Create more business internship and apprentice programs.</b>	<b>5</b>
	<b>Expand vocational/trades training and create a second chance program</b>	<b>7</b>
	<b>Expand vocational/trades training - with public input</b>	<b>5</b>
	<b>Expand vocational / trades training</b>	<b>6</b>
	<b>Expand vocational/trades training./ Internships with businesses</b>	<b>6</b>
The performance (graduation rates and ISTEP test scores) of grades K-12 public schools in South Bend dissuades many people from locating in the school district.		
	<b>Have combination elected and appointed school board.</b>	<b>5</b>
	<b>Lower student-teacher ratio to better discipline</b>	<b>7</b>
	<b>Less emphasis on testing</b>	<b>8</b>
South Bend has not fully seized its economic and demographic opportunities to compete successfully in a global economy.		
	<b>Promote and support local entrepreneurship</b>	<b>14</b>
	<b>Redevelop industrial sites</b>	<b>5</b>
	<b>Capitalize on local higher education.</b>	<b>5</b>

**Table 3: Solutions Receiving More Than Five Total Votes (cont.)**

Topic Name/ Key Issue	Solution as recorded	Total Number of Votes
<b>Topic Area: Arts and Culture</b>		
The cultural assets that exist in South Bend by virtue of the diversity of its population are not being fully recognized, celebrated or utilized as potential revitalization tools.		
	<b>Arts and culture incubator (ex. Fine arts) mixed with public venues</b>	<b>5</b>
Many children are not being exposed to or participating in arts and culture.		
	<b>More arts classes in grades 1-6.</b>	<b>6</b>
Arts and cultural programming available in downtown South Bend is not sufficiently abundance, vibrant or varied to have downtown recognized as a regional destination for the arts.		
	<b>Establish St. Joe River as the pristine centerpiece for culture, commerce, and recreation</b>	<b>12</b>
	<b>Create desirable environment to include parking, safety, cleanliness</b>	<b>5</b>
The current levels of housing, commerce and entertainment do not support downtown as a regional destination for arts and culture.		
	<b>Increase downtown housing.</b>	<b>7</b>
<b>Topic Area: Education</b>		
Young people who are not successful in a traditional high school setting have limited alternative educational options for high school completion.		
	<b>Establish more learning opportunities for high school students such as: union apprenticeships, internships, "early college", alternative high school programs, dual credit opportunities.</b>	<b>6</b>
	<b>Replace School Board with unelected trustees held accountable for student failure rates. Improvements required yearly.</b>	<b>12</b>
There is not a fully shared commitment throughout the community to support the efforts of the South Bend Community School Corporation to achieve a higher level of academic excellence.		
	<b>Seek more partnerships between schools and businesses (after-school and summer jobs, co-op's and apprenticeships)</b>	<b>15</b>
	<b>School partnership with businesses</b>	<b>5</b>
	<b>Encourage Parental Involvement with children, school board, and school</b>	<b>9</b>
The perception exists that communication and collaboration between the South Bend Community School Corporation and the broader community are insufficient.		
	<b>Increase/ Improve communication with SBCSC and SB community</b>	<b>5</b>
The level of collaboration between institutions, which includes higher education, and the SBCSC is insufficient and limits the community's ability to meet the academic and social needs of our children		
	<b>Increase communication between higher educational institutions and SBCSC</b>	<b>5</b>
Many in the community have a negative perception of the South Bend Community School Corporation.		
	<b>Refuse to tolerate failing teachers and administrators</b>	<b>11</b>
	<b>Public Relations</b>	<b>7</b>

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted.**

Topic Area: Transportation	YOUR SOLUTIONS				
Multi lane one-way streets, such as St. Joseph Street and Main Street, in the downtown promote higher traffic speeds and are a detriment to pedestrian activity.					
<b>Change Downtown to Two Way</b>	<b>Two-way streets downtown</b>	Convert St. Joe and Main Street to Two way	Two way traffic on all streets	Convert to two way streets with alternative for through traffic	Study one-way street impact- small business (pedestrian/ overall downtown)
Develop Solution for One Way with Businesses Involved	Parking (free)	Develop a collaborative solution for one-way street by including participants such as business, pedestrians, engineers	Make all traffic stop at one time so pedestrians can cross all at once in a straight line or "catty corner"		Assuming study supports- Convert St. Joseph/ Main Street
Encourage on Street Parking					
Transportation emphasis remains on automobiles instead of on alternatives that emphasize service, availability, safety for the environment, convenience and affordability.					
Include alternative modes of transportation as part of overall transportation planning- focus on commuter traffic, bike lanes and paths, and inexpensive transportation.	Encourage use of sidewalks and make more attractive.	Change transportation image	Expand TRANSPPO's coverage	<b>Expand TRANSPPO's coverage area to outlying areas of the city.</b>	
Market to young the idea of using public transportation	<b>Expand TRANSPPO's coverage area to outlying areas of the city</b>	Promote separate bike/walk paths	Include alternative modes of transportation in planning	Develop infrastructure and incentives for bicycles and pedestrians	
Transportation planning by agencies in St. Joseph County lacks adequate coordination and involvement of the public.					
Improve Lighting	Analyze/reconsider current bus routes.	All transportation planning groups should involve citizens throughout transportation planning process.			
Encourage Sidewalk Maintenance	Better communication between city, county and state as well as government and the community (people)	Greater communications between entities early on in the transportation process			
South Bend and the state capital of Indianapolis are not well-connected by air, rail, car & bus transportation.					
South Bend-Indy road without Kokomo stops	<b>Support improvements to U.S. 31</b>	<b>Support improvements to U.S. 31</b>	<b>Support improvements to U.S. 31.</b>		
	Affordable choice of mode with a good schedule (bus, train, airplane)	Attempt air service to use Indy as an air hub.	Promote alternative transportation options to Indy.		
The scheduling and travel time for the South Shore service from South Bend to Chicago attracts only a few commuters.					
Encourage efforts to shorten travel time to Chicago and back					
Promote South Shore as alternative to driving to Chicago					
Pedestrian activity in some parts of the city is discouraged by absence of adequate sidewalk infrastructure and street lighting.					
Sidewalks need to be walkable	Develop a sidewalk and street lighting plan that includes pedestrian bridges and walkways	Develop a sidewalk and street lighting plan with citizen input			
Lighting for safety-Western Wellington	Have the city assume responsibility for sidewalk maintenance.	Enforce the current code regarding sidewalks			
A coordinated system of bike trails, paths and lanes with bike parking facilities is absent in South Bend.					
Separate bikes and pedestrians from street (walks, tree lanes) convenient for planning	Present accelerated timeline to complete proposed bike-paths				
Fill in gaps in sidewalk network (esp. edges of subdivisions; ADA, elderly friendly)	Bike system that is connected locally and regionally utilizing natural resources like river.				
Discovering and locating prominent local destinations upon entering the city limits is difficult for visitors due to the lack of appropriate guide signs.					
Coordinated Signage- 18" high street numbers on businesses					
Redesign entrance signs at every major artery					
[Added]: Transportation					
Alternative Modes of Transportation					
Increase Commuter Traffic					

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Infrastructure	YOUR SOLUTIONS				
Combined Sewer Overflows (CSO) in South Bend fall short of meeting the Environmental Protection Agency's CSO Control Policy, a national framework for the control of CSO's.					
Get bids from Contractors to comply and evaluate	Keep solutions affordable for low income, elderly, and fixed income households	Ensure community standards regarding river exceed EPA's standards for CSO control	Planning		
	Give us more time (EPS deadline) and financial help (state and federal government funds)	Health Issue Documentation sewer back ups	Focus on rebuilding current infrastructure		
South Bend does not have a parking plan for the downtown.					
Develop Parking Plan with businesses	<b>Develop parking plan with collaborative effort of business, engineers and citizens.</b>	Out lot parking	Review plans that are available	Develop parking plan to take into consideration: out lot parking, mixed use parking, decreasing number of surface lots.	
Eliminate One way traffic from Hospital to Chippewa , add median and parallel parking	Free downtown parking for South Bend residents	Mixed use parking	Focus on vision for downtown area-all areas- business, retail, residential	<b>Develop parking plan with collaborative effort of business, engineers and citizens</b>	
The local roadway network lacks sufficient yearly funding for its maintenance and upgrading.					
Buy the best materials	Build roads to a higher standard.	Aggressively explore alternate funding options	Funding sources		
	developers and contractors should be held accountable	Avoid a "Band-Aid" approach. Put more money into fewer, more durable repairs.	Maintain standards-life cycle costs		
Alleys in some areas of South Bend are unpaved, dirty, and require expensive alley grading.					
Pave the alleys	Pave the Alleys and light them	Trash out front.			
	Develop and implement an upgrade plan in conjunction with neighborhood associations.	Eliminate unneeded traffic to reduce wear. Keep trucks out.			
There is underutilized infrastructure within city limits, due to brownfield sites and vacant properties.					
Hold current property owners accountable. Avoid future brownfields (polluters should pay)	Proactive marketing of brownfield lots	<b>Encourage and provide incentives for brownfield redevelopment</b>	Creative proactive marketing of lots	Rebuild or add city parking garage and publicize two hour parking garage.	<b>Encourage and provide incentives for brownfield redevelopment.</b>
More preservation and remodeling of existing buildings	<b>Foster creative reuse of brownfields</b>	<b>Foster creative reuse of brownfields</b>	Provide incentives for redevelopment	Properly mark parallel spots to maximize space.	Unify and establish policy for expansion
South Bend does not have a high tech communication infrastructure plan.					
Acquire state-of-the-art communication					
Proactive marketing of brownfield lots					
Sidewalk infrastructure is inconsistently available throughout the city and is poorly maintained in some areas.					
Continue promoting the "Good Neighbors" Program					
Promote sidewalk infrastructure to improve public transportation ridership					

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Land Use/Zoning	YOUR SOLUTIONS					
Auto-oriented development over the last 30 years has caused downtown to lose its traditional urban characteristics.						
Slow traffic "traffic calming"	Better public transportation	<b>Promote gathering centers</b>	<b>Promote gathering centers</b>	Two way streets	Promote housing downtown	Regain traditional urban character, promote mixed use developments, convert office space (vacant) to residential
Shops near with homes and larger businesses on corridors		Encourage Multi use building	<b>Mixed use development downtown</b>	<b>Mixed use development downtown</b>		Redevelopments of vacant parcels
The Zoning Ordinance for the city was created without a comprehensive plan in place and will need revision once City Plan is adopted.						
<b>Review and modify Zoning Ordinance to support City Plan.</b>	<b>Review and modify Zoning Ordinance to support City Plan</b>					
One-way streets are diminishing pedestrian orientated commercial viability and residential appeal in the downtown.						
Limit, Reduce, Reverse to Two Way	One way streets better patrolling	<b>Eliminate one-way streets</b>	<b>Eliminate one-way streets</b>			
Traffic Calming with Landscaped Medians						
Neighborhood plans which are used to protect, preserve and revitalize neighborhoods are not coordinated through a citywide comprehensive plan.						
Lack of Community Planning Oversight	Encourage and educate to gain community involvement	<b>Enforce zoning ordinance</b>	Complete all neighborhood plans	Review and modify neighborhood plans to be consistent with City Plan.	Implement master plan	<b>Enforce Zoning Ordinances</b>
Development Reviewed, Approved though Neighborhood Associations	Coordinate with City Plan.	Encourage participation of Neighborhood Associations	Community involvement	Encourage participation of neighbors in the neighborhoods	Community development is paramount to all forms of development (including specifically economic development)	Create and enforce City Master Plan
Consider whole community development when considering proposals.		<b>Enforce Zoning Ordinances</b>				
There are perceived governmental barriers and a general dissatisfaction with public agency relationships that is limiting or discouraging development in South Bend						
<b>Creating "one stop shop" for approvals and government interaction.</b>	Create area council of local entities for coordination of development	<b>Creating "One Stop Shop" for approvals and government interaction.</b>	Speed up development process	<b>Creating "one stop shops" for approvals and government interaction.</b>		
Speedy and easy process	Compare city plans with other cities			Need mechanism to communicate needs of individuals and small groups on needs and be taken seriously		
There is a lack of broader community planning oversight guiding development that looks out for impacts beyond the immediate parcel/project in question.						
Redevelopment (clear or re-use) empty lots and incompatible uses/ buildings	Do not give any incentives					
Develop economic or social incentives for creating mixed use and new business	Create neighborhoods and master plans					
Surface parking lots in the downtown consume developable parcels and reduce its urban density.						
Replace surface parking with structures	Design NEW Buildings with Integrated Parking (Inside)	Encourage on Street Parking				
No new parking garages without mixed use development	Concentrate Parking in Designated Areas with Trolley System					

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Urban Design	YOUR SOLUTIONS					
Demolition of existing buildings without firm plans or commitments for reuse of the site causes economic and spatial blight.						
No demo of existing buildings without plans (firm/funded development plans)	Try to find a use for the space before demolition.	Get rid of eye sores.	No demolition without a firm/financed plan for development.	Speed up development process.	Penalize for demolition without plans	
Incentives for use of vacant areas serviced by existing infrastructure	Try to get landlords to fix buildings	Bring in Wal-Mart/Meijers	Provide incentives for rehab of existing structures	Business Friendly		
New construction is often favored over the adaptive reuse of historic structures.						
Remove blighting influences (rehab, remove or maintain, build new)	Help facilitate change of ownership of property to favorable person/company	Focus on existing infrastructure and make city pedestrian friendly	Incentives (to include streamlining business development process)	Replace surface parking lots with structures with a retail component on first floor.	Promote reuse over demolition; preserve history	Encourage small business by devising economic incentives for construction and renovation.
Remove incompatible uses-replace with neighborhood friendly development	Promote and create more places and destinations (shops, stores, etc.)	Promote reuse over demolitions and facilitate change of parcel ownership to responsible parties	Attract residential development in downtown	BID involvement with holding problem property owners accountable.	More pedestrian friendly city	More public sponsored activities and entertainment venues.
Vacant parcels, surface parking lots, underutilized and poorly maintained structures in the downtown have a negative aesthetic and economic effect on the downtown.						
Fix up older homes and mow on empty lots through incentives and abatements and attracting younger newer buyers to neighborhoods.	Adapt existing structures.	Heighten awareness of community resources (historic preservation; historic land marks)				
Stop conversion of owner houses to rented and help existing owners know how to maintain and sustain neighborhoods		Incentives for rehabilitation				
Major arterial streets into the city need better streetscapes, visual enhancements and recognition as our community's front doors.						
Consistent Appearance and Guidelines -- signage landscaping etc.	More trees, better more aesthetically pleasing lighting, more green space, flowers	Develop a set of baseline design principles for all arterials	Identify what they are	Target worst sites		
Focus on major arterials first	Coordinated and attractive signage	Landscaping, trees, grass, flowers	Landscape them and create good image	Public Safety		
The established urban fabric of many neighborhoods has not been recognized, maintained and enhanced.						
System of plans for neighborhood redevelopment (soliciting residents' input)	Create attractive living spaces- people friendly	Every neighborhood needs a neighborhood organization-a voice.	More commercial amenities			
Inventory Neighborhood Infrastructure needs	More frequent street cleaning	Finish neighborhood plans	Coordinate planning efforts within neighborhoods			
There are inadequate visual and physical connections to the River, monuments, landmarks, parks and significant public venues.						
Eliminate sewage from the river under all circumstances	Commitment to visual openness of River.	Design guidelines for neighborhood.	More greenspace and pedestrian friendly walkways			
Expand public property adjacent to river, where land available.	Develop the river as the center of the city.	City should support recovery efforts (crime and safety)	More emphasis on river visual and access.			
A lack of effective building and development design guidelines has negatively impacted the entire urban fabric.						
Effective building and development plans.						

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Parks & Open Space	YOUR SOLUTIONS									
South Bend Municipal Code does not sufficiently promote protection, preservation, and creation of open space and wetland habitats.										
String out zoning standards that strictly adhere to or enhance a DNR standards and city park/ land ordinances on developers	Incentives for developers to increase open spaces fairly.	<b>Recycle some brownfields into public park land</b>		Define standards by park type/create and enforce ordinances (developers/parks)	Update code at reasonable intervals and require developers to set aside green space	Update SB municipal codes at reasonable intervals and enforce them				
Converting of brown fields and institutional loans of land adjoining river		Enforce current ordinances	Require developers to set aside land for parks/ green space	Utilize brownfield and greenfield sites	View standards (best practices) at other communities					
Most of South Bend's urban form does not encourage walking and biking as a transportation alternative for fulfilling the needs of daily life.										
Evaluate existing connectivity and then create a walking/biking path to all areas of city	Promote a healthy and active community (for both youth and seniors)	Install and maintain sidewalks in residential areas at the City's expense	Require developers set aside land for biking and walking to next area, bike racks	Develop overall infrastructure plan including water trails.	Create bike trails that have destinations	1. Create walking and biking trails within and between parks and throughout the city (the audience suggested using railroad areas)	Develop safe alternate routes	Security in pedestrian corridors	<b>Create walking and biking trails within and between parks and throughout the city</b>	
Partner with St. Mary's, ND, St. Joe's High School, Holy Cross College to create bike/walking paths a Much/Angela, Eddy & Douglas		<b>Create walking and biking trails within and between parks and throughout the city</b>	Maintain sidewalks- should be sidewalks in neighborhoods	Dedicated routes for alternative transportation incorporating community destinations	Sidewalks in areas without	3. Increase safety for walkers and bikers through increased lighting, surveillance cameras, and police patrols	Create trails between parks and throughout city.	enforce sidewalk improvements-maintenance	Implement health, exercise, and weight loss programs and partner with public and private entities.	
South Bend does not have a sufficient number of public swimming pools, volleyball courts, and baseball and football fields to accommodate its population.										
Convert brown fields to recreational and athletic sites	Lifetime sports-bowling, golf, tennis	Repair and maintain what we have	Developers set aside green area	<b>1. Recycle some brownfields into public park land</b>	<b>Recycle some brownfields into public park land.</b>	Define as a code requirement	Partnering with private organizations to obtain limited public access to their recreational facilities.	Requiring developers to set aside park areas in new developments.	<b>1. Secure grant funding to build public swimming pools and other recreational facilities</b>	
Joint university and parks department program (including intro and beginner levels)	City can partner with underutilized private pools	<b>Recycle some brownfields into public park land</b>	partner with other community agencies	2. Create and enforce ordinances, which require developers to set aside some area for parks and open spaces	Rezoning land must include and identify green space	Adaptive reuse of existing public owned facilities- i.e. retention areas, schools	<b>Secure grant funding to build public swimming pools and other recreational facilities.</b>	Neighborhood associations to buy condemned houses- Tear down and develop park areas. Establishing some community gardens.	2. Increase staff at the South Bend Parks & Recreation Department.	
Renovate current parks to add pools and volleyball, etc. and therapeutic pool	Publicize legitimate need for facilities (demographic awareness and sensitivity)	Seek grants and partners for funding and for implementation								

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Environmental Management	YOUR SOLUTIONS								
E. coli, polychlorinated biphenyls (PCBs) and mercury impair the use of the St. Joseph River.									
Catch and punish non-discharge ordinance violators	Separate sewer and storm water	Separate sewer and storm water	Separate sewer and storm water.	Fine and potentially close down businesses violating non-discharge ordinances.	Separate sewer and storm water		Implement storm water master plan/CSO plan	Reduce CSO's and separate sewer and storm water and support phase II storm water controls	Establish a City of South Bend environmental pollution hotline
Clean up program (including neighbors upstream)	<b>Fine and potentially close down businesses violating non-discharge ordinances</b>	<b>Fine and potentially close down businesses violating non-discharge ordinances</b>	<b>Market the use of the St. Joseph River to recreation organizations and businesses.</b>		Clean up urban streams - bank stabilization/wetlands	Educate on use of river and ways to prevent further pollution.	<b>Market the use of the St. Joseph River to recreation organizations and businesses.</b>		
South Bend has a number of abandoned, inactive, or underutilized parcels of real estate of various sizes whose marketability and development are hindered by their real or perceived contaminations.									
Evaluate and clean-up existing sites	Promote sustainable development	<b>Secure grants and loans for site cleanup</b>	Owners of defined potential brownfields should be required to have them tested.	Promote and education regarding sustainable development and brownfields impact.	Federal grants and loans for cleanup and elimination of vacant and abandoned buildings.	Market/Target/ Incentives brownfield sites	Recycle some brownfields into public park land		
Incentives to developers	<b>Secure grants and loans for site cleanup with community input</b>	Increase marketing and developments of brownfields	Eliminate vacant and abandoned buildings.	Identify tracts for demonstration and public observation of brownfields	Promote sustainable development	Create site assessment program to eliminate negative perceptions on private property.			
Although the quality and the quantity of the drinking water in South Bend is good, careful management of drinking water will be required in the future.									
close monitoring	Pro-actively look for new wells and maintain the ones we already have.								
State of Art Technology	New Technology								
There is improper disposal of some household hazardous waste in South Bend.									
Clean up neighborhoods.	Establish a hazardous waster site	find one or more sites in South Bend or curbside pick-up using special bags/containers	Public awareness campaign and education	Establish a hazardous waste pick-up/drop-off service with adequate publicity					
Adhere to stricter code enforcement	Increase public awareness campaign about Mishawaka facility	Increase public awareness campaign about Mishawaka facility	Create special programs with incentives like deposition paint cans, etc. - add to trash pickup (with charge)	Publicize and educate citizens about the location. Change hours of drop-off.					
St. Joseph and Elkhart counties have not attained EPA-acceptable standards for ground-level ozone.									
Subsidize alternative forms of energy generation and usage (i.e. limit coal serving)	Reinstitute vehicle emissions inspections	Subsidize alternative forms of energy generation and usage.							
Regional collaboration to solve common pollution problems. (Accountability of neighboring counties, etc.)	Close drive thru's on ozone-action days (and market ozone-action at gas stations)	PSA's and education early							
Strategy and time table for CSO separation									

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Community Building	YOUR SOLUTIONS					
The South Bend community's capability to address the needs of its children and youth is inadequate.						
Neighborhood ambassadors	Neighborhood ambassadors assessing needs, rotating from neighborhood to neighborhood	Find more creative ways to increase funding- we need a grant center to serve as resource.	1. Increase public awareness of existing programs	Increase and sustain parental involvement	Increase public awareness of existing programs	
After school and summer youth program funding	Help stabilize families and increase homeownership	SBCSC Board of Trustees, with public involvement, develop key performance indicators and report on annual progress	2. More after-school and summer youth program funding.	Increase opportunities for youth developed activities	Help stabilize families and increase home ownership.	
The city lacks a clear, marketable identity, making it vulnerable to lost economic opportunities.						
Nurture a culture committed to change and development.	Celebrate (analyze and identify first) South Bend's unique heritage	Develop marketing plans).	Study successful examples of other cities and apply lessons learned where appropriate			
Celebrate South Bend's unique heritage, diversity, and history.	Develop positive, ongoing marketing campaign of South Bend's strengths	Combine current marketing resources across all entities	Identify and promote our educated workforce			
The South Bend community has had difficulty retaining or attracting educated young professionals.						
Encourage companies to come, hire, retain	Offer tax abatements to local companies so that they will recruit local youth.	Social Activities	2. Create more incentives to encourage companies to hire / retain local youth.	Bring in more diverse business	What does SB want to be? Who are we? Leverage universities research to jobs	Grow jobs
Market local opportunities	Create more incentives to encourage companies to hire/retain local youth		3. Market local opportunities to local college students / entrepreneurs.	More, diverse downtown development (e.g. convenience/grocery store)	Cost of living Benefit statement	Improve environments of youth-related facilities.
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.						
Provide more nonprofit funding	Enforce ordinances consistently, involve neighbors, provide incentives	Home ownership- make every neighborhood a safe investment	Encourage cooperative efforts between businesses/citizens/government agencies to meet residents' basic needs	Establish incentives to businesses to locate in needy areas.		
Task Force with code enforcement to assess neighborhood	Pursue foundation grants for community development	Support of Racial and Ethnic Celebration	Create a committed Task Force to work with Code Enforcement to assess needs of neighborhoods.	Tax abatement for home rehabs		
The absence of social capital in some areas of South Bend weakens residents' ability to be collectively proactive in affecting neighborhood quality of life.						
Neighborhood ambassadors assessing needs, rotating from neighborhood to neighborhood.	Support creative cooperative efforts among business, city, community to increase citizen input					
Expand number of Neighborhood Partnership Centers to any interested neighborhood.	Neighborhood ambassadors to assess needs, rotating	Increase the number of internships available through local colleges, universities and businesses				
The participation of the public in local civic affairs and decision-making processes is declining.						
Frequent rotating town hall meetings in neighborhoods	4. Integrate civic education into daily life.	Empowerment and outreach to neighborhood				
anything goes meetings	12. Establish an Office of Citizen Affairs	Incentives for collaborating				
Racial/Ethnic tensions exist in South Bend that are detrimental to the economic and cultural vitality of the community.						
Promote diversity and inclusiveness	Early childhood education and then college					
Create and promote a central meeting place in South Bend- via music, arts, library	Achieve active public participation among all races/ethnic groups/economic adults (education)					
[Added]: People don't converse						
Turn off TV days						
Social events to bring people together -"meet me"						

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Health & Safety	YOUR SOLUTIONS					
There is a high level of distrust between the South Bend Police Department and segments of the local population.						
Minority Hiring	<b>Improve communication and build mutual respect</b>	Establish a Citizen Review Board, convene citizen commission, 3rd party review- all one project	Citizen police academy	Improved communications between the police and the community.	Expand citizen police academies	Re-examine Community Oriented Policing program for effectiveness.
<b>Improve Communications</b>	Convene a "Citizen Commission of Use of Force by the Police"	Review hiring practices (includes hiring more minority)	Common work projects- get to know each other as people	Training: diversity, sensitivity	<b>Improve communications</b>	Require third party objective review of all excessive-use-of-force
Many people living in South Bend have inadequate access to affordable healthcare.						
<b>Health &amp; Wellness Centers</b>	City convene public-private partnerships to address health care disparities	Increase knowledge and awareness of immunization	<b>1. To establish health and wellness centers</b>	Gap analysis, service providers versus need		
Utilize Facilities – Youth Development	Implement community-driven programs to enhance health and prevent disease.	Nutrition education in the schools	4. Facilitate access to health care for seasonal migrant workers and their families	Educate people about preventive care- unclog emergency rooms		
Many properties within the city are not well-maintained.						
Stricter code enforcement	Foster neighborhood capacity to rehabilitate housing.	Encourage neighborhood pride through churches, unions, etc.	4. Foster neighborhood capacity to rehabilitate housing ( the participants requested to establish programs of education of the community for maintenance and rehabilitation)	Tax abatement for home improvement	Improve/Increase Block Grants for home improvement	
<b>Mayor, senior staff and City Council visit neighborhoods on regular basis</b>	<b>Mayor, senior staff and City Council visit neighborhoods on regular basis.</b>	Video documentaries of neighborhoods	6. Web-based reporting system for property maintenance issues (the participants recommended that the city establish programs of financial assistance for repairing of houses and to publicize the way to obtain such a assistance)	Focus on neediest area through task force to review and evaluate	Focus on rental/landlord issues	
		Set up task force				
Programs designed to prevent disease and promote health do not adequately reach the populations most in need.						
Smoke free public places	<b>Provide culturally appropriate mental health services</b>	<b>More sidewalks and bike paths</b>	Work with schools on nutrition and health education.			
Low cost therapeutic pools	Increase awareness of dietary education- nutritional needs	<b>Provide culturally appropriate mental health services</b>	<b>More sidewalks and bike paths</b>			
There is insufficient support for ex-offenders re-entering society.						
Center for Community Alternatives	Sponsors ex-offenders, family sponsorship	Enlist religious community to support mentoring and other transition services				
	Study other ex-offender programs	Establish transitional homes to assist ex-offenders				
The crime rate in South Bend, though declining, is significantly higher than comparable cities in Indiana.						
Support measures to decrease unemployment rate in the City.	2. Increase number of bike and foot patrols ( the participants suggested to increase police programs oriented towards the community)	Police-Community Relations	Evaluate socio-economic factors	Improve educations of SBPD, COP program		
Support measures to increase per capita income of South Bend residents	3. Increase number of neighborhood watch programs (clarification: people suggested the establishment of sub-stations of police stations in the neighborhood and within other offices of the city - Fire Stations)	Root causes: Poverty, drugs, lack of parental involvement, gangs	Increase neighborhood watch	Pave alleys, improve lighting		

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Housing	YOUR SOLUTIONS									
Property tax reassessment has placed disproportionate financial burden on South Bend's property owners, especially in the older and historic neighborhoods.										
Tax Abatement for Downtown Housing	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process	Establish some kind of payment in lieu of taxes of tax exempt properties	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	1. Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	Increase revenue from non profits (maintenance fees)	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	More equitable taxation- Lobby state/local government to	Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process
Lobby the state legislature to change the reassessment process to make it fair and equitable to all homeowners and ensure greater accuracy and consistency of the property appraisal process.	Shift property tax burden (sin tax)	Tax incentives for rehab/renovation of non-owner residential properties.	Non-profits to pay a maintenance fee for services utilized	Reallocation of funds to pay for education.	5.Lobby for tax legislation to provide tax incentives for rehabilitation and maintenance of non-owner occupied residential properties.	aggressively market services and training to assist rehabbers	Aggressively promote and market existing tax incentives etc. for older/historic buildings	Establish tax for non-city residents using services within city limits	Establish payment in lieu of taxes for tax exempt properties conducting taxable activities.	
Substandard housing and properties adversely affect the marketability of our older and historic neighborhoods.										
Code guidelines to make sure properties are kept up - more proactive	Tax/fine substandard housing progressively instead of for improvements	Consistent enforcement of code/inspection standards	Encourage housing rehab and repair (on a large scale)	Reduce amount of abandoned building/houses	Establish incentives owner/non owner	Re-do tax structure				
Ensure more accountability of home owners, landlords, section 8 inspections	Incentives for non-owners development/renovation	Establish incentives (i.e. grants, tax breaks) to rehabilitate and maintain older homes.	Concentrated redevelopment	Have a more proactive code enforcement policy		Emphasize property accountability				
The South Bend Community School Corporation's negative reputation influences some families to seek housing outside the corporation district.										
Create Additional Curriculum and Vocational Training	Alternative schools (elementary, jr high, high school, and alternative) vocational	Getting parents or families involved in school	2. Greater parental involvement	Collaborative effort between schools and higher education and businesses to help kids and increase scores	Improve marketing of SBCSC to realtors, Chamber of Commerce, Media and city residents	6. Less emphasis on testing	1. City of South Bend needs to advocate for, and promote SBCSC			
Market Toward Realtors, Media, and Chamber of Commerce	Hybrid school board	Increase opportunities for family education	4. Better address educational needs of minority populations	improve marketing of positive changed in school system.	Increase communication between higher educational institutions and SBCSC	Improve targeted marketing of student successes and achievements				

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Housing (continued)	YOUR SOLUTIONS								
Neighborhood stability and market values are adversely affected by abandoned and unoccupied structures.									
Stronger legislation for enforcement of code violations (attach income tax to residents with unpaid real estate repairs/improvements)	Code enforcement needs real "teeth"	Develop volunteer program to rehab properties							
Shorten timeline for processing of code violations	Emphasize property accountability	Increase code enforcement staff and shorten process to meet code.							
The perception of South Bend as an unsafe community adversely effects the desirability and marketability of the city's housing stock.									
Educate public with facts- not myths. Esp. news media	Educate the public with facts-not myths-promote								
Emphasize property accountability	Encourage housing rehab and repair								
Many first-time homebuyers are not prepared for the financial responsibility required for the purchase and maintenance of a home.									
Provide classes in high schools that cover financial responsibility (homeownership, renting, buying a car, budgeting, balancing a checkbook) and the importance of civic pride.									
Stronger laws against predatory lending									
Preservation of the historical, architectural, and character of South Bend's neighborhoods is very challenging.									
Create tourism draw/ marketing	Aggressively pursue daily needs retail and revitalization of DTSB								
Establish grants and incentives for middle income property owners to renovate and repair older and historical homes	Increase promotion of (and add more) existing tax credit opportunities for historic properties and educate public on how to apply for these incentives								
Existing funding and staffing levels are not in place for Code Enforcement to proactively assist in the improvement of South Bend's neighborhoods.									
Aggressive enforcement of ordinances									

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Economic Development	YOUR SOLUTIONS						
The City of South Bend has not developed a comprehensive strategy to draw more market-rate housing and broad commercial development to strengthen its downtown.							
Better utilize resources of business community to problem solve and advertise	Develop riverfront	Develop an effective land use plan and map (focus on downtown)	Market rate housing	Retail: destination, riverfront for community use daily needs	Develop a plan, package it, and market it!	Create downtown strategy/plan	Create downtown strategy/plan- i.e. retail- grocery-and communicating plan with community
More mixed use zoning combined with tax incentives to invest	Mixed use and daily needs retail	Carefully site non-profits	Lower \$/SF	Housing: more variety-size and style. Mixed use and re-use of existing buildings.	Market rate housing (develop more)		Develop riverfront: i.e. wharf and rink and concentrate on downtown vs. outlying areas.
Perceived unassertiveness by City leadership and a cumbersome and under defined development process slow decision making concerning development.							
City needs to be more pro-active in addressing needs of businesses & streamline business approval process	<b>Streamline and simplify approvals process.</b>	reach out to citizens more, consultants less	More creative ideas/innovation entrepreneurial spirit	<b>Streamline and simplify approvals process</b>			
City needs to show leadership in pushing its economic development projects	Rethink retail	<b>Streamline and simplify approvals process</b>	Run city like profit center with accountability to citizens	Establish a set of rules			
South Bend has not fully seized its economic and demographic opportunities to compete successfully in a global economy.							
Renovate inner city and fix what we have	Promote local entrepreneurship	Promote and support local entrepreneurship	Capitalize on local higher education.				
Encourage export business	Find workforce identity and market the skill sets to potential businesses	Redevelop industrial sites	Proactively market and package for export industries, (manufacturing, industrial, high tech services)				
The performance (graduation rates and ISTEP test scores) of grades K-12 public schools in South Bend dissuades many people from locating in the school district.							
Get rid of elected school board ~ go back to appointed	Joint appointed/elected school board	Have combination elected and appointed school board.	Lower student-teacher ratio to better discipline				
Better evaluation of students ~ less emphasis on testing ~ more emphasis on curriculum	Higher education and vocation in high schools and middle schools	Better address educational needs of minority populations	Need alternate school and less emphasis on testing				
The job skills of the current and emerging workforce do not match what will be necessary for the future workforce of South Bend.							
Create more business internship and apprentice programs.	Business classes/workshop. - once completed-low interest loans from city	Expand vocational/trades training - with public input	1. Seek more partnerships between schools and businesses	City-Business joint projects	Expand vocational/trades training./ Internships with businesses	Expand vocational/trades training (Have a scholarship pod)	
Expand vocational/trades training and create a second chance program	City develops retail incubator.	Attract young professionals	6. Expand community recognition for educators	Business advisory group	Attract young professionals	Create more business internship and apprentice programs	
<b>[Added]: Downtown</b>							
More mixed use	Educate public regarding "land use" plan recently done (re-zoning) and follow through on this plan	Develop an effective land use map					
Riverfront	Promote and market desired land uses	Proactively marketing and packaging property tax paying development.					

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Arts and Culture	YOUR SOLUTIONS					
Many children are not being exposed to or participating in arts and culture.						
"dates" for kids with (grandparents (with funding opps.))	More arts classes in grades 1-6.	Increased and targeted marketing for existing opportunities	Build a movie theater on the West side of town	Children's museum	Children's art fair	
traveling shows to schools and other venues	Downtown festival to show off student arts	Youth targeted business/activities	Create a neighborhood community center	Arts and culture programs in community for children-preferably free	Create neighborhood programs/ activities (traveling art center)	
Most of South Bend's urban form does not encourage walking or biking as a transportation alternative for fulfilling the needs of daily life.						
Physical connectivity between arts and cultural venues	Keep 'Meet me on the island' and 'Fridays by the fountain'	<b>Establish St. Joe River as the pristine centerpiece for culture, commerce, and recreation</b>	<b>Establish St. Joe River as the pristine centerpiece for culture, commerce, and recreation</b>	Create desirable environment to include parking, safety, cleanliness		
<b>Establish St. Joe River as the pristine centerpiece for culture, commerce, and recreation</b>		Establish South Bend as a "24-hour city"	benches, better trails, lighting, patrol better	Linking with other cultural entities (ND, etc.)		
The cultural assets that exist in South Bend by virtue of the diversity of its population are not being fully recognized, celebrated or utilized as potential revitalization tools.						
open rehearsals/ lecture demo	Advertise funding opportunities for arts and culture	Establish an arts and culture "incubator"	Let people know artists are here	Neighborhood art beats		
arts and culture incubator (ex. Fine arts) mixed with public venues	Development incentives for arts and culture business	Invite participation in arts and culture activities at the grassroots level	Encourage neighborhood associations and libraries to push arts			
Current levels of communication among arts and cultural organizations do not ensure coordinated and unified planning and marketing.						
central arts organization with website	Make downtown South Bend more pedestrian friendly	More restaurants and open on the weekend	more music-frequency and diversity, fill vacant buildings, grocery store!, restaurants not open long enough	Increase downtown housing.	Main/Central calendar- maintained for events/classes	Bring together a board of city art officials.
shared calendar/ site	Increase density of restaurants, specialty shops and galleries downtown	Public transportation during cultural events	More P.R.	Encourage private investment downtown	Weekly listserv e-mail on thing happening in Arts/Culture	
Funding from all sources does not reflect arts as a priority for the community.						
Fees to match larger grants						
Establish a city department						

**Table 4: Solutions Listed Across All Meetings, with repeated Solutions Highlighted (cont).**

Topic Area: Education	YOUR SOLUTIONS							
There is not a fully shared commitment throughout the community to support the efforts of the South Bend Community School Corporation to achieve a higher level of academic excellence.								
Educate Public ~ Increase PR (PR Staff)	Seek more partnerships between schools and businesses (after-school and summer jobs, co-op's and apprenticeships)	School partnership with businesses	Create walkable after school programs-- or within the schools	Encourage Parental Involvement with children, school board, and school				
Target Volunteers ~ Reduce Roadblocks, Volunteer Coordinator	<b>Encourage employers to provide paid parent/guardian release time to support education.</b>	School partnership with parents	<b>Encourage employers to provide paid parent/guardian release time to support educations</b>	Involving Business with school corp.				
Many in the community have a negative perception of the SBCSC.								
Community-Wide Festival, Celebrate Educators, Include Volunteers	Communicate with parents and public-publicize success (festivals)	Two appointed at large	Improve public relation strategies of the SBCSC	Work with local employers and higher education	Market South Bend as a hub for education.	Refuse to tolerate failing teachers and administrators	Make South Bend a place where culture, commerce and educations thrive	Encourage Community attendance at school board meetings and school meetings
Volunteers to Distribute Positive Information		Good P.R. for teachers and students monthly	Increase/Improve communication with SBCSC and SB community		Public Relations	Show schools responding to problems	Make South Bend schools the best in the State	Section in S.B. Tribune on S.B. Schools
Young people who are not successful in a traditional high school setting have limited alternative educational options for high school completion.								
<b>Establish more learning opportunities for high school students such as: union apprenticeships, internships, "early college", alternative high school programs, dual credit opportunities.</b>	Establish more varied learning opportunities	<b>Establish more learning opportunities for high school students such as: union apprenticeships, internships, "early college", alternative high school programs, dual credit opportunities.</b>	training available in traditional and non-traditional format (cooking, office, mechanics, hotel, retail mgmt)	Replace School Board with unelected trustees held accountable for student failure rates. Improvements required yearly.	1. Expand vocational / trades training			
<b>Explore William Strickland's (Manchester Craftsman's Guild) model for South Bend.</b>	Career Center	<b>Explore William Strickland's (Manchester Craftsman's Guild) model for South Bend</b>	Work with all local colleges to meet academic and social needs	Get social workers to interact to get families involved				
The level of collaboration between institutions, which includes higher education, and the SBCSC is insufficient and limits the community's ability to meet the academic and social needs of our children.								
Collaborate on Grants (Higher Education & SBCSC)	Strengthen and expand community-based learning opportunities for higher education students within SBCSC.	Hire someone to coordinate collaboration with others.						
	Establish collaboration between faculties of SBCSC and higher education to promote ideas.							
Programs that offer parent participation								

## Summary of Maps

As noted in the Overview of the Process, participants in all but one of the meetings also completed a land use mapping exercise. The meeting process resulted in a total of 55 separate maps.

To analyze this data, every item marked on any of the maps, including study areas, land use designations and additional notes and comments, were entered into a Geographic Information Systems (GIS) database. The entire database includes approximately 600 separate data entries.

Since the amount of information provided across the 55 maps is extensive, three interpretive maps have been prepared as a means of visually analyzing all of the map entries. The three maps titled “General Interpretation of Participant Mapping” are designed to illustrate areas where the various groups’ maps tended to contain the same information, as well as the major differences in opinion across the maps. The differences between the three interpretive maps indicate general trends of agreement and disagreement among groups of maps produced by participants: for example, groups tended to agree on residential uses in the southeastern quadrant of the city but differed with regard to their opinions of how industrial and commercial land uses should be grouped in and near the City’s northwestern quarter.

The three “General Interpretation of Participant Mapping” maps are provided to give a readily accessible compilation of the results of the public meetings. Community desires reflected in the three interpretive maps, combined with land use analysis, will form the basis for preparing a future land use map for South Bend.

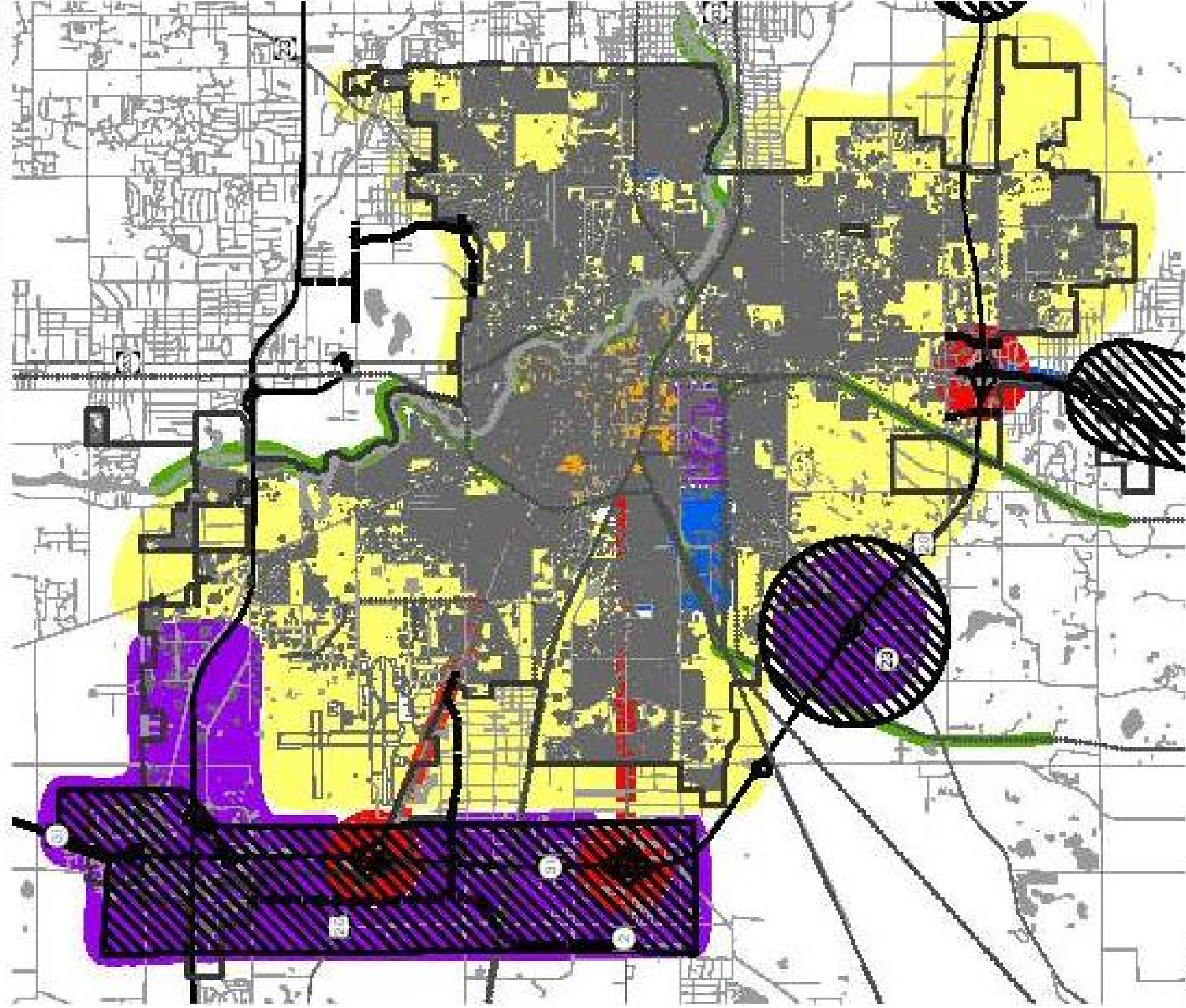
**The three maps should not be interpreted as conclusive results of the Solution Meeting process. The maps should not under any circumstances be interpreted as land use plan alternatives, zoning map revisions or other official documentation.**

Although most of the written comments on the maps were directed at specific geographic areas, a few groups also used the maps to note general comments or citywide issues. All of these comments are recorded below:

- All entrances to the City of South Bend need to be addressed.
- Citywide traffic enforcement for safer neighborhoods.
- Annex Clay Township.
- Develop edges more densely.
- New U. S. Route 31 proposed.
- Fill the center of the City first.

# South Bend, Indiana

NOTE: This map should not be interpreted as a conclusive result of the Solution Meeting process. This map should not be interpreted as a land use plan alternative, zoning map revision or any other official document.



**Legend**

- |                         |  |
|-------------------------|--|
| <b>Concept Land Use</b> | <b>Existing</b>  |
| Commercial              | Rivers and Lakes   |
| Industrial              | Buildings  |
| Mixed Use               | State Boundary   |
| Residential             | Railroads  |
| Transportation          | City Limits  |
| Park                    | Future Roadways  |
|                         | St. Joseph County Comprehensive Plan Special Study Areas |

## General Interpretation of Participant Mapping A

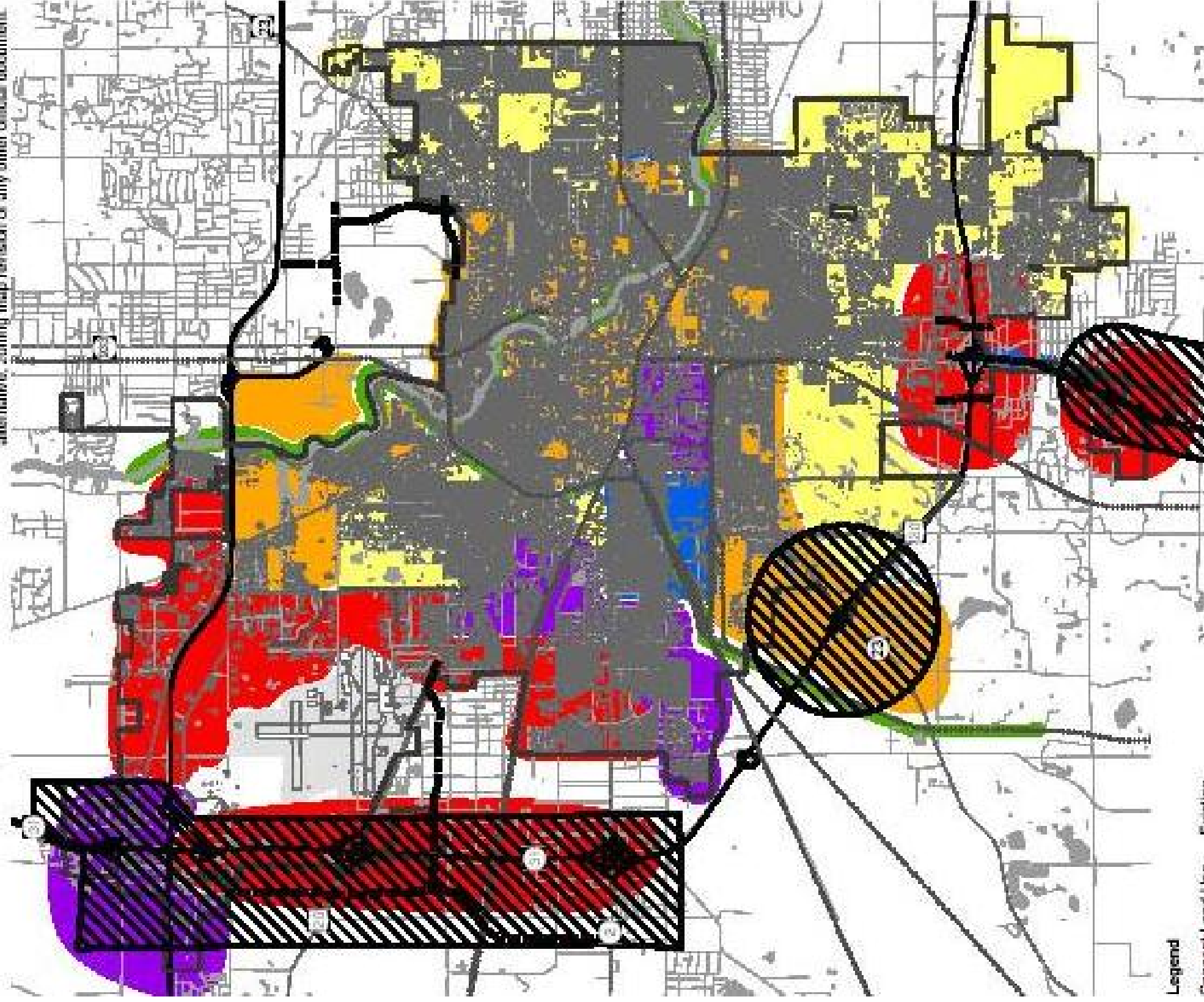
This is not a land use or zoning map.

July 28, 2005



# South Bend, Indiana

**NOTE:** This map should not be interpreted as a conclusive result of the Solution Meeting process. This map should not be interpreted as a land use plan alternative, zoning map revision or any other official document.



## General Interpretation of Participant Mapping B

This is not a land use or zoning map.

July 28, 2025

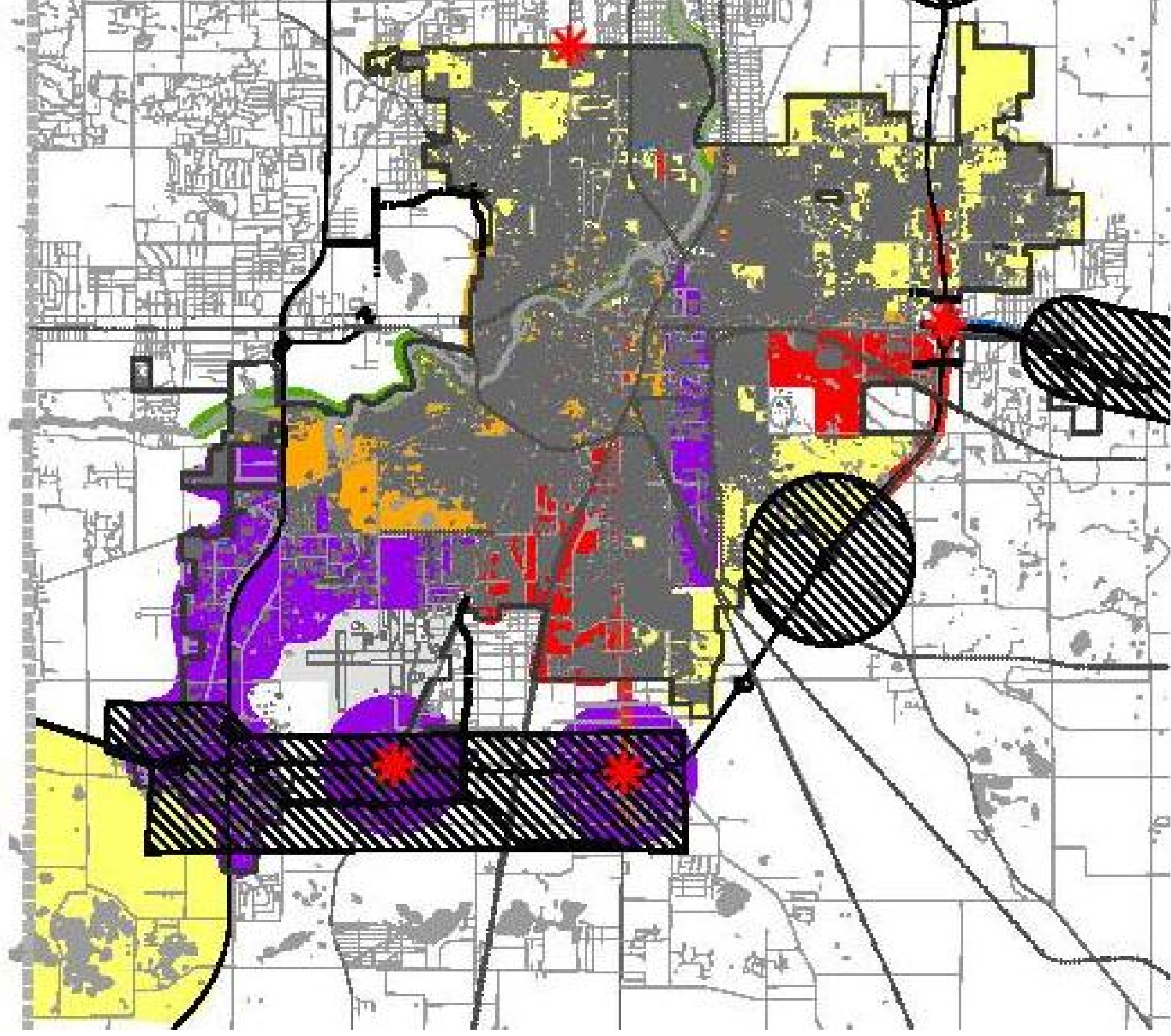
St. Joseph County Comprehensive Plan Special Study Areas

0 0.5 1 Miles

Edwards Kelcey

# South Bend, Indiana

NOTE: This map should not be interpreted as a conclusive result of the Solution Meeting process. This map should not be interpreted as a land use plan alternative, zoning map revision or any other official document.



Legend

Concept Land Use	Existing
Commercial (Red square)	Rivers and Lakes (Blue wavy line)
Industrial (Purple square)	Buildings (Grey square)
Mixed Use (Orange square)	State Boundary (Dashed line)
Residential (Yellow square)	Railroads (Black line with cross-ticks)
Transportation (Blue square)	City Limits (Black outline)
Park (Green square)	Future Roadways (Black line with cross-ticks)
Commercial Node (Red star)	St. Joseph County Comprehensive Plan Special Study Areas (Hatched area)

## General Interpretation of Participant Mapping C

This is not a land use or zoning map.

July 28, 2006

Edwards  
Kelcey



## Perceived Broad Issues

Across the wide range of Topic Areas, Key Issues and Solutions, several broad issues recur with some regularity. Although the reader is strongly encouraged to draw his or her own conclusions from this information, the following broad issues were noted by the consulting staff:

- Solutions frequently included increased enforcement of existing regulations, ranging from stormwater management regulations to building code enforcement.
- Many Solutions focused on programmatic issues that the City governmental agencies may be able to promote or advocate for, but which the City cannot directly control. These include the education issues and many of the Health and Welfare, Community Building and Arts and Culture issues, as well as many other aspects of the other Topics. The Solutions appear to recognize the City as a potential partner in these Solutions, but they also often recognize that other community stakeholders must play a key role in their implementation.
- Many of the Solutions and Key Issues addressed positive aspects of the community that the participants felt should be more assertively promoted. Such community elements that were identified for additional promotion include existing community development and health and safety programs, benefits of locations near the St. Joseph River, positive achievements on the part of the South Bend Community School Corporation, and downtown businesses.
- The traffic circulation system in the downtown area received a wide range of attention, with several Solutions proposing some form of conversion to a two-way street system.
- The Solutions generally indicate a strong emphasis on capitalizing on or reusing existing assets, from strengthening connections between the South Bend Community School Corporation and other regional institutions and businesses, to focusing development efforts on areas with existing infrastructure.
- Many of the Solutions express interest in more proactive approaches to economic development, including recognition and promotion of the City's assets and initiatives to support entrepreneurial endeavors.
- Several Solutions emphasized the value of the St. Joseph River, in topics ranging from environmental management to economic development.
- Although Solutions listed under the Infrastructure Topic did not receive a high number of votes, infrastructure issues figure heavily in a wide range of Solutions, including Housing, Economic Development and Health and Safety. Specific infrastructure issues raised in these Topics range from sidewalk accessibility to combined sewer overflow (CSO) issues, lighting and public space maintenance and transportation needs.
- Issues relating to the remediation and reuse of brownfields appear throughout the Solutions, including those relating to Parks and Open Space and Housing, in addition to Environmental Management and Economic Development.
- Alternative education opportunities received a great deal of attention, including vocational training and alternative education method.

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