

# COMPREHENSIVE PLAN *ROADMAP*

A SHARED VISION FOR SOUTH BEND 2045



# INTRODUCTION

The purpose of this project was to deliver a robust engagement process involving city officials, community leaders and the public at large, to gather the experiences, needs and priorities from diverse perspectives and establish a shared vision for the community to inform South Bend’s next comprehensive plan, South Bend 2045 Plan. As the plan is developed, this shared vision should serve as a framework and organizing principle that underpins the general guidelines for the physical, economic, and social development of the city over the next two decades. These guidelines are intended to provide the focus and rationale for decisions about land use, public services, infrastructure, and capital investments. The implementation strategies of individual departments as well as cross-cutting initiatives should also be grounded in this framework.

LAYING THE FOUNDATION FOR A COMMUNITY-DRIVEN,  
FISCALLY SOUND COMPREHENSIVE PLAN TO CULTIVATE  
CONNECTIONS AND FACILITATE ACCESS TO OPPORTUNITY.

## CONTENTS

WHAT WE DID ..... P 03

WHAT WE LEARNED ..... P 16

WHAT WE RECOMMEND ..... P 21

APPENDIX ..... P 29

# WHAT WE DID

The project team (Funkhouser & Associates in collaboration with Lawrence Greenspun, formerly with the Drucker Institute), with input from the Advisory Committee (see [Appendix](#) for a full list of members) and city representatives, designed and implemented an iterative and integrated engagement program to generate awareness and dialogue about the comprehensive planning process and cultivate an ongoing relationship between the City, community stakeholders and the general public. Through a series of engagement sprints, including thematic workshops, neighborhood meetings and public events, our aim was to establish a resident-informed, collective vision for South Bend's next comprehensive plan and identify collaborative strategies and mechanisms to drive its adoption and implementation.

In this section "What We Did," we provide an overview of our process and method, including a comprehensive list of engagements we organized along with high-level takeaways from those sessions.



## CITY DEPARTMENT WORKSHOPS

### OVERVIEW

South Bend 2045 Plan engagement sessions with City departments and agencies sought to achieve one or more of the following objectives depending on the interests of the department or agency:

#### **Generate Insights**

Through individual, small-group and full-group exercises, City team members surfaced insights about the work they currently do; their customers; the mission- and customer-centered outcomes they produce; the systems they use for assessing their impact and results; areas of strength; opportunities for greater impact; and where future efforts could and should be focused. These insights can inform both South Bend 2045 Plan and the team's own planning in terms of both big-picture themes and specific/detailed actions.

#### **Identify Priorities**

Through individual and small-group exercises, City team members envision the short-, medium- and/or long-term future their teams are seeking to produce and identify the priorities they will need to pursue to realize that future(s). These collected priorities can be used as a basis for departmental leaders to, in turn, identify key priorities as part of South Bend 2045 Plan, as well as the team's specific plan(s).

### **Increase Effectiveness**

Through the insight and clarity achieved on mission, objectives, desired outcomes, and priorities, City teams are positioned for increased effectiveness in their work. Establishing metrics (quantitative and qualitative) that shed light on the degree to which the team is achieving its goals will provide benchmarks for both South Bend 2045 Plan and the team's own planning processes. These metrics will allow teams to measure progress and identify opportunities for reallocation of efforts and resources as plans are executed.

Engagement sessions followed one of two workshop approaches:

#### **Strengths/Assets, Opportunities & Vision (S/AOV)**

In S/AOV workshops participants (typically in advance of the workshop) complete a form in which they identify four of the City's strengths or assets, as well as four of the City's opportunities going forward, in terms of the specific focus of their department or agency (i.e. venues, parks, and arts). Participants are then asked to identify four things they'd like to see 20 years from now in terms of that area of focus.

At the workshop, these data points are shared in small groups (of two to four participants) with insights and takeaways from those discussions shared in the larger group. Based on those conversations, as well as insights from one or more relevant Fact Sheets (see [Appendix](#)), each small group identifies three priorities it recommends for the team's work moving forward.

#### **Five Question Plans (5Q)**

In 5Q workshops, participants (typically in advance of the workshop) complete a form in which they identify their team's mission, primary customer, what that customer values, and the outcomes or results they are seeking to achieve.

At the workshop, small groups (of two to four participants) review the collective responses to the preliminary activity and seek greater clarity, first in their small groups and then in the full group, on these fundamental questions. Based on these conversations, the small groups (time permitting) identify three priorities it recommends for the team's work moving forward.

For both types of workshops, the Funkhouser & Associates team produces a list of key takeaways and offers opportunities for follow up conversations.

Lastly, in launching this project, the Funkhouser & Associates team also conducted individual interviews, via Zoom meeting, with (most of) the City's department heads and other leaders to glean initial insights and suggestions based on departmental perspectives and priorities. The list of those interviews, along with all City-team workshops, is provided [below](#) (p. 6-7).

## THEMES & TAKEAWAYS FROM CITY DEPARTMENT/AGENCY ENGAGEMENT

Following each South Bend 2045 Plan engagement session with City departments and agencies, we asked the participants to reflect on their work and how that fits within the overall themes we were also exploring in the comprehensive plan engagement sessions with the public. Some departments did not participate in this post-workshop input gathering but among those that did, the themes correlated with both our own observations and with topics that arose in other workshops.

Across these internal engagement workshops we observed:

### **Prioritizing People**

Departments and agencies have varying priorities and missions, but three aspects to those priorities were nearly universal:

- Quality of life,
- Communication or collaboration within the city,
- Engagement with communities, businesses or nonprofits.

### **Capacity is the biggest challenge**

Nearly every agency identified staffing as one of—if not the—top challenge to achieving its mission. Interestingly, “budget” was also provided as an option and it did receive some attention in responses. But overall, it was not the challenge that rose to the top during any agency workshop.

### **Impacts and outcomes**

We wanted to understand how agency staff and leadership see their department’s role in the city as a whole and what their value proposition is to residents. So we asked participants about how strongly their agency’s impacts and outcomes are focused in the following areas:

- Promoting connections for a more prosperous city,
- Building trust,
- Ensuring a secure community as a foundation for progress,
- Easing access to opportunity, and
- Building community through relationships.

Of the agencies that provided us feedback, most signaled that these are all “in the mix” but few of these pillars rose to the top as a priority focus with these exceptions:

- All five of these pillars resonated highly with Venues, Parks & Arts workshop participants’ views on their agency’s role in the city at large and their value to South Bend’s people.
- Department of Community Investment (DCI) leadership identified “access to opportunity” as the value proposition that most strongly resonated with their mission and desired outcomes.
- Green Ribbon Commission (GRC) identified “building community through relationships” as the value proposition that most strongly resonated with their mission and desired outcomes.

**Other observations and takeaways**

I&T and the GRC both indicated that "clarity of outcomes /what does success look like?" was a top challenge to achieving their mission. Participants from both agency workshops indicated they'd like to work more often with the mayor's office.

DCI leadership noted that interdepartmental communication, budget and trust from the public were barriers to achieving its mission.

**Next steps**

Interest and participation in these visioning workshops ranged from none/ no response to not only diving in but building on the insights gained through applying the South Bend 2045 Plan process to apply to their ongoing work (see Office of Sustainability case study). Given that many departments feel understaffed, we understand the competing priorities at play. However it is our hope that the Office of Sustainability team's work in this area, along with support from the executive branch, can inspire other departments to use the insights gained from these exercises to ultimately achieve the effectiveness and cohesiveness they all desire.

**CITY DEPARTMENT/AGENCY LIST OF ENGAGEMENTS**

<p><b>DCI: OFFICE OF SUSTAINABILITY</b> Workshop series with the Sustainability Team + stakeholders</p>	
<p>6/10/22: A pilot workshop was conducted with the Office of Sustainability, with members of the Executive Advisory Board invited to attend and provide feedback.</p>	<p><u>Office of Sustainability Case Study</u> (p. 8-9)</p>
<p>6/24/22: Follow-up workshop/ solicited community member responses to the S/AOV board the OoS Team created on June 10.</p>	
<p>9/6/22: Five Questions Workshop: Continued work on the OoS Five Questions Plan.</p>	
<p><b>PUBLIC WORKS: STREETS, SEWERS, LIGHTING</b></p>	
<p>7/6/22: Five Questions Workshop for streets, sewers, and lighting division leaders.</p>	<p><u>Miro Board</u></p>

**VENUES, PARKS AND ARTS:**

8/15/22: S/AOV, Five Questions Workshop for the VPA Facilities & Grounds Team	<a href="#">Takeaways</a>
---	---------------------------

2/6/23: Five Questions Workshop for VPA leadership team	<a href="#">Takeaways</a>
---	---------------------------

**DCI: ENGAGEMENT & ECONOMIC EMPOWERMENT TEAM**

10/3/22: S/AOV Workshop with E3	<a href="#">Miro Board</a>
---------------------------------	----------------------------

**INNOVATION & TECHNOLOGY TEAM**

10/4/22: Five Questions Workshop for the I&T team	<a href="#">Collected Responses</a>
---	-------------------------------------

11/17/22: Workshop for the I&T leadership team	<a href="#">Takeaways</a>
--	---------------------------

**DCI: NEIGHBORHOODS TEAM**

10/18/22: Five Questions Workshop for leadership of the Neighborhoods Team	<a href="#">Miro Board</a>
--	----------------------------

**PUBLIC WORKS: ENGINEERING TEAM**

10/19/22: Five Questions Workshop for the Engineering Team	<a href="#">Takeaways</a>
--	---------------------------

**DEPARTMENT OF COMMUNITY INVESTMENT (DCI) LEADERSHIP**

11/15/22: Workshop for the DCI leadership team	<a href="#">Takeaways</a>
--	---------------------------

**SB FIRE DEPARTMENT**

11/18/22: City agency workshop for SBFD Human Relations Council	<a href="#">Takeaways</a>
---	---------------------------

**SB POLICE DEPARTMENT**

12/6/22: SBPD Command Staff Workshop	<a href="#">Takeaways</a>
12/6/22: SBPD Sergeants Workshop	

**DEPARTMENT HEAD & COMMUNITY LEADER INTERVIEWS**

- Dan Parker, City Controller - 5/24/22
- Carl Buchanon, Fire Chief - 5/17/22
- Scott Ruskowski, Police Chief - 5/16/22
- Aaron Perri, Director, VPA - 5/16/22
- Kacey Gergely, Mayor's Chief of Staff - 5/17/22
- Jordan Gathers, Mayor's Deputy COS - 5/17/22
- Sandra Kennedy, Corporation Counsel - 5/17/22
- Eric Horvath, Director, Public Works - 5/18/22
- Michael Patton, Diversity, Compliance and Inclusion - 5/20/22
- SBPD Command Staff (incl. AC Dan Skibins - 5/25/22
- Kareemah Fowler, SBCSC - 6/10/22
- Rafi Nolan-Abrahamian, SBCSC - 6/22/22
- Amy Hill, SB Transpo - 6/24/22

## CASE STUDY: OFFICE OF SUSTAINABILITY

### Introduction

South Bend 2045 Plan internal engagement sessions with City department and agency teams were designed to surface areas of focus and priorities for the relevant team's plans moving forward, as well as increase overall team effectiveness in both planning and execution. City teams had the chance to use a variety of planning methods and tools that could also be applied outside of South Bend 2045 Plan. Teams were offered opportunities to follow up on these introductory planning experiences and received assistance from the Funkhouser & Associates team in extending the reach and impact of insights gained through the planning process to their ongoing work.

The Office of Sustainability (OoS), a team within the Department of Community Investment, serves as a good case study for the potential benefits that can be derived from putting skills and insights gained through South Bend 2045 Plan workshops into practice beyond the scope of the plan.

MAP OUT EVERYTHING WE'VE DONE AND DETERMINE  
HOW MUCH TO INVEST IN EACH OF OUR PRIORITIES

### Opportunities and Applications

After an initial Five Questions Plan workshop, OoS agreed to a series of online and in-person follow-up sessions to produce a more robust and complete Five Questions Plan (see [Document A](#)). Through that work, the OoS team gained, in their own words, "a big-picture understanding of our mission and the key objectives" through which it pursues that mission (see [Document B](#)). With these insights in hand, they drafted detailed charts specifying the tasks or work items associated with each of their key objectives, as well as metrics that would measure the degree to which each task, objective, and the overall mission had been achieved (see [Document C](#) for what one team member produced).

The common language and understanding developed within the team through the South Bend 2045 Plan follow-up process were used by OoS to revamp its website (see [Document D](#)), prepare presentations for use with stakeholders such as the Common Council and community groups (see [Document E](#)), and produce a sustainability-focused Fact Sheet for both internal and external use (see [Document F](#)).

The investment made in these South Bend 2045 Plan supplemental opportunities eventually led OoS to question the metrics they had identified to measure their effectiveness and commit to identifying improved metrics that would both drive better performance and more accurately assess the overall effectiveness of the Office's programs and services. This, in turn, led to research and outreach to outside entities with expertise in this field, which, in part, prompted the team to develop its own comprehensive strategic plan that is pending review by the Mayor.



The OoS team indicated that their extended engagement in the planning process led them to be “able to express what we are doing in a clear and precise way.” It made them “better storytellers” and “better presenters” who can “map out everything we’ve done” and determine “how much to invest in each of our priorities.”

The benefits the OoS Team derived from their deep engagement with the planning process had applications outside of their own team. OoS felt that they “were the test case” that establishes “a model” for other departments and agencies within the City Government and with external community groups. As part of their broad commitment to the South Bend 2045 Plan process, OoS participated in and helped organize three additional workshops integrating stakeholders from across the sustainability ecosystem: a Five-Questions-focused session for the Green Ribbon Commission (an entity created and officially charged by the City of South Bend); a sustainability-themed Strengths/Assets, Opportunity & Vision session; and a Speakers Series session, which featured the U.S. Department of Energy Office of State and Community Energy Programs (SCEP) Chief of Staff, Chris Castro, speaking to a virtual audience on March 21, 2023, after meeting with the Mayor and City’s Sustainability team to highlight available (federal) resources for the City’s sustainability efforts.

In summation, the head of OoS admitted that the team’s goal of mobilizing the community to address the climate emergency is “a Herculean task”—one made easier, she said, as a result of the team’s embrace of the South Bend 2045 Plan process, which “made our mission . . . and work clear.”

#### REFERENCE MATERIALS PRODUCED BY OoS

- Document A: [Five Questions Plan](#)
- Document B: [Mission & Priorities](#)
- Document C: [Mission & Priorities with KPIs](#)
- Document D: [Website](#)
- Document E: [Presentation to Stakeholders](#)
- Document F: [Fact Sheet](#)



# THEMATIC WORKSHOPS

## OVERVIEW

The South Bend 2045 Plan engagement process included a series of “Thematic Workshops” on topics with wide-ranging impact and implications across the community. Workshops typically consisted of 20 to 30 participants split as evenly as possible between members of the City team, leaders from the business community or the particular industry/focus of the workshop and community advocates.

Four (overlapping) objectives served as the driving force behind the design and execution of these workshops:

### **Engage a Diverse Stakeholder Group**

Stakeholders from across the relevant theme’s ecosystem were invited to the engagement session to ensure that a diversity of voices, perspectives, objectives, experiences and areas of expertise were included. For example, individuals facing housing insecurity, homeowners, renters, builders, real estate agents, developers, bankers, housing advocacy leaders, business leaders, and government officials with a housing portfolio were all invited to the Housing Workshop. Participants highlighted and appreciated the mix of people. The diverse, inclusive nature of the engagement yielded expanded insights.

### **Build Trust and Relationships**

Two keys to building trust and relationships through this workshop process were 1) having an outside consulting group act as “neutral” convener and 2) having city officials participate in the workshops (without leading it). In general, the three-person teams that served as the working groups for the workshop activities were composed of one government official, one person from the business/development side of the subject matter and one community representative familiar with issue. No one group “owned” the process allowing it to be shaped collectively by the participants, which helped spark investment as well as follow through on the ideas and opportunities identified.

### **Generate Planning Priorities Including Innovative Ideas**

Each of the small workshop teams was tasked with coming to consensus on three recommended priorities for the City’s efforts in the focus area. The heterogeneous group composition prompted broad and deep thinking, which, in turn, led to both robust suggestions for action and entirely new and innovative opportunities for inclusion in South Bend 2045 Plan.

### **Initiate Ongoing Interaction and Action**

In addition to recommendations for South Bend 2045 Plan, the Thematic Workshops engendered ideas and opportunities for new partnerships and joint initiatives between stakeholders who had not previously worked together and—in some cases—were not aware of these other organizations or efforts. For example, the Religious Community Workshop led to follow-up meetings (and plans for partnership) between the various faith-based groups and the Fitzgerald Institute for Real Estate at Notre Dame. The Housing Workshop also sparked new connections and ideas for collaboration (see p. 12).

A SPEAKER SERIES rounded out the thematic sessions, featuring national experts who shared research-based insights and updates on promising practices from around the country.

# THEMATIC WORKSHOPS & SPEAKER SERIES

## LIST OF ENGAGEMENTS

HOUSING	
8/2/22: Housing Workshop/part 1 with a follow-up lunch on 8/3/22	<a href="#">Prelim. Takeaways</a>
9/13/22: Housing Workshop/part 2	<a href="#">Takeaways</a>
WORKFORCE DEVELOPMENT	
8/31/22: Workforce Development Workshop, follow-up lunch on 9/1.	<a href="#">Takeaways</a>
SUSTAINABILITY	
11/15/22: Sustainability Workshop and follow-up lunch on 11/16.	<a href="#">Takeaways</a>
TRANSPORTATION & MOBILITY	
12/15/22: Transportation/Mobility Workshop held in conjunction with Transpo.	<a href="#">Five Questions Plan</a>
	<a href="#">Takeaways</a>
HIGHER EDUCATION	
1/24/23: Higher Ed Workshop with six representatives from each of the five city campuses: ND, SM, HC, Ivy Tech (who are part of the Campus/Community Advisory Committee under the leadership of Councilwoman Tomas Morgan.	<a href="#">Takeaways</a>
SPEAKER SERIES	
MICHAEL HICKS - ECONOMIC DEVELOPMENT 9/27/22: Michael Hicks and Brian Blackford of Ball State presented on economic development; the day's activities included lunch with the Mayor, a conversation with stakeholders, and a public presentation.	<a href="#">Video of Michael's talk</a> <a href="#">NOTES</a> <a href="#">SLIDES</a>
JOSH McCARTHY - HOUSING 10/27/22: An afternoon symposium on housing followed by a networking reception and a keynote from Josh McCarthy of Urban 3	<a href="#">FOLDER</a> with slide decks from symposium presentations
KRISTIE CHIN - TRANSPORTATION / MOBILITY 2/9/23: Kristie Chin, Director of Civic Innovation, Texas Innovation Alliance at UT Austin presented on transportation/mobility; lunch with the Mayor, followed by a stakeholder workshop and a public talk.	<a href="#">Video of Kristie's presentation</a>
CHRIS CASTRO - SUSTAINABILITY 3/21/23: Virtual presentation by Chris Castro, Chief of Staff for the Office of State and Community Energy Programs at the DOE	<a href="#">Video of Chris' presentation</a>

## CASE STUDY: HOUSING WORKSHOP

A key component of the engagement process for South Bend 2045 Plan involved a series of Thematic Workshops on specific subject matters relevant across the City of South Bend (i.e. transportation, sustainability, housing). As suggested earlier, these workshops succeeded in sparking new connections and initiating action related to, but extending beyond, the scope of the comprehensive plan. The experience of Steve Smith of Irish Realty, who participated in the Housing Workshop, illustrates the benefits of these engagements.



Steve highlighted the new connections he made at the workshop with other stakeholders in the housing ecosystem: "I was in a breakout group with Antonius [Northern] from the city. I had an immediate sense of connection with him . . . which led to ongoing bridges with the city [on housing-related opportunities]," such as Steve's purchase of 200 vacant lots from the city in the Kennedy Park neighborhood.

At the same workshop, Steve met Allie Dolz-Lane from the Mayor's Office and Sy Barker of 466 Works (a housing-focused nonprofit). "Allie said that she was only there to observe," Steve noted, but "she couldn't help being curious and getting involved in the discussion." Based on insights shared by Allie, Steve learned to "narrow the geography" of his thinking with the "clarifying idea" that the best benefit for the community will come from "density and infill within the city limits" rather than "building another subdivision in a cornfield." His introduction to Sy has led to ongoing communication and consultation on "confronting similar problems and looking to collaborate in innovative ways" on housing opportunities.

The most "transformational" aspect of his participation, according to Steve, was a "second order impact" from being invited (by Antonius) to speak at the City of South Bend's Housing Symposium in October 2022. "The quality of insights generated at these events couldn't be replicated . . . and helped me access data and patterns I never would have otherwise," Steve stated. "I took 15 pages of notes (at the Symposium) and had Eureka moments."

For example, Steve described the insight he gained when "[City Planner] Michael Divita said that 80% of new household formation will have two people or fewer." Prior to that, "my thinking had been confined to new three or four-bedroom, two to three-bathroom" homes outside the current city limits." This has been the "gold standard" for housing development in the industry, he noted, yet "80% of the demand does not match 100% of the product we're developing. No one is building two-bed, one-bath at scale." To match the actual community need and market trend, Steve realized, "I better start changing now."

"The allies, information, ideas and connections" from his participation in the Housing Workshop and follow-up opportunities have had "exponential effects" on Steve's plans. This includes an idea for "an urban version of the Rural Development Loan program" on which he is partnering with Brian McMorrow of Notre Dame (another South Bend 2045 Plan Workshop participant). It will provide development models for the 200 lots in Kennedy Park and set an example for others in the housing and economic development communities.

# COMMON COUNCIL & COMMUNITY ENGAGEMENT

## OVERVIEW

The South Bend 2045 Plan engagement process included a series of community-focused workshops held in conjunction with the South Bend Common Council. Council and community workshops followed one of two general formats:

### **Open-to-the-Public Workshops**

Two community-wide, open-to-the-public workshops were held in partnership with the Common Council. The first was a Kickoff Event (Sept. 1, 2022) whose purpose was to introduce community members to the concept of a comprehensive plan; invite and inspire their engagement in that process; and solicit their ideas and inputs regarding strategic approaches and priorities for the plan, as well as their views on the City now and visions for its future. Insights derived from the community's input in this workshop helped shape the big-picture thinking behind and structure of the strategic roadmap provided to the City as a framework for the plan.

A second Public Workshop (Nov. 15, 2022), hosted specifically by the three At-Large Councilmembers, was held with the purpose of inviting community members to integrate their ideas and visions for the City with others' and—based on insights gleaned from those conversations—identify themes and priorities for the City in developing South Bend 2045 Plan. Again, the outputs from this workshop played a significant role in crafting the roadmap.

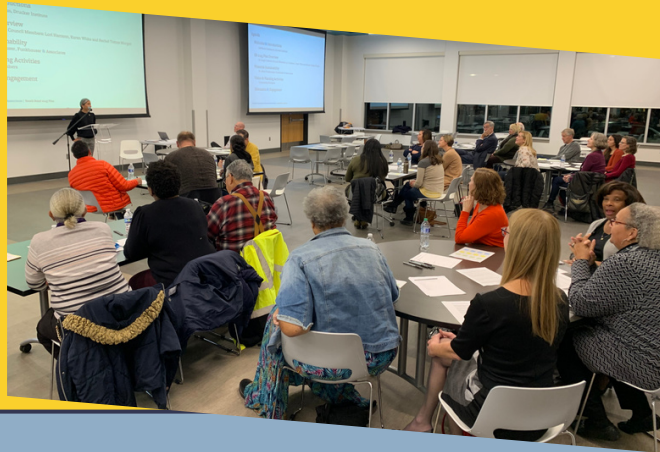
In parallel, these community-wide workshops were hosted to invite open and inclusive involvement in the planning process itself. Attendees were encouraged to connect with the consulting group for additional opportunities for engagement, and many attendees of these two public workshops participated in other (thematic) events and sessions.

### **Neighborhood- or District-Specific Workshops**

Councilmembers representing specific districts were invited to host workshops for particular neighborhoods (typically through the formal Neighborhood Association) in their districts or for their districts overall. The purpose here—as in the public workshops—was to have individuals share their views and visions with each other and then come to common agreement on recommended priorities for South Bend 2045 Plan, only this time with a specific geographic (neighborhood or district) focus.

In some cases, hosting Neighborhood Associations had already developed formal neighborhood plans approved by the Common Council, in which case the workshop might take on a focus of what participants could do to help implement and/or compliment that existing plan. These workshops also served as a way to integrate and involve neighborhood residents not previously engaged in the planning process. Where formal Neighborhood Association plans did not exist, the workshops helped to spur interest and engagement in moving that process forward. In all cases, the Neighborhood- and District-Specific Workshops were seen as a way for the relevant Council members to do constituent outreach and service, highlight and champion efforts underway, and inspire stakeholder commitment and action.

# COMMON COUNCIL & COMMUNITY - LIST OF ENGAGEMENTS



COMMUNITY AT LARGE	
SB Comprehensive Plan Announcement 5/24/22: Gathering of key stakeholders from across the community to introduce the comprehensive plan process and the project team, get the word out and generate momentum for engagement.	<a href="#">Agenda</a>
Public Kick-Off Event 9/1/22: Kickoff Workshop open to the public	<a href="#">Agenda</a>
Public S/AOV Workshop 11/15/22: S/AOV Workshop open to the public with 35 members of the public plus four Council Members: Hamann, Niezgodski, McBride, and Tomas Morgan.	<a href="#">Takeaways</a>
COMMON COUNCIL PRESENTATIONS	
7/6/22: Presentation to Standing Committee on Community Investment on our engagement plan.	
9/26/22: Presentation to Residential and Neighborhoods Standing Committee about opportunities for workshops for Neighborhood Associations and/or by Council District.	
2/10/23: Presentation to Council leadership updating them on the roadmap progress and outline	
3/27/23: Final presentation of the SB 2045 Plan Roadmap to full Council	
DISTRICT WORKSHOPS	
1/17/23: District 3: SOAR & 466 Works Workshop	<a href="#">Takeaways</a>
2/8/23: District 1 Workshop arranged through District 1 Representative Councilman Canneth Lee.	<a href="#">Takeaways</a>
NEIGHBORHOOD ASSOCIATION WORKSHOPS	
10/12/22: Rum Village Neighborhood Association	
10/18/22: Riverpark Neighborhood Association	<a href="#">Notes</a>
11/18/22: Miami Village Neighborhood Association	<a href="#">Slides</a>

# COMMUNITY ORGANIZATIONS WORKSHOPS

## OVERVIEW

Community organizations were offered the opportunity to participate at the institutional level in the South Bend 2045 Plan process. Organizations could choose either an internal focus (clarifying their own mission and priorities to provide insight for the comprehensive plan) or external focus (identifying the city’s strengths/assets and opportunities, as well as a vision and priorities for future emphasis in terms of their area of focus—poverty, for example, for United Way). In one case (DTSB), the organization self-facilitated its session after the formal engagement process concluded.



## COMMUNITY ORGANIZATIONS - LIST OF ENGAGEMENTS

GOODWILL	
6/2/22: Online session for Goodwill clients	<a href="#">Miro Board</a>
9/15/22: S/AOV Workshop for Goodwill's Next Generation Leaders Group	<a href="#">Takeaways</a>
UNITED WAY LEADERSHIP	
9/19/22: S/AOV Workshop for four members of the UWSJC leadership team.	<a href="#">Miro Board</a> <a href="#">Opportunities Doc</a>
GOLD RIBBON COMMISSION	
11/4/22: Five Questions Plan Workshop	<a href="#">Takeaways</a>
ST. ADALBERT'S: LATINO COMMUNITY	
1/22/23: S/AOV and then Priorities Workshop.	<a href="#">Takeaways</a>
RELIGIOUS COMMUNITY	
2/13/23: Engagement session with Faith Community Leaders	<a href="#">Takeaways</a>
LATINO COMMUNITY / LA CASA	
2/16/23: S/AOV Workshop for Latino community stakeholders.	<a href="#">Takeaways</a>
DOWNTOWN SOUTH BEND (DTSB)	
2/16/23: Self-facilitated visioning session by Downtown SB	<a href="#">Recommendations</a>

# WHAT WE LEARNED

## *PROMOTING CONNECTIONS FOR A MORE PROSPEROUS SOUTH BEND*

Speaking about housing-related opportunities, a South Bend 2045 Plan workshop participant wrote, “great ingredients without a good recipe.” This theme—that South Bend possesses the raw materials for a more prosperous, thriving community but requires far greater cohesion, clarity, and connective tissue to bring these assets together effectively—emerged ubiquitously in the SB 2045 Plan engagement process. It stands at the core of what the comprehensive plan can achieve if it facilitates connecting neighborhoods through transit and infrastructure, connecting families to housing and schools, people to opportunity, residents to city government and community members to each other.

The comprehensive plan should lay the groundwork for planning decisions, investments and initiatives to bring together place, people and resources in a productive way.

## STRENGTHS/ASSETS: *PLACE, PEOPLE & RESOURCES*

### PLACE

#### **Site & situation:**

- Saint Joseph River and Notre Dame were spotlighted as two significant South Bend strengths/assets. The riverfront was viewed as a prime area for development in terms of both parks/recreation and economic development. Riverfront opportunities around IUSB were seen as especially intriguing with suggestions of emulating the partnership model used to develop Eddy Street. Greater partnership and coordinated focus with Notre Dame in general were highlighted with special emphasis placed on the opportunity for VPA to partner with Notre Dame on park/green space related possibilities.
- South Bend has key assets to support place making and livability (i.e. proximity to major urban and industry hubs, affordable cost of living, abundance of land/vacant lots, a growing downtown and active community groups were cited as examples)

#### **Developable land:**

South Bend’s abundance of vacant land and lots (infill properties) is an asset that should be bundled and managed holistically to further economic development and housing equity goals.

#### **Anchor institutions:**

The city and region have a good concentration of institutions that drive South Bend’s innovation ecosystem and link the city to the regional and national economy. These include the South Bend-Elkhart Regional Partnership, enFocus, the Studebaker Campus/Renaissance District, the University of Notre Dame, IU South Bend, Memorial Hospital/Beacon Health System, as well as municipal assets including the Technology Resource Center (in Ignition Park), Morris Performance Art Center, Howard Park and the robust public park system, and the Saint Joseph County Public Library.



## PEOPLE

**South Bend's workforce development assets may very well be its best-kept secret—inside and outside the city borders (main takeaway from the Workforce Workshop):**

- There is a willing and vibrant entrepreneurial community. Better coordination between the City and workforce development organizations such as Goodwill, as well as among various workforce development organizations, would improve the focus of efforts and can increase efficiency and effectiveness of resources allocation.



**South Bend has "hometown pride" and a strong sense of belonging:**

- This manifests in terms of families that have been here for generations as well as young people attracted to the notion of a "Beta City"—a place big enough that innovative ideas with significant societal impact can be tested, yet small enough that newcomers can make a tangible impact in important ways.
- It also is manifested by the abundance of active, community-focused organizations in South Bend. The opportunity exists for these groups to align and coordinate their work more effectively—with each other and with the city—to see their significant investment produce more profound results.



## RESOURCES

**The City is in good financial shape and well-positioned to make strategic, forward-looking investments:**

- The City's most recent annual financial report shows substantial reserve funds, good liquidity, a solid track record of contributions to its employee pension funds and a strong system of internal controls over its financial operations (see [Finance Fact Sheet](#)).
- The City has cash reserves, which it intends to spend down over the next three years to "to promote priorities, support residents and rebuild the city's economy" (as indicated in the 2022 Budget).
- While the budget contains some five-year projections, the City does not have a long term financial plan. A long term financial plan should be developed, reflecting the objectives and priorities that will be identified in SB 2045 Plan and plans and projections for how to sustainably pay for those investments.
- The comprehensive plan process represents an opportunity to achieve better efficiency and free up more opportunities for investment (more on that in section: "[What We Recommend/ Opportunities for Sustainable Investment](#)").

# OPPORTUNITIES

## Defining a common strategy, coordinating tactics and empowering collective impact:

City operations can feel disjointed. SB 2045 Plan should be harnessed by department and agency leaders to sharpen focus and create intentionality around (and direct resources toward) strategic priorities.

The police department appears especially isolated from both the community and the rest of city government. Given the fundamental role of the police in ensuring security as a foundation for progress, there’s an urgent need to engage in police-community dialogue, planning and collaboration.

The community has myriad well-intentioned programs that—if better coordinated—could harness collective energies and accelerate progress toward common goals.

## Capacity-building:

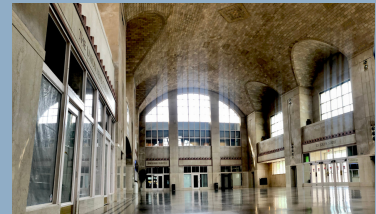
### CITY WORKFORCE (STAFFING & LINE OF SIGHT):

- The City has talented employees and multidisciplinary teams, but many are understaffed and often, there isn’t sufficient clarity on the line of sight (between employees’ day-to-day work and their department’s primary customer and mission). There’s a need to improve clarity on what success looks like, including specific metrics that indicate the degree to which desired outcomes have been achieved.
- Better coordination and collaboration across departments, spearheaded by the Mayor’s Office, would help create clarity and focus on the mission and ensure that each department effectively “plugs into” the comprehensive plan.

### IDENTIFYING AND LEVERAGING LOCAL ASSETS:

As noted under the “Strengths/Assets” category above, South Bend has potential waiting to be harnessed. Building capacity through affordable housing, workforce training and mobility, the City can cultivate an “enabling ecosystem” where those assets can be brought to bear.

- Embrace South Bend’s industrial/manufacturing roots and recapture that identity in a 21st century way. This provides an opportunity for the educational ecosystem/School Corporation (especially in terms of skilled trades education and STEM) to partner with other entities, including the City and the education/innovation ecosystem.
- South Bend has infill properties with existing infrastructure available for multi-unit construction and neighborhood serving commercial. Increased density will address market challenges, affordable and missing middle housing scarcity, and promote active transportation, sustainability and accessibility.



## A more concerted focus on the basics:

### PUBLIC SAFETY: *IF PEOPLE DON'T FEEL SAFE, NOTHING ELSE WORKS.*

The police department needs to be more accountable, more connected to the community, and more integrated into the rest of the city government. The start of this should be more open, regular dialogue between the police and city leaders as well as police and the community.

### RACIAL EQUITY

- South Bend's racial diversity is a potential strength waiting to be realized. Opportunities for engagement and trust building would unlock value that resides in both the differences and commonalities of diverse communities.
- Mechanisms to prioritize and support inclusive investment in neighborhoods (i.e. parks, transit, community centers, food access, affordable/mixed-use housing) would help address the disparities that create division within the community. ("We need not just one, but many great places," as the Mayor's Deputy COS, Jordan Gathers, mentioned in our interview.)

### TRUST

It is important to note that the imperative to build trust applies in all directions between all constituencies—the City and the public, internally within the city government, externally between various factions of the community, etc. This requires that the city cultivate spaces and mechanisms for interaction. Adopting consistent ways of engaging City teams and the public and ongoing dialogue about resident needs and expectations, and the City's ability to meet them, will foster transparency, mutual understanding and trust.

### EDUCATION

- Improve coordination between the City and SBCSC as well as partnership with regional efforts and anchor institutions. Emphasize opportunities related to skilled trades education.
- The City also could be partnering more robustly and effectively with SBCSC on transportation, Internet access, use of parks and green spaces, and housing and food security as key determinants for student performance and educational outcomes.

### TRANSPORTATION:

Given the city's current low density, it may not be feasible to consider a public transit system that pays for itself if true equity and access are to be achieved. But a public-private partnership that leverages existing infrastructure (roads, rails, wheels, trails) to expand mobility and connectivity across the city is achievable.

- Transportation and mobility goals and priorities should be coordinated with workforce, housing and sustainability goals.
- As identified through the neighborhood planning process, South Bend has the opportunity to focus on active transportation (walking, biking, scooters, etc.) by completing sidewalks and connecting bike ways to make active transportation the mode of choice.



## VISION

The vision for SB 2045 Plan is a thriving community where residents have trust and confidence in each other and in their city government's ability to meet their collective needs and respond effectively and equitably to emerging challenges.

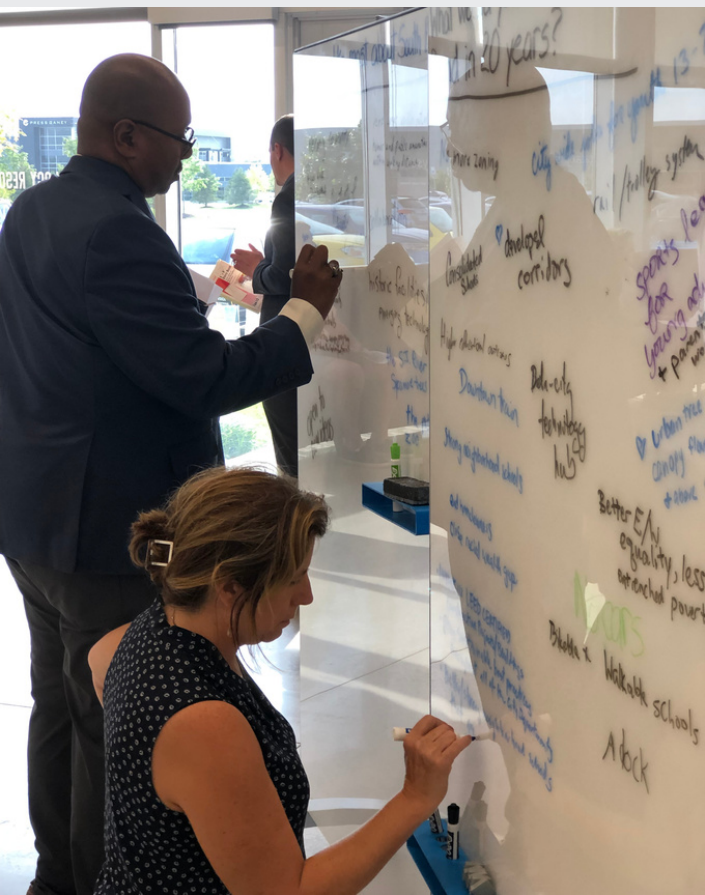
To that end, the comprehensive plan should aim to:

1) Build "connective tissue"—better, broader, and stronger relationships between city departments and agencies as well as with and within the community.

- Generate a plan that draws connections within the city government and design implementation strategies that focus and align efforts and results across departments and agencies.
- Include proactive steps to address racial and income disparities, including through more equitable investments at the neighborhood level to support community well-being and development: focusing on crime reduction, food security and transportation to facilitate access to education and job opportunities.
- Identify and strengthen (create) areas where the City can fulfill its role as a convener and catalyst for community cooperation. For example, there are opportunities for VPA to collaborate with other departments and partners to turn parks (and other locations) into spaces where teens can gather productively: This could include education-focused initiatives, perhaps in partnership with the SBCSC and SJCP, or violence-prevention efforts in conjunction with SBPD, SAVE, and other community groups.

2) Harness South Bend's recognized strengths and competitive advantage through place-based strategies that create access to education, good jobs and quality neighborhoods.

- Work with anchor institutions and regional partners to foster a high-functioning innovation ecosystem.
- Support education/training pathways that connect to that ecosystem.
- Take coalition-driven approaches to competing for funding opportunities and implementing investments to enhance opportunities for a wide spectrum of local residents, businesses and neighborhoods.



# WHAT WE RECOMMEND

## PROMOTE CONNECTIONS FOR A MORE PROSPEROUS COMMUNITY

### PLAN FRAMEWORK

In this section, we sketch out recommendations on how to frame the comprehensive plan around the strategic choices and priorities identified through the engagement process, including ideas for rough benchmarks and desired outcomes. We also share recommended steps and strategies to support the plan's implementation to ensure the process continues to be iterative and collaborative.

As mapped out in Section 2 above ("What We Learned"), South Bend possesses important strengths and assets that could be mobilized and harnessed to allow the city to grow and economically compete while also making it a great place to live. The challenge is that those ingredients aren't currently leveraged in a strategic, cohesive manner to generate sufficient momentum toward the desired outcomes.

At the core, the engagement process revealed a need to build cohesion across the municipal organization as well as between the City and the community. Participants described insufficient coordination and collaboration across city functions, disconnectedness between City programs and community initiatives, inefficient information-sharing mechanisms, and, ultimately, a deficit of trust. The waning trust is evident both as a driver and a symptom of challenges around public safety and unequal access to opportunity, which further deteriorates the connective tissue of the community.

Therefore, we recommend that the comprehensive plan be centered around the idea that the city's core function is to promote connections for a more prosperous community. Decisions about land use, transportation, economic development, community services, etc., as they are informed by the comprehensive plan, should reflect the city's role as a convener and catalyst, connecting people to each other, to place and to opportunity.

To address the main barriers to those connections and cultivate "connective tissue," we recommend that the comprehensive plan focus on the following strategic priorities:

1. SECURITY: Ensure security as a foundation for progress
2. PROSPERITY: Facilitate access to opportunity
3. DIGNITY: Build community through relationships

The following table represents a model spotlighting select functional areas (e.g. housing) with examples of what needs to be done much more broadly. The City should consider creating a matrix like this, filling in insights and information it gleans from our work and takeaways we shared along with its own experience.

VALUES & STRATEGIC PRIORITIES	SECURITY Ensure security as a foundation for progress	PROSPERITY Facilitate access to opportunity	DIGNITY Build community through relationships
PUBLIC SAFETY	Reduce violent crime	Well-staffed/trained PD that is reflective of the community	PD-community outreach and engagement
ACTION	Capture criminals	Diversify PD and reform police training	Build community control of PD and partnership with residents
METRIC	Case clearance rates	Hiring stats/demographics and performance evaluations	Survey data on how residents feel about police officers
WORKFORCE	Support pathways to good jobs to promote economic security	Make it easier to get to work without a car	Support local employers
ACTION	Develop partnerships between SBCSC and other education-players to create market-driven, 21st century career pathways	Expand bus/other mobility options and facilitate access to career programming across South Bend neighborhoods	Provide incentives for local employers to hire and retain at-risk residents such as those returning from incarceration
METRIC	South Bend graduates who find employment in the City	Ridership stats; career center locations and participant stats	Numbers of at-risk residents hired by local employers
HOUSING	Support housing security through development of affordable, mixed-use housing	Promote pathways to home ownership	Prevent evictions and foreclosures
ACTION	Secure subsidies and partnerships with local developers to build multi-unit housing	Provide down payment assistance for low-income/first-time homebuyers	Legal assistance to prevent evictions, owner-occupied home repair programs
METRIC	Units of housing built	Reduction in unhoued population, rise in home-ownership rate	Reduction in blight, number of homes compliant with building and energy codes

For further guidance, [this diagram](#) offers a fuller list of initiatives, services and programs grouped according to the strategic objective(s) they help to achieve. Key areas for focus not emphasized elsewhere, such as public health and digital connectivity, can be highlighted and integrated this way.



## PLAN IMPLEMENTATION

### PRIORITIZATION

Implementation of the South Bend 2045 Plan will require a values-based approach to ensure investment of limited resources in an equitable and timely manner. The values of security, prosperity, and dignity provide a lens by which the comprehensive land uses proposed and the projects and services to implement the vision for South Bend may be prioritized by the Mayor and Common Council, as informed by city staff, community partners and private sector project proponents.

For example, the Department of Community Investment is tasked to create Neighborhood Plans for defined areas within the City. Four neighborhood plans were adopted in 2022 following a community engagement process, evaluation by a planning consultant team, and input from members of the development community. Each adopted Neighborhood Plan amends the Comprehensive Plan and defines a project list for the funding and implementation during the next 20 years. Prioritizing investments beyond market-driven development will require an evaluation by the City staff with recommendations to the City Council for the highest impact projects within the three strategy priorities of security, prosperity, and dignity. The prioritization needs to be transparent, predictable, and in some cases formulaic with ongoing community input.

### ONGOING STRATEGIC PLANNING

- Strategic Planning Sessions. Once the comprehensive plan is written and approved, organize a series of strategic planning sessions (workshops, etc) to:
  - Help translate the SB 2045 vision into practical steps and action items for each department and agency,
  - Identify areas of alignment, dependencies and cross-pollination where efforts need to be coordinated (across departments),
  - Develop department and team-level metrics to measure progress,
  - Re-engage the community to ensure the planning is an iterative process with continuous feedback and refinement.
- City Strategic Plan. The development of a strategic plan for the City government that is separate from but connected to the comprehensive plan.
- Dynamic Comprehensive Plan Website. To ensure SB 2045 Plan is a living document, we recommend the City utilize a technology solution that will help move the content of the comprehensive plan from a static PDF document into a dynamic platform (website) that will enable both City departments and employees as well as residents to “interact” with the plan:
  - Update progress on action items and goals
  - Provide opportunity for residents and stakeholders to involved
  - Examples from successful best practices in other cities be viewed here: [Boston](#), [Seattle](#), [Long Beach](#), [Denver](#)



## CITY OPERATIONS

- Deputy Mayor for Operations. The creation of a Deputy Mayor for Operations position to bring coordination, discipline and focus to City departments, supporting them as they carry out the strategic plan. This person's role could include driving *Planned Abandonment* (a term by Peter Drucker referring to the purposeful elimination of unproductive activities to free up resources for those that are more effective), which would help address both understaffing and performance. It could help teams identify the programs, services, and policies that are not producing results in terms of the priorities and to then stop doing those things.
- Police Department Integration. Ensure public safety through an engaged police department effectively integrated with other city departments and the community at large. Consider establishing a police accountability board.

## OPPORTUNITIES FOR SUSTAINABLE INVESTMENT

Promoting connections to achieve a more prosperous South Bend starts with building trust. Financial transparency and accountability can play a positive role in that process. South Bend has been prudent with its finances, has strong internal controls, has a more than ample reserve and has accomplished impressive taxpayer savings with certain investments such as the Public Works Department's tech-based solution to manage overflow. The comprehensive plan process also represents an opportunity to achieve better efficiency and free up more opportunities for investment.

### DIGNITY: BUILD COMMUNITY THROUGH RELATIONSHIPS

#### Transparency

Whether it's in-house or through a third party platform, the City can do a better job broadcasting its successes. And along with these stories, the City's financial condition—in good times and bad—should be easily accessible and understandable to website visitors. To ensure fiscal sustainability, it's imperative that both the upfront costs and long-term costs (or return) be factored into the "price" of new initiatives as a matter of course. Consistent transparency is essential to maintaining the public's trust.

#### Focusing on outcomes and results

Developing a regular practice of performance reporting within the City's audit department and/or other measures to track outcomes and results not only saves time and money, it demonstrates accountability to the public as well. Many of the federal grant programs require that recipients track outcomes and results and federal dollars be tapped to pay for a platform to do so. This strategy often pays for itself in savings over time.

### SECURITY: ENSURE SECURITY AS A FOUNDATION FOR PROGRESS

#### South Bend Land Bank

The City has led a variety of successful housing-focused initiatives, but the energy and resources directed to these program can be subject to changes in leadership or other factors. Establishing a



land bank cements these efforts into city policy. Land banks can promote local economic mobility through rent-to-own programs and by allowing neighbors to purchase vacant lots at lower-than-market prices. [Prosperity Indiana](#), which has helped Evansville, Muncie and Indianapolis with land banks, provides a good rubric for success in Indiana.

- Funding possibilities:
  - Current [city code](#) puts the onus on property owners to contact the city and pay to register their vacant properties. While this is a potential source of revenue for funding a land bank, it provides little incentive for property owners to follow the statute. South Bend could consider revising this into an annual fee that is billed to property owners.
  - As in other localities, South Bend and St. Joseph County could partner to form a land bank funded through property taxes and real estate fees. Vacant properties could be taxed at a higher rate (Vacant Property Tax).
  - Federal grant monies may be used as start-up funding. ARPA funds may also be used.

## PROSPERITY: FACILITATE ACCESS TO OPPORTUNITY

### **Inclusive procurement**

This approach to procurement is designed to maximize equitable economic, social, and environmental benefits for the communities a government serves. It involves lowering the barriers that keep some small business owners from doing business with the City, making the language and rules of procurement more understandable and accessible to all, and generating potential cost savings through more competition. Long Beach, California, for one, has taken this approach to its procurement process to increase bidding among its local businesses with the larger aim of growing the local economy.

[F&A Procurement Playbook \(produced in partnership with the Manhattan Institute\)](#)

### **A new incubator model**

One of South Bend’s challenges is keeping college graduates in the area. Reversing this “brain drain” is key to growing the City’s taxbase. South Bend has all the ingredients (Renaissance District, the Lift Network, INVANTI, the Idea Center, and enFocus, to name a few) to market itself as an incubator hub, but the City must take a leadership role in bringing the resources together. One model to consider may be Rochester, N.Y., which, like South Bend, is a college town that has struggled to keep its graduates. Rochester is partnering with local developers to build new types of housing to appeal to remote and hybrid workers as well as providing support to young entrepreneurs.

[The New Company Town: How Rochester, New York, is Angling to be a Remote Work Hub](#)



## OPPORTUNITIES IN NEW FEDERAL PROGRAMS

South Bend has already applied for and won several federal grants from the Infrastructure Investment and Jobs Act (IIJA). As it stands, the City is essentially at capacity when it comes to effectively managing, tracking and reporting on its federal grant spending. That means **South Bend is potentially leaving money on the table**, particularly in regards to the Inflation Reduction Act (IRA), which is just now opening up applications for programs.

We recommend that the City **invest in a grants management system** to expand its capacity for applying for and managing federal grants. Such a system is an eligible use of American Rescue Plan SLFRF funds. We recommend that the city use any unallocated American Rescue Plan Act (ARPA) funds, or re-allocate funds that have not been spent, to help with the upfront costs.

### POTENTIAL PRIORITY PROGRAMS IN THE IRA

#### Tax credit incentives

The IRA presents a significant opportunity for state and local governments, districts, rural electric cooperatives, municipal utilities, Tribal organizations, and other tax-exempt entities to benefit from the direct pay provisions of the new Section 6417 of the Internal Revenue Code (IRC). These subsidies could support existing utility projects and emissions goals, as well as collaborations between the city and its higher education institutions (i.e., in an incubator program) to develop new technologies for the public good.

IRA direct pay opportunities for South Bend:

- Alternative Fuel Refueling Property (i.e., electric vehicle charging): Increases the maximum credit available to \$100,000. Allows the credit to be calculated per single unit rather than per location.
- Production Tax Credit for Electricity Produced from Certain Renewable Resources (solar, wind, geothermal, biomass and hydropower and other eligible projects): Extend the renewable energy production tax credit (PTC) until the end of 2024.
- Carbon Oxide Sequestration: Extends the carbon sequestration credit for facilities that begin construction before 2033 and provides additional modifications, including an enhanced credit for direct air capture and lowering the carbon capture threshold requirements at facilities.
- Credit for Purchase of Commercial Clean Vehicles: Up to 30% rebate if the vehicle is not powered by gasoline or diesel.
- Clean Energy Production Credit and Clean Energy Investment Tax Credit.
- Energy Credit (Investment Tax Credit): Extends the investment tax credit (ITC) for solar energy property and most other ITC-eligible property until the end of 2024.

### Energy Efficiency and Conservation Block Grant Program

This is a formula and competitive grant program to assist states, local governments and Tribes in implementing strategies to reduce energy use and fossil fuel emissions and improve energy efficiency.

- Roadmap objectives: This program can support the city's sustainability goals, help lower-income South Bend homeowners with their cost of living and expand public transportation via additional energy-efficient buses/more frequent service.
- [GRANT APPLICATION HUB](#)

### Environmental and Climate Justice Block Grants (\$3 billion)

The Environmental Protection Agency's (EPA) new Office of Environmental Justice and External Civil Rights will provide grants and technical assistance to community-based organizations, alone or in partnerships (with local governments), to reduce indoor and outdoor air pollution, including greenhouse gasses; monitor for pollution; improve community resilience to the impacts of climate change, including extreme heat and wildfire; and build the capacity of these organizations to engage with state and federal decision-making processes.

- Roadmap objectives: better communication between the city and its community organizations, promoting sustainability and equity, and increasing open space in underserved areas.
- Incorporating Neighborhood plans: These grants could be a good vehicle to help fund the many open space and other infrastructure and public safety initiatives outlined in the City's extensive neighborhood plans. In particular, areas such as Near Northwest and SOAR, where there is already a community-led organization. In other neighborhoods, the City could assist in making their neighborhood organizations eligible to apply for these block grants or identify another community partner to take the lead.

### Neighborhood Access and Equity Grant Program (\$3.2 billion)

This program supplements the "Reconnecting Communities" program in the infrastructure law and funds a wide variety of road and economic development projects, including highway retrofitting or other projects that mitigate or remediate negative impacts from a surface transportation facility in a disadvantaged or underserved community, neighborhood connectivity projects and transit.

The grant program sets aside funding for planning and capacity building activities in disadvantaged or underserved communities.

- Roadmap objectives: Mobility, access to opportunity, workforce development, economic development, equity.
- A potential candidate for this funding is the Downtown River West project.

### Clean Heavy-Duty Vehicle Program (\$1 billion)

Funding to help Tribal, state, and local governments and other entities offset the cost of replacing heavy-duty Class 6 and 7 commercial vehicles with zero-emission vehicles, deploy supporting infrastructure, and train and develop the necessary workforce.

- Roadmap objectives: Supports a healthier South Bend and workforce development.

## POTENTIAL PRIORITY PROGRAMS IN THE IIJA

**Prioritization Process Pilot Program (opportunity for MACOG)**

This program is open to states and metropolitan planning organizations (that serve an area with a population of over 200,000) to “fund pilot projects that support data-driven approaches to planning that can be evaluated for public benefit.” Funding could support creating a system for tracking and evaluating programs for effectiveness and results. Maximum grant size is \$2 million.

- Opportunity for South Bend to strengthen its regional relationships and get regional cohesion on rail transit.

**IIJA priority grants for South Bend (previously identified by Baker Tilly)**

National Infrastructure Project Assistance (MEGA)

Safe Streets and Roads for All (SS4A)

Rebuilding American Infrastructure with Sustainability and Equity (RAISE)

Reconnecting Communities Pilot Program (RCP)

Indiana Finance Authority (IFA) - State Revolving Fund Loan program (SRF)

Water Infrastructure Finance and Innovation Act (WIFIA)

Enabling Middle Mile Broadband Infrastructure Program (Middle Mile)

Discretionary Grant Program for Charging and Fueling Infrastructure

Strengthening Mobility and Revolutionizing Transportation Grants Program (SMART)



# APPENDIX

## ADVISORY COMMITTEE MEMBERS

Funkhouser & Associates and Lawrence Greenspun thank the members of our South Bend 2045 Plan Advisory Committee for their participation and guidance in this project:

- Regina Emberton, ChoiceLight
- Scott Ford, Notre Dame
- Rafi Nolan-Abrahamian, SBCSC
- Komonique Thomas, Consultant
- Noel Townsend, Crossroads Solar
- Misel Ramirez Vasoli, IU South Bend
- Andrew Wiand, enFocus

## ENGAGEMENT CALENDAR

Follow [THIS LINK](#) for a sortable spreadsheet listing all workshops, events, and other engagement sessions.

## FACT SHEETS

Follow the links below to review fact sheets on South Bend demographic and other pertinent data.

[Climate \(Office Of Sustainability\)](#)

[Demographics](#)

[Finance](#)

[Higher Ed](#)

[Housing](#)

[PK-12 \(SB Community School Corporation\)](#)

[Public Safety/Crime](#)

[Transportation/Mobility](#)

[Workforce](#)

## SB 2045 PLAN - GOOGLE DRIVE FOLDER

Shared Google drive [LINK](#) containing planning materials, session notes, including links to Miro boards, takeaways, and survey reports.