



# SBStat | Venues Parks & Arts

2021 Quarter 4 | January 18, 2022  
City of South Bend

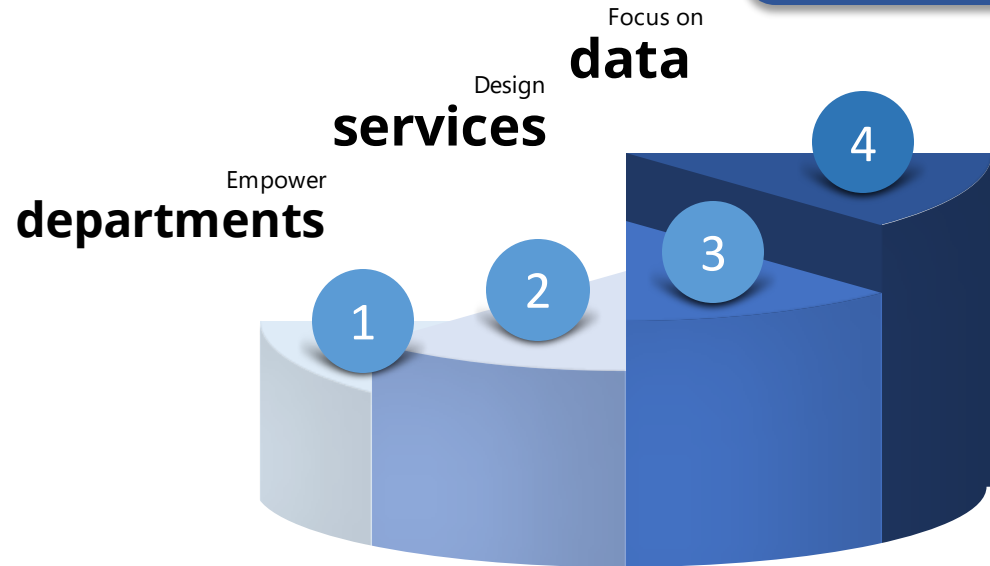




Why we're here

# Citywide Performance Management

Improve  
**residents' lives**



## Meeting ground rules

### 1. No stupid questions

Use this space to ask and address difficult questions safely

### 2. Data-driven decision making

Strive to make decisions based on whatever most recent data is available

### 3. Relentless follow-up






Identify clear action items and owners after each meeting

### 4. A bias towards action

Continuously seek to improve: our data, our ways of working, etc.

# Venues Parks & Arts Portfolio

Status of SBStat projects in the queue for 2021

| Project                                      | Brief Description   | Status  |
|--|---|---|
| Park Cameras Pilot                           | Evaluating the impact of test driving cameras in various locations before potentially installing anything more expensive or permanent |    |
| Activating Public Spaces – Impact Evaluation | Economic analysis of pop-up events to jumpstart local economy   |    |
| Parks Health Dashboard Improvements          | Increasing the number of city services included in the public dashboard on parks health   |    |
| Build the Dream – Program Gap Analysis       | Increasing the number of city services included in the public dashboard on parks health   |    |
| Cityworks Implementation Support (Mowing)    | Process mapping and process/data integration support for VPA team   |  |

Legend



Project in progress



Project delayed



Project cancelled



Project under consideration

# Today's Agenda

## I. Project updates

- Morris 100
- Build the Dream

## II. Deep-dive analysis & discussion

- Impact Evaluation: 2021 Park Camera Pilot
- Economic analysis on Activating City Spaces

## III. Setting the Roadmap

- Prospective Projects

## IV. Celebrating our values

# Highlights from this past quarter

Project updates from previous Stat meetings

## Morris 100: Existing Infrastructure Upgrades

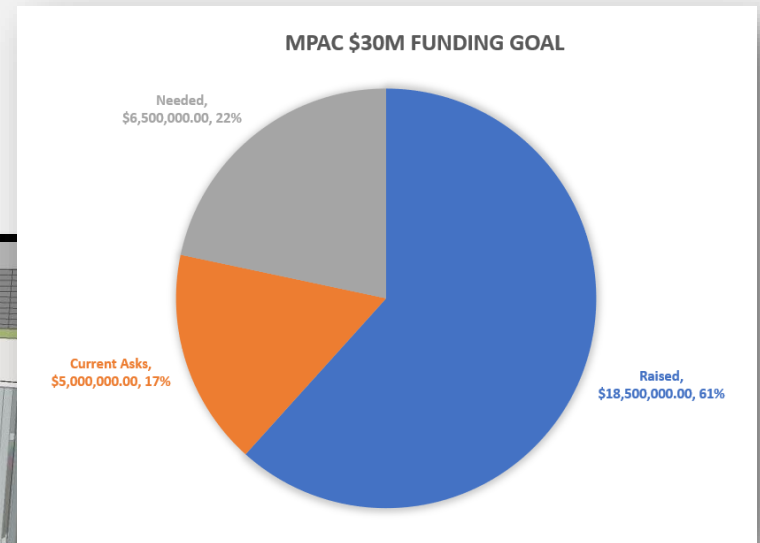
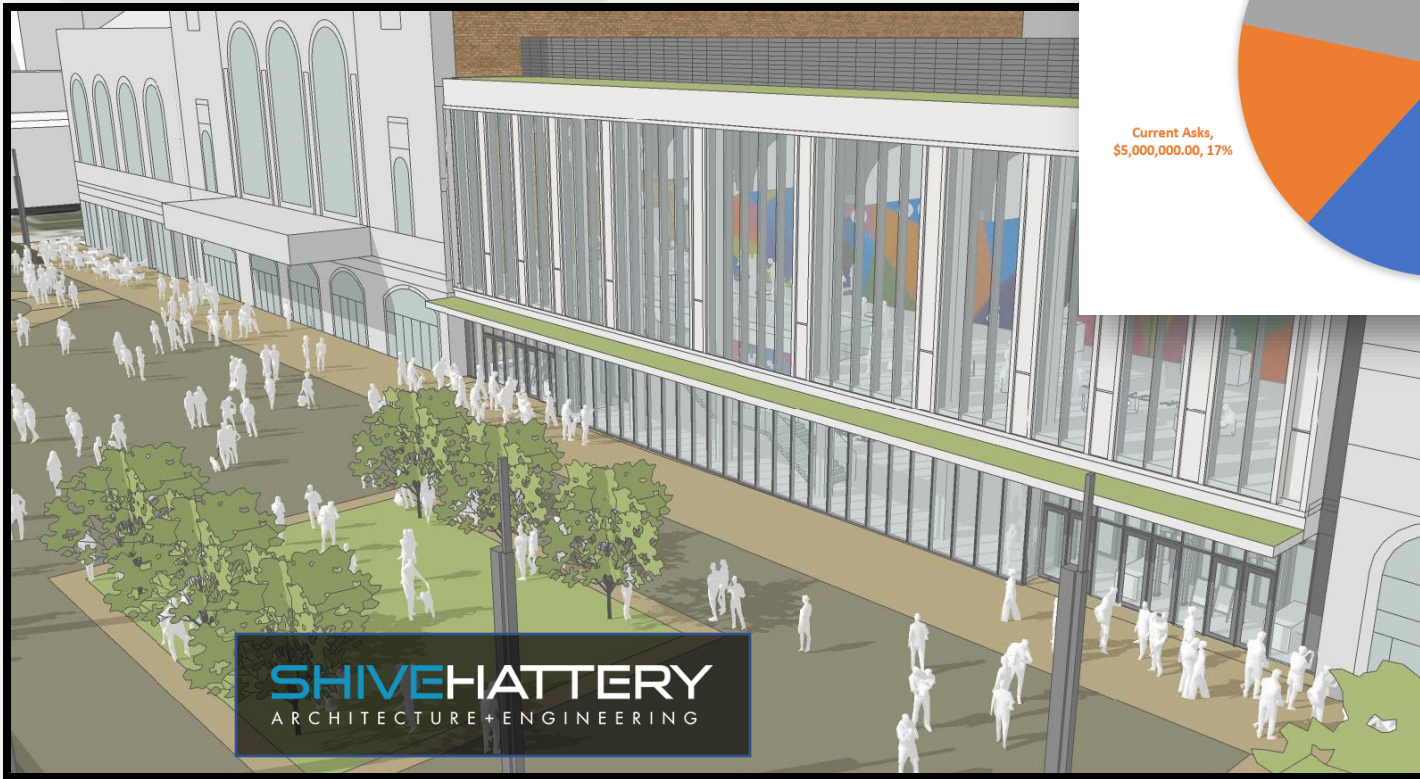
- Energy Savings Contract Ameresco - Awarded:
  - New Roof
  - New Heating and Air Conditioning
  - New Building control system
  - New energy efficient lighting throughout
  - New modern fire safety system
  - New color changing exterior lighting
- New theater seating - Order Placed
- New main level floor - Awarded
- Still in development w/ designer:
  - New theater curtains
  - New carpet

All Funding Identified  
Completion by Fall,  
2022



## Morris 100: Major Additions

- New Building Addition
- New Parking Garage
- New Plaza and Fountain



2022/2023  
– Design/Fundraising

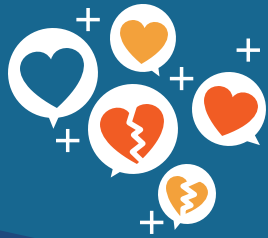
2023/2024  
– Construction

# Project Update 2 - Build the Dream

## Project Process

### PHASE 1

PRE-DESIGN + PROGRAMMING  
+ CONCEPT VISIONING



**19 WEEKS**

Establish Vision, Goals, Program & Prepare Concept  
Design: Including Site Plan and Building Massing  
Prepare Schematic Design Package

### PHASE 2

ARCHITECTURE DESIGN  
DEVELOPMENT + INTERIOR DESIGN

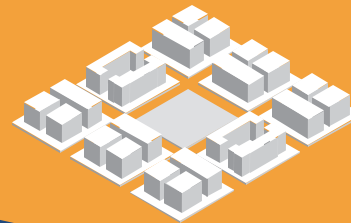


**10 WEEKS**

Prepare Design Development Documents

### PHASE 3

CONSTRUCTION DOCUMENTS +  
CONSTRUCTION ADMINISTRATION



**15 WEEKS**

Prepare 100% Construction Documents  
Facilitate Bidding and Negotiation Process  
Conduct Construction Administration

2022 – Community Engagement/  
Operational and Programmatic  
Development/ Design

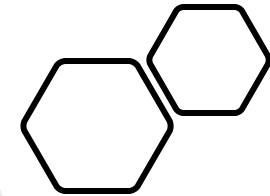
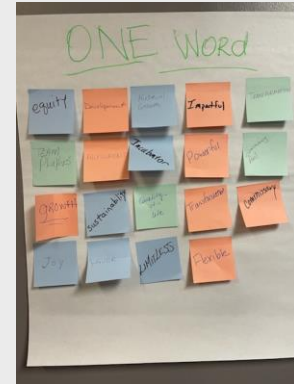
2023 – Construction/ Continued  
Programming Strategy



MARTIN  
LUTHER  
KING JR.

# BUILD THE DREAM

1522 LINDEN AVE, SOUTH BEND, IN 46628



## Project Strengths

- Robust Community Engagement
- Project Management Best Practices
- Strong Inter-Departmental Collaboration
- Committed Mayor's Office involvement
- World Class Consultant
- Fully funded

# OUR GUIDING PRINCIPLES

Developed by an engaged cross-section of stakeholders, these four principles will guide all design, programmatic, and operational decisions throughout the **BUILD THE DREAM** project.



*Draft Version 01.07.22 created by Community Advisory Group, Center Staff/Participants, & Project Team*  
**PLEASE OFFER YOUR FEEDBACK WITH A STICKY NOTE**

Facilitator  
AARON PERRI

# OUR GUIDING PRINCIPLES (Draft Version 01.07.22)

## RELEVANT & IMPACTFUL

*"You may live in the world as it is, but you can still work to create the world as it should be."*

- Michelle Obama

- Seeks to provide solutions to an ever-evolving set of community needs.
- Supports residents' physical, mental, social, and emotional development.
- Houses an array of progressive and evolving program elements and resources that link people to opportunity.
- Leverages and involves expertise of dedicated staff, community and partners.



# OUR GUIDING PRINCIPLES (Draft Version 01.07.22)

## INCLUSIVE

*"A child that is not embraced by the village will burn it down to feel warm."*  
- African Proverb

- Welcomes all community members to meaningfully engage with the spaces and programs in an open and accessible manner.
- Celebrates all ages, races, ethnicities, backgrounds, abilities, and means.
- Supportive of a diverse set of perspectives, cultures, and values.
- Emulates an environment of equity, justice, and hope promoting a genuine sense of social connectedness.



# OUR GUIDING PRINCIPLES (Draft Version 01.07.22)

## EXCELLENT

*"All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence."*

- Dr. Martin Luther King, Jr.

- World-class and unique spaces designed to inspire and delight.
- Bold, daring, and artistically crafted environment, striving to create a wow-factor.
- Spaces, programs, and partnerships that are innovative and consistently recognized as top in region and country.
- Utilizes leading resources to tell meaningful stories and measure outcomes.

# OUR GUIDING PRINCIPLES (Draft Version 01.07.22)

## SUSTAINABLE

*"The future depends on what you do today."*  
- Mahatma Gandhi

- Good steward of community investment to return long-term social, economic, and environmental benefits.
- Stabilizes and restores the place that once was, setting up the neighborhood to heal and thrive.
- Utilizes legacy, history, and culture to shape a promising future.
- Creates an environment that promotes a cycle of safety, trust, and consistent renewal through empowerment and investment.

# Deep-dive analysis & discussion

Diving deep into a few key initiatives being undertaken to improve city performance

- Impact Evaluation: 2021 Park Camera Pilot
- Economic analysis on Activating City Spaces



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# Impact Evaluation: 2021 Park Mobile Camera Pilot

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## Background

Create a mobile (i.e. movable) camera solution that can monitor activity in any problem areas across the park system as they arise

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## Goals

1. Gleam park and equipment usage
2. Track instances of violence, vandalism, and destruction from animal or human sources
  1. Cameras would capture key evidence, add accountability
3. General feeling of increased security for park visitors

# Impact Evaluation: Where are we now?

*Moving towards a target*



## Impact Goal

What outcome do you care about? What do you want to change?

Improve safety (and perception of safety) for residents inside and near parks throughout the City



## Impact Pathway

What is the mechanism for that change?

Increasing surveillance near City parks will reduce crime and help residents feel safe



## Behavioral Target

What behavior do you want to change?

Decrease incidents of crime, vandalism, and general destruction at City parks

# Insights Summary

- 1. Residents who live near parks feel less safe.** Generally, residents who live near parks feel less safe in their neighborhood than other city residents and even other residents in their Council Districts
- 2. Crimes trending down at pilot parks.** Though the number of crime incidents across the City has slightly increased since November 2020, incidents at pilot parks has decreased.
  - 1.** Pilot parks with cameras have seen less crime than (1) the average park and (2) parks without pilot cameras that have some level of historic crime activity
- 3. Resident-initiated requests for park remediation trending down.** Graffiti removal and vandalism service requests to 311 (crowd-sourced requests) have declined since the start of the pilot evaluation

# Available Data

Resident perception of  
neighborhood safety

Crime incidents

Vandalism incidents

Service Requests to 311

Work orders completed by park  
maintenance team

# Available Data

Resident perception of  
neighborhood safety

Crime incidents

Vandalism incidents

Service Requests to 311

Work orders completed by park  
maintenance team

# Residents near pilot parks feel less safe than others in their District

On average, residents that live near pilot parks are 20% less satisfied with neighborhood safety than the City overall and 16% less satisfied than other residents in their Council district.

| Park          | Percent Satisfied | Difference from Council District Satisfaction Rate |
|---------------|-------------------|--|
| Coquillard    | 42%               | -16%   |
| Muessel Grove | 14%               | -19%   |
| Southeast     | 50%               | +5%  |
| Pier          | 50%               | -8%  |
| Fremont       | 0%                | -42%   |
| Average       | 31%               | -16%   |

# Parks do not improve resident satisfaction in neighborhood safety in areas with higher levels of crime

South Bend residents that live near parks do not feel safer and in Council Districts with more instances of crime, feel less safe than other residents in their district by 7% on average

| Council District | Percent Satisfied | Difference from Council District Satisfaction Rate |
|------------------|-------------------|--|
| District 1 Parks | 38%               | -11%   |
| District 2 Parks | 29%               | -4%  |
| District 3 Parks | 47%               | 2%   |
| District 4 Parks | 58%               | 0%   |
| District 5 Parks | 83%               | 13%  |
| District 6 Parks | 35%               | -7%  |
| Average          | 48%               | -1%  |

# Available Data

Resident perception of  
neighborhood safety

Crime incidents

Vandalism incidents

Service Requests to 311

Work orders completed by park  
maintenance team



# Prior to implementation, pilot parks had more crime incidents than the average park with some level of crime activity

Part I Crime Summary (November 2020 – May 2021)

|                                    | Assault | Domestics | Shots Fired | Theft | Vandalism | Vehicle Theft | Total |
|------------------------------------|---------|-----------|-------------|-------|-----------|---------------|-------|
| All Parks                          | 18      | 4         | 9           | 34    | 2         | 11            | 78    |
| Park Average                       | 0.4     | 0.09      | 0.2         | 0.8   | .04       | 0.24          | 1.8   |
| All Parks with at least 1 incident | 0.6     | 0.14      | 0.3         | 1.2   | .1        | 0.4           | 2.7   |
| Coquillard                         |         |           |             |       |           |               |       |
| Muessel Grove                      |         |           |             |       |           |               |       |
| Southeast                          |         |           |             |       |           |               |       |
| Pier                               |         |           |             |       |           |               |       |
| Fremont                            |         |           |             |       |           |               |       |

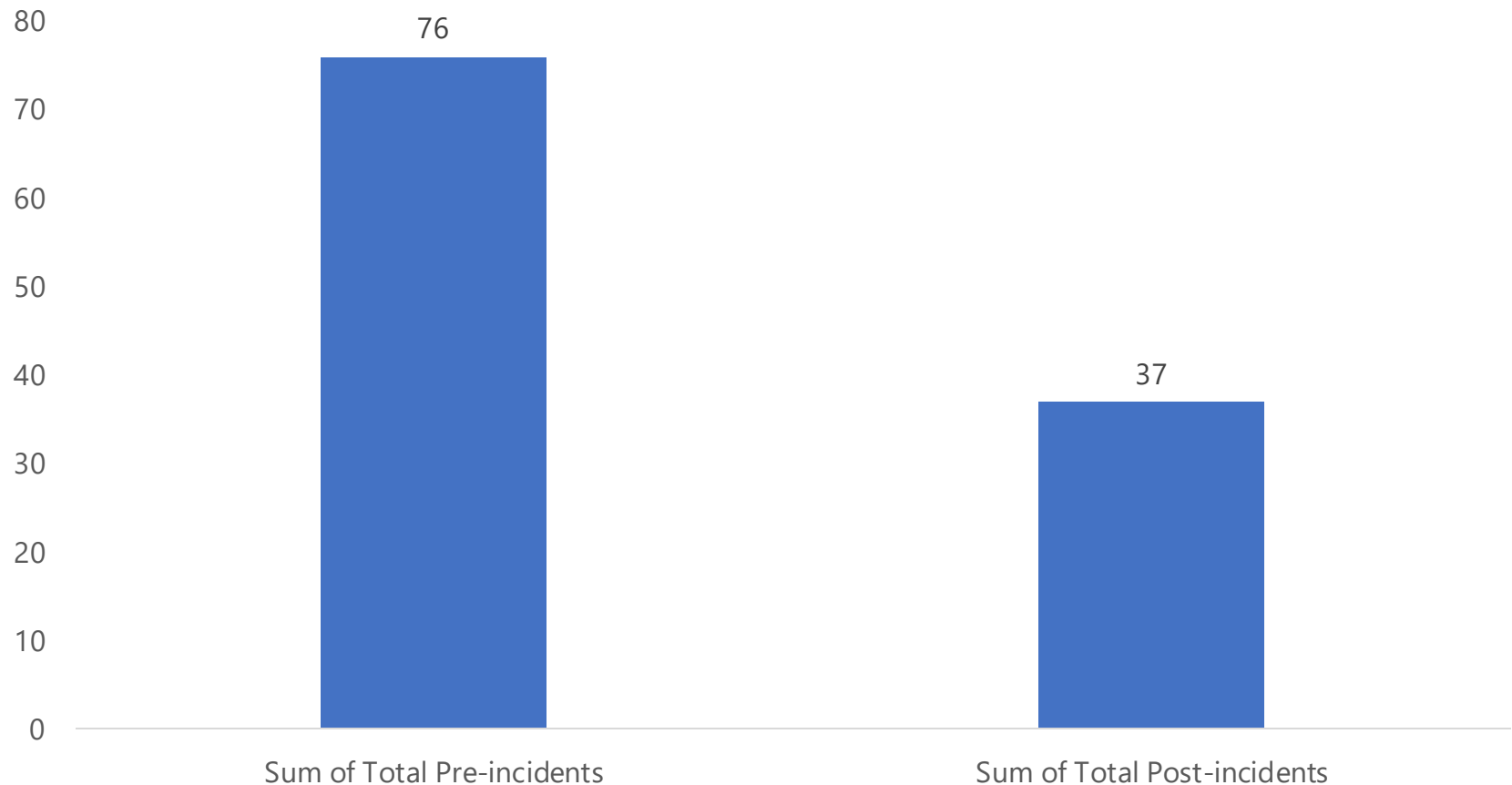
# After implementation, pilot parks had less crime incidents than the average City park, regardless of crime level

Part I Crime Summary (June 2021 – September 2021)

|                                    | Assault | Domestics | Shots Fired | Theft | Vandalism | Vehicle Theft | Total |
|------------------------------------|---------|-----------|-------------|-------|-----------|---------------|-------|
| All Parks                          | 6       | 0         | 3           | 19    | 2         | 9             | 39    |
| All Parks Average                  | 0.13    | 0         | 0.07        | 0.4   | .04       | 0.2           | .8    |
| All Parks with at least 1 incident | 0.3     | 0         | 0.14        | 0.9   | .1        | 0.4           | 1.8   |
| Coquillard                         | 0       | 0         | 0           | 0     | 0         | 0             | 0     |
| Muessel Grove                      | 1       | 0         | 0           | 0     | 0         | 0             | 1     |
| Southeast                          | 0       | 0         | 0           | 0     | 0         | 0             | 0     |
| Pier                               | 0       | 0         | 0           | 0     | 0         | 0             | 0     |
| Fremont                            | 0       | 0         | 0           | 0     | 0         | 0             | 0     |

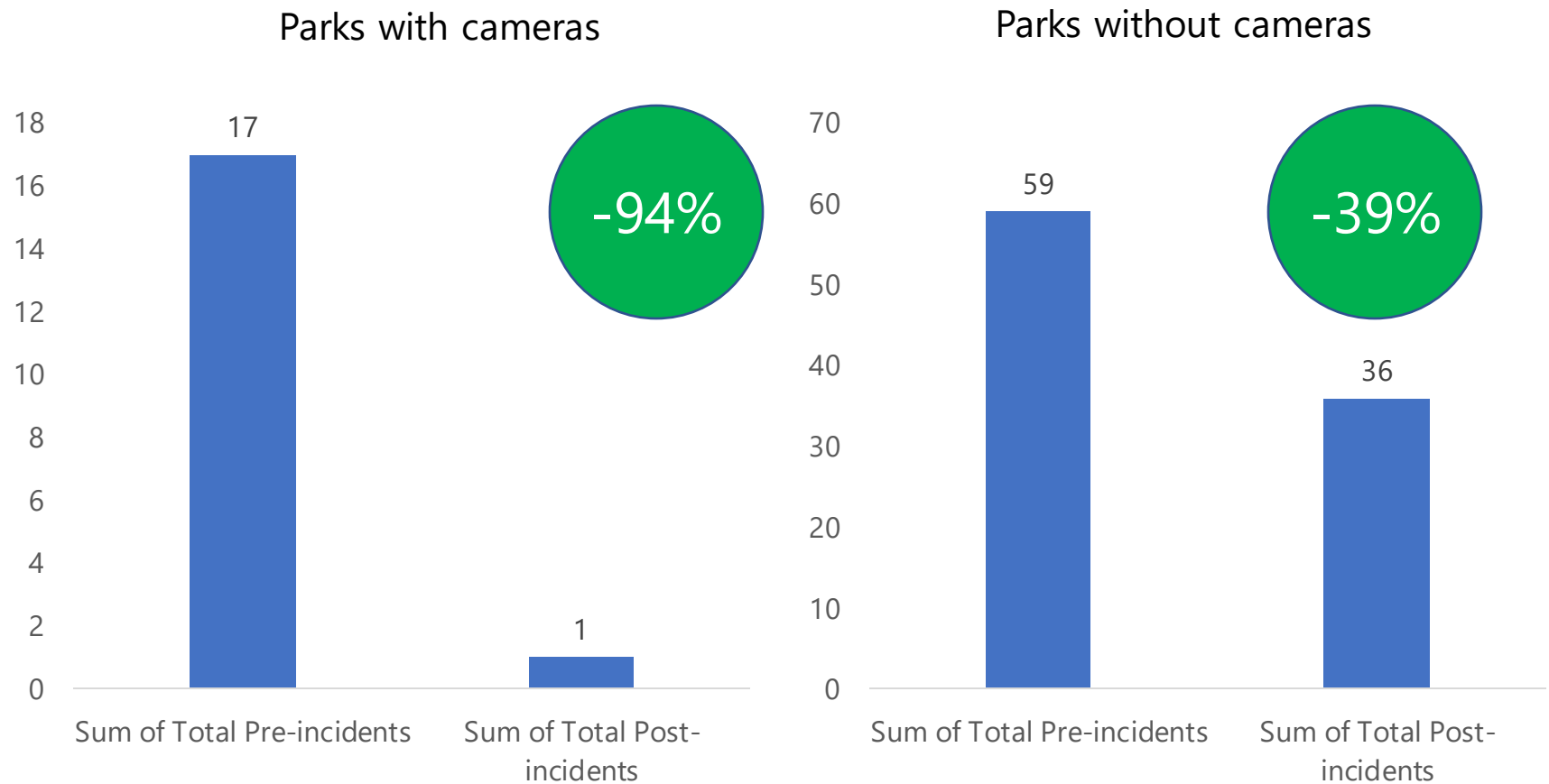
# Crime incidents near parks declined 51% during the evaluation period

Crime incidents during evaluation period (November 2020 - September 2021)



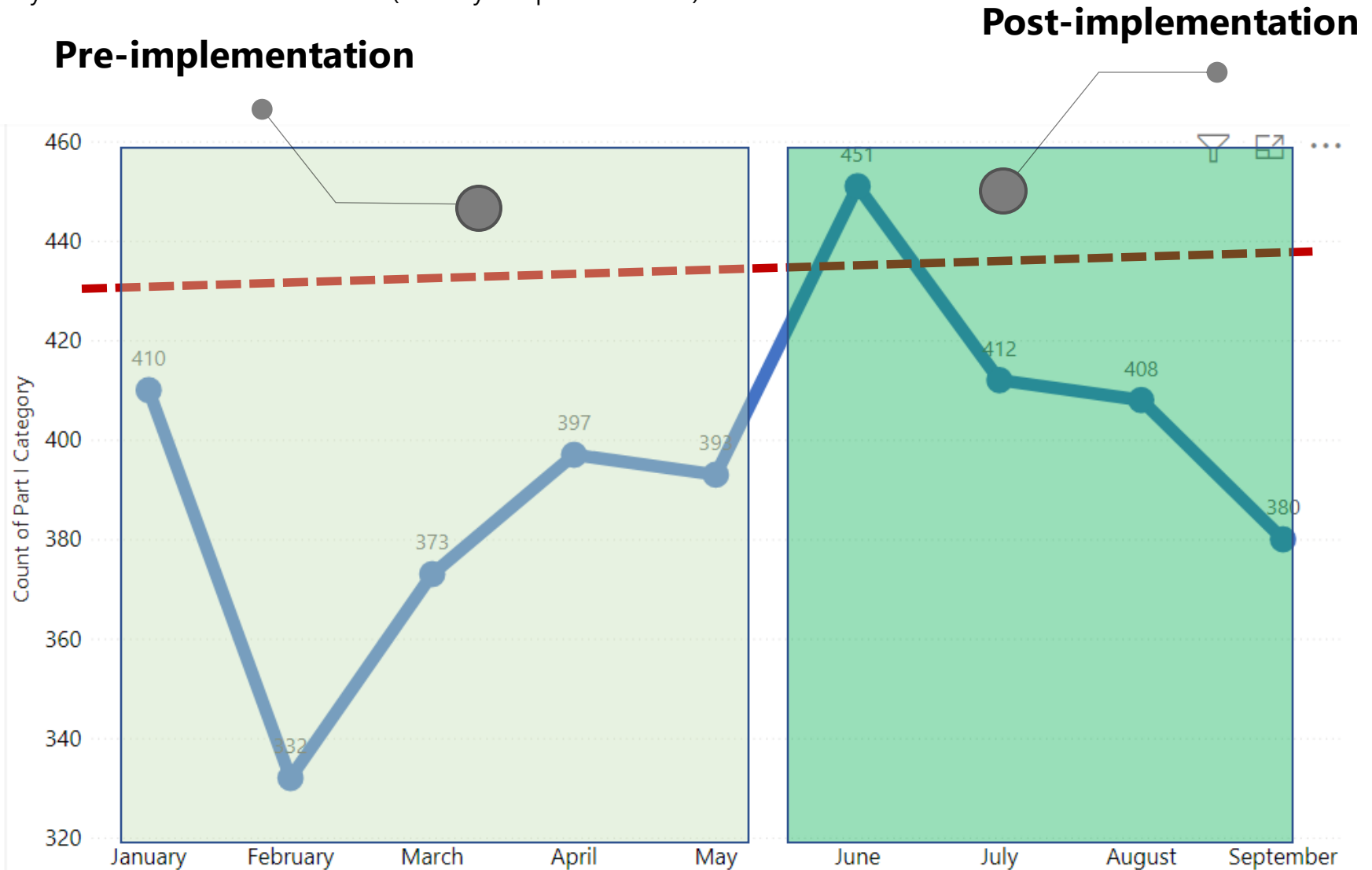
This decrease is most pronounced in the pilot group of parks, suggesting that the pilot contributed to a reduction in crime incidents near these parks

Crime incidents near parks (November 2020 – September 2021)



This is particularly surprising since the post-implementation period covered summer months, when crime incidents increased across the City overall

City of South Bend Crime Incidents (January - September 2021)



# Available Data

Resident perception of  
neighborhood safety

Crime incidents

Vandalism incidents

Service Requests to 311

Work orders completed by park  
maintenance team

# Service Requests to 311 on park vandalism and graffiti removal in 2021



## City of South Bend | 311 Call Center Dashboard

A summary of 311 call center data collected by the City. Last updated: November 24, 2021

Search by Department

All

20

Total Calls

100%

of calls result  
in a service request

### Top 5 Call Topics

Graffiti Removal

16

Total Calls

Park Vandalism or Damage

4

Total Calls

### Total Calls over Time

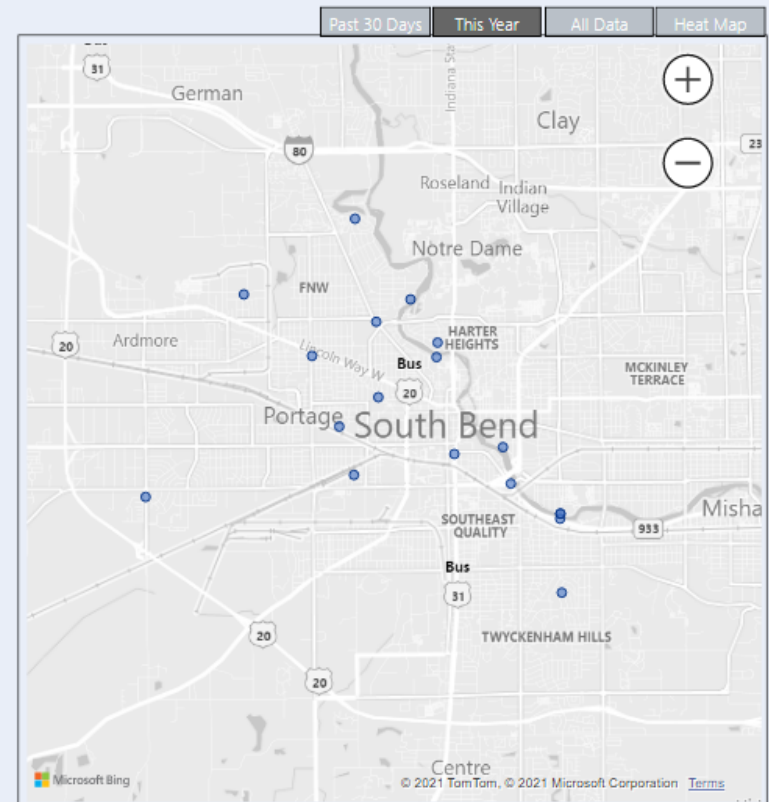


### Percent of Calls that are Transferred



Not Transferred 100.0%

### Service Request Map



# Insights Summary

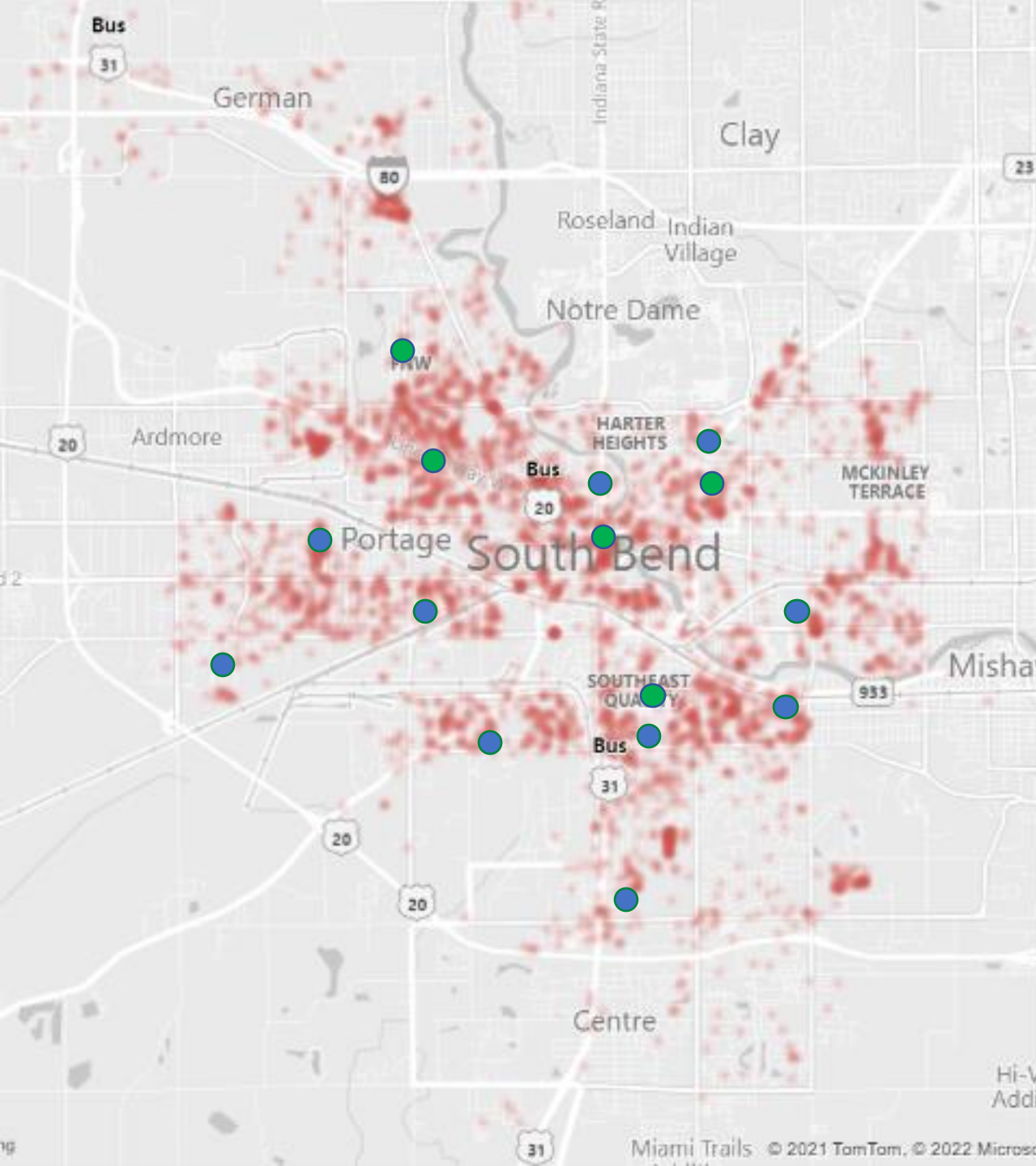
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- 3. Resident-initiated requests for park remediation trending down.** Graffiti removal and vandalism service requests to 311 (crowd-sourced requests) have declined since the start of the pilot evaluation



# Top ten parks without a mobile camera, ranked by crime incidents during evaluation period

November 2020 – September 2021

|                        | <b>Total Incidents</b> | Council District | Difference from District Safety Satisfaction |
|------------------------|------------------------|------------------|--|
| Phil St. Clair         | <b>9</b>               | 6                | -17%   |
| La Salle               | <b>7</b>               | 1                | -49%   |
| Potawatomi             | <b>7</b>               | 3                | n/a  |
| Walker                 | <b>7</b>               | 6                | n/a  |
| Studebaker Golf Course | <b>6</b>               | 3                | 5%   |
| O'Brien                | <b>5</b>               | 5                | -4%  |
| Randolph Mini          | <b>5</b>               | 3                | -12%   |
| Frederickson           | <b>4</b>               | 4                | -58%   |
| Leeper                 | <b>4</b>               | 1                | 26%  |
| Pulaksi                | <b>4</b>               | 2                | -33%   |



## Summary

### Possible camera expansion scenario

- Each Council District has at least one park with a mobile camera
- All parks that have had at least 4 incidents during evaluation period have a mobile camera
- Residents who live nearby these parks feel less safe than other people in their district

# Discussion questions

**American Rescue Camera and Public Safety Expansion.** I&T will be working with PD, VPA, and DTSB in 2022 to expand camera safety in high traffic areas – first focusing on Downtown and East Bank. *Which VPA sites should be candidates to include in the second tier of expansion?*

**Better Access in Parks.** Between the new CBRS network, WiFi expansion funding, and potential Choicelight expansions through the Infrastructure Bill, 2022 will see more opportunities to increase WiFi and camera infrastructure. *What are the priority sites from VPA's perspective?*

**Mobile Solution > Enterprise Solution.** Any of the current pilot sites high priority for transition to the enterprise solution?

**Reporting to Council.** Are there updates to Council and/or residents the City should provide?

# Discussion questions (cont.)

**Definition of Success and how we evaluate this work in future.** What statements resonate the most?

- 1 The purpose of cameras in parks is to deter violent crime and property crime
- 2 The purpose of cameras in parks is to increase resident confidence and feelings of safety
- 3 The purpose of cameras in parks is to collect essential evidence if incidents occur
- 4 Regardless of need, cameras in parks are an operational need/responsibility in the 21st century

**Getting Better Data.** 311 requests for parks have trended down and we have holes in information due to geographic inequity (richer areas report more) and other factors. *What other opportunities do we have to improve or round-out data on park safety/needs?*

# Opportunities for Action in 2022

As they overlap, leverage American Rescue Public Safety Upgrade dollars + Infrastructure broadband dollars to forward VPA's parks safety and connectivity priorities

Continue to measure parks safety and perceptions of park safety across South Bend

Improve/round out our information:

- New Community Survey Data in 2022
- Parks Safety Survey (QR Codes + Mobile Phones)
- 311 Request Equity Pilot Summer of 2022

# Activating City Spaces

## Impact Evaluation: Parklet Pilot Program

- Parklets a nationally popular tool to activate spaces in cities
- Evaluating impact of SBVPA Hit Refresh initiative and other events that attract visitors and spur foot traffic



# Impact Evaluation: Where are we now?

*Moving towards a target*



## Impact Goal

What outcome do you care about? What do you want to change?

Attract visitors and create meaningful connections between residents and South Bend destinations



## Impact Pathway

What is the mechanism for that change?

Removing barriers caused by the City for retail businesses will activate places and attract people



## Behavioral Target

What behavior do you want to change?

Increase retail spending and foot traffic at businesses in South Bend

## *Indiana City Benchmarks*

- Fort Wayne (265,752)
- South Bend (102,037)
- Bloomington (84,116)
- Gary (76,010)
- Elkhart (52,257)



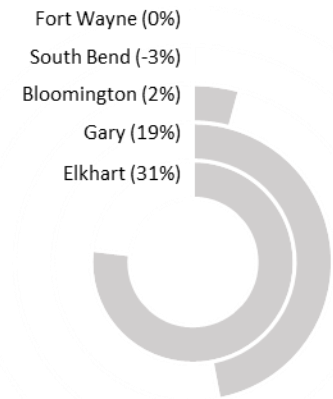


# Did South Bend's Downtown do better or worse than other peer cities in pandemic recovery?

On the whole Downtown South Bend has recovered from the pandemic in terms of spending, but only just. Though South Bend saw a higher spending bounce in 2021 compared to 2020 than most peers, the local economy is still seeing 2019 levels of spending.

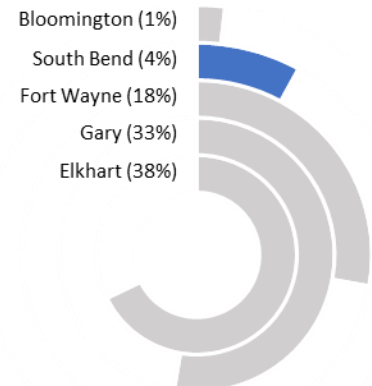
## May | Percent change in Downtown spending by year

| City              | May 2019 to May 2020<br>Initial Pandemic | May 2020 to May 2021<br>Ongoing Pandemic | May 2019 to May 2021<br>Pre-COVID vs Current Day |
|-------------------|--|--|--|
| Elkhart           | -16%                                     | 57%                                      | 31%  |
| Gary              | 10%                                      | 9%                                       | 19%  |
| Bloomington       | -53%                                     | 115%                                     | 2%   |
| <b>South Bend</b> | <b>-39%</b>                              | <b>60%</b>                               | <b>-3%</b>                                       |
| Fort Wayne        | -43%                                     | 70%                                      | -4%  |



## June | Percent change in Downtown spending by year

| City              | June 2019 to June 2020<br>Initial Pandemic | June 2020 to June 2021<br>Ongoing Pandemic | June 2019 to June 2021<br>Pre-COVID vs. Current Day |
|-------------------|--|--|---|
| Elkhart           | 3%   | 33%  | 38%   |
| Gary              | 14%  | 17%  | 33%   |
| Fort Wayne        | -27%                                       | 62%  | 18%   |
| <b>South Bend</b> | <b>-25%</b>                                | <b>40%</b>                                 | <b>4%</b>   |
| Bloomington       | -33%                                       | 51%  | 1%  |

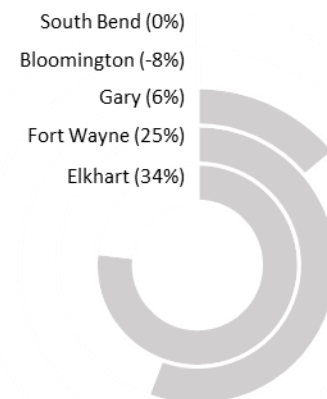


# How did South Bend's regional attraction corridor do compared to other peer cities in pandemic recovery?

Near Howard Park saw a large spending increase in 2021 compared to 2019, more than quadrupling the spending increase in June 2021 that other peer cities realized. This spending increase is seen at both the block level and the census tract level, though the increase is more pronounced at the block level.

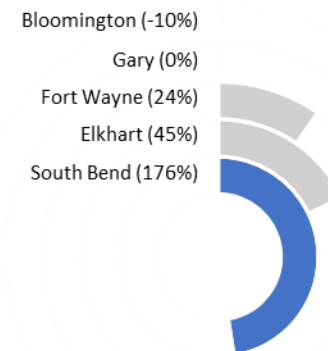
May | Percent change in block-level spending by year

| City              | May 2019 to May 2020<br>Initial Pandemic | May 2020 to May 2021<br>Ongoing Pandemic | May 2019 to May 2021<br>Pre-COVID vs Current Day |
|-------------------|--|--|--|
| Elkhart           | -16%                                     | 59%                                      | 34%  |
| Fort Wayne        | 16%                                      | 8%                                       | 25%  |
| Gary              | -38%                                     | 70%                                      | 6%   |
| Bloomington       | -60%                                     | 133%                                     | -8%  |
| <b>South Bend</b> | <b>n/a</b>                               | <b>n/a</b>                               | <b>n/a</b>                                       |



June | Percent change in block-level spending by year

| City              | June 2019 to June 2020<br>Initial Pandemic | June 2020 to June 2021<br>Ongoing Pandemic | June 2019 to June 2021<br>Pre-COVID vs. Current Day |
|-------------------|--|--|---|
| <b>South Bend</b> | <b>-41%</b>                                | <b>370%</b>                                | <b>176%</b>   |
| Elkhart           | 14%  | 27%  | 45%   |
| Fort Wayne        | 17%  | 6%   | 24%   |
| Gary              | -13%                                       | 14%  | 0%  |
| Bloomington       | -40%                                       | 50%  | -10%  |

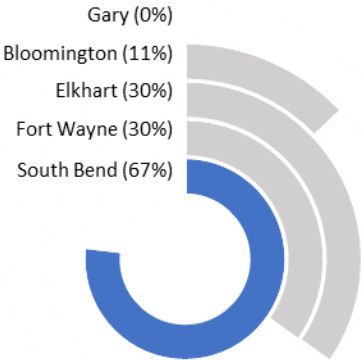


# How did South Bend's neighborhood corridors do compared to other peer cities in pandemic recovery?

Looking at the neighborhood corridor by Taqueria Chicago, we see that the area recovered from the pandemic in terms of spending. In May the area more than doubled the spending increase compared to other cities' peer areas, though the spending increase became more muted in June, though still well ahead of 2019 spending levels.

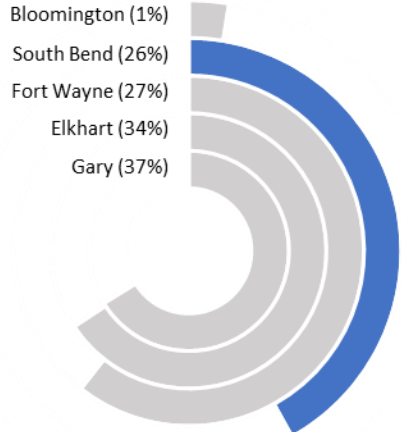
May | Percent change in block-level spending by year

| City              | May 2019 to May 2020<br>Initial Pandemic | May 2020 to May 2021<br>Ongoing Pandemic | May 2019 to May 2021<br>Pre-COVID vs Current Day |
|-------------------|--|--|--|
| <b>South Bend</b> | <b>n/a</b>                               | <b>n/a</b>                               | <b>67%</b>                                       |
| Fort Wayne        | -16%                                     | 55%                                      | 30%  |
| Elkhart           | -14%                                     | 52%                                      | 30%  |
| Bloomington       | -58%                                     | 164%                                     | 11%  |
| Gary              | -5%                                      | 10%                                      | 5%   |



June | Percent change in block-level spending by year

| City              | June 2019 to June 2020<br>Initial Pandemic | June 2020 to June 2021<br>Ongoing Pandemic | June 2019 to June 2021<br>Pre-COVID vs. Current Day |
|-------------------|--|--|---|
| Gary              | 5%   | 30%  | 37%   |
| Elkhart           | -9%  | 47%  | 34%   |
| Fort Wayne        | -3%  | 32%  | 27%   |
| <b>South Bend</b> | <b>n/a</b>                                 | <b>n/a</b>                                 | <b>26%</b>  |
| Bloomington       | -29%                                       | 43%  | 1%  |



# Summary Statistics

## South Bend and Peer City Averages for all Use Cases

| City              | May 2019 to May 2021<br>Pre-COVID vs Current Day | June 2019 to June 2021<br>Pre-COVID vs. Current Day |
|-------------------|--|---|
| <b>South Bend</b> | 32%  | 69%   |
| Elkhart           | 32%  | 39%   |
| Fort Wayne        | 17%  | 23%   |
| Gary              | 10%  | 23%   |
| Bloomington       | 2%   | -3%   |

## South Bend Averages for all Use Cases

| Area                  | Spending Increase Average<br>Pre-COVID vs Current Day | Difference with top<br>peer city performer |
|-----------------------|---|--|
| Downtown              | 1%  | - 33% (Elkhart)                            |
| Regional Attraction   | 176%  | + 136% (Elkhart)                           |
| Neighborhood Corridor | 47%   | +16% (Elkhart)                             |

# Insights Summary & Opportunities for Action

- 1. Generally, parklet-style space activation in South Bend seems to spur local spending and increase foot traffic.**
  1. Though the Downtown only recovered to 2019 spending levels in 2021, the other areas with city-funded parklets saw better local spending performance than peers. Neighborhood corridors without parklet support realized less pandemic spending recovery rates.
- 2. Space activation particularly effective in neighborhood corridors.**
  1. In May the area more than doubled the spending increase compared to other cities' peer areas, though the spending increase became more muted in June, though still well ahead of 2019 spending levels

## Opportunity for Action in 2022

- Offer City support to retail businesses via funding, equipment, permits, in neighborhood corridors

# Other events to evaluate

- Notre Dame Football Weekends
- Century Center Special Events
- IUSB Special Events
- Other SBVPA Events/Programming?

# Taking action

# Prospective Project Pitch

*Set the roadmap for 2022*

## 1. Build the Dream – Program Gap Analysis

- An audit of programs offered by the MLK Center
- Analysis that compares MLK Center programming with programming offered at other City community centers, regional organizations, and nationally (i.e. affordability, geography, demographics, ability, etc.)
- Trends analysis and projection of future programming needs at MLK Center based on staff expertise and resident feedback from the Build the Dream project





# Celebrating our values

This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed



Celebrating our  
Values  
*Skate-It-Forward*

- 110 Free skating lessons given to date
- 214 discounted SIF tickets purchased
- 931 discounted \$5 skating sessions to date
- over 125 families now signed up for our skate it forward program
  - represents nearly 500 individuals



# SBStat | Venues Parks & Arts

2021 Quarter 4 | January 18, 2022  
City of South Bend

