



South Bend, Indiana
Portage and Elwood Neighborhood Center Vision

Summary Report: September 2018



urban
advisors



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WHAT IS A VISION?

The purpose of a vision is to develop a shared long-range statement of what a neighborhood, or other area of the city, wants to achieve. It communicates an area's intended direction to residents, business and property owners, service providers, and other decision makers.

The goal of a vision is to create more attractive, convenient, efficient, equitable, and healthy places for present and future generations. It aims to ensure an area's needs are met and new development is accommodated while the positive aspects and character of the area is maintained.

A vision provides a broad framework for future development and a starting point for more detailed planning and public engagement as individual projects are pursued. The vision will continually evolve to meet the changing needs of a community. A vision is not intended to represent the exact results expected from its implementation.

HOW ARE VISION DOCUMENTS USED?

1. Neighborhood residents will use the vision to gain an understanding of planning initiatives in the short, medium, and long terms.
2. Public officials and community leaders will use the vision to direct funding and to make decisions on zoning and land use issues.
3. Planners will use the vision to understand key issues important to the area and as a guide to implementing priority projects and initiatives.

Project Overview

1

section



Plan Area and Project Overview

PLAN AREA

The Portage & Elwood Neighborhood Center Vision examines an approximately 48 acre area bounded by Portage Avenue to the east, Elwood Avenue to the north, Wilber Street to the west, and Vassar Avenue & the former railroad tracks to the south. The Neighborhood Center is located in the northwest area of South Bend and sits at the center of nine neighborhoods.

PLANNING PROCESS AND GOALS

The City and consultant team held a series of meetings and a four-day charrette with property owners and community members. The process allowed discussion and exploration of design ideas and concepts for the future vision of the Neighborhood Center. As part of the process the City and consultant team meet with all property owners within the Neighborhood Center in order to better understand their

current use of the property as well as future plans and goals.

A community presentation and workshop was held in April to help establish a collective vision and learn about opportunities for the area. This information was used as a basis for the four-day charrette process held in May. Over the four-days there were a number of opportunities for the public to provide their input, including two public presentations, one open house, a round-table discussion, and 16 hours of drop-in open studio. Over 200 community members participated in the process. Through the many opportunities for engagement a shared vision was developed.

The Portage & Elwood Neighborhood Center Vision is intended to serve as a guide to business and property owners, residents, developers, City staff, elected officials,

and others in making investment, land use and design decisions. The goals are to:

- Establish a community vision for the Center;
- Facilitate the revitalization of the underutilized and underdeveloped Center;
- Ensure attractive, well designed development that enhances the image of the Northwest side and the City as a whole;
- Ensure desirable, multifunctional, and unique development which fits into its surroundings and that serves the needs of city residents;
- Generate private investment in and near the Center; and;
- Direct improvements to public infrastructure such as streets, sidewalks and open spaces, within the Center.



Retail Plaza parking lot. Some businesses are identified as valuable assets to the surrounding neighborhoods, but the parking lot is currently identified as an underutilized space.



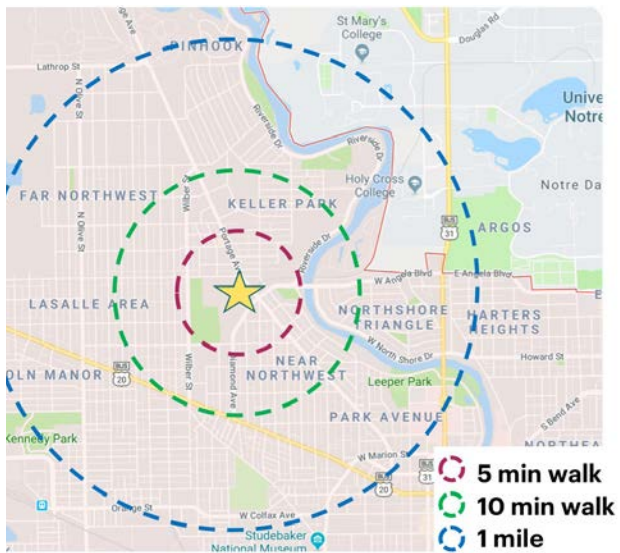
Former Drewrys Brewery warehouse building, once housed the bottling process. The Drewrys site is currently identified as a constraint and opportunity for reuse.



Muessel Grove Park with its memorable oak trees, lined by small-scale houses. The park is an asset and an opportunity for more active uses.

WHAT IS A NEIGHBORHOOD CENTER?

The term 'Neighborhood Center' both describes a place type and location. As a place type, a neighborhood center is a distinct perceived center of activity which includes everyday amenities such as grocery stores, cafes, restaurants, offices and services aimed primarily at the needs of customers. As a location, this area is located within a 5 to 10 minute walking distance from surrounding neighborhoods.



This diagram shows a radius of a 5-min, 10-min, and 1 mile walk, also know as pedestrian sheds. A 'ped shed' is an approximate area that ideally contains a mix of housing choices within a short walking distance of retail and services. The size of a ped shed is based on the distance the average person can comfortably walk from the Neighborhood Center to its edge.



Plan Area outlined in white

Community Presentation and Workshop Summary

OVERVIEW

The project kicked off with a community presentation and workshop in mid-April 2018. The goal of the workshop was to gather community input and information about the plan area in order to inform the design ideas tested during the charrette. As part of the process, the city staff and consultant team conducted interviews with property owners, community groups, and city groups with interest in the plan area.

At the evening community presentation and workshop, 70+ community participants, including two council members, attended and contributed their input on the vision for the Neighborhood Center through two visioning exercises: 1. writing one word or phrase that describes the area today as well as writing a word or phrase of what would like to see in 20-years; and 2. a mapping exercise.



Opening presentation



Input from the 'One word' visioning exercise

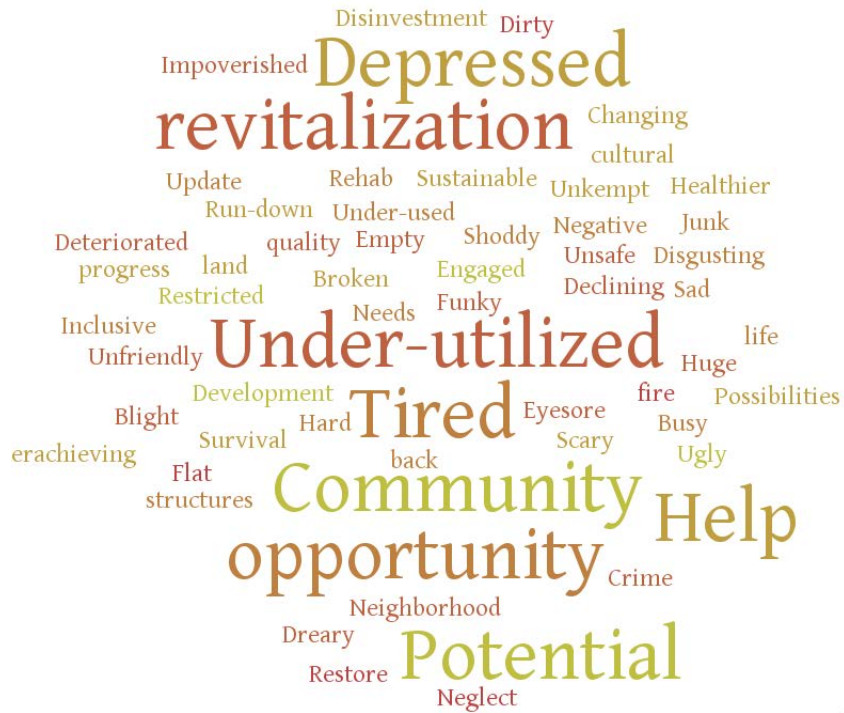


Participants were asked to give their input through a mapping exercise.

— One Word to Describe the Portage and Elwood Neighborhood Center —

Participants were asked to write down one word or phrase to describe their perception of the plan area Today and then write down one word or phrase to describe their vision for the plan area 20 years in the Future. Below is a summary of the results.

Today



20 Years in the Future



Mapping Exercise

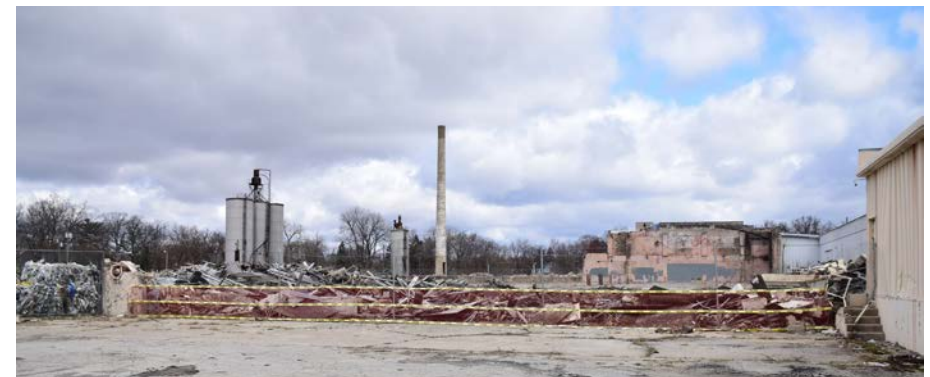
Participants were asked to place a dot and write comments for opportunities (locations for potential improvements), assets (places that contribute positively to the neighborhood), and constraints (places which contribute negatively to the neighborhood). The following are the comments organized by topic.

RETAIL PLAZA

- Farmer's Market
- Small craft brewery
- Make pedestrian friendly
- New ownership that meets community needs (including grocery)
- Eyesore at entrance (existing building on corner of Portage Ave. and Elwood Ave.)
- Must have grocery store!!
- Coffee House
- Barber
- Open Market
- Needed laundry mat
- Underutilized parking lot
- Movie theater
- Constraint = private ownership, we don't know what is going to happen!
- Supermarket key to keeping center truly a community asset and center of pedestrian and car traffic
- Asset central to 3+ major neighborhoods
- We need a grocery store!
- Restaurants
- Retail
- Plants
- Healthy, ethnic, local
- Eliminate liquor store
- Gathering place
- Uncertainty of new owner
- Activate the parking lot
- Grocery, hardware store, pharmacy, laundry mat are assets

FORMER DREWRY'S BREWERY SITE

- Clean up
- Remove smoke stack
- Infrastructure, roads?
- Land re-use
- Owner unresponsive
- Courtyard style apartments that are eco-friendly
- Resurface and streetscaping
- Mixed housing
- Rec Center
- Opportunity only can be improved
- Private owner hasn't been cooperative isn't local
- Jobs and job training
- Opportunity for expanding green space
- Dog Park?
- Community center
- Rec center
- Keep smokestack
- Pile of bricks, needs cleaned up
- Community Space
- Mixed income housing
- Mixed Use housing
- Connection through (from Elwood Ave. to Vassar Ave.)
- Commercial
- Organic/urban
- Food franchise
- Healthcare
- Small business
- Help connect neighbors to retail
- New uses to help neighborhood, face the park



MUESSEL GROVE PARK & COAL LINE TRAIL

- Access from Trail
- Beauty
- Family spaces
- Connectivity
- Why no Sidewalks?!?
- Close to river and river walk = pedestrian access to Shopping Center
- Tiny houses?
- Skate park
- Baseball/football/soccer fields
- Band Shell /Amphitheater
- Lighting
- Restroom with pavilions for rent
- Make safer to use
- Benches
- Picnic area/fire pit
- Bike station restrooms
- More amenities (trail, pavilion)
- Parking
- Toddler playground
- Big playground please!
- Games, books, and fun store
- Big dog park
- Café/Bakery
- Small forest
- Community garden
- Restore water (old marsh)
- Splash pad
- Mature trees
- Native nature field
- Vacant homes can become part of “trail”...rest spot
- Trail connections with neighborhoods, places want to go
- Lots of neighbors walk or bike for transportation

STREETS AND INTERSECTIONS

- Make pedestrian friendly
- Traffic restriction (Portage Ave. from Elwood Ave to Diamond Ave.)
- Less concrete, more life, more green (along Portage Ave.)
- Asset major arteries with bus lines (along Portage Ave.)
- Roundabout (at Diamond Ave. and Portage Ave.)
- Resurface and streetscaping
- Stoplight (Portage Ave. and Elwood Ave.)
- Bus stop cover (corner of Portage Ave. and Elwood Ave.)
- Access to retail (from Vassar Ave.)
- Make Elwood better for walking / biking
- What’s happening with AEP, make look nice
- Bus routes - add shelters
- Near lots of neighborhoods, make more pleasant to get to plaza



Charrette Summary

WHAT IS A CHARRETTE?

A charrette is an intense, multi-day planning workshop where a broad range of people can collaborate to develop a vision for a defined area. Charrettes are organized to encourage the participation of all; that includes everyone who is interested in bringing the vision to reality: residents, property owners, developers, and local government.

The charrette process provides a place to generate ideas and give immediate feedback to the City and Consultant Team. As a result, this dynamic and inclusive process can quickly identify and address obstacles. This process results in a feasible vision that represents the collective ideas of participants and the realities specific to the community.

CHARRETTE PROCESS

The Portage and Elwood Neighborhood Center Charrette had a range of engagement opportunities including an opening presentation, an open house, a roundtable discussion, open studio hours, stakeholder meetings, and a closing presentation. Throughout the entire process, there was a scaled, 3-D model of the project area on hand to use as the community explored the vision for the area.

The opening presentation set the stage for the process by presenting the project, sharing the input collected during the April community presentation and workshop, and discussing the schedule & additional opportunities for involvement during the four-day charrette.

The public open house provided an informal review of in-progress ideas and drawings. The community was able to

share thoughts on the ideas generated to that point with the City and consultants.

The roundtable discussion was led by the economic consultant and focused on the economics of the neighborhood center. Community members learned more about the economic aspects of a successful shopping center and shared their experiences and desires for the future of retail in the area.

The open studio offered the community times to stop in, review the concepts & drawings in real time, and talk to design team members. Community members were able to ask questions and share their thoughts on the vision for the area.

A series of stakeholder meetings were held during the charrette. These were small meetings with specific individuals and organizations in order to develop feasible ideas as part of the vision. Stakeholder meetings included area developers (both commercial and residential), council members, city engineering staff, and property owners as well as representatives of area organizations such as the Urban Garden Market and local realtors.

The closing presentation provided a chance for the community to see the design concepts that were developed throughout the entire process including the guiding framework and the “big ideas.”

During the charrette over 150 individuals participated and hundreds of sticky notes and comments were shared with the City and Design Team. Comment boards used during the charrette and additional comments collected can be found in Appendix 1.



Comment boards



Brown bag lunch discussion



Physical model of plan area

CHARRETTE SCHEDULE OF EVENTS

| | Sunday, May 6th | Monday, May 7th | Tuesday, May 8th | Wednesday, May 9th |
|----------|--|--|--|--|
| 10:00 AM | <p>Closed Studio: Design Team setting up space</p> | <p>Open Studio: Stop by and talk with design team members one-on-one & give input on your vision for the plan area. Use a scale model of the project study area to explore building form and scale.</p> | <p>Open Studio: Stop by and talk with design team members one-on-one & give input on your vision for the plan area. Use a scale model of the project study area to explore building form and scale.</p> | <p>Open Studio: Stop by and talk with design team members one-on-one & give input on your vision for the plan area. Use a scale model of the project study area to explore building form and scale.</p> |
| 11:00 AM | | | <p>Brown Bag Lunch Discussion: Information session and round table discussion led by the economic consultant. Local Business owners and community are invited to discuss the future of site. (Led by Glenn Kellogg)</p> | |
| 12:00 PM | | | <p>Open Studio: Stop by and talk with design team members one-on-one & give input on your vision for the plan area. Use a scale model of the project study area to explore building form and scale.</p> | |
| 1:00 PM | | | <p>Open Studio: Stop by and talk with design team members one-on-one & give input on your vision for the plan area. Use a scale model of the project study area to explore building form and scale.</p> | |
| 2:00 PM | | | | |
| 3:00 PM | | | | |
| 4:00 PM | <p>Opening Presentation: The design team will present the project, input collected from opening workshop, hold a community activity and outline the tasks planned to be completed during the charrette.</p> | <p>Public Open House: This will be an informal check-in/ discussion of the work created at the charrette thus far, and is a valuable opportunity for the design team to get feedback from community members</p> | <p>Closed Studio: Design Team working on design ideas and setting up for Closing Presentation</p> | <p>Closing Presentation: The design team will present the design concepts produced over the past 4 days</p> |
| 5:00 PM | | | | |
| 6:00 PM | | | | |
| 7:00 PM | | | | |

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Big Ideas **2** section



Guiding Design Framework

OVERVIEW

The design work began by taking the input gathered at the community presentation and workshop and developing a visioning framework (at right) which identifies existing constraints, current and potential connections, and key considerations.

Based on the framework, more specific improvements and design strategies were developed. Four main focus areas were identified for improvement, namely:

- Muessel Grove Park,
- Former Drewrys Brewery Site,
- Retail Plaza, and
- Portage Ave. and Elwood Ave. Streetscape and Intersection Improvements.

Each focus area can be improved independently without relying on the improvements of the other focus areas; however, improvements to one focus area could catalyze, and should coordinate with, improvements to the others.

GUIDING PRINCIPLES

The guiding principles of the visioning framework are:

- Introduce east / west and north / south connections within and through the area
 - Large portion of shopper's access retail plaza by foot or bike
 - Provide both pedestrian / bike and vehicular paths
 - Provides better access to the large site which currently has limited streets, paths, points of access
- Make Retail Plaza improvements
 - Consider how we can activate and improve the parking lot (large areas of unused pavement)
 - Improve the pedestrian / bike connection
 - Consider opportunities for internal layout of grocery store
- Interface with Coal Line Trail
 - Consider how this new asset will interact & connect to its surroundings
- Explore intersection and streetscape improvements
 - Opportunities for Portage & Elwood intersection
 - Opportunities for improvements to Elwood
 - Improve pedestrian / bike friendliness and access
- Interface with the park
 - New development should acknowledge and positively interact with park
 - Will increase activity and safety (real and perceived) in park
- Account for existing constraints
 - Existing buildings that will remain
 - Possibility of high water table in portion of site (used to be the location of Drewrys ice pond) .

VISIONING FRAMEWORK





BIG IDEAS OVERVIEW

Using the framework and community feedback, ‘Big Ideas’ were generated. These big ideas illustrate the improvements and design strategies that could be implemented in order to achieve the vision for the Portage and Elwood Neighborhood Center.

List of Big Ideas

- Big Idea 1: Strengthen Services and Amenities
- Big Idea 2: Improve Connections
- Big Idea 3: Strengthen Identity
- Big Idea 4: Affordable Spaces
- Big Idea 5: Activate the Park

The Big Ideas provide a broad framework for future development and a starting point for more detailed planning. The maps, diagrams, aerial photographs, and other graphics presented are illustrations of the visions key features. These images are not intended to represent the exact results expected from the implementation of the plan, but they provide examples of the area’s desired land use, architectural character, infrastructure, and other elements. These graphics are used as tools to help explain the vision being established by the plan. The exact final form of the built environment will be influenced by market demand, available resources, and further public engagement.

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1 Big Idea: Strengthen Services and Amenities

Strengthen the types and quality of **services and amenities** within the neighborhood center for existing residents and broader customer base

Maintain and improve grocery store and hardware store

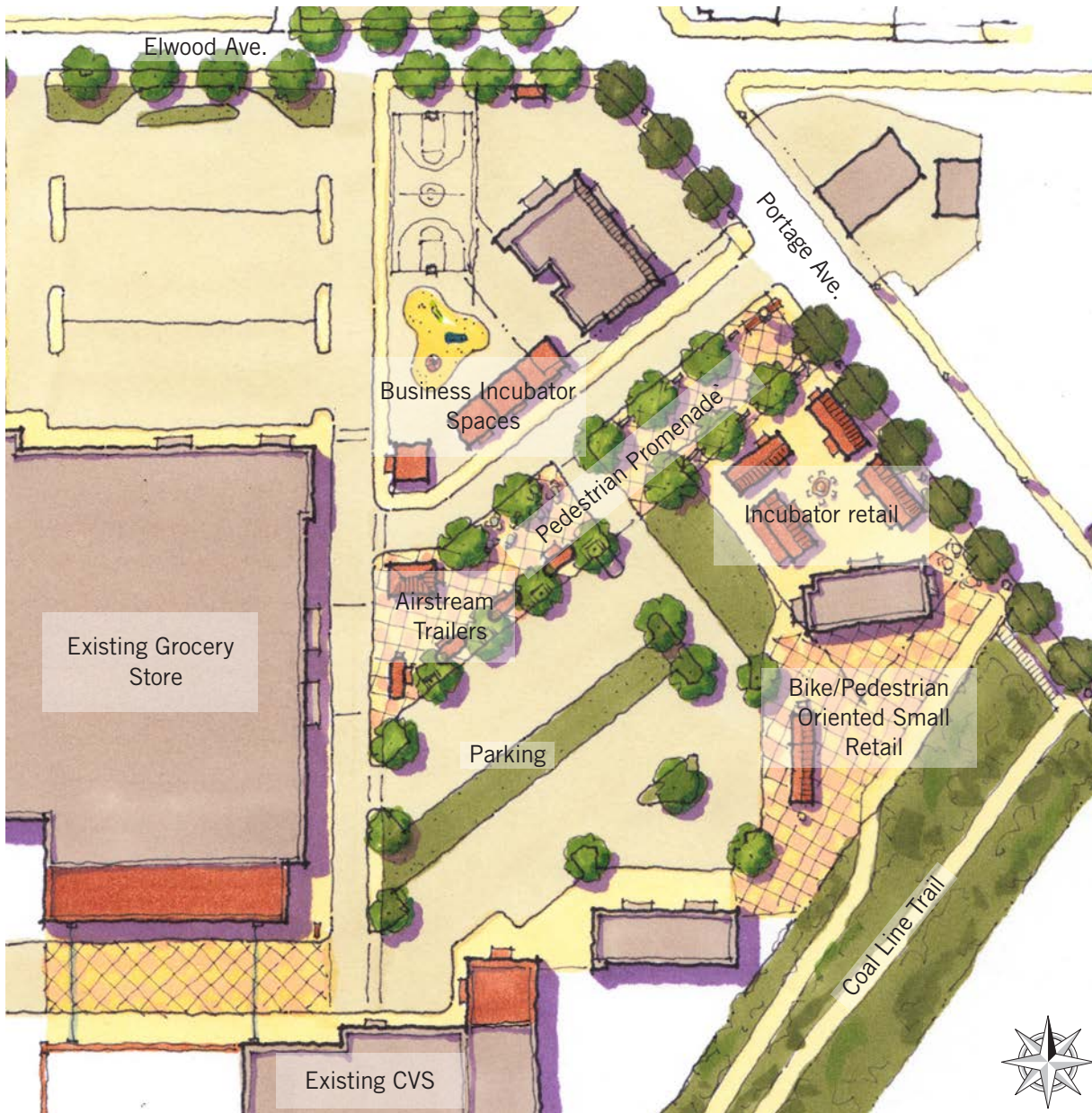
- A larger hardware store is viable:
5,000 to 10,000 sf
- Smaller but better grocer is viable:
12,000 to 20,000 sf

Convert additional space into business incubator space/market hall

- Small food business incubators along outer edges
- Inexpensive 400-800 square foot artist/maker spaces
- Est. \$300/month rent

See Section 4: Economic Analysis for further details and pro-forma analysis







Target portions of the parking lot to activate with tactical programming

- Strategy: “Fill the gaps”
- Draw activity and traffic into retail plaza from Portage Ave.
- Provide small, inexpensive business incubator options
- Integrate services provided by local institutions
- Food trucks along pedestrian promenade
- Enhance pedestrian connectivity from Portage Ave. into retail center
- Activate the connection to the Coal Line Trail with small-scale retail

Key

-  Existing Buildings
-  Proposed Buildings

Parking lot existing condition

- Ample parking spaces
- Pedestrians and cyclists access the grocery store through the parking lot



Parking lot proposed improvements

- Excess parking spaces removed and replaced with incubator spaces to activate the area
- Pedestrians and cyclists are drawn from Portage Ave. into the retail plaza by a pedestrian passage
- Pedestrians and cyclists have better access to storefronts in plaza



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2 Big Idea: Improve Connections

Integrate better/safer **pedestrian connections** to and through the plan area

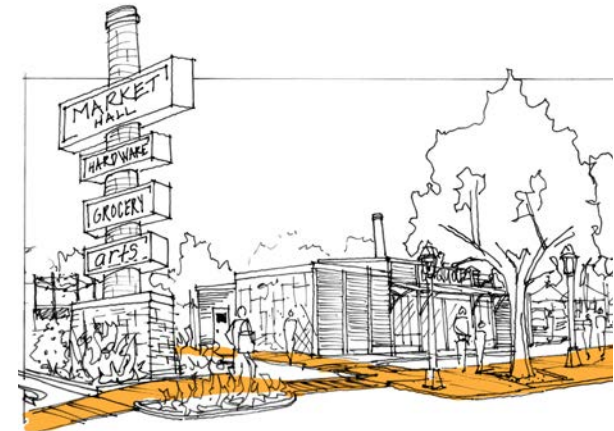
Create strong connections **between the Drewrys site and retail plaza site**

Improve pedestrian experience at retail plaza

- Simple lighting and street furniture allow for a more active walkway
- Introduce a promenade from Portage Ave.
- Introduce sidewalks leading into retail plaza from Portage Ave.
- Incubator retail spaces along promenade activates the entrance to the plaza








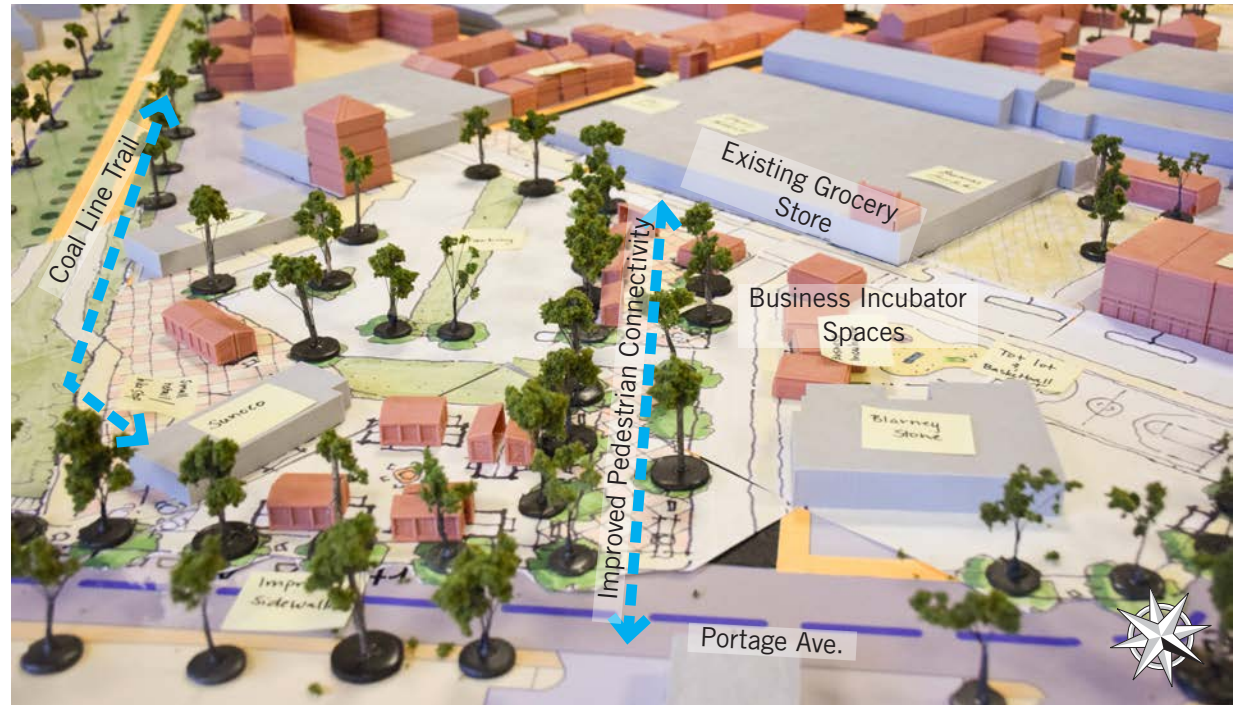
Arrows indicate location of pedestrian improvements needed



Proposed pedestrian improvement

Key

| | |
|---|--------------------|
|  | Proposed Street |
|  | Proposed Sidewalk |
|  | Existing Buildings |
|  | Proposed Buildings |
|  | Open Space |



Reinforce Coal Line Trail connections

- On/off ramp from Coal Line Trail into retail plaza anchored by a small plaza with potential for pedestrian oriented retail such as a bike station or ice cream shop
- Orient some buildings along the Coal Line Trail to provide eyes on the path
- Introduce clear connection points / areas between the Coal Line Trail and its surroundings



Introduce a new network of streets and paths through plan area

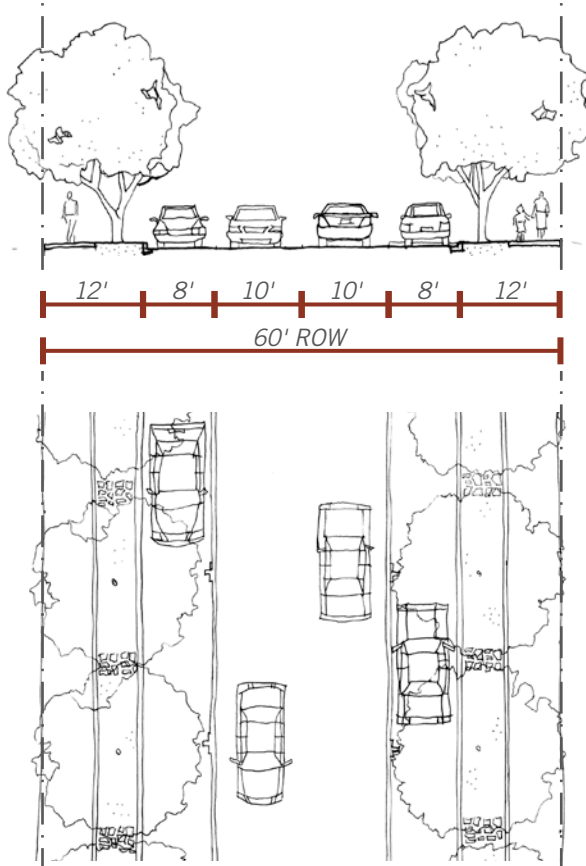
- Increase the usability and safety for pedestrians, bikes, and cars on existing and new streets (see proposed street sections on following page)
- Connect surrounding neighborhoods to retail plaza from east to west by breaking through existing building in retail plaza (labeled “New Street”)
- Introduce new streets connecting the site from north to south, creating new street frontage and better access to existing and new businesses at the center of the site
- Formalize and improve existing street access into and through the retail plaza from Vassar Ave.
- Adding a street network adds value to the plan area

| Key | |
|-----|--------------------|
| | Proposed Street |
| | Proposed Sidewalk |
| | Existing Buildings |
| | Proposed Buildings |
| | Open Space |



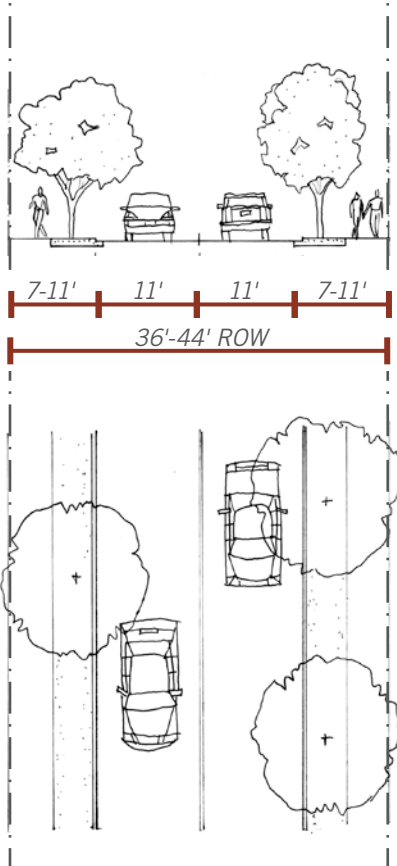
PROPOSED TYPICAL NEW STREET WITH 60' R.O.W.

Two travel lanes, parking, bicycle sharrows, and wide sidewalks with street trees



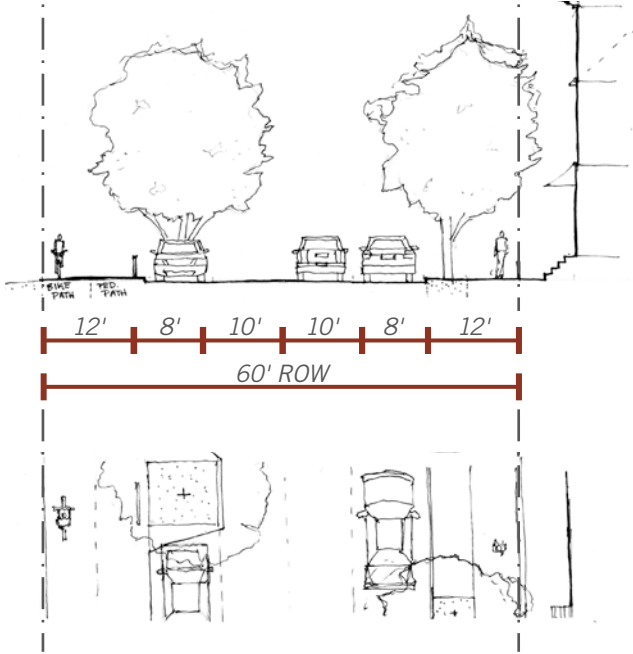
PROPOSED STREET IMPROVEMENTS TO ELWOOD AVENUE

Two travel lanes, Improved pedestrian facilities - wide sidewalks with street trees



PROPOSED STREET ALONG MUESSEL GROVE PARK

Two travel lanes, parking, two-way bike path, and wide sidewalks with street trees



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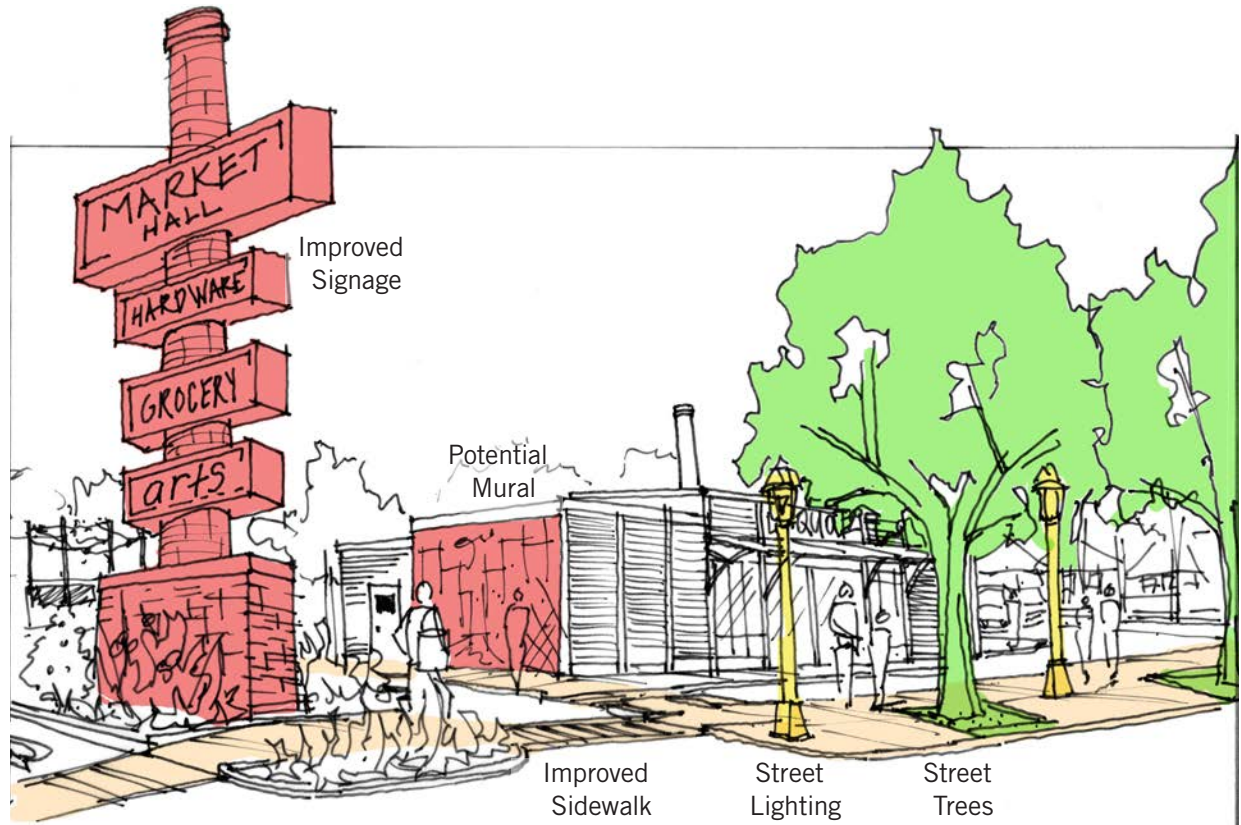
3 Big Idea: Strengthen Identity

Strengthen the **identity** of the area as a neighborhood center

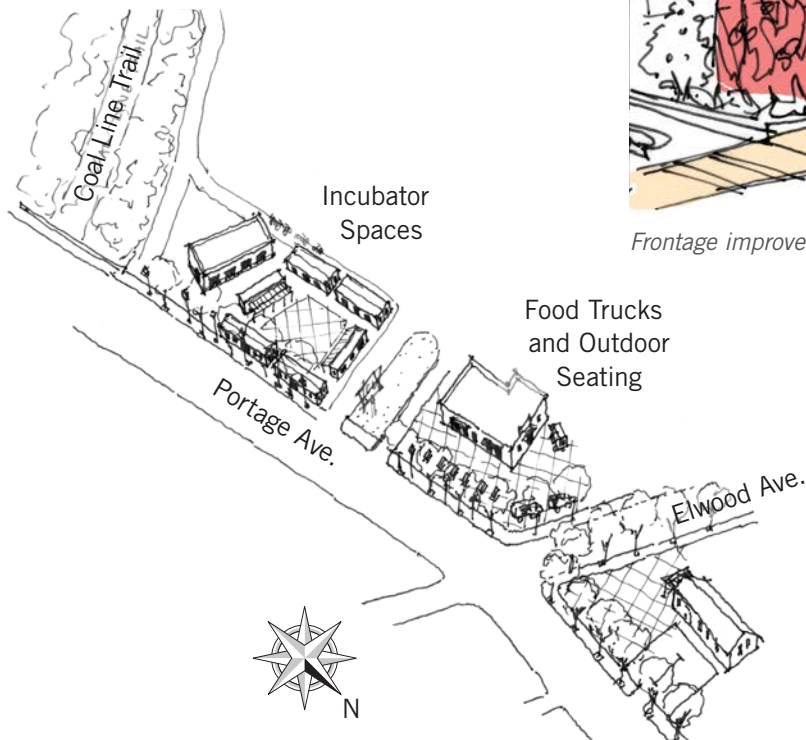
Shift the **perception** of the area as a safe and attractive place for retail and community activities

Building and frontage improvements

- Streetscape improvements along Portage Ave. could be a small investment that serves as a catalyst for future improvements including, expanded sidewalk, street lights similar to those further south on Portage Ave. and some street trees
- Minor building frontage improvements can contribute to an improved perception of the area and a sense of investment



Frontage improvements to entry into retail plaza from Portage Ave.



Existing condition of entry into retail plaza from Portage Ave.



Murals

- Utilize blank walls as a canvas for local artists or organizations to creatively share the areas identity
- Murals are a relatively inexpensive strategy to improve the facades of buildings and activate otherwise blank walls
- Murals also reinforce the identity for the greater plan area and provide a space for local artists to contribute to the character of the place

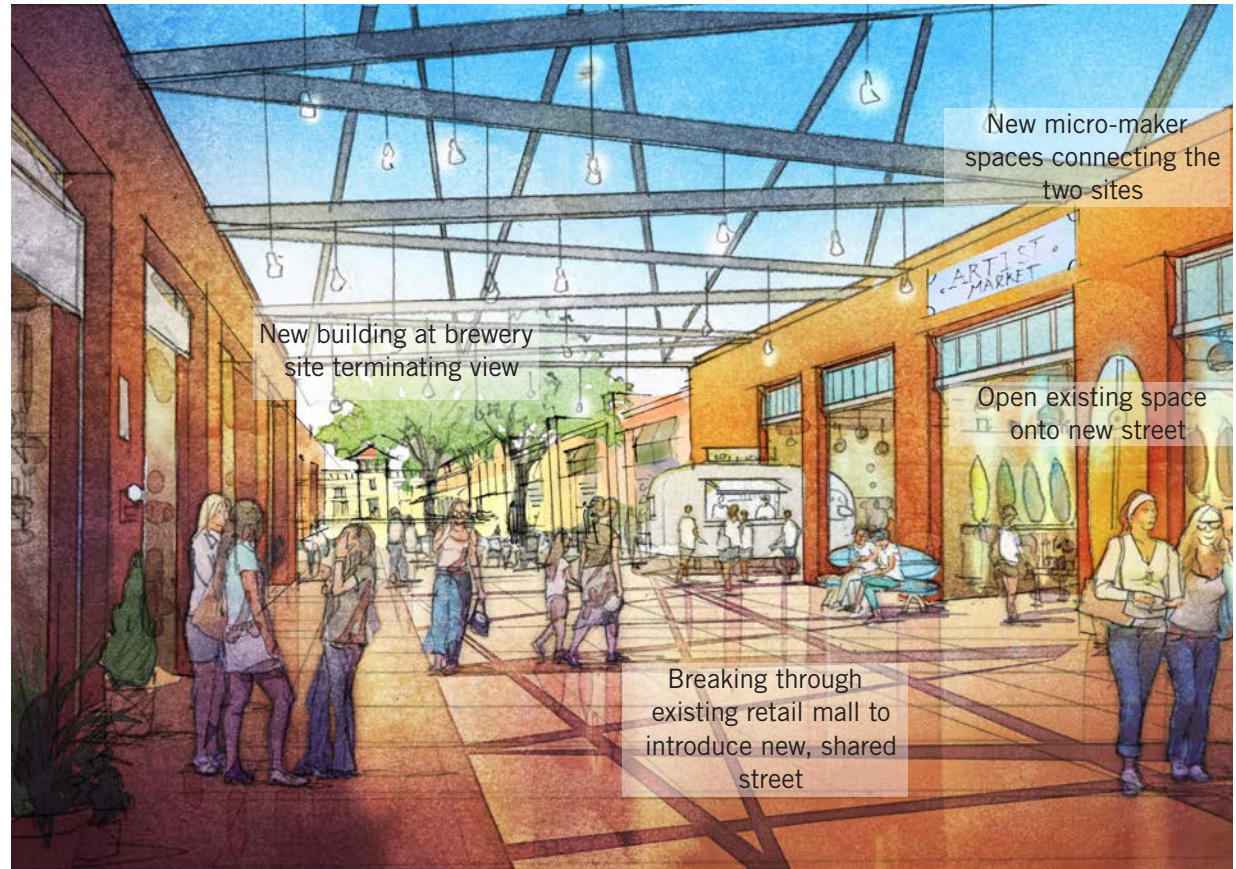


Rebrand the area

- Give the neighborhood center a name. Decide on a name for the area based on community input
- Palette of materials and colors can connect the brand of the Drewrys site to the Retail plaza
- Short term building frontage improvements can signal reinvestment in the area
- Signage and murals can reinforce brand

Reinforce a unique funky warehouse district feeling

- Create a distinct shared branding strategy across the plan area, connecting the former Brewery site to the retail plaza



4 Big Idea: Affordable Spaces

Creative **adaptive reuse** of existing buildings

Provide affordable spaces to **incubate** local businesses and artists

Introduce a variety of high-quality **housing** choices

Create spaces from reuse of existing buildings

- Reuse space left over after decreasing size of grocery store for an indoor Market Arcade for business incubator spaces
- 400 sf to 800 sf spaces for artists, incubator retail, small scale restaurants to test their ideas and businesses
- Rents likely starting at about \$300 per month
- Restaurants could be oriented toward the outside for walk up windows from the sidewalk
- Create a retail experience where customers want to stay and spend time
- Small children's indoor play area can be integrated
- Creative build out with local artist for more interesting space separators
- Create storefronts that face the newly introduced east/west street

See Section 4: Economic Analysis for further details and pro-forma analysis

Incorporate temporary retail spaces

- Offers low-overhead for start-up businesses
- Allows for flexibility in use of the site
- Spaces can be provided in a variety of lower-cost ways such as airstream trailers, shipping containers, simple shed-like structures



Example of similar retail mall reuse in DeSoto, Texas. Local artists created interesting space dividers. Images courtesy of Monte Anderson.



Example of temporary retail. See Appendix 1 for additional examples.



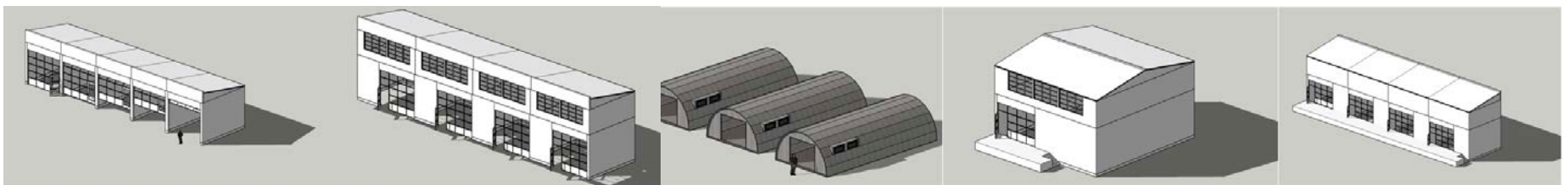
Maker units could be used as infill on Drewrys site facing the park.

Newly constructed flex/maker spaces can provide incubator opportunities

- Rents likely starting at about \$300 per month
- 500 sf to 1,500 sf spaces to house next generation light industrial uses such as artists workshops, small scale manufacturing, etc.
- Simple economically viable one story structures with \$75 per sf construction
- Concrete masonry unit walls, Glulam roof structure, metal roof, ductless split HVAC system, includes a bathroom in the corner, roll up garage door
- Few larger trucks would be entering this area because of the smaller-scaled manufacturing nature of next-gen. use

See Section 4: Economic Analysis for further details and pro-forma analysis

FLEX / MAKER SPACE TYPES:



Micro Maker

Maker Box with Maker Loft

Quonset Hut

Made-It Maker

Loading Bar

Consider a new range of housing

- Missing Middle is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living
- Not necessarily economically viable currently but could be in the future if rent prices increase and/or building costs decrease



See Section 4: Economic Analysis for further details and pro-forma analysis

See Appendix 1 for further examples on the “Types of Buildings” posters.



MissingMiddleHousing.com is powered by Opticos Design.
Illustration © 2015 Opticos Design, Inc. 

Key

-  Proposed Street
-  Proposed Sidewalk
-  Existing Buildings
-  Proposed Buildings
-  Open Space



5 Big Idea: Activate the Park

Program the park with active and passive recreation

Seamlessly integrate the park into the surrounding neighborhoods

Program the park

- Muessel Grove Park is currently underutilized but is a valuable asset due to the proximity to the surrounding neighborhoods. Many ideas were expressed about how to activate the park, some of the most feasible and frequently heard ideas include:
 - Playing fields: potential South Bend Cubs collaboration
 - Dog park
 - Splash park, bigger play area, etc.
 - Natural habitat: educational component, bees and butterflies

Integrate tree-lined, pedestrian-oriented street along edge

- Fronting buildings onto the park provides a passive observation/security and a more attractive edge to the park, improving on the existing chain link fence
- Activating the edge will increase use of the park

Bring park into site

- Based on historic information, there may be a high water table at the center of the site from an ice pond once used to create ice for the brewery
- Potential solution for the unbuildable portion is to exchange park area on southern end with the ice pond area, therefore bringing the park into the development. This would create more building frontage and presence along the park.
- The overall plan does not hinge upon this idea



Key

- Proposed Street
- Proposed Sidewalk
- Existing Buildings
- Proposed Buildings
- Open Space





View of proposed buildings on existing Drewrys site, along eastern edge of Muessel Grove Park. Buildings fronting park may have a 'next-gen' light industrial warehouse architectural character, with flexible ground floor uses. Buildings fronting the park and a new street along the edge activate the eastern portion of the park and provide greater access into and through park.

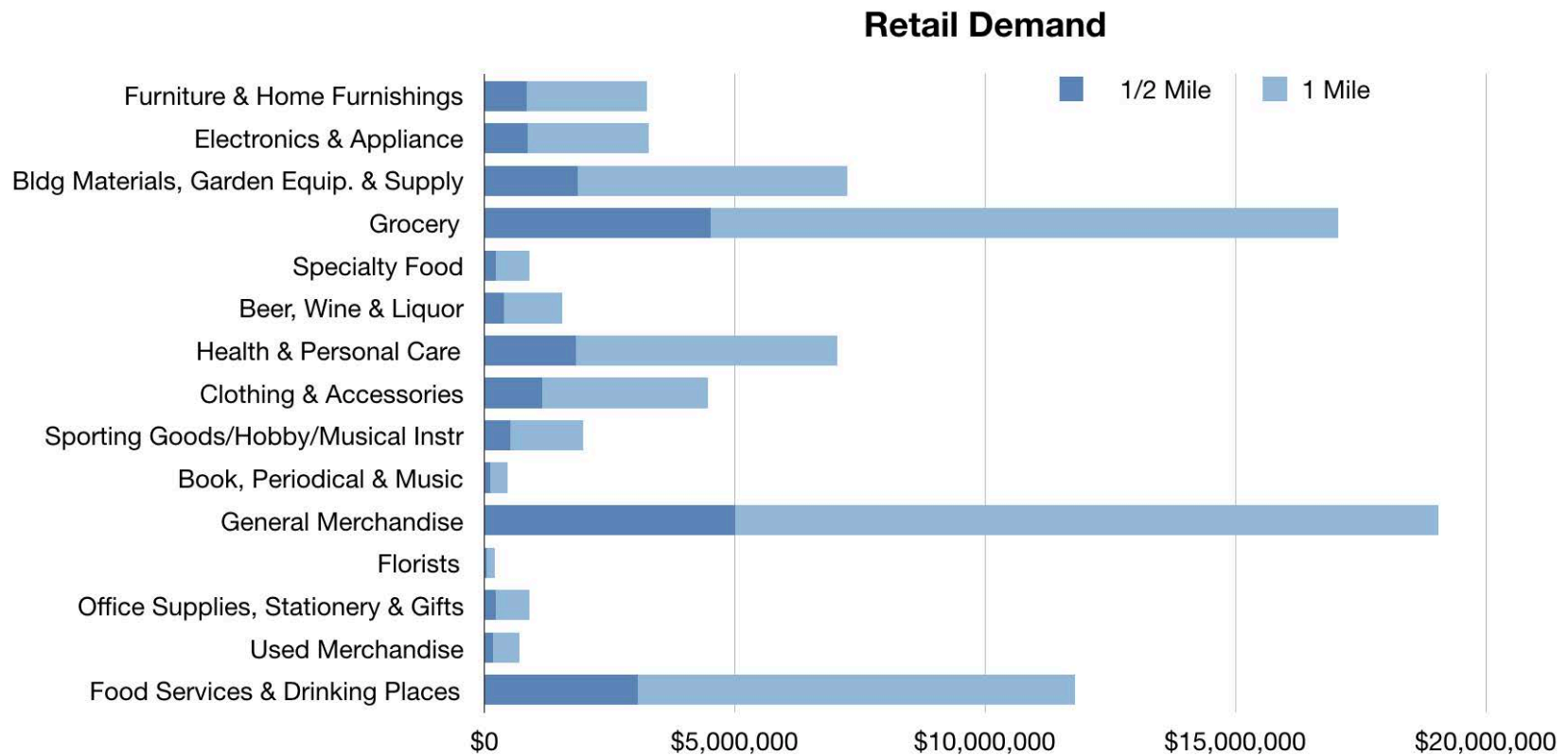
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Economic Analysis **4** section



Background Analysis: Retail Demand

Retail demand is an estimation of the purchasing power and habits of residents within the defined trade area. The largest spending categories for these local residents is on groceries, general merchandise, and restaurants (food service and drinking places).

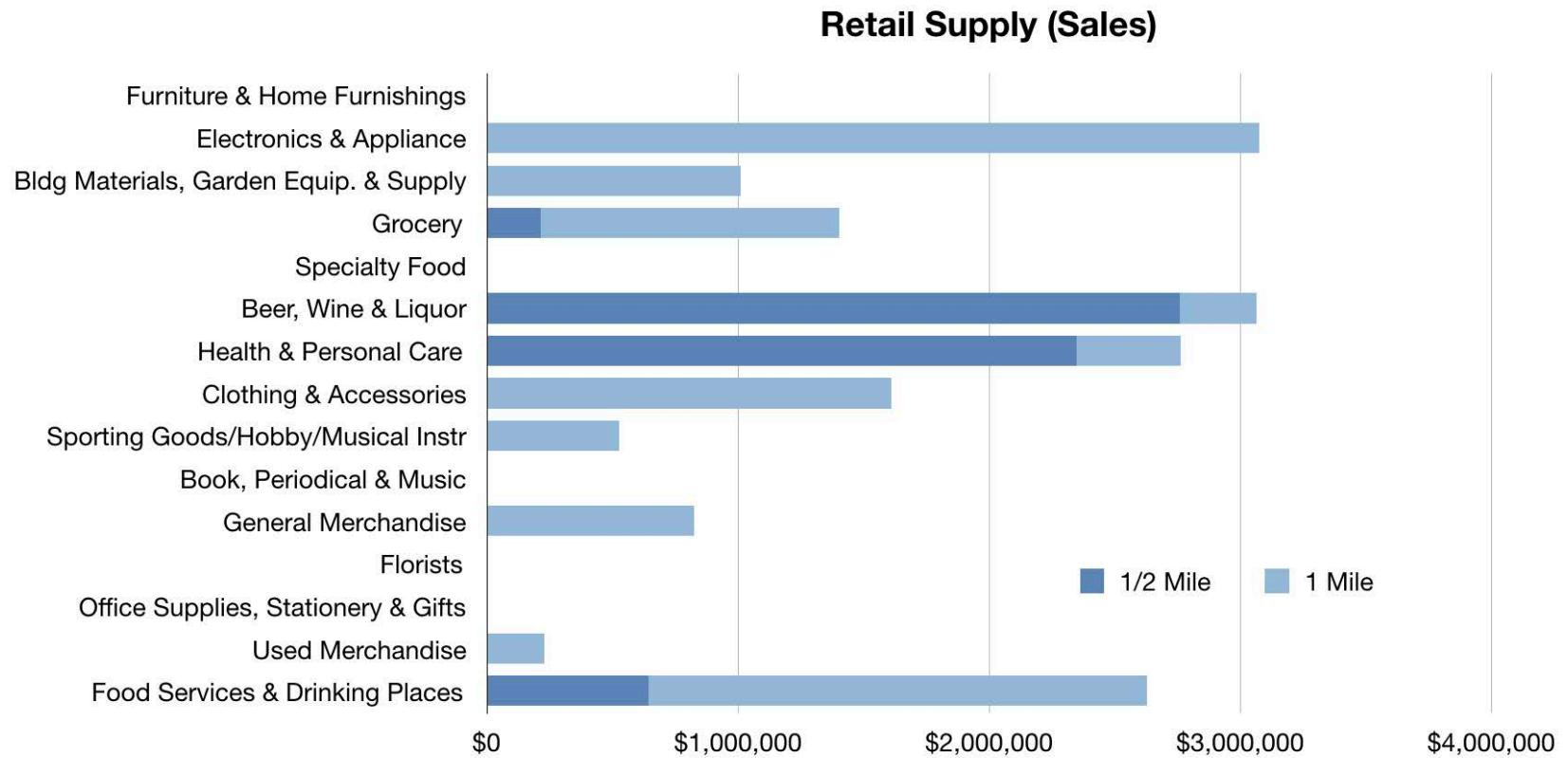


Source: ESRI Business Analyst & Urban Advisors

Note: The 'center' of 1/2 mile and 1 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Retail Sales

Retail Sales is an estimation of the existing revenues of businesses already in the trade area. This area shows strong sales in alcohol and pharmacies (Health & Personal Care).



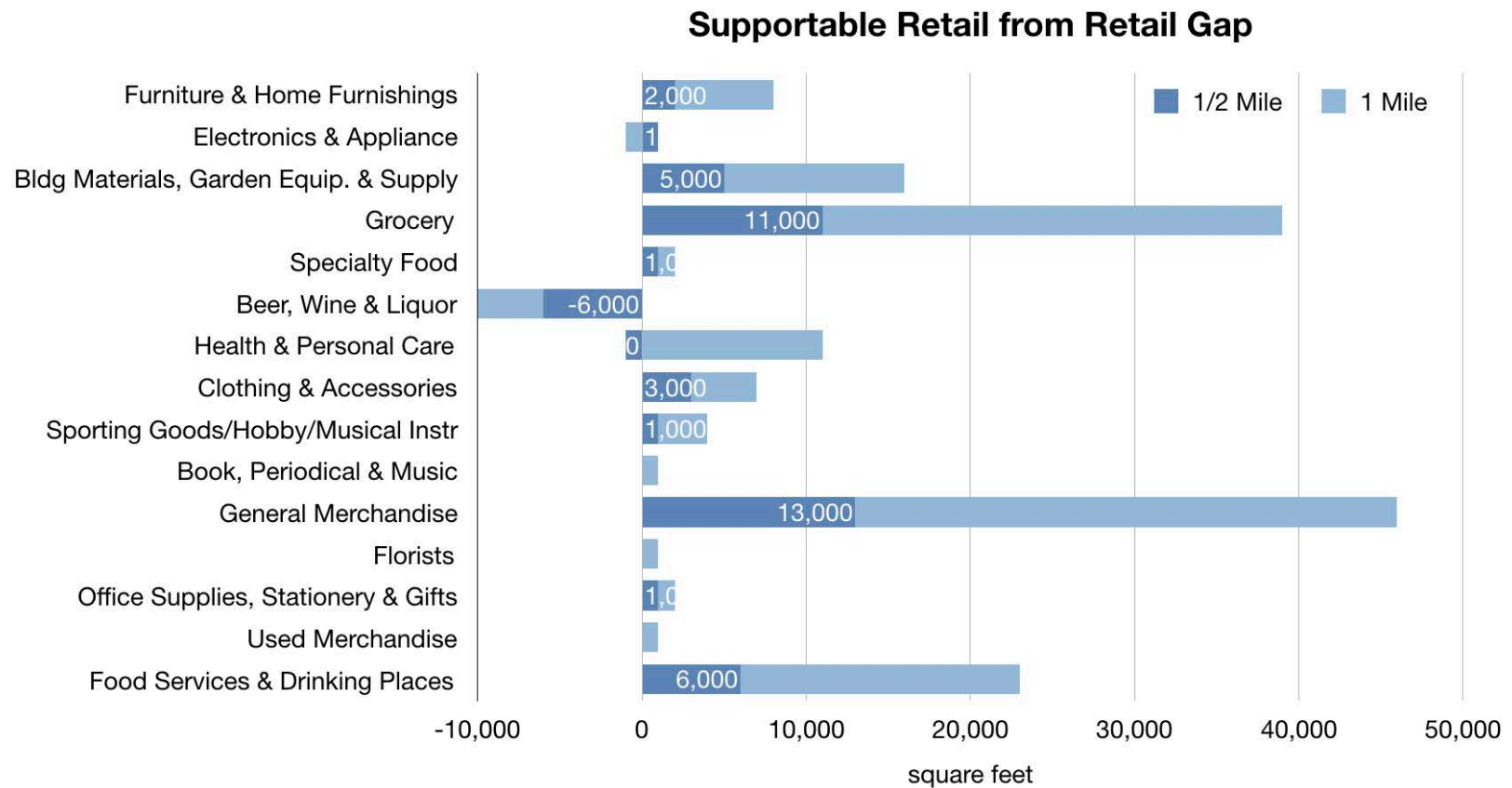
Source: ESRI Business Analyst & Urban Advisors

Note: The 'center' of 1/2 mile and 1 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Retail Gap

Retail is the amount of square footage of retail that could be supported based on the difference between retail demand (page 44) and actual retail sales in the area (pages 45). If there is greater demand than actual sales,

the difference is the amount of “leakage” occurring (i.e. sales occurring outside of the area).

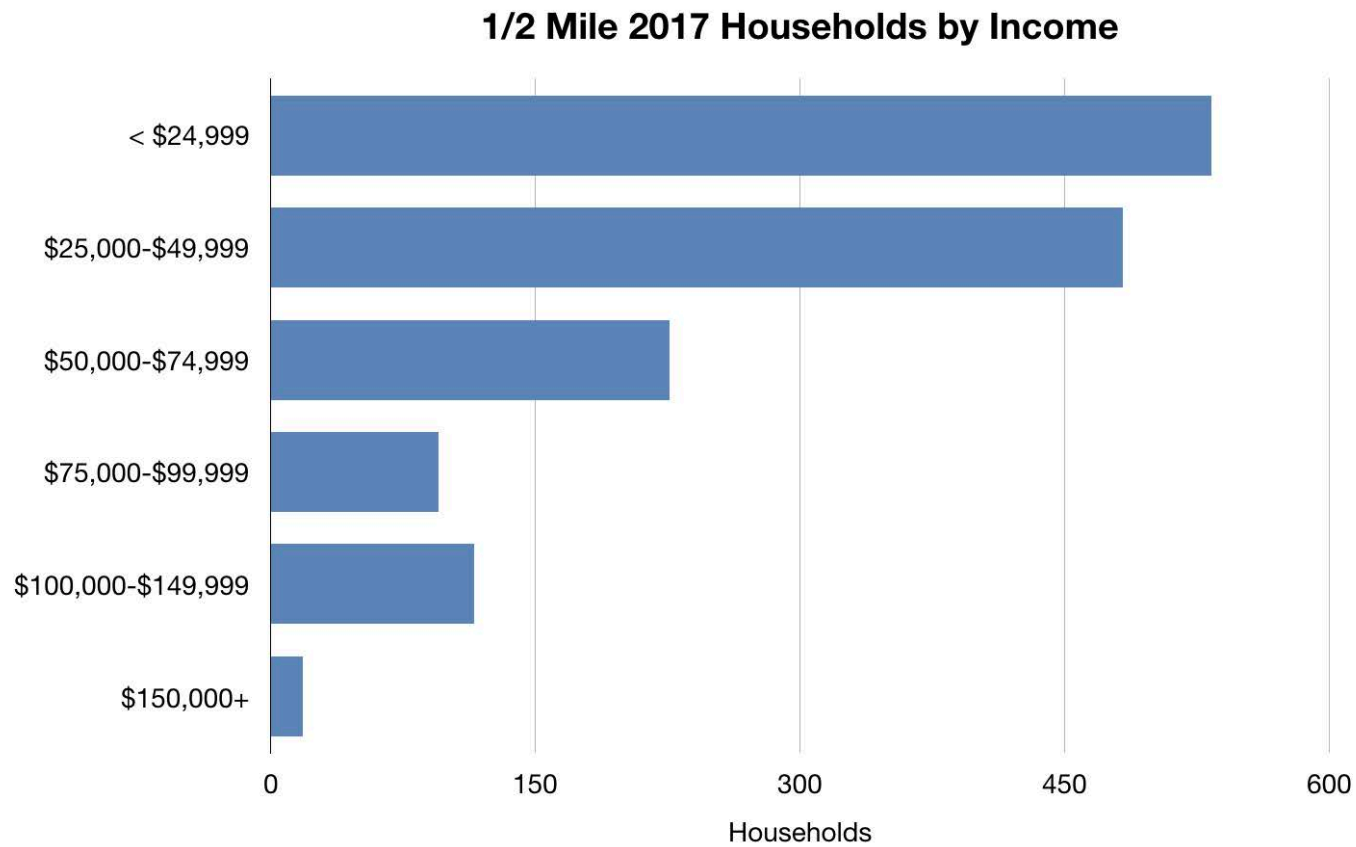


Source: ESRI Business Analyst & Urban Advisors

Note: The 'center' of 1/2 mile and 1 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Household Income

The majority of neighborhood households within 1/2 mile of the retail plaza at Portage & Elwood had household incomes under \$50,000 in 2017.

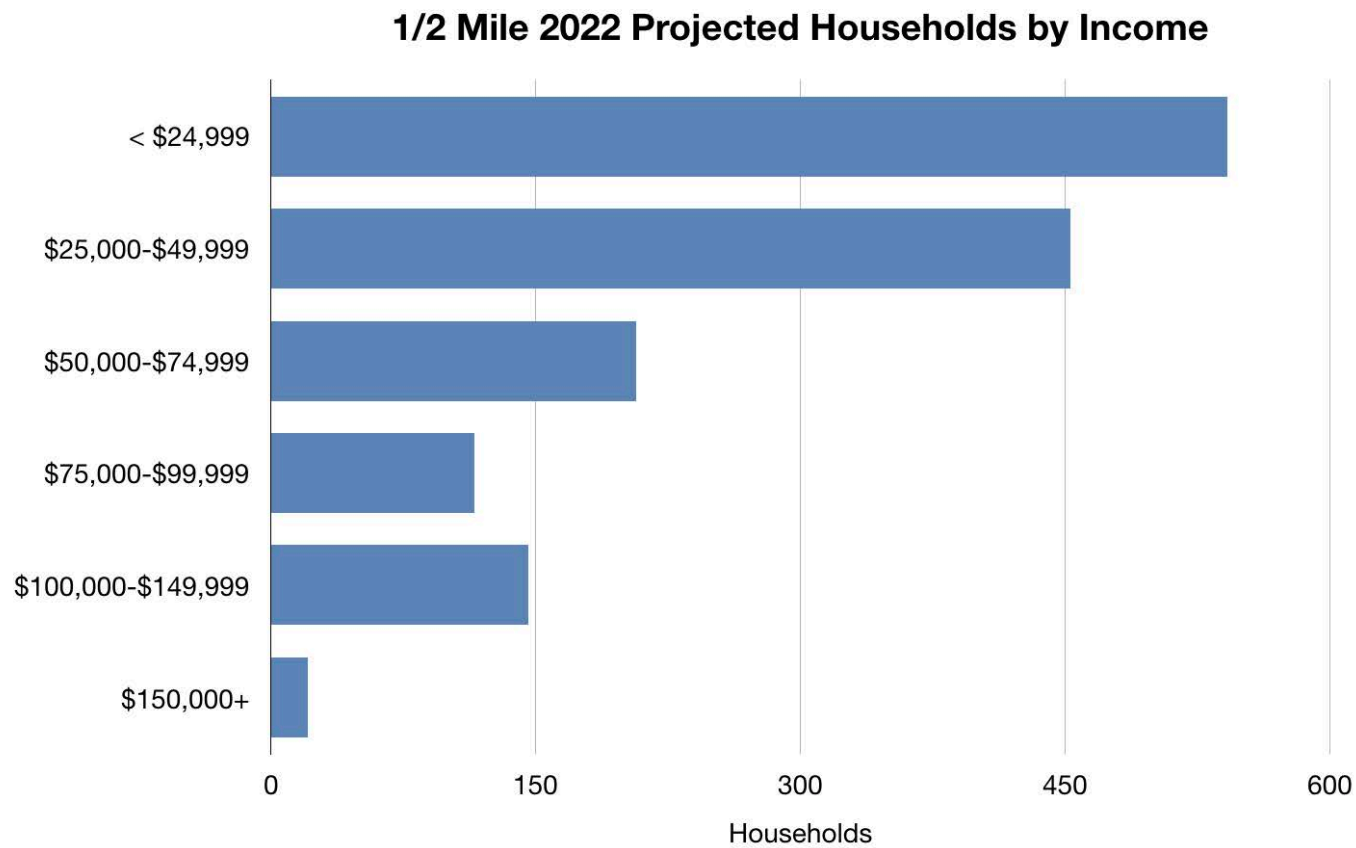


Source: ESRI Business Analyst & Urban Advisors

Note: The 'center' of 1/2 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Household Income

It is projected that household incomes in 2022 will largely remain under \$50,000 for households within 1/2 mile of the retail plaza at Portage & Elwood.



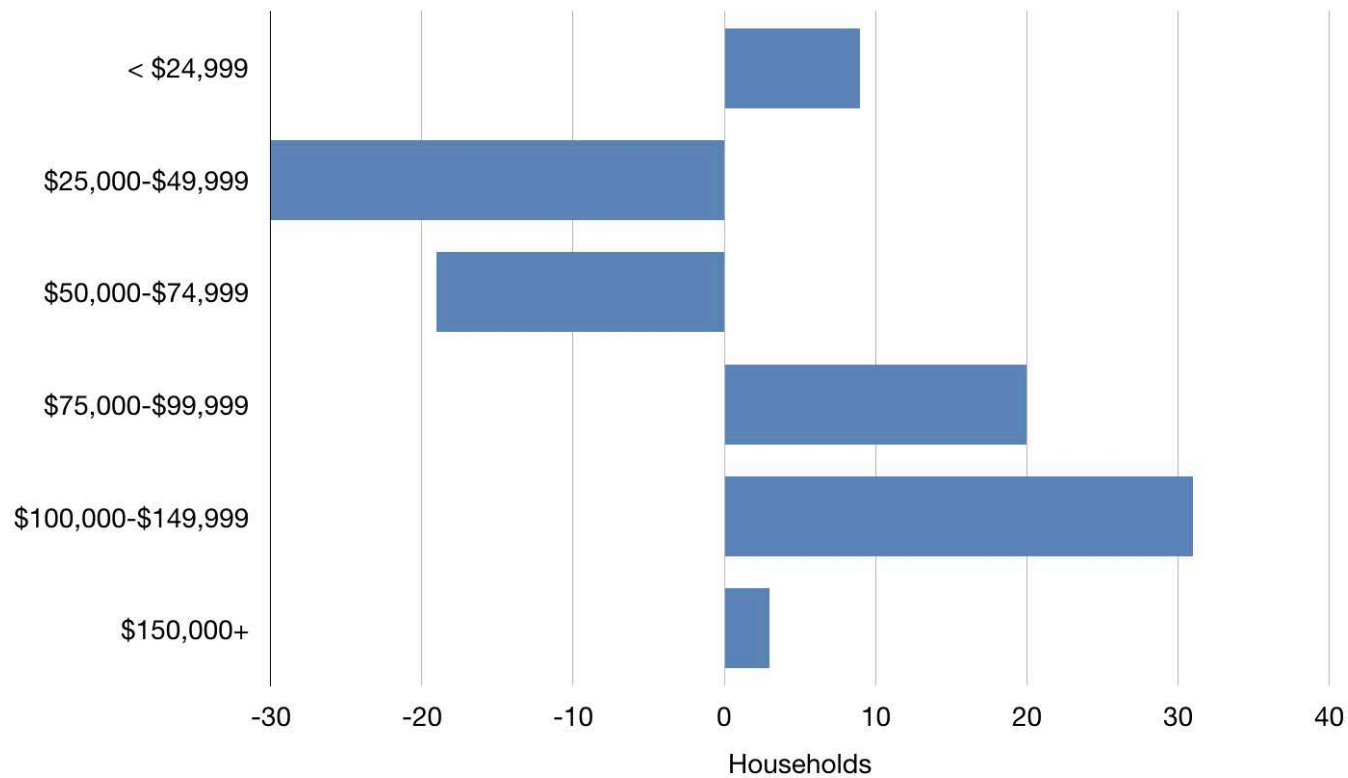
Source: ESRI Business Analyst & Urban Advisors

Note: The 'center' of 1/2 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Household Income

Looking at the projected change by income group from 2017 to 2022, it is anticipated that there will be a growth in upper-middle income households within 1/2 mile of the retail plaza at Portage & Elwood..

1/2 Mile 2017-2022 Change in Households by Income



Source: ESRI Business Analyst & Urban Advisors

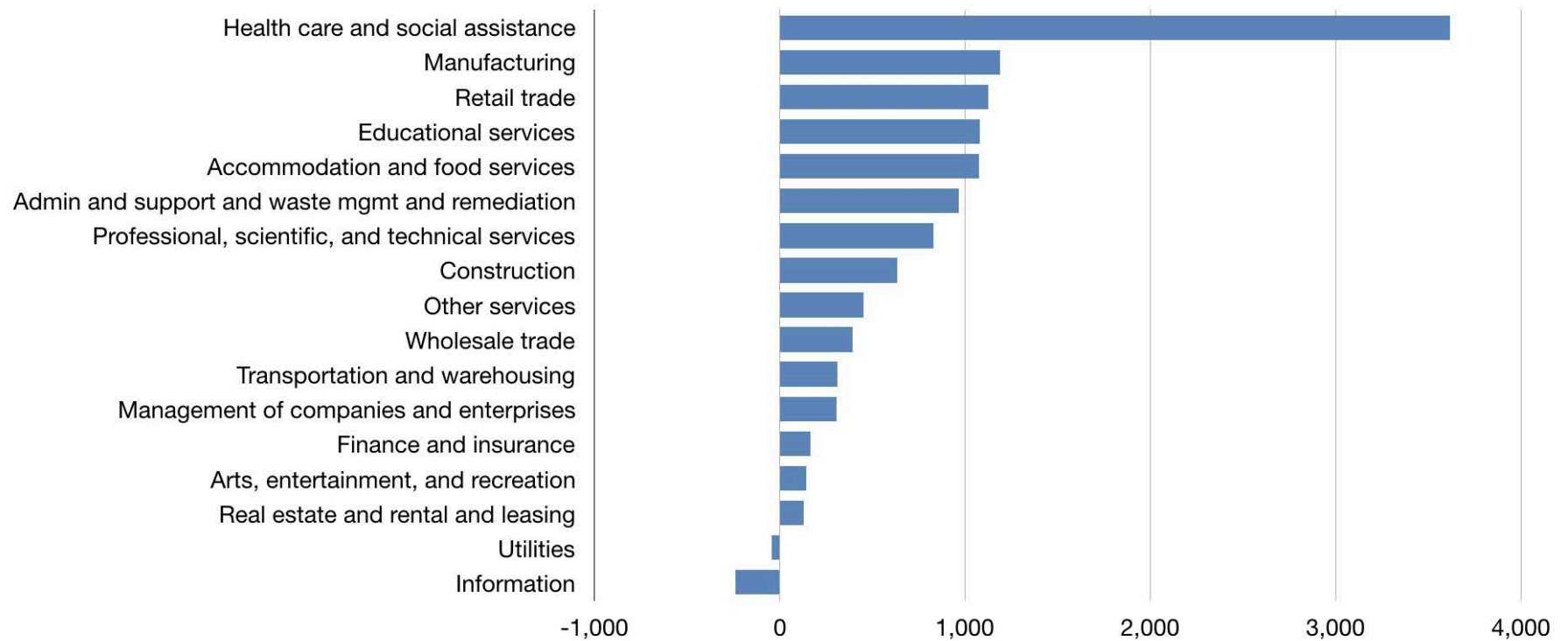
Note: The 'center' of 1/2 mile radius is located at the retail plaza at Portage Ave. and Elwood Ave.

Background Analysis: Employment

The projected change in employment in St. Joseph County from 2014 to 2024 shows regional employment growth is anticipated to be strongest in Health Care and

Social Assistance. This is a trend seen throughout the country.

**St. Joseph County Projected Change in Employment
2014-2024**



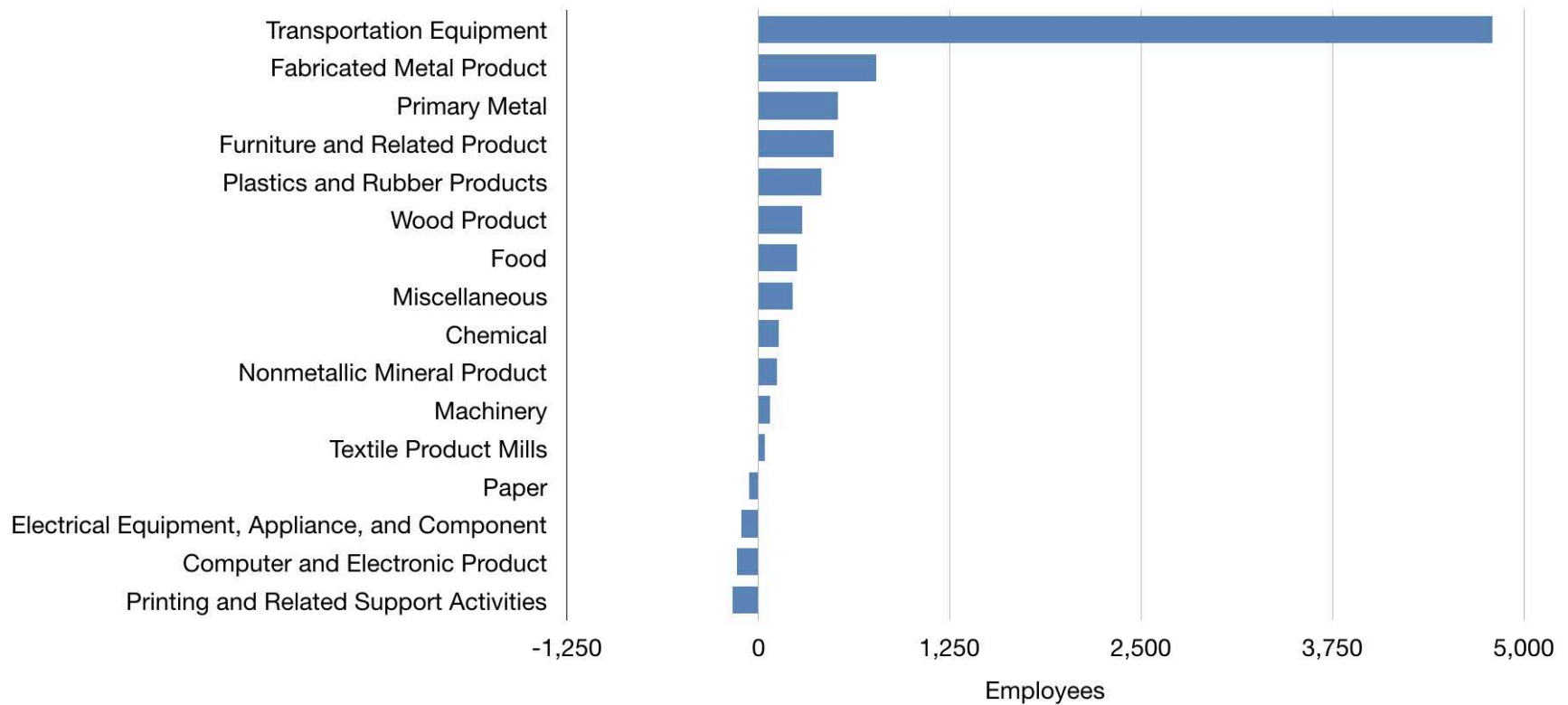
Source: Indiana Department of Workforce Development & Urban Advisors

Background Analysis: Employment

Unsurprisingly to residents familiar with local industry, Transportation Equipment is expected to lead the increase in Manufacturing employment from 2014 to

2024. This may reflect the strength of the RV economy in the area.

St. Joseph County Projected Change in Manufacturing Employment 2014 to 2024



Source: Indiana Department of Workforce Development & Urban Advisors

Pro-forma Analysis: Housing

FOUR-PLEX APARTMENTS

- Assuming Four-plex Apartments could be built at \$125 per square foot, they would still require above market rents of \$1.30 per square foot, or \$1,500 per month.
- Unless construction costs can be lowered or higher rents achieved, these products may not be feasible in the current market.

COTTAGE COURT

- Estimated construction costs of the Cottage Courts are at \$100 per square foot, at which point they would still require above market rents of \$1.30 per square foot, or \$715 per month.
- Unless construction costs can be lowered or higher rents achieved, these products may not be feasible in the current market.

Pro-forma Analysis: Retail

GROCERY STORE RENOVATION

- Moving the grocery and hardware store to the south end of the vacant space and reformatting in a 20,000 square foot model will likely cost about \$190,000 in tenant improvements.
- This strategy partitions the space as one unit and assumes that the fire system can be used as-is.
- With a five year loan this would require \$44,000 a year in payments.

MARKET ARCADE COST

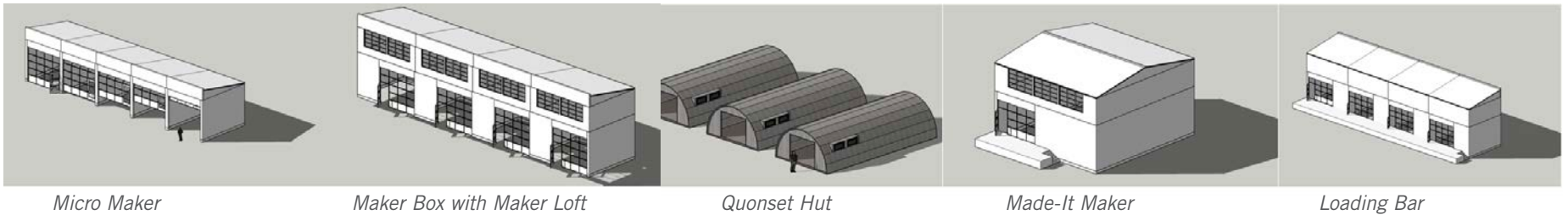
- Once the north side of the existing grocery space is vacant, the empty space can be repurposed for an indoor Market Arcade for business incubator spaces.
- This requires opening doors and windows to the exterior, adding toilets, and partitioning market stalls.
- These improvements could cost as little as \$70,000.
- With a five year loan this would require \$16,000 a year in payments.

MARKET ARCADE INCOME

- The Market Arcade has space for 30 units at 400 square feet each. The anticipated rents are supportable at \$300 per month.
- Income from the Market Arcade should service the loan for its improvement at 80% vacancy.
- At just under 40% vacancy, income would service both the market arcade and grocery store renovation loans.
- At 10% vacancy, both loans are serviced with \$32,000 left for profit, or service of the master lease.

See Appendix 2 for additional pro-forma tables

Pro-forma Analysis: Maker Spaces



Summary

| | Micro Maker | Maker Box | Maker Loft | Maker Apartment | DIY Living | Quonset Hut | Made-It Maker | Loading Bar |
|--------------------------|-------------|-----------|------------|-----------------|------------|-------------|---------------|-------------|
| Unit Size (SF) | 500 | 750 | 750 | 750 | 1,250 | 750 | 11,250 | 7,000 |
| Land Cost | \$3,000 | \$3,750 | \$3,750 | \$3,750 | \$7,500 | \$3,750 | \$45,000 | \$45,000 |
| Construction Cost | \$32,500 | \$48,750 | \$73,125 | \$97,500 | \$187,500 | \$48,750 | \$787,500 | \$490,000 |
| Sale Price | \$60,900 | \$83,300 | \$116,375 | \$149,250 | \$295,000 | \$83,500 | \$1,212,500 | \$928,000 |
| Mortgage | \$310 | \$420 | \$590 | \$760 | \$1,490 | \$420 | \$6,140 | \$4,700 |
| Rent | \$480 | \$660 | \$930 | \$1,200 | \$2,320 | \$660 | \$9,610 | \$7,250 |

Source: Designs by Principle Group

See Appendix 2 for additional pro-forma tables

Lifestyle and Grocery Analysis

1 Mile Aggregate Household Grocery Spending by Shopping Preferences

- Most of the spending potential in the surrounding neighborhoods comes from households that typically purchase groceries at discount stores like Walmart.
- There is a small but significant contingent of households that typically prefer Organic / Local options that are likely underserved.

1/2 Mile Lifestyle Segments by Aggregate Grocery Spending Potential

- See Appendix 3, Lifestyle Segments, for descriptions of each Lifestyle Segment type.
- Competing for market share among neighbors who favor discount services is a challenge.
- With reasonable prices, the convenience of location can be a differentiator.
- There may be a latent market for an improved selection of organic, natural or local products, but the pricing will still need to be competitive.

1 Mile Estimated and Projected Aggregate Grocery Spending Potential

- Based on projected change in Household Income we can anticipate the direction of changes in shopping preferences by Lifestyle Segment. The change in income shows the potential for a significant increased demand for organic and local preferences and a decrease in name brand discount shoppers.
- These potential changes coincides with national trends in the growth of the organic grocery sector.

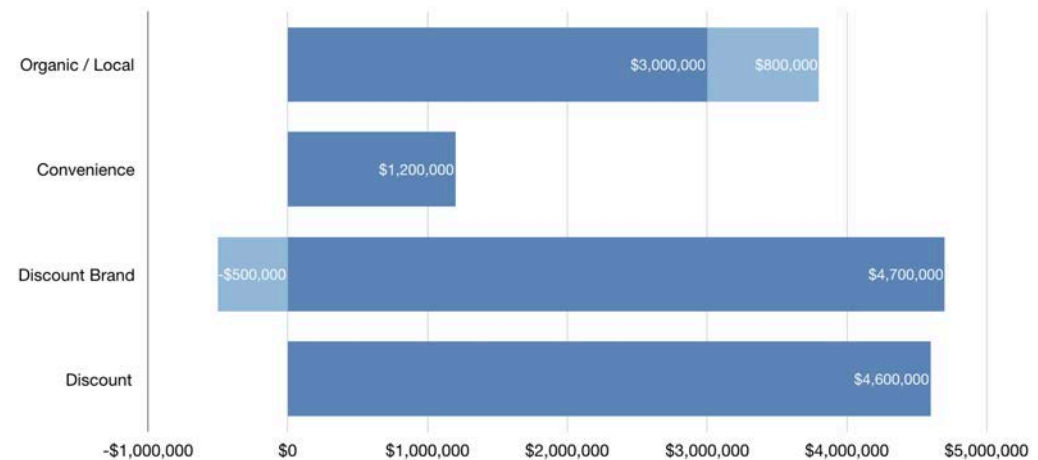
1 Mile Aggregate Household Grocery Spending by Shopping Preferences



1/2 Mile Lifestyle Segments by Aggregate Grocery Spending Potential



1 Mile Estimated and Projected Aggregate Grocery Spending Potential



Source: ESRI Business Analyst & Urban Advisors

Next Steps **5** section



Overview of Next Steps

Keeping the momentum moving forward...

RETAIL AREAS:

- Investigate introducing a matching facade grant program to assist businesses with pedestrian oriented and placemaking improvements.
- Continue to engage and develop a relationship with the property owner of the retail plaza.
- Encourage activities and temporary uses for activation and place making within the parking lot of the retail plaza to promote the center.

MUESSEL GROVE PARK:

- Explore opportunities to reduce vandalism and improve safety in the park.
- Explore opportunities for partnerships to increase programming at the park.

DREWRY'S SITE:

- Continue to work with the property owner to follow through with their responsibility to clean up the site.
- Continue working with the Drewry's development team to ensure principles developed in the charrette process are considered within their business plan.

AEP SITE:

- Work with AEP to screen the new substation and reduce its visual impact along Elwood Ave. and on the surrounding houses.
- Coordinate with AEP to improve the infrastructure along Elwood Ave. as part of the installation of new transmission lines.

INFRASTRUCTURE:

- Complete Portage Ave. and Elwood Ave. streetscape improvements including new sidewalks, lighting and intersection upgrades.
- Continue to work with landowners adjacent to the Coal Line Trail to promote connectivity to the trail network.
- Finalize design of the Coal Line Trail for bid in late 2019 and construction in 2020 & 2021.
- Work with the retail plaza owners to improve pedestrian and bike connectivity in and around the property.

For more information and project updates, visit: www.southbendin.gov/departments/community-investment/planning-community-resources/



Charrette Posters and Additional Comments

1

Appendix

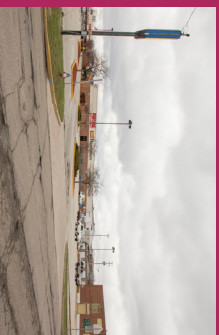
Existing Conditions

We listened to your thoughts about the Portage and Elwood Neighborhood Center during Workshop 1, and we want to hear more. Please share your **additional thoughts** on what you think of the existing conditions and **what change you envision**.

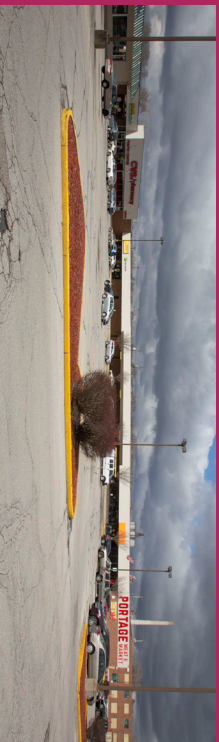
■ Retail Plaza

What we heard at workshop 1

- “
- Former’s Market friendly
 - Small craft brewery
 - New ownership that meets community needs (including brewery)
 - Preserve and entice existing building on corner of Portage Ave. and Elwood Ave.)
 - Must have grocery store!
 - Coffee house
 - Barber
 - Open Market
 - Needed laundry mat
 - Under-utilized parking lot
 - Movie theater
 - Community’s private ownership, we don’t know what is going to happen!
 - Supermarket key to keeping center truly a community asset and center of pedestrian and car traffic
 - Asset central to 3+ major neighborhoods
 - We need a grocery store!
 - Restaurants
 - Retail
 - Plants
 - Healthy ethnic local
 - Eliminate liquor store
 - Gathering place



Retail Plaza looking south from Elwood



Retail Plaza looking west from Portage

What do you think?

”

■ Former Drewry’s Brewery Site

What we heard at workshop 1

- “
- Clean up
 - Remove smoke stack
 - Infrastructure, roads?
 - Land reuse
 - Courtyard style apartments that are eco-friendly
 - Renew face and streetscaping
 - Mixed housing
 - Rac Center
 - Opportunity only can be improved
 - Private owner hasn’t been cooperative isn’t local
 - Jobs and job training
 - Opportunity for expanding green space
 - Dog Park?
 - Community center
 - Rac center
 - Keep smokestack
 - Community Space
 - Mixed income housing
 - Mixed Use housing
 - Connection through (from Elwood Ave. to Vassar Ave.)
 - Commercial
 - Organizational
 - Food franchise
 - Healthcare
 - Small business



Drewry’s site from north with existing brick building



Drewry’s site from south looking towards Elwood

What do you think?

”

Portage and Elwood
Neighborhood Center

South Bend, IN
Design Charrette
May 2018



Existing Conditions

We listened to your thoughts about the Portage and Elwood Neighborhood Center during Workshop 1, and we want to hear more. Please share your **additional thoughts** on what you think of the existing conditions and **what change you envision**.

Muessel Grove Park & Coal Line Trail

What we heard at workshop 1

- Access from Trail
- Benches
- Family spaces
- Connectivity
- Why no Sidewalks?*
- Close to river and river walk = pedestrian access to Shopping Center
- Tiny houses?
- State park
- Baseball/football/iceover fields
- Band Shell / Amphitheater
- Lighting
- Restroom with pavilion for rent
- Make easier to use
- Benches
- Picnic area/ fire pit
- Bike station restrooms
- More amenities (trail, pavilion)
- Parking
- Toddler playground
- Big playground please!
- Games, books, and fun store
- Big dog park
- Cafe/bakery
- Small forest
- Community garden
- Restore water (old man)
- Splash pad
- Mature trees
- Native nature field
- Visant home can become part of trail... rest spot

What do you think?

”



Oak trees fill the northern half of the park



Existing pavilion structure



Existing play structure



Future coal line trail location

Streets and Intersections

What we heard at workshop 1

- Make pedestrian friendly
- Traffic restriction (Portage Ave. from Elwood Ave to Diamond Ave.)
- Less concrete, more life, more green (along Portage Ave.)
- Asset major arterials with bus lines (along Portage Ave.)
- Roundabout (at Diamond Ave. and Portage Ave.)
- Resurface and streetcapping
- Spotlight Portage Ave. and Elwood Ave.)
- Bus stop cover (corner of Portage Ave. and Elwood Ave.)

What do you think?

”



Intersection at Elwood and Portage



Southern entrance into retail plaza



Bus route on Elwood



Intersection at Elwood and Portage

Portage and Elwood
Neighborhood Center

South Bend, IN

Design Charrette
May 2018



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Existing Conditions Comments

Additional thoughts on what participants think about existing conditions and what change they envision were collected during the four-day charrette.

RETAIL PLAZA

- Needs “destination” character, not just pop-in for Rx or market “restaurants”
- Bike access and parking + LimeBike
- Restaurant incubator
- Urban-type grocery store
- Medical facility
- Light industrial
- Vacant structure northwest corner of Portage Elwood intersection
- Tear down massive bunker building (concrete ceiling), build smaller, attractive grocery
- Certified Kitchen
- Locally produced market/store
- Year-round farmers market
- Better bike racks
- Re-tile the floor of the Portage Meat & Market
- Smaller, higher quality grocery store that serves breadth of the community
- Restaurants
- Gathering spaces during week and Sunday after church
- Culinary arts school
- Job training
- Possible café site
- Underutilized
- Great location for activation
- Retail that is not related to alcohol and/or cigarettes
- Nice air fill-up station that does not block the entrance/exit
- Ray’s is an important resource to the surrounding community
- This is an active corner; how do we make it a nice looking, active corner
- Small-scale transportation
- Business advising center/incubator
- Healthcare center
- Opportunities for students to volunteer and get experience
- Future restaurant space with deck overlooking the future trail
- Mini-transit hub
- Bus shelter
- LimeBike parking area

FORMER DREWRY'S BREWERY SITE

- Business incubator
- Healthy, affordable food
- Family shopping
- People need affordable safe places to live
- A senior center for activities for the aging population, maybe with educational opportunities: music classes
- Connect with the City for education (Druckers)
- Have library data base for education project available there for residents of the area (information training, general education, etc.)
- Sevenada co-op grocery (cheap, healthy food: Atlanta, GA)
- Notre Dame Robinson Community Learning Center
- Certified Kitchen
- Locally produced market/store
- Year-round farmers market
- The existing industrial land use should be demo' d, rezoned, new infrastructure and new land use plan
- Southern Michigan Wineries
- This would be a great location for urban garden farmers market
- Franciscan Health Alliance Clinic in association with St. Mary's Nursing program
- Land mark for area (Drewry's Smoke-stack)
- Funky urban center shops, brew pub, winery restaurants
- John Tugman Jesus Institute Replica Jewish Synagogue from 1st Century
- City Market Charleston, South Carolina
- Transformation Ministries
- Riverside Church: currently at Beacon Bowl site
- Something should come out of the stack: bubbles, fireworks, light, etc.
- Open space area stack to emphasize its landmark stature
- Relocation to an industrial neighborhood
- Music performance venue
- Holy Cross tutoring center

MUESSEL GROVE PARK & COAL LINE TRAIL

- Need to be able to connect park to the shopping center and trail
- Keep a covered gathering space
- Equipment for wide age range of users
- Why break trail?
- Mosquitos here!
- Expand the oak tree grove into the Drewrys site and build walking paths throughout
- Make alleys into bike paths
- Dog park
- Housing overlooking the trail
- Possibly angle streets parallel to trail
- Band shell or stage for music in the park
- Bridge?
- Why build new housing stock when there is plenty of existing housing stock in neighborhood that could be rehabilitated?
- Improved lighting and trails
- How can we activate this space of the park (northern area)
- Sports in collaboration with Holy Cross School
- Water park with jets (like at the Cubs park) no pool
- South Bend Cubs facility for engaging neighborhood kids
- Space needle, ferris wheel, dinner in the sky
- Disc golf – fun and cheap
- Dog park with a grooming facility
- Maybe trail support facility – pavilion, water station, benches
- Baseball, sports fields
- Low cost spay and neuter clinic – veterinary clinic
- Splash pad
- Keep park as open space
- Ice cream shop along bike trail and Portage
- Access from trail to retail spaces
- Clean up tires and trash – ASAP!
- Ramp down to trail providing neighborhood connection to east – could hit trail near bottom of ramp for west side
- Somewhere for a senior center (like the one at Howard Park) would be nice. Maybe in the corner of the housing (former park) area near a road but with the feeling of park. Close by neighborhood, meet with youth – tutor or mentor, lots of possibilities
- Park with basketball, baseball field
- Possible training site for Cubs to room and develop inner City kids
- Garden with pathways

- More pavilions needed
- Please keep tress and play fields intact
- Keep park space, its well-used by Holy Cross School
- Parking lot is used by Holy Cross School
- I’d rather keep all park and make it a really super park. You can always build houses, but not a park.
- There need to be walking/bike connectivity across Muessel Grove Park towards Coal Line and Portage

- SB Cubs to work within Muessel Grove Park and provide outreach to surrounding neighborhoods, get kids interested in baseball, possibly new facilities
- Restore Lake Kankakee and streams
- Expand picnic shelter, it currently gets good use
- No tiny houses
- Propose to Holy Cross Church and School that they purchase then run the park – or at least the sports fields

STREETS AND INTERSECTIONS

- Street lamps and curbs like Western Ave.
- Streetscaping with greenery ADD BEAUTY
- Connect Angela to Elwood
- Do nice lampposts like on the one stretch of Western
- Speed of traffic along Portage is an issue
- Bike Lane connection Coal Line and Portage
- No sidewalk (along Elwood) is an issue for people walking to plaza
- Connection between surrounding neighborhoods to the universities across the river...how do we do this (north of the Angela Bridge)?

Envisioning Change

We listened to your thoughts about the Portage and Elwood Neighborhood Center during Workshop 1, and we want to hear more. Please share your **additional thoughts** below to each of the following questions:

Write one word or phrase to describe the Portage and Elwood Neighborhood Center **today**

What we heard at workshop 1

- Neglect
- Engaged
- Disinvestment
- On fire
- Shoddy
- Potential
- Run-down
- Crime (Relative to other areas of the city?)
- Rehab
- Restore
- Deteriorated
- Need for revitalization
- Eviscerate
- Blight
- Left behind
- Under-utilized
- Barely Sustainable
- Scary
- Sad
- Broken glass
- Community
- Disgusting
- Unsafe
- Inclusive of black community
- Junk buildings
- Empty
- Development
- Under-used
- Moving to the next opportunity in progress
- Depressed and under-utilized land and structures
- Flat
- Possibilities
- Multi-cultural
- Tried and looking back
- Restricted opportunity
- Update
- Negative quality of life
- Busy
- Huge potential but tired
- Impoverished in need of revitalization
- Underachieving
- Survival
- Dreary
- Ugly
- Declining Neighborhood
- Unleveled
- Unfriendly
- Hard to access
- Changing
- Help
- Healthier
- Needs lots of work
- In need of help
- Dirty
- Funky
- Depressed

”

Write one word or phrase to describe the Portage and Elwood Neighborhood Center **20 years in the future**

What we heard at workshop 1

- Great neighborhood center
- Magnet drawing folks from a 10 mile radius
- Accessible and quality for all people of the neighborhoods
- Interactive
- Vibrant
- Economic community center
- "Growing" multi-functional mixed use housing with destination shopping & eatery
- Clean and kept up
- Thinking neighborhood hub of the Northwest side
- Neighborhood center
- Point of distinction
- Shopping Destination
- People Gatherer
- Together
- Stores, retail
- Redeveloped and reinvented
- Great neighborhood and retail development
- Open clean and modern
- (Still) Funky!
- New stores, open space, trails, new housing
- Exciting life-enhancing green
- A safe, attractive point of pride
- Resource center for opportunities/meet needs of NW community
- Thinking
- Eco-district
- Clean area
- Vibrant pocket neighborhoods, shopping, dining, entertainment
- Less cars, more bikes
- A hub of activity for the neighborhood
- Community center
- Retail, meeting space, safe space, gathering spot
- Friendly neighbors
- Happy friendly people
- Flourishing, active, "hip"
- Diversity in ownership and resources
- More familiar businesses
- Optimistic
- Success
- Bringing neighbors together through opportunity
- Useful
- Diverse
- Bustling
- Developed
- Dynamic
- More home ownership
- Fully integrated community
- Fantastic
- The place to be
- Equality/equity
- Open
- Vibrant
- Safe community
- Gathering place
- Meet every day needs - include restaurant
- Strong Community
- Hub for neighborhood, conduit to city and ND
- Hope
- Vibrant social and economic hub

”

Portage and Elwood
Neighborhood Center

South Bend, IN
Design Charrette
May 2018



Envisioning Change Comments

Additional thoughts on one word or phrase that describes the Neighborhood Center today and to describe the Neighborhood Center in 20 years in the future collected during the four-day charrette.

TODAY

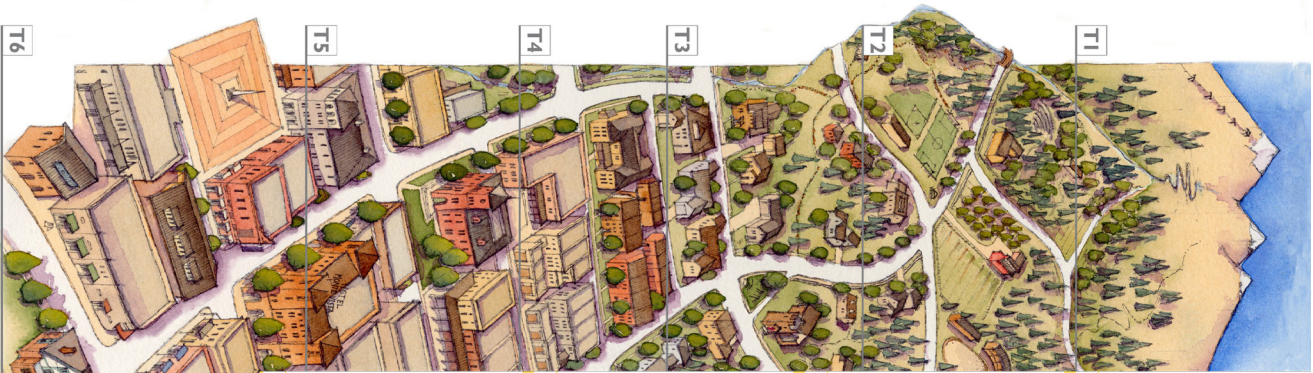
- Unwalkable/loitering
- How many housing units demo'd since 1995 within 1/2 mile??
- Not pedestrian friendly
- Why has City not cleaned up tires dumped under new Portage Ave. bridge?
- What is population change within area in last 3 census?
- Rampant lead poisoning of children

20 YEARS IN THE FUTURE

- Do not drive out the economically poor!
- Restore the Oak Savannah of Muessel Grove
- Neighborhood connector
- More native flowers/plants
- A center where the homeless could go
- Buses to Elkhart and Kosiusko Counties for jobs
- Bring back Lake Kankakee
- Bus line directly to Notre Dame (not through downtown which greatly increases time on bus)
- Make area "Easily" navigable for residents
- Trolley system for moving people *looping*
- Lawnmower repair and bike shop
- Please address lead issue in NNN

Why Consider a Form-Based Code?

Delivering the Vision through a New Approach to Zoning



Form-Based Codes Explained

The Form-Based Codes Institute defines Form-Based Codes as follows:
Form-based codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. These codes are adopted into city or county law as regulations, not mere guidelines. Form-based codes are an alternative to conventional zoning.

The most important aspect of the definition is differentiating form-based codes from traditional zoning codes. Form-based codes replace uses as the organizing principle, or framework, for the overall code. Instead of a zone being labeled "single family residential," it may be called "traditional neighborhood" and instead of a zone being called "commercial," it may be called "neighborhood main street." The terms "neighborhood" and "main street" are descriptive of the form and character of the zone which may include a mix of uses and building types to create vibrant walkable urbanism.

The Neutro-Urban Transit categorizes a spectrum of natural to urban contexts in six transit zones (from the most urban to the most rural (T)) and a prominent organizing principle within Form-Based Code practice. The second important aspect of this definition is that FCs replace zoning and are not merely design guidelines.

Preparing a Form-Based Code in 3 Steps

There are three important steps in the process of creating a Form-Based Code: Documentation, Visioning, and Assembling.

Documentation
The documentation phase has two scales: the macro-scale, which includes the overall form and character of the community, districts and corridors; and the meso-scale, which documents blocks, lots, building placement, frontage types, and other small scale elements that add to the character and quality of the built environment.

Visioning
The visioning phase engages the community and allows them to participate in the creation of a detailed design vision that the Form-Based Code will implement.

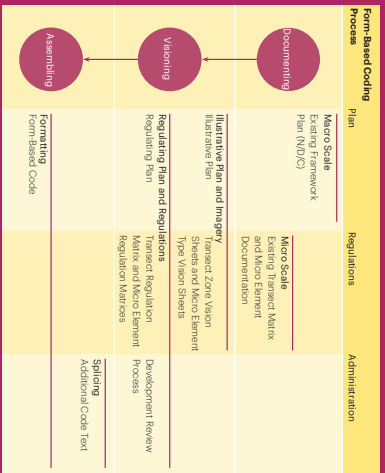
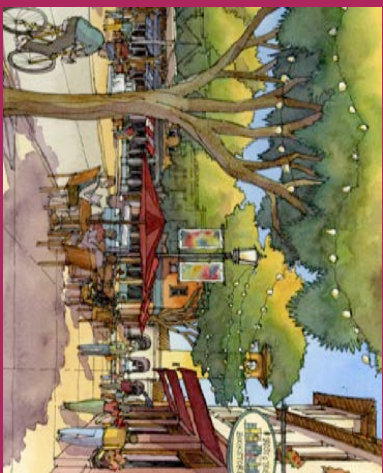
Assembling
The final step in the process of compiling the code are determining the form and structure, and then bringing it into or replacing the existing zoning code.

Why are Form-Based Codes Needed?

The current zoning system is broken. It has produced auto-oriented, sprawling, and inefficient communities that compromise our health and the environment. Form-Based Codes (FCs) are an alternative to Euclidean zoning that respond to these challenges by focusing on the creation, revitalization, and preservation of vibrant, walkable urban places. Elizabeth Blevins-Zybek writes in Form-Based Codes: "As global society swings into action to reduce carbon emissions, the time has come to re-evaluate our transportation systems. We need to create a more walkable and pedestrian-friendly places of dense economic and social interaction. Only the Form-Based Code can ensure such an urbanism."

Even developers are supporting this push for form-based zoning. At the 2009 New Partners for Smart Growth Conference, developer John DeWitt said, "I've been searching for code to address these issues. FCs are an alternative to Euclidean zoning that respond to these challenges by focusing on the creation, revitalization, and preservation of vibrant, walkable urban places. Elizabeth Blevins-Zybek writes in Form-Based Codes: "As global society swings into action to reduce carbon emissions, the time has come to re-evaluate our transportation systems. We need to create a more walkable and pedestrian-friendly places of dense economic and social interaction. Only the Form-Based Code can ensure such an urbanism."

For more detail on FCs see Form-Based Codes by Parolek or go to the Form-Based Code website at www.formbasedcodes.org.



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Components of a Form-Based Code

Delivering the Vision through a New Approach to Zoning

Essential Components

Form-Based Code Components that have proven necessary to an effective FBC:

- 1 Regulating Plan (which replaces the zoning map)
- 2 Building Form Standards
- 3 Thoroughfare Standards
- 4 OMC Space Standards
- 5 Frontage Type Standards
- 6 Subdivision Standards
- 7 Administration

Regulating Plan
Replaces the zoning map



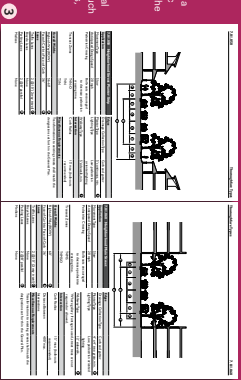
Building Form Standards

The Building Form component defines and regulates the intended physical form, including building form, building height, setbacks, and allowed frontages.



Thoroughfare Standards

Because streets comprise a large percentage of public space within most cities, the Thoroughfare component is a critical code element. It defines and regulates the details and dimensional parameters of elements such as sidewalks, bicycle lanes, traffic lanes, and parking lanes.



Civic Space Standards

The Civic Space component ensures that a full menu of public space is included in the code. The standards and design approach is calibrated for the location of these spaces.



Frontage Type Standards

Frontages create an appropriate transition from the private to the public realm. They define the physical features, such as terraces, storefronts, stoops, sidewalks, galleries and arcades.



Optional Components

Supplementary components enhance the effectiveness of the code, but can give further clarity to the intended type of place. The more of these components you can include in your code, the more detailed the implementation will be. This list includes:

- A Building Type Standards
- B Architectural Standards
- C Sustainability Standards (such as stormwater, alternate energy, greenwater, etc.)
- D Landscape Standards
- E Green Building Standards
- F Signage Standards



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Think of your favorite cities or streets that you like to walk through.
 Great streets not only move people from one place to another, they provide **interesting and enticing** public spaces for businesses to **thrive** and people to feel **safe and welcome**. They are the city's biggest civic space and serve as outdoor rooms where **social interaction** occurs. The components below help create the form and character of a great street.

What Makes a Great Street?

1 Attracts People + Businesses
 The most important component of a great street is the local culture and the people who make it a unique and interesting place to be through an inviting energy and appealing storefronts and businesses.

2 Integrates Multi-modal Design
 The street design should balance all uses, including driving, transit, walking, cycling, serving, parking, and drop-off.

3 Promotes Safety
 Pedestrians and bicyclists are protected through good design and offerings such as bike lanes and sidewalks that accommodate all appropriate speeds.

4 Enhances Social Interaction
 Streets connect and enhance interesting buildings and spaces, thus encouraging social activities and human interaction.

5 Includes Street Trees
 Street trees add shade and interest, while also providing visibility for businesses and vehicles.

6 Enhances Natural Features & Topography
 A great street will work with the existing terrain and natural setting to enhance the unique qualities and identity of the place.

7 Incorporates Interesting Public Spaces
 Streets can help create "outdoor rooms" that enhance adjacent buildings and generate a positive environment for a variety of activities.

8 Contributes to Good Connectivity
 A great street is part of a larger pattern of streets connecting key places and activities, enabling smooth movement of traffic by providing a variety of route choices.

9 Builds in Sustainable Design
 Street design can promote environmental sustainability by incorporating green features that minimize impervious cover, irrigation needs, and stormwater runoff.

10 Allows for Simple Maintenance
 Street design that focuses on the quality of the space generated, rather than on expensive detailing and street furniture, can generate a well-used public space without excessive maintenance costs.

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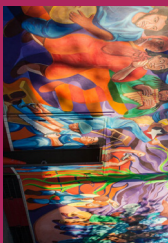
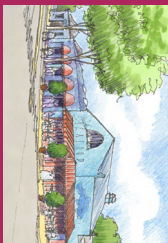
Short-term and Long-term Transformations

Think Small and Think Big: Variety of Ideas Aim to Transform

Not every transformation needs to happen at the same time or at a large scale to have a big impact. In the short term, small, feasible improvements can provide enough change to transform a dilapidated building, street, or business into a lively, attractive hub for activity. These small scale transformations can also catalyze larger scale transformation.

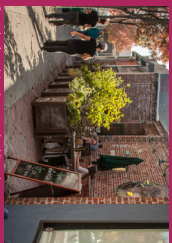
■ Building Facade Improvements

Property owners can transform the pedestrian experience through various levels of facade improvements, opening up boarded windows, improving building signage, removing low wallings.



■ Public Realm Improvements

Improvements to the frontage area—where the building meets the sidewalk—can greatly improve the pedestrian experience. Examples include adding new seating, painting, lighting, benches, trees, paving.



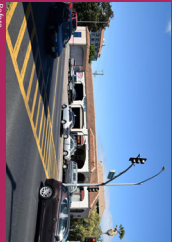
■ Reclaimed Space

Simple frontage improvements and long term reuse of unused space can provide a better pedestrian experience as well as valuable outdoor space for businesses.



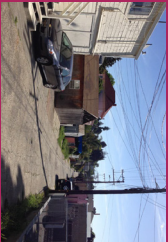
■ Street and Public Space Improvements

Wide sidewalks, medians, and parks should be considered for streets with high pedestrian traffic is highest. These are spaces that allow pedestrians to congregate and enjoy a more comfortable and safe public realm.



■ Green Alleys

Existing alleys can be made into pedestrian-friendly passageways with parking and turf space. These are spaces that are often underutilized and therefore provide additional informal monitoring of otherwise unsafe alleys.



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Frontage Types

The frontage is where a building engages the public realm.

Frontages are the components of a building that provide an important **transition and interface** between the **public realm** (street and sidewalk) and the **private realm** (yard or building). Below are potential frontage types to pick from.

Stoop

The stoop is appropriate for residential uses with small setbacks. The stoop is elevated above the sidewalk to provide privacy along the sidewalk-facing rooms. Stairs or ramps from the stoop may lead directly to the sidewalk or may be side-accessed.



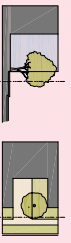
Porch: Projecting

The main facade of the building has a small-to-medium setback from the frontage line. The resulting front yard is typically very small and can be defined by a fence or hedge to spatially reorient the edge of the street. The projecting porch is a small, enclosed space that extends into the public realm. The space is located behind the setback line.



Forecourt

The main facade of the building is at or near the frontage line and a small percentage is set back, creating a small or shared outdoor space for apartment buildings, or an additional shopping or restaurant seating area within retail and service areas.



Porch: Engaged

The main facade of the building has a small-to-medium setback from the frontage line. The resulting front yard is typically very small and can be defined by a fence or hedge to spatially reorient the edge of the street. The engaged porch has two adjacent sides of the porch that are engaged to the building while the other two sides are open.



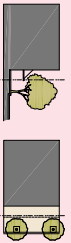
Dooryard

The main facade of the building is set back a small distance from the frontage line. The doorway is small or hedge, creating a small doorway. The doorway shall not provide public circulation along a right-of-way. The doorway may be raised, sunken, or at grade and is intended for ground floor residential.



Shopfront

The main facade of the building is at or near the frontage line. The main facade has substantial glazing between the bulkhead and the ground floor ceiling and may include an awning that overlaps the sidewalk. This type may be used in conjunction with other frontage types allowed in the form-based zone.



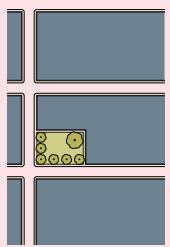
Public Space Types

Public spaces support healthy and vibrant neighborhoods.

Public spaces provide **access to the outdoors** and **gathering places** for members of the community. They should be located within **easy walking distance** of most homes as well as downtowns, and should support both **active and passive uses**. The location, distribution, size, function, and role of these spaces vary in relation to contextual considerations.

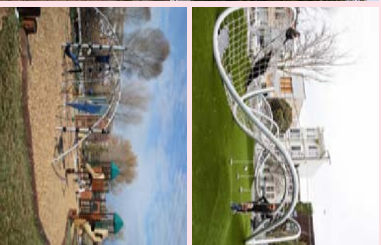
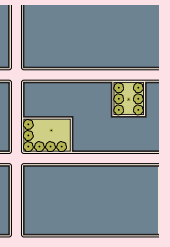
Pocket Park

Small scale open space that serves the immediate neighborhood, available for informal activities in close proximity to neighborhood residents.



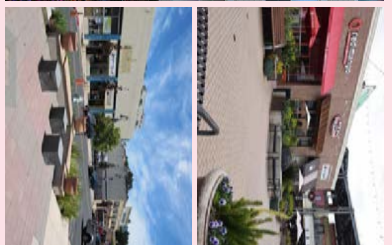
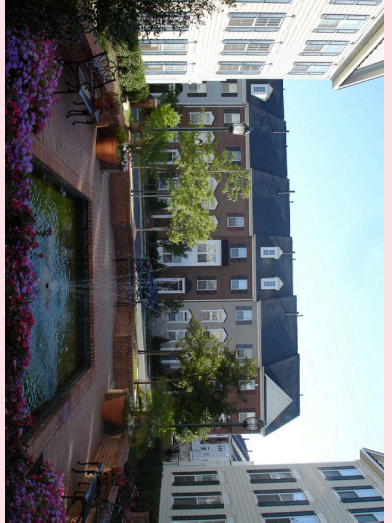
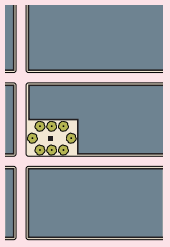
Playground

Small scale open spaces designed and equipped for children's recreation.



Pocket Plaza

Small scale open spaces often located at street corners, intended as an entrance space for seating or dining into which commercial and neighborhood activity may spill.



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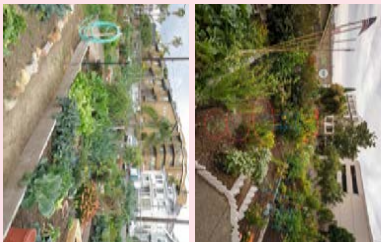
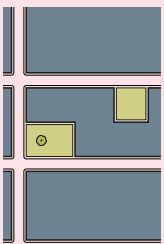
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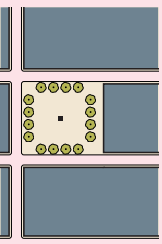
Community Garden

Small scale open space designed as a grouping of garden plots available to nearby residents.



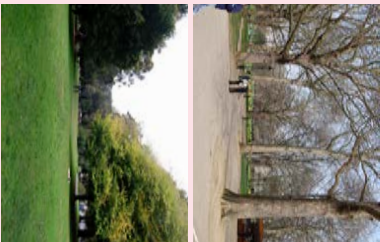
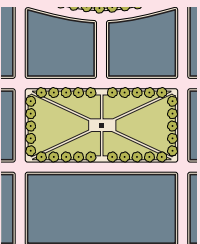
Plaza

Community-scale public spaces typically used for large gatherings, civic functions, and commercial activities such as markets and temporary events—such as farmers markets and exhibitions.



Green

Open spaces supporting unrestricted recreation as well as other uses. They are often located along transit corridors, and can also be used for utilitarian functions such as flood control and stormwater conveyance.



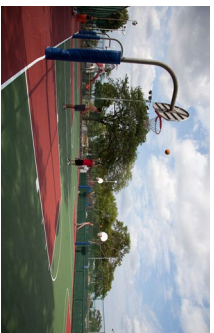
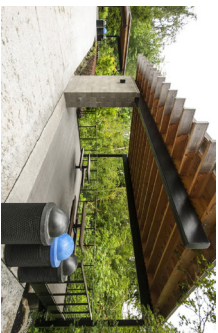
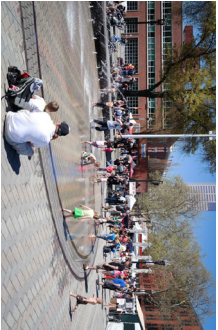
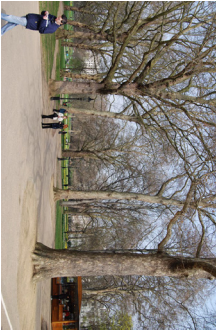
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What Makes a Great Public Space?

Think of the public spaces where you like to spend time. What **characteristics** make them vibrant, welcoming, restful, or exciting? What **activities** do you like to do in your favorite public spaces?
 What kinds of **public space improvements or amenities** would you like to see in Muessef Grove Park?



Take a sticky note and tell us your thoughts on this topic

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Types of Buildings: Small Scale

Buildings are defined first by form, then by function.

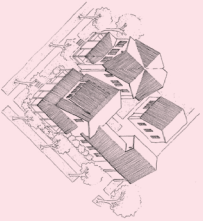
Small scale buildings have a form similar to that of a single-family house. They are characterized by a **small footprint** and a height of **one to two-and-a-half stories**.

Carriage House
An accessory structure typically located at the rear of a lot. It typically provides either a small residential unit, home office space, or other small commercial or service use. It may be above a garage or at ground level. The unit includes small kitchen, bathroom, and sleeping quarters and includes small businesses within walkable neighborhoods.



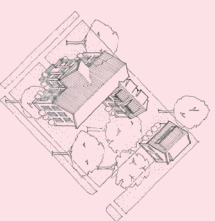
Detached House: Small

A small, detached structure on a small lot that accommodates one unit. It is typically located within a neighborhood of single-family residential housing, often set back from the street and adjacent to a large lot.



Detached House: Medium

A medium-sized detached structure on a medium-sized lot. It is typically located within a neighborhood of single-family residential housing in a walkable urban setting, potentially near a neighborhood main street.



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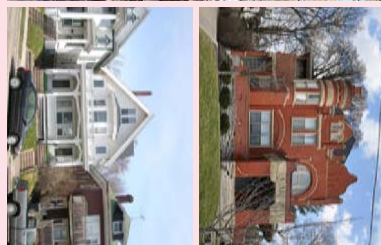
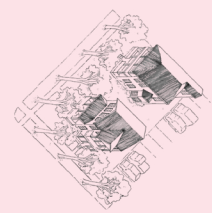
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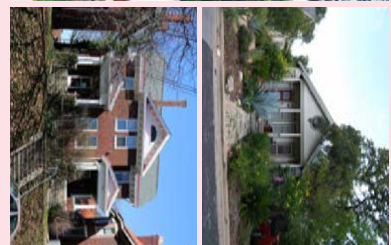
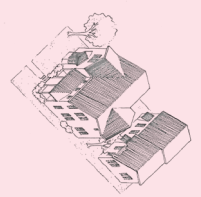
Duplex: Stacked

A small to medium-sized structure that consists of two stacked dwelling units. This type has the appearance of a medium to large single-family home and is appropriately scaled to urban primary single-family neighborhoods or medium density neighborhoods.



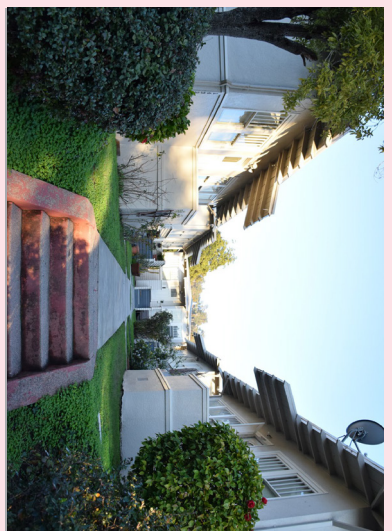
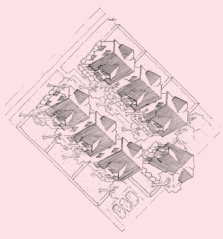
Duplex: Side-by-Side

A small to medium-sized structure that consists of two side-by-side dwelling units both facing the street and sharing a central wall. This type is appropriately scaled, well-developed, higher density and is important for providing a broad choice of housing types and promoting walkability.



Cottage Court

A series of small, detached structures providing a sense of enclosure and privacy. The street front is typically perpendicular to the street. The street court takes the place of a private rear yard and becomes an important community-enhancing element of this type. It provides well-designed higher densities appropriately scaled for primary single-family or medium density neighborhoods.



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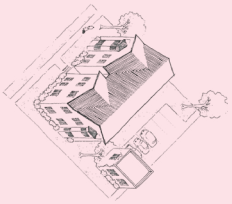
Types of Buildings: Medium Scale

Buildings are defined first by form, then by function.

Medium scale buildings fit into a medium- to large-scale neighborhood with **primarily residential** and **some mixed-use**, often used to transition between a single-family neighborhood and a main street. The buildings are characterized by a **medium to large footprint, two to three and a half stories** in height, and are **usually detached** from their neighboring buildings.

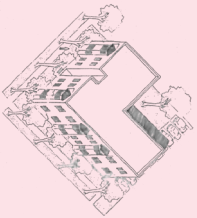
Small Multiplex

A medium structure that consists of 6-10 side-by-side and/or stacked dwelling units, typically with one shared entry or individual entries along the front.



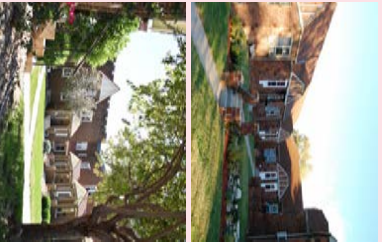
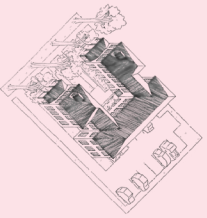
Large Multiplex

A medium- to large-sized structure that consists of 7 to 18 side-by-side and/or stacked dwellings, typically with one shared entry.



Courtyard Building

One or more medium- to large-sized structures that are arranged around a central courtyard or series of courtyards. Each unit may have its own individual entry, or several units may share a common entry.



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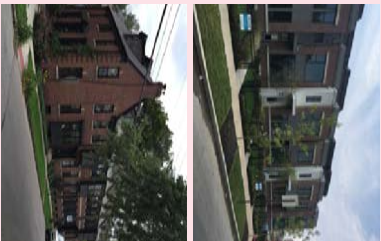
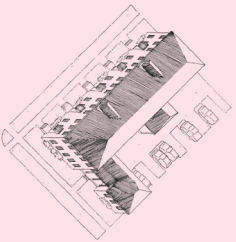
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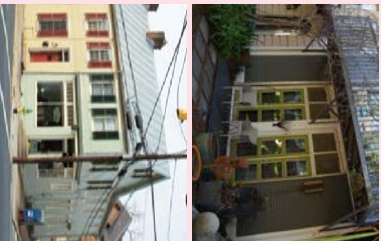
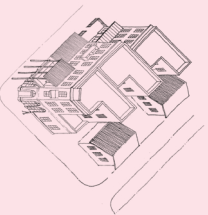
Townhouse

A small- to medium-sized structure that consists of 2-8 units attached side-by-side. This type is typically located within medium density neighborhoods or in a location that transitions from a primary single-family neighborhood to a medium density neighborhood near a street. Also known as a rowhouse.



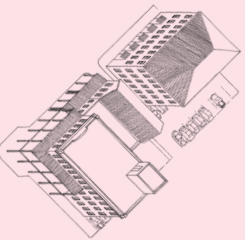
Live/Work

A small to medium-sized attached or detached structure consisting of one dwelling unit above and/or behind another space or spaces that can be used for residential, service, or retail uses.



Main Street Building

A large scale structure, typically attached, intended to house multiple uses, such as retail, office, and residential service uses and upper floor service or residential uses.



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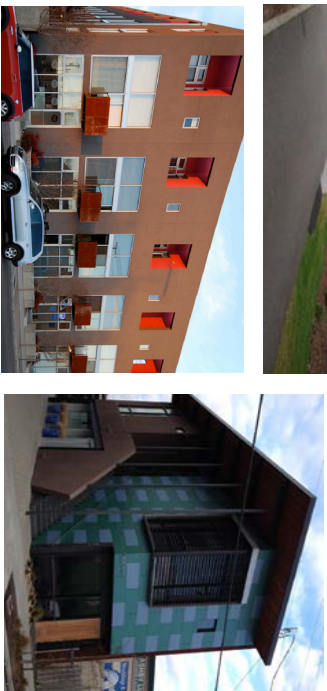
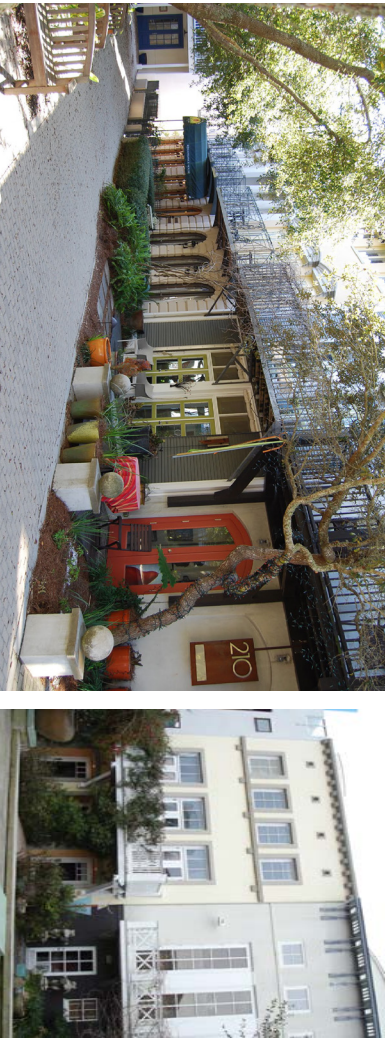
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Live/Work Buildings

What do you think about this building type for your neighborhood center?



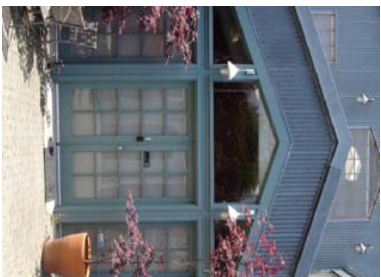
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Industrial Architectural Style

What do you think about this style in your neighborhood center?



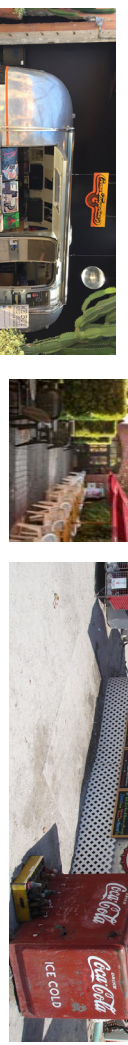
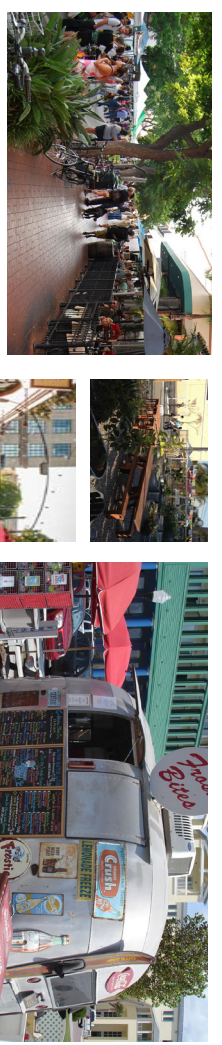
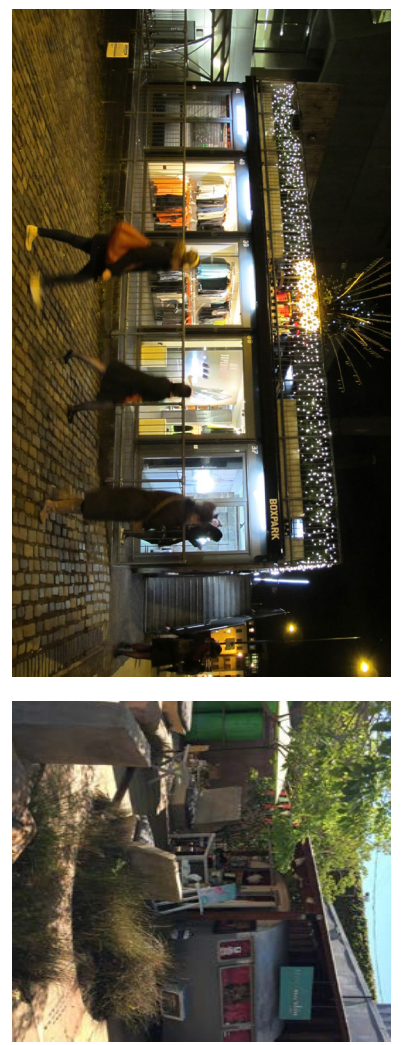
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Temporary Retail Ideas

What do you think about temporary retail in your neighborhood center?



Take a sticky note and tell us your thoughts on this topic

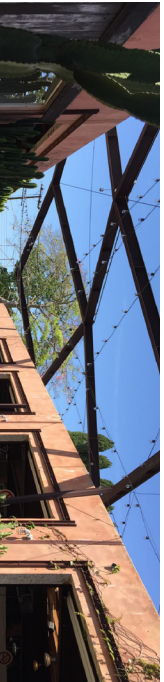


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Tactical Urbanism Ideas

How would you like to activate the neighborhood center in the short-term?



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Additional Pro-forma
Analysis **2** Appendix

Pro-forma Analysis: Four-plex Apartments

Construction

| | | | |
|------------------------------------|------------|-----|------------------|
| Lot (W x D) | 50 | 120 | 6,000 sf |
| Land Cost | \$3 /sf | | \$18,000 |
| Footprint | 40 | 58 | 2,320 sf |
| Floors | 2 | | |
| Gross Building Construction | | | 4,640 sf |
| | \$125 /sf | | \$580,000 |
| Soft Costs | 5% | | \$29,900 |
| Total Cost | | | \$627,900 |
| Down Payment | 20% | | \$125,580 |
| Mortgage | 80% | | \$502,320 |

Rental Proforma

| | | | | |
|-----------------------|---------------------|--------|----------------|-----------------|
| Income | | | \$6,032 | \$72,384 |
| Unit 1 | 1,160 | \$1.30 | \$1,508 | |
| Unit 2 | 1,160 | \$1.30 | \$1,508 | |
| Unit 3 | 1,160 | \$1.30 | \$1,508 | |
| Unit 4 | 1,160 | \$1.30 | \$1,508 | |
| Expenses | | | | \$21,968 |
| Vacancy | | 5% | | \$3,619 |
| Property Tax | | 2% | | \$12,558 |
| Improvements | | 6% | | \$4,343 |
| Ins & Mgmt | | 2% | | \$1,448 |
| NOI | | | \$4,201 | \$50,416 |
| Mortgage Pmt | 4.5% 20 year | | \$3,178 | \$38,135 |
| Cash Flow | 10% ROI | | \$1,023 | \$12,281 |

Source: RSMMeans and Urban Advisors

Pro-forma Analysis: Cottage Court

| Construction | | | |
|------------------------------------|-----------------|-----|------------------|
| Lot (W x D) | 100 | 150 | 15,000 sf |
| Land Cost | \$3 /sf | | \$45,000 |
| Cottage Footprint | 24 | 30 | 720 sf |
| Cottage Units | 6 | | 4,320 |
| 2nd Floor | 24 | 24 | 576 |
| 2nd Floor units | 2 | | 1,152 |
| Gross Building Construction | | | 5,472 sf |
| | \$100 /sf | | \$547,200 |
| Soft Costs | 5% | | \$29,610 |
| Total Cost | \$113.63 | | \$621,810 |
| Down Payment | 20% | | \$124,362 |
| Mortgage | 80% | | \$497,448 |

Rental Proforma

| | | | | |
|-----------------------------|-------------|----------------|----------------|-----------------|
| Income | | | \$5,788 | \$69,451 |
| Unit 1 | 550 | \$1.30 | \$715 | |
| Unit 2 | 550 | \$1.30 | \$715 | |
| Unit 3 | 550 | \$1.30 | \$715 | |
| Unit 4 | 550 | \$1.30 | \$715 | |
| Unit 5 | 550 | \$1.30 | \$715 | |
| Unit 6 | 550 | \$1.30 | \$715 | |
| Unit 7 | 576 | \$1.30 | \$749 | |
| Unit 8 | 576 | \$1.30 | \$749 | |
| Expenses | | | | \$21,465 |
| Vacancy | | 5% | | \$3,473 |
| Property Tax | | 2% | | \$12,436 |
| Improvements | | 6% | | \$4,167 |
| Insurance & Mgmt | | 2% | | \$1,389 |
| NOI | | | \$3,999 | \$47,986 |
| Mortgage Payment | 4.5% | 20 year | \$3,147 | \$37,765 |

Source: RSMMeans and Urban Advisors

Pro-forma Analysis: Retail Plaza Improvements

| Grocery Renovation | | Market Arcade Cost | | Market Arcade Income | | |
|-------------------------|------------------|-------------------------|------------------|----------------------|--------------|-----------|
| | | | | | Leased Units | Income |
| Floor Finishes | \$81,000 | Fenestration | \$24,000 | Gross Rent | 30 | \$108,000 |
| HVAC Relocation | \$50,000 | Toilets | \$12,000 | Vacancy | | |
| New Entrance | \$14,000 | Electrical | \$6,000 | 10% | 27 | \$97,200 |
| Electrical | \$40,000 | Unit Partitions | \$9,000 | 20% | 24 | \$86,400 |
| Partition Wall | \$8,000 | Roller Grates | \$18,000 | 30% | 21 | \$75,600 |
| Total Renovation | \$193,000 | Total | \$69,000 | 40% | 18 | \$64,800 |
| Annual Payment | -\$44,000 | Annual Payment 5 | -\$16,000 | 50% | 15 | \$54,000 |
| 5 year 5% loan | | Year Loan @ 5% | | 60% | 12 | \$43,200 |
| | | | | 70% | 9 | \$32,400 |
| | | | | 80% | 6 | \$21,600 |

Source: RSMMeans and Urban Advisors

Pro-forma Analysis: Maker Spaces

Proforma

| | | Micro Maker | Maker Box | Maker Loft | Maker Apartment | DIY Living | Quonset Hut | Made-It Maker | Loading Bar |
|--------------------------|--------|-------------|-----------|------------|-----------------|------------|-------------|---------------|-------------|
| Lot Width | | 25 | 25 | 25 | 25 | 25 | 25 | 75 | 200 |
| Lot Depth | | 40 | 50 | 50 | 50 | 100 | 50 | 200 | 75 |
| Lot Square Feet | | 1000 | 1250 | 1250 | 1250 | 2500 | 1250 | 15000 | 15000 |
| Land Price / SF | | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 |
| Land Price | | \$3,000 | \$3,750 | \$3,750 | \$3,750 | \$7,500 | \$3,750 | \$45,000 | \$45,000 |
| Building Width | | 25 | 25 | 25 | 25 | 25 | 25 | 75 | 200 |
| Building Depth | | 20 | 30 | 30 | 30 | 50 | 30 | 150 | 35 |
| Building Footprint SF | | 500 | 750 | 750 | 750 | 1250 | 750 | 11250 | 7000 |
| Floors | | 1 | 1 | 1.5 | 2 | 2 | 1 | 1 | 1 |
| Unit Square Feet | | 500 | 750 | 1125 | 1500 | 2500 | 750 | 11250 | 7000 |
| Building Cost / SF | | \$65 | \$65 | \$65 | \$65 | \$75 | \$65 | \$70 | \$70 |
| Construction Cost | | \$32,500 | \$48,750 | \$73,125 | \$97,500 | \$187,500 | \$48,750 | \$787,500 | \$490,000 |
| Parking/Landscape SF | | 500 | 500 | 500 | 500 | 1250 | 500 | 3750 | 8000 |
| Parking/Landscape \$/SF | | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 |
| Parking/ Landscape Cost | | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$25,000 | \$10,000 | \$75,000 | \$160,000 |
| Soft Costs | 15% | \$6,400 | \$8,800 | \$12,500 | \$16,000 | \$32,000 | \$9,000 | \$129,000 | \$98,000 |
| Total Cost | | \$51,900 | \$71,300 | \$99,375 | \$127,250 | \$252,000 | \$71,500 | \$1,036,500 | \$793,000 |
| Developer Fee | 17% | \$9,000 | \$12,000 | \$17,000 | \$22,000 | \$43,000 | \$12,000 | \$176,000 | \$135,000 |
| Sale Price | | \$60,900 | \$83,300 | \$116,375 | \$149,250 | \$295,000 | \$83,500 | \$1,212,500 | \$928,000 |
| Own: | | | | | | | | | |
| Mortgage | 80% | \$48,720 | \$66,640 | \$93,100 | \$119,400 | \$236,000 | \$66,800 | \$970,000 | \$742,400 |
| Monthly Payment (/month) | 4.5% | -\$310 | -\$420 | -\$590 | -\$760 | -\$1,490 | -\$420 | -\$6,140 | -\$4,700 |
| Down Payment | | \$12,180 | \$16,660 | \$23,275 | \$29,850 | \$59,000 | \$16,700 | \$242,500 | \$185,600 |
| Rent: | | | | | | | | | |
| Tax | 3.2% | \$1,700 | \$2,300 | \$3,200 | \$4,100 | \$8,100 | \$2,300 | \$33,200 | \$25,400 |
| Expenses & Vacancy | \$0.75 | \$380 | \$560 | \$840 | \$1,130 | \$1,880 | \$560 | \$8,440 | \$5,250 |
| Rent (/month) | | \$480 | \$660 | \$930 | \$1,200 | \$2,320 | \$660 | \$9,610 | \$7,250 |
| Rental Rate | | \$11.50 | \$10.60 | \$9.90 | \$9.60 | \$11.10 | \$10.60 | \$10.30 | \$12.40 |

Source: RSMMeans and Urban Advisors

Note: Pro-forma analysis is calculated per one unit

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Lifestyle Segments **3** Appendix



LifeMode Group: GenXurban

In Style

5B

Households: 2,764,500

Average Household Size: 2.35

Median Age: 42.0

Median Household Income: \$73,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

OUR NEIGHBORHOOD

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.35.
- Home ownership average at 68% (Index 108); nearly half, 47%, mortgaged (Index 114).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 132) and smaller (5–19 units) apartment buildings (Index 110).
- Median home value at \$243,900.
- Vacant housing units at 8.6%.

SOCIOECONOMIC TRAITS

- College educated: 48% are graduates (Index 155); 77% with some college education.
- Low unemployment is at 3.6% (Index 66); higher labor force participation rate is at 67% (Index 108) with proportionately more 2-worker households (Index 110).
- Median household income of \$73,000 reveals an affluent market with income supplemented by investments (Index 142) and a substantial net worth (Index 178).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



LifeMode Group: Middle Ground

Hardscrabble Road

8G

Households: 1,507,700

Average Household Size: 2.66

Median Age: 32.4

Median Household Income: \$28,200

WHO ARE WE?

Hardscrabble Road neighborhoods are in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children) and single parents. Younger, highly diverse (with higher proportions of black, multiracial, and Hispanic populations), and less educated, they work mainly in service, manufacturing, and retail trade industries. Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level. 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2–4 unit buildings. This market is struggling to get by.



OUR NEIGHBORHOOD

- Renters: About three-fifths of households.
- Primarily family households, married couples with or without children, single parents (Index 203), and multigenerational households (Index 137).
- Primarily single-family homes (61%), with a higher proportion of dwellings in 2–4 unit buildings (Index 225).
- Older housing, built before 1960 (59%), with a higher proportion built in the 1940s (Index 215) or earlier (Index 257).
- Almost four-fifths of owned homes valued under \$100,000 (more than 3.5 times the US).
- Higher percentage of vacant housing units at 18% (Index 155).
- Most households with 1 or 2 vehicles (71%), but 19% have no vehicle (Index 204).

SOCIOECONOMIC TRAITS

- Education completed: 38% with a high school diploma only (Index 137); 28% with some college or an associate's degree (Index 97).
- Unemployment rate is higher at 11.2%, almost twice the US rate.
- Labor force participation rate is lower at 57.1%.
- Wages and salaries are the primary source of income for 70% of households, with contributions from Supplemental Security Income for 12% (Index 232) and public assistance for 7% (Index 254).
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- They tend to save money for a specific purpose.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



LifeMode Group: Midtown Singles
Set to Impress

11D

Households: 1,714,100
Average Household Size: 2.12
Median Age: 33.9
Median Household Income: \$32,800

WHO ARE WE?

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are single person and nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. *Set to Impress* residents are tapped into popular music and the local music scene.

OUR NEIGHBORHOOD

- Apartment complexes represented by multiple multiunit structures are often nestled in neighborhoods with either single-family homes or other businesses.
- Renters make up nearly three quarters of all households.
- They're found mostly in urban areas, but also in suburbs.
- Single-person households make up over 40% of all households.
- It is easy enough to walk or bike to work for many residents.

SOCIOECONOMIC TRAITS

- Residents are better educated and mobile.
- Unemployment is higher, although many are still enrolled in college (Index 141).
- They always have an eye out for a sale and will stock up when the price is right.
- They prefer name brands, but will buy generic when it is a better deal.
- Quick meals on the run are a reality of life.
- They're image-conscious consumers that dress to impress and often make impulse buys.
- They maintain close relationships with family.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: \$39,300

WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Unemployment is higher at 7.3% (Index 134); labor force participation is also a bit higher at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, they are more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

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