

AUG 27 2025

Bianca Tirado
City Clerk, South Bend, IN



Department of Community Investment

August 27th, 2025

AGENDA

1. DCI Mission
2. Organizational Structure
3. Accomplishments
4. Proposed 2026 Expenditures
5. Overview of Redevelopment Funds
6. 2026 Goals



DEPARTMENT MISSION

To spur investment in a stronger South Bend

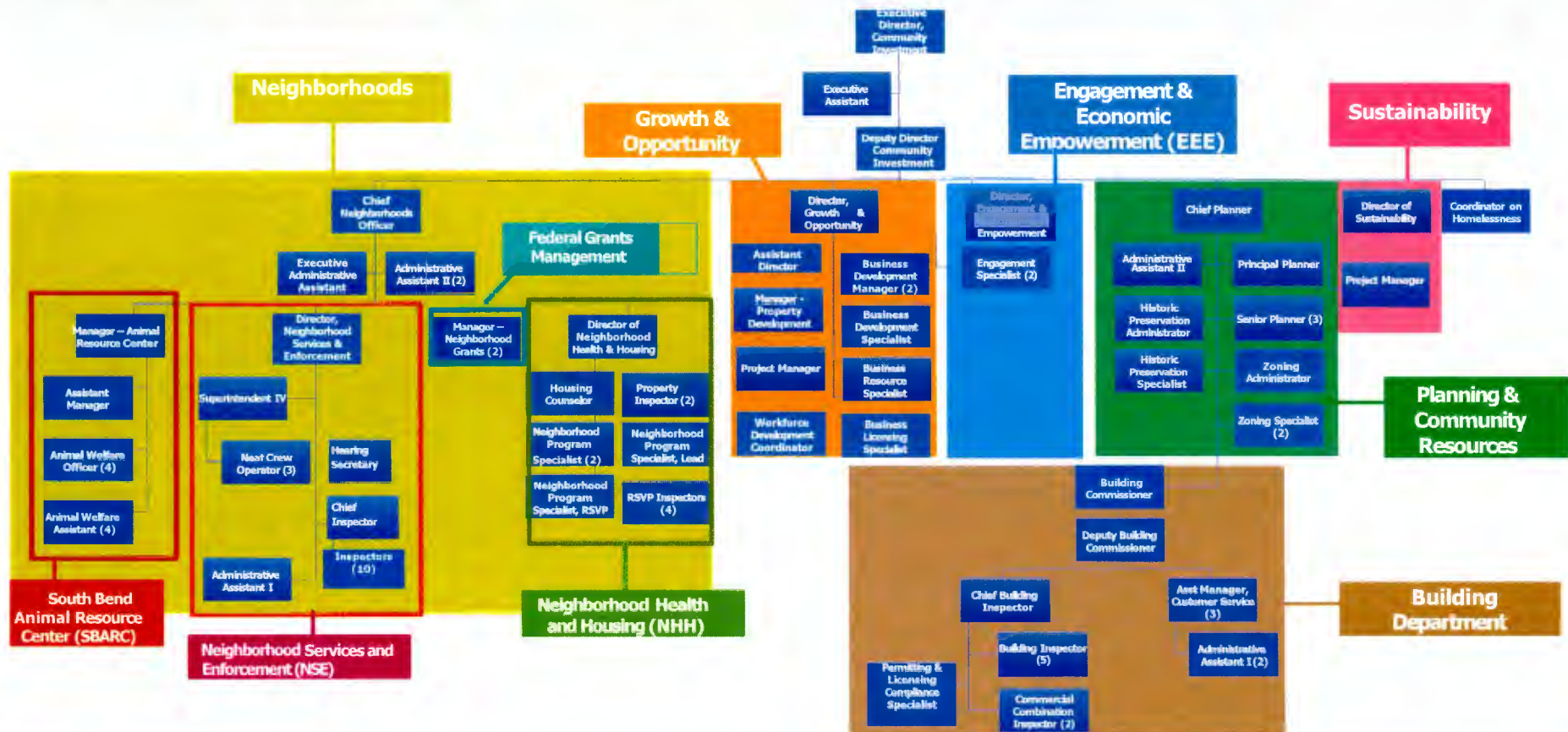
1. Attracting & retaining growing businesses
2. Connecting residents to economic opportunities
3. Planning for vibrant neighborhoods



CURRENT ORGANIZATIONAL CHART



CURRENT ORGANIZATIONAL CHART



PROPOSED ORGANIZATIONAL CHART



CITY OF SOUTH BEND
DEPARTMENT OF COMMUNITY INVESTMENT

SUMMARY OF PROPOSED 2026 ORGANIZATION CHANGES

- Additions
 - 1 Building Department Assistant Manager – Customer Service Officer Manager
 - 1 Field Operation Supervisor – SBARC
 - 1 Manager – Business Development
- Decreases
 - Eliminate 1 Neighborhood Program Specialist
 - Eliminate 1 Business Development Specialist
 - Eliminate 1 Building Department Assistant Manager – Customer Service
 - Eliminate 1 Workforce Development Coordinator
 - Eliminate 1 Project Manager – Sustainability
 - Eliminate funding for part-time veterinarian

Net: -2 positions, 3 more to eliminate by attrition by 2028



SUMMARY OF PROPOSED 2026 ORGANIZATION CHANGES

Higher-than-standard increases:

SBARC:

- Animal Welfare Assistant – 7.8%
- Animal Welfare Officer – 6.7%
- SBARC Assistant Manager – 14%
- SBARC Manager – 14.3%



2024 & 2025 ACCOMPLISHMENTS

Strong Neighborhoods

- Completed more than \$1.05M in repairs for 76 homeowners through the Home Repair Program
- Awarded \$86,000 to 6 neighborhood associations through the 2024 IGNITE has resulted in the creation or revival of 5 neighborhood organizations
- Conducted public planning processes for Downtown, River Park, and LaSalle Park Plans
- Implementation of \$34M in Neighborhood Improvement Bonds
- Awarded \$1.87M USDA Urban Tree Canopy Grant to plant thousands of trees in our community



2024 & 2025 ACCOMPLISHMENTS

Robust, Sustainable Infrastructure

- EASSI program: supported 14 nonprofits, 14 businesses to complete energy efficiency, solar, and electrification projects; 20 energy assessments. Estimated electricity solar production potential: 130kW
- \$500,000 in public and private investment in energy efficiency and solar projects
- Installed 3 EV Charging Stations in City locations (MLK Dream Center, Boland Park, Veterans Memorial Park), and replaced CCB charging station, with two more installs in the pipeline
- Supported the installation of solar arrays at City facilities totaling 885 kW of solar power at the Wastewater Treatment Plant, Water Treatment Plant, Central Fire Station, and MLK Dream Center
- Conducted energy assessments at 16 homes as part of the Greener Homes program pilot. Assessments include home shells – exterior, insulation, windows and roof – and HVAC, electrical, and water heater systems, safety concerns



2024 & 2025 ACCOMPLISHMENTS

Equitable Access to Opportunity

- Continued and expanded Vibrant Places matching grant program, with 44 grant awards in 2024 and 2025 totaling \$565,244 in City funds invested and \$791,403
- Issued 22 new low-interest revolving loans of \$5.4M total through the RBEF and RLF II programs, adding 76 jobs and retaining 73, while unlocking \$4.9M in private investment beyond loan value. 72.7% of loan recipients were minority-owned and 27.2% were women-owned. The average number of employees among loan recipients is 3.1
- Launched the South Bend Opportunity Fund in partnership with 1st Source Bank, which has already provided \$468,000 in 18 low-interest loans and business coaching to small businesses and entrepreneurs
- Launched South Bend Financial Empowerment Center in partnership with the NNN and Cities for Financial Empowerment, providing more than 100 free counseling sessions since opening in June
- 811 new housing units secured through economic development incentives, including more than 312 with income-qualification requirements



2024 & 2025 ACCOMPLISHMENTS

Youth and Workforce Development

- Pathways program has provided training (in areas such as advanced manufacturing, leadership skills, transfer of knowledge) to more than 126 participants year to date
- The City was awarded a \$20,000 grant from Cities for Financial Empowerment to launch the Summer Jobs Connect program in partnership with the local Workforce Innovation and Opportunity Act (WIOA) youth provider and 1stSource Bank
- The City sponsored two lead abatement training sessions, with a third scheduled for late September
- Assisted with the opening of the downtown YMCA, preserving gym access for downtown residents and employees



2024 & 2025 ACCOMPLISHMENTS

A Safe Community for Everyone

- Ongoing demolition at Drewrys Brewery site following removal of 14,000 tons of debris through EPA clean-up
- Demolition commencing next month on South Bend Range property in Near West Side Neighborhood
- 18 other properties demolished in 2024, 23 in process currently
- NEAT crew assisted with 18 neighborhood cleanups and provided Tend the Bend trailer. Removed more than 1,000 tons of trash.
- Lead remediation work completed at 14 homes YTD and 20 households are in various stages of the grant process. Re-applied for \$7M funding opportunity through HUD and will hear back later this year
- Completed 547 inspections through the Rental Safety Verification Program (RSVP).
- Implementing new OpenGov software to streamline inspection and compliance reporting
- 662 individuals sheltered at least one night through Weather Amnesty program, with 3 nights of emergency overflow provided by City staff during emergency activation (VPA, SBPD, DCI)
- 229 animals adopted from the South Bend Animal Resource Center YTD
- 405 interactions with unsheltered individuals to provide connections to services and resources YTD
- Assisted unsheltered individuals and seniors with more than 4,327 loads of laundry YTD



KPIs

Measure	2024 Actual	YTD (8/22/2025)
Jobs announced from projects supported by City	296 new 157 retained	218 new 92 retained
Private investment committed from projects supported by City	\$461M	\$156M
RSVP inspections	763	547
Housing Counseling (Households)	77	69
Homebuyers assisted (CHC)	5	2
Environmental Violations	10,416	7,111
SBARC Adoptions	378	223
UBL cases	149	130
All Construction Permits	2,200 \$228M	1,583 \$163M



AMERICAN RESCUE PLAN IMPLEMENTATION

Highlighted lines are
led by Department of
Community Investment

ARP Programs	Total Allocated	Total Spending	Total Committed Capital Projects	Total Spent or Committed
Strong Neighborhoods				
Home Repair Assistance Programs (ARP001)	2,500,000	1,077,763	1,422,237	2,500,000
Housing Financing (ARP002)	2,500,000	994,231	1,505,769	2,500,000
Home Buying Assistance (ARP003)	1,000,000	55	-	55
Additional Neighborhood Infrastructure (ARP004)	2,500,000	2,164,236	75,852	2,240,087
City-wide Comprehensive Plan (ARP005)	500,000	310,841	27,005	337,847
Plan Implementation (ARP006)	300,000	277,541	22,400	299,941
Land Bank Startup Costs (ARP007)	250,000	46,775	203,225	250,000
Demolitions (Vacant & Abandoned / Commercial) (ARP008)	4,170,000	2,643,690	1,526,311	4,170,000
Neighborhood Development Assistance (ARP009)	150,000	61,105	65,000	126,105
Vacant Building Development Financing (ARP010)	2,000,000	500,000	1,500,000	2,000,000
Neighborhood Recovery Grants (ARP011)	200,000	80,000	92,716	172,716
Neighborhood Main Streets (Bike Racks, Trash Cans, etc.) (ARP012)	500,000	210,357	244,782	455,138
Athletic Court Repair (ARP013)	1,600,000	1,529,476.95	70,522.80	1,600,000
Safe Community for Everyone				
Homelessness Strategy Implementation (ARP014)	200,000	200,000	-	200,000
County Partnerships on Homelessness & Mental Health (ARP015)	5,800,000	5,800,000	-	5,800,000
Gun Violence Intervention (ARP016)	500,000	222,562	-	147,119
Public Safety Technology Upgrades (ARP017)	1,500,000	1,318,716	-	1,274,228
COVID Response (ARP018)	1,500,000	1,448,093	-	1,448,093
COVID Facilities Upgrades (ARP019)	2,000,000	1,988,508	-	1,988,508
ARP Premium Pay (ARP033)	1,910,000	1,889,660	-	1,889,660
Robust, Sustainable Infrastructure				
Green Infrastructure - Greener Homes (ARP020)	100,000	100,000	-	100,000
Green Infrastructure - Solarize, Switch & Save (ARP021)	300,000	224,560	72,440	297,000
Green Infrastructure - Commercial Recycling Partnership for CBD's (ARP022)	75,000	7,971	198	8,169
Green Infrastructure - EV Plan & Deployment (ARP023)	150,000	88,174	105	88,279
Green Infrastructure - Distributed Solar/Storage (ARP024)	1,000,000	150,000	850,000	1,000,000
Equitable Access to Opportunity				
Small Business Assistance (ARP025)	1,750,000	958,134	474,574	1,432,708
Utility Relief (ARP026)	5,500,000	5,499,794	-	5,499,794
Streamlined Assistance (ARP027)	600,000	415,994	-	415,994
Opportunity Fund (ARP028)	1,000,000	500,000	500,000	1,000,000
Immigration Support (ARP029)	100,000	100,000	-	100,000
Youth and Workforce Development				
Workforce Development (ARP030)	250,000	227,251	18,799	246,050
Dream Center (ARP031)	11,100,000	11,093,910	5,964	11,099,874
Pre-K Centers (ARP032)	4,500,000	3,389,358	1,110,642	4,500,000
Grand Total	58,005,000	45,518,758	9,788,541	55,187,367



2026 PROPOSED EXPENDITURES

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Change %
Building Department	1,381,591	1,468,919	1,584,077	1,711,621	1,728,226	0.97%
Community Investment (Legacy)	8,279,903	7,493,537	11,643,599	11,503,719	11,200,331	-2.64%
Neighborhoods	4,216,512	5,263,769	7,768,835	8,210,192	7,276,178	-11.38%
Office of Sustainability	346,646	356,373	730,117	611,254	182,026	-70.22%
Strategic Initiatives	7,038,770	7,057,935	-	-		
Grand Total	21,263,422	21,640,533	21,726,628	22,036,786	20,387,761	-7.49%



2026 PROPOSED: BUILDING DEPARTMENT

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Change
Building Department	1,381,591	1,468,919	1,584,077	1,711,621	1,728,226	0.97%
Salaries & Wages	870,751	913,016	941,465	1,029,318	1,063,815	3.35%
Fringe Benefits	392,308	407,406	439,914	489,810	477,418	-2.53%
Debt Service	24,161	4,744	-	-	-	-
Professional Services	8,000	8,000	8,000	8,000	8,000	0%
Education & Training	6,000	6,000	6,000	6,000	6,000	0%
Travel	6,000	6,000	6,000	6,000	6,000	0%
Printing & Advertising	4,200	4,200	4,200	4,200	4,200	0%
Repairs & Maintenance	15,000	16,245	17,590	29,743	29,743	0.00%
Other Services & Charges	35,310	41,310	38,570	35,550	30,050	-15.47%
Supplies	7,306	5,000	5,000	5,500	5,500	0%
Fuel	12,555	16,998	17,338	17,500	17,500	0.00%
Capital	-	40,000	100,000	80,000	80,000	0%
Community Investment (Legacy)	8,279,903	7,493,537	11,643,599	11,503,719	11,200,331	-2.64%
Neighborhoods	4,216,512	5,263,769	7,768,835	8,210,192	7,276,178	-11.38%
Office of Sustainability	346,646	356,373	730,117	611,254	182,026	-70.22%
Strategic Initiatives	7,038,770	7,057,935	-	-	-	-
Grand Total	21,263,422	21,640,533	21,726,628	22,036,786	20,387,761	-7.49%



2026 PROPOSED: COMMUNITY INVESTMENT (LEGACY)

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Change%
Building Department	1,381,591	1,468,919	1,584,077	1,711,621	1,728,226	0.97%
Community Investment (Legacy)	8,279,903	7,493,537	11,643,599	11,503,719	11,200,331	-2.64%
Salaries & Wages	2,596,240	2,036,414	2,072,146	2,173,010	2,161,800	-0.52%
Fringe Benefits	1,040,324	793,448	847,543	899,447	844,983	-6.06%
Debt Service	3,662,069	3,639,544	3,668,160	3,667,969	3,659,069	-0.24%
Grants & Subsidies	-	-	3,707,655	3,692,662	3,115,419	-15.63%
Professional Services	589,200	599,200	881,938	593,236	758,750	27.90%
Education & Training	25,100	25,100	22,100	16,700	5,100	-69.46%
Expenses related to RDC-owned property	256,200	282,600	259,028	257,285	349,000	35.65%
Travel	22,000	22,000	19,500	19,500	8,500	-56%
Printing & Advertising	23,000	23,000	24,000	26,000	17,750	-31.73%
Repairs & Maintenance	3,100	3,895	3,895	4,406	151,750	3344.17%
Other Services & Charges	29,050	29,050	95,848	107,200	97,900	-8.68%
Supplies	32,000	38,000	40,500	45,000	29,006	-35.54%
Fuel	1,620	1,286	1,286	1,304	1,304	0.00%
Capital	-	-	-	-	-	
Neighborhoods	4,216,512	5,263,769	7,768,835	8,210,192	7,276,178	-11.38%
Office of Sustainability	346,646	356,373	730,117	611,254	182,026	-70.22%
Strategic Initiatives	7,038,770	7,057,935	-	-	-	
Grand Total	21,263,422	21,640,533	21,726,628	22,036,786	20,386,761	-7.49%



2026 PROPOSED: NEIGHBORHOODS

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Change %
Building Department	1,381,591	1,468,919	1,584,077	1,711,621	1,728,226	0.97%
Community Investment (Legacy)	8,279,903	7,493,537	11,643,599	11,503,719	11,200,331	-2.64%
Neighborhoods	4,216,512	5,263,769	7,768,835	8,210,192	7,276,178	-11.38%
Salaries & Wages	1,699,768	2,506,185	2,728,936	2,933,436	2,938,797	0.18%
Fringe Benefits	791,589	1,116,265	1,281,600	1,356,009	1,314,589	-3.05%
Debt Service	216,780	271,762	264,116	334,518	356,645	6.61%
Grants & Subsidies	-	-	1,500,000	1,401,250	1,075,000	-23.28%
Professional Services	206,300	306,300	217,300	231,300	217,300	-6.05%
Education & Training	22,900	29,900	29,900	29,900	14,000	-53%
Travel	26,400	26,400	26,400	26,400	10,000	-62%
Printing & Advertising	22,201	22,201	22,147	22,147	17,897	-19%
Repairs & Maintenance	154,900	199,900	424,900	492,542	348,000	-29.35%
Other Services & charges	495,835	295,835	696,800	732,800	651,300	-11.12%
Utilities	41,389	41,389	41,389	41,389	41,000	-1%
Supplies	108,200	135,200	154,935	171,990	138,139	-20%
Fuel	45,250	80,412	80,412	80,511	80,511	0.00%
Capital	385,000	232,000	300,000	356,000	73,000	-79.49%
Office of Sustainability	346,646	356,373	730,117	611,254	182,026	-70.22%
Strategic Initiatives	7,038,770	7,057,935	-	-		
Grand Total	21,263,422	21,640,533	21,726,628	22,036,786	20,386,761	-7.49%



2026 PROPOSED: OFFICE OF SUSTAINABILITY

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Change
Building Department	1,381,591	1,468,919	1,584,077	1,711,621	1,728,226	0.97%
Community Investment (Legacy)	8,279,903	7,493,537	11,643,599	11,503,719	11,200,331	-2.64%
Neighborhoods	4,216,512	5,263,769	7,768,835	8,210,192	7,276,178	-11.38%
Office of Sustainability	346,646	356,373	730,117	611,254	182,026	-70.22%
Salaries & Wages	146,816	154,191	158,697	163,338	100,214	-38.65%
Fringe Benefits	57,343	59,620	63,858	67,254	35,362	-47.42%
Professional Services	120,000	120,000	485,000	315,000	15,000	-95.24%
Education & Training	1,400	1,400	1,400	1,500	1,000	-33%
Travel	2,162	2,162	2,162	4,662	2,000	-57.10%
Printing & Advertising	675	675	675	675	500	-26%
Repairs & Maintenance	-	-	-	25,000	12,000	-52%
Other Services & Charges	6,000	6,000	6,000	6,500	5,750	-11.54%
Supplies	12,250	12,325	12,325	27,325	10,200	-62.67%
Strategic Initiatives	7,038,770	7,057,935	-	-		
Grand Total	21,263,422	21,640,533	21,726,628	22,036,786	20,386,761	-7.49%



SUMMARY OF DCI CAPITAL EXPENSES

Capital Expense Description	Cost
2 SUV w/ CNG or Hybrid – Building Dept	\$80,000
1 Neighborhoods 4x4 Truck	\$43,000
1 SBARC Van Cages	\$30,000
Total	\$153,000



2025 PROPOSED: STRATEGIC INITIATIVES

	2022 Adopted	2023 Adopted	2024 Adopted	2025 Adopted	2026 Proposed	YOY Variance
Strategic Initiatives	7,038,770	7,057,935	6,889,135	5,828,855	4,955,117	-14.99%
Homelessness Strategy Implementation	450,000	650,000	1,100,000	1,100,000	775,000	-29.55%
Home Repair Program	350,000	350,000	350,000	280,000	300,000	7.14%
Demolitions (Vacant & Abandoned / Commercial / Emergency)	600,000	600,000	600,000	550,000	500,000	-9.09%
CDBG Housing (Federal Funding)	2,832,655	2,282,820	2,282,820	2,282,820	2,320,384	1.65%
CDBG - Public Service (Federal Funding)	329,835	329,835	329,835	329,835	329,835	0.00%
ESG (Federal Funding)	220,000	220,000	220,000	220,000	203,698	-7.41%
Complete Streets Transportation projects	100,000	100,000				0.00%
On-going brownfield remediation work	50,000	50,000	50,000	30,000	30,000	0.00%
Eviction Prevention	50,000	50,000	50,000	50,000		-100.00%
Support for Public Art	15,000	15,000	15,000	15,000	15,000	0.00%
HPC Matching Grant	100,000	100,000	100,000			0.00%
Monitoring Unsafe Buildings	23,000	23,000	23,000	25,000	25,000	0.00%
Neighborhood Engagement & Organization Support	225,000	250,000	150,000	150,000	100,000	-33.33%
Revolving Loan Funds (IRF & RLF II)	482,280	482,280	482,280			0.00%
Workforce Development	480,000	480,000	300,000	200,000		-100.00%
Neighborhood Planning	250,000	200,000	75,000	75,000	85,000	13.33%
Small Business Assistance	250,000	250,000	200,000	110,000	110,000	0.00%
Chamber Support	115,000	115,000	115,000	115,000	115,000	0.00%
West Side Main Streets	35,000	35,000	35,000	35,000	35,000	0.00%
Commercial Recycling Partnership for CBD's		75,000				0.00%
Greener Homes	-	100,000	100,000	50,000		-100.00%
Installation of EV Chargers	41,000		11,200	11,200	11,200	0.00%
Solarize, Switch & Save		300,000	300,000	200,000		-100.00%
Vibrant Places					200,000	100.00%



NEW NEIGHBORHOOD HOUSING

Goal: Use a comprehensive strategy to reduce appraisal gap citywide and spur new housing development on vacant lots

- Sewer Lateral Reimbursement Policy– Up to \$20,000 in savings
- System Development Charge waived
- Pre-approved plans made available at no cost –\$3,000 to \$5,000 savings. 7 plans are complete and 2 are in development. Five homes have been built using the plans and more than 90 homes in the pipeline are planning to use them.
- Larger assembled City-owned lot RFPs
- Housing funding award with ARP allocation (\$2.5 M) for workforce and affordable housing
- 97 single-family homes permitted YTD, most issued in the city in 20+ years



SECURING AFFORDABLE HOUSING

Goal: Support competitive LIHTC applications to the state of Indiana and maximize points controlled by City

Under construction:

- Diamond View - \$20.6M project; 60 low-income units
- SB Thrive - \$14.5M project with 54 affordable units
- Advantix Development Corp. – \$13M project with 50 low-income units

Announced:

- Lasalle Park Homes – 120 units remodel

In pre-development:

- Western Avenue Transformation District – 205 units of mixed-income housing



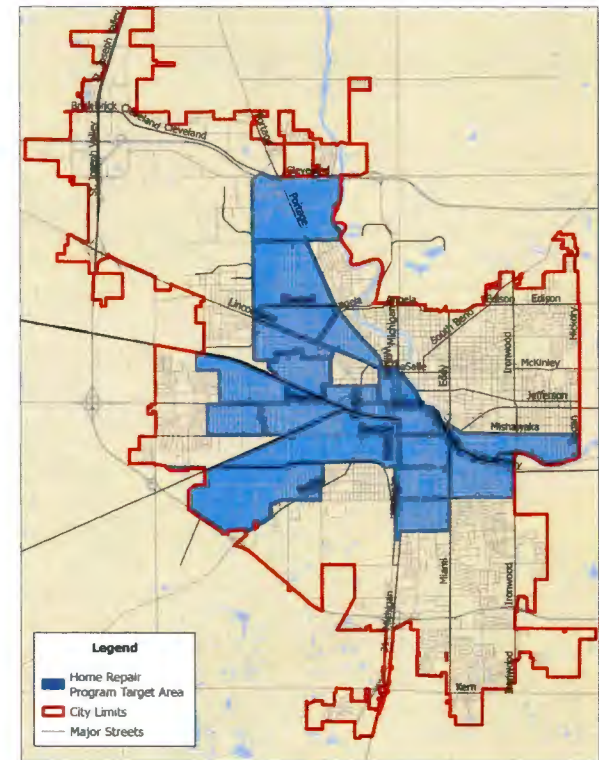
HOME REPAIR

Goal: Use ARP funds to scale home repair programming focused on life-safety repairs and those that preserve housing stock, with focus on Census tracts with highest poverty rates.

Fewer eligible expenses to focus on roof and furnace repairs and replacements that keep homes livable and safe for residents

- Streamlined inspection process
- Simple application

Status: More than \$1.05M invested in repairs at 76 homes, new citywide application round to launch this winter



VIBRANT PLACES

Goal: Expansion of successful façade matching grant program to a citywide footprint to support investments in businesses throughout South Bend

Status: More than \$1M invested in matching grants for small business façade improvements, \$450K in pipeline



CITY OF SOUTH BEND
DEPARTMENT OF COMMUNITY INVESTMENT

COMMUNITY INVESTMENT BUDGET

Civil City Funds

209 - Studebaker/Oliver
210 - State Grants
211 - DCI Operating
212 - Fed Grants
217 - Gifts, Donations*
227 - Loss Recovery
404 - COIT
408 - EDIT
600 - Building

Capital/Trustee/Debt Service Funds

317 - Coveleski
410 - UDAG
439 - Certified Tech Park
677 - Hall of Fame
754 - Industrial Revolving
752 - Redevelopment Auth.
753, 756 - Smart Streets
759, 760 - Eddy Street

Redevelopment Funds

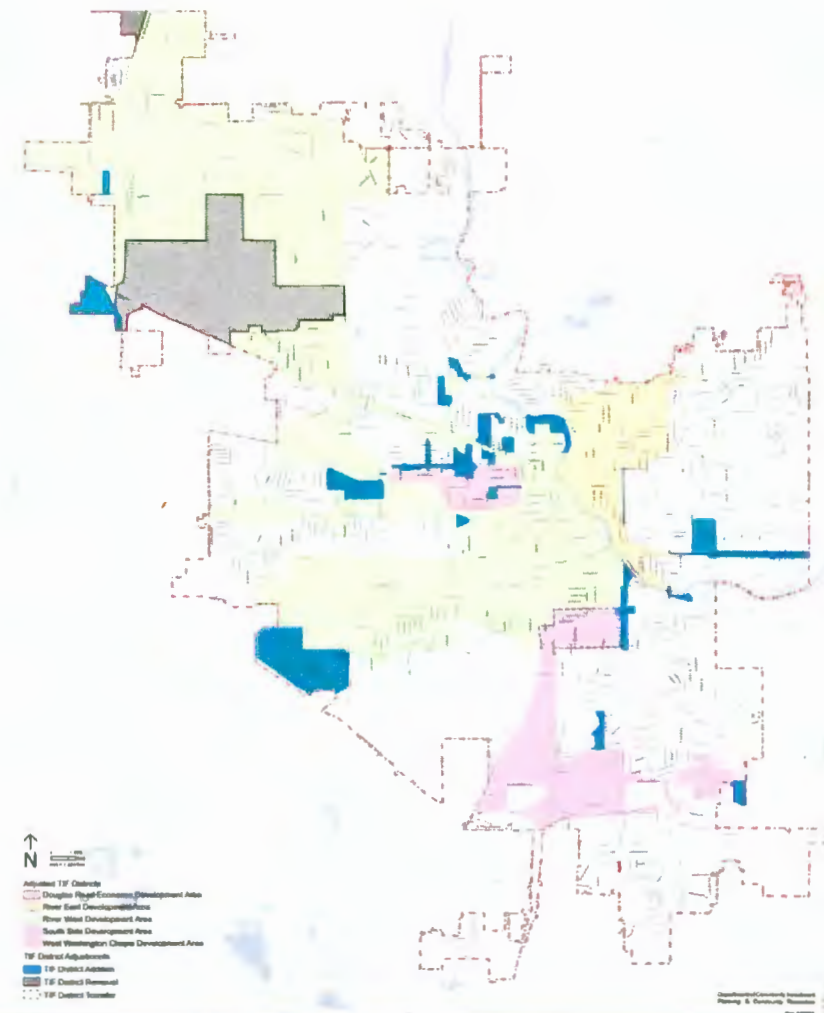
324 - River West
422 - W. Washington
429 - River East
430 - South Side
433 - Redevelopment Admin
435 - Douglas Road
436 - River East Res.
454 - AUEZ



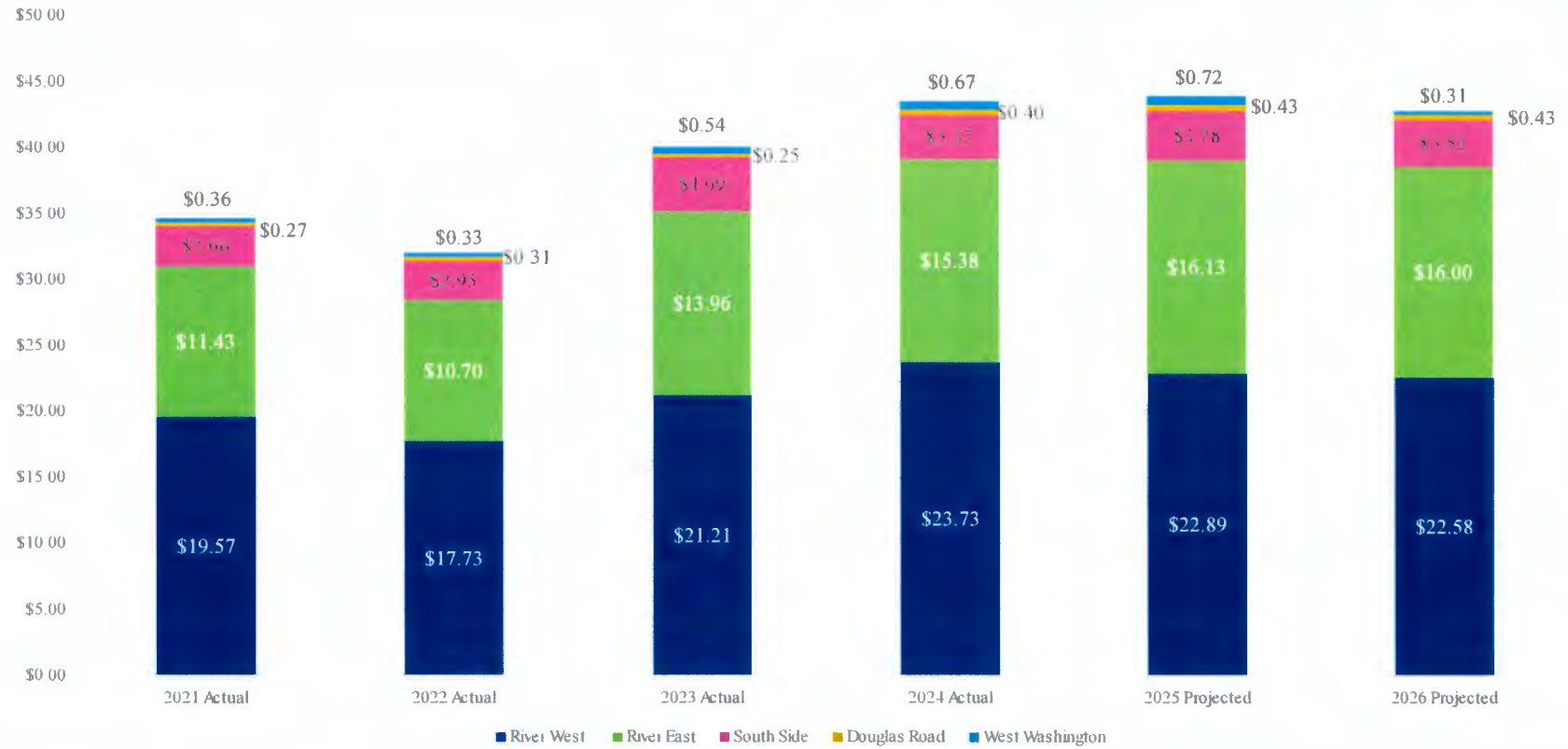
CITY OF SOUTH BEND
DEPARTMENT OF COMMUNITY INVESTMENT

Redevelopment Funds (For Information Only)

- 324 - River West TIF District
- 422 – West Washington TIF District
- 429, 436 – River East TIF District
- 430 – South Side TIF District
- 433 – Redevelopment Admin/Pokagon Fund
- 435 – Douglas Road TIF District



Tiff Revenues (\$m)



REDEVELOPMENT FUNDS (INFORMATIONAL)

Major Upcoming/Ongoing Projects

- \$8.5M investment to build 122 homes in Lincoln Park and Southeast neighborhoods
- \$102 million Madison Lifestyle District, \$232M Memorial Hospital Patient Tower
- Drewrys and Elwood Shopping Plaza Redevelopment
- Coal Line Trail; Trail between Downtown and Notre Dame
- Four Winds Field expansion
- \$34M Neighborhood Improvement Bond Projects

Walker Field Improvements	MLK Park Improvements
Southeast Park	Lasalle Ave. Streetscape
Kennedy Park	Mishawaka Ave. Streetscape
Portage-Elwood	Coquillard Park
River Bridge Connector	Hill Street trail
Linden Ave. Streetscape	SB Avenue Streetscape



REDEVELOPMENT FUNDS (INFORMATIONAL)

Major Upcoming/Ongoing Projects Continued

- Redevelopment of River Glen and old YMCA riverfront properties
- Additional funding for street paving
- Downtown historic building redevelopment projects
- Colfax Avenue Streetscape
- Mishawaka Avenue Streetscape
- Kennedy Park Revamp
- Potawatomi Park Improvements



2026 GOALS

- Increase supply of quality housing accessible to residents at a range of affordability and revitalize neighborhoods through targeted public subsidy, leading to conditions that allow for private investment
- Advance redevelopment efforts at Housing Authority sites, former Drewrys Brewery, and YMCA site
- Reduce homelessness through increased shelter and permanent supportive housing options and improved outreach
- Develop a plan for returning Union Station to public use as a passenger rail stop
- Adopt and implement Downtown Plan, LaSalle Park, River Park, and Potawatomi Park Plans
- Improve access to capital for small businesses through loan programs, including the Opportunity Fund, and strengthen the financial capacity of residents through the Financial Empowerment Center
- Continue partnership with University of Notre Dame on investments in downtown
- Provide resources to build strong neighborhood associations
- Implement software solution for Neighborhoods Division inspectors (NSE & RSVP) and explore ways it can enhance services
- Promote greater density within the urban core and surrounding neighborhoods

