

# Departmental Goals & Accomplishments Part II

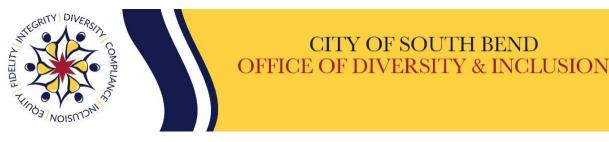
Budget Hearing #1 (Part II)
August 19, 2020

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CITY OF SOUTH BEND, IN



# Diversity & Inclusion / Human Rights Commission

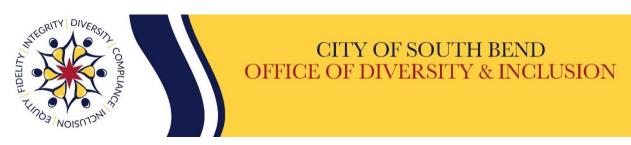


### Office of Diversity & Inclusion – 2020 Accomplishments

- 1. HIRED: INCLUSIVE PROJECT MANAGER, CONTRACT COMPLIANCE ADMINISTRATOR, INCLUSIVE FELLOWS, & ATTORNEY
- 2. VIRTUAL WEBINAR'S:
  - COVID-19 SOLUTIONS CONSORTIUM SERIES: STIMULUS DOLLARS/LOCAL FUNDING-ENTREPRENEURSHIP EMPOWERMENT-TOOLS TO ASSIST VETERAN
    BUSINESSES-HOW DO WOMEN-OWNED BUSINESSES "KEEP CALM AND CARRY ON" IN A CRISIS-TACKLING FEAR AND ANXIETY AMID COVID-19.
- 3. OPEN CONVERSATIONS ON RACE AND RACE RELATIONS
  - RACISM
  - IMPLICIT BIAS TRAINING
  - DEPARTMENT HEADS/SUPERVISORS/CITY STAFF
- 4. Branded D & I Office: New Logo and Banner

Michael Patton, MNA, Diversity, Compliance & Inclusion Officer

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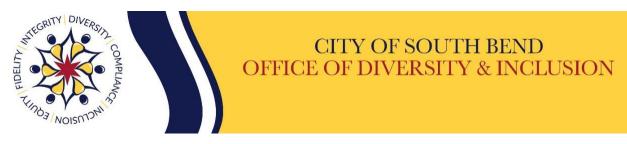
## Office of Diversity & Inclusion - 2020 Accomplishments

- 5. VIRTUAL NEIGHBORHOOD BUSINESS LAB'S
  - THE IMPORTANCE OF D & I AND THE CITY OF SB, MAYOR MUELLER
  - CITY OF SB VENDOR REGISTRATION, MICHAEL SCHMIDT
  - BECOMING A SMALL DEVELOPER/CDBG FUNDING, LORI TIMMER
  - · RACISM DECLARED A PUBLIC HEALTH CRISIS, DR. BOB EINTERZ
  - INDOT EXPEDITED CERT'S PROCESS, SEAN HOWARD

BUSINESS LAB'S ARE PLAYED ON OUR: CITY OF SOUTH BEND DIVERSITY, COMPLIANCE & INCLUSION FB PAGE. MON-FRI 8-10 AM & SUN 7:30-8:30 AM

- INCREASED MWBE VENDOR REGISTRY/2500 MAILOUT
- COLLABORATED WITH COMMUNITY INVESTMENT: SMALL BUSINESS RESILIENCY GRANT \$5,000

Michael Patton, MNA, Diversity, Compliance & Inclusion Officer



### Office of Diversity & Inclusion - 2020 Accomplishments

- 8. ATTENDED 3 NATIONAL VIRTUAL DIVERSITY & INCLUSION CONFERENCES
  - LIVING CITIES CONVENING
- 9. COLLABORATED WITH COMMUNITY INVESTMENT ON THE GREEN HOUSE INITIATIVE.
  - OUR ROLE WAS TO SUPPLY THE MINORITY PRIME CONTRACTOR'S

Michael Patton, MNA, Diversity, Compliance & Inclusion Officer

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#### CITY OF SOUTH BEND, IN





## HRC Accomplishments – 2020

- HRC Webinar Series beginning in May
  - COVID-19 Housing Legal Update
  - Equal Employment Opportunity Commission COVID-19 Update
  - o Indiana Foreclosure Network Program, COVID-19 Housing
  - o Race and Culture: The Basics
  - Celebrating the 30<sup>th</sup> Anniversary of the ADA
  - o IHCDA & Guest Indiana State Senator David Niezgodski
- Celebrating the 30<sup>th</sup> Anniversary of the ADA
  - o Honored Karen Brandy-Comer and Kent Laudeman for commitment to disabled community
  - Webinar celebrating ADA
  - Voice of the People piece
- Launched Six HRC Commercials on National Television
  - o 3 in Housing
  - o 3 in Employment
- Maintained the Interlocal Agreement between St. Joseph County and the Commission to continue to enforce the County's Human Rights Ordinance.
- Successfully maintained Federal contracts with the EEOC and HUD by meeting contractual obligations.
- Provided Community Outreach at County libraries and A Little Taste of Peace
- Partnered with Volunteer Lawyer Network, Notre Dame Law School, Greater South Bend Mishawaka Realtors Association

Michael Patton, MNA, Diversity Compliance Inclusion Officer M. Diana Moya, Director of Housing Crystal F. McCain, Director of Employment





## HRC Accomplishments – 2020 continued

- Partnered with City of Mishawaka (CDBG Funds)
- Received CDBG funds from City of South Bend
- Received County Appropriation for Interlocal Agreement
- Awarded HUD Partnership Funds
- Partnered with Sabor Latino Radio Station
- Partnered with Latin American Chamber of Commerce

Michael Patton, MNA, Diversity Compliance Inclusion Officer M. Diana Moya, Director of Housing Crystal F. McCain, Director of Employment

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CITY OF SOUTH BEND, IN



## Innovation & Technology



## I&T Accomplishments – YTD 2020

- Implemented **Dynamics for Finance & Operations (DFO)** the City's new ERP system, in partnership with Administration & Finance. This was accomplished while the City was almost entirely remote
- Launched **new Landlord Registration Online Solution** with Code. This web application was built in-house by our Applications Team
- Implemented City Works for Business Licensing for DCI
- Implemented Routeware, a new solution for Solid Waste
- Our Infrastructure team **expanded ChoiceLight fiber access** to Pinhook Park, Rum Village, and Byers Softball Complex
- Completed 2<sup>nd</sup> Annual **Data Governance Cycle** including an updated data inventory, improved and organized GIS data, and a new draft data collection policy formulated in partnership with the Legal Department
- Created new virtual budget feedback process/website and financial transparency dashboard in partnership with Administration & Finance
- Expanded Performance Management Programming: Customer Service STAT with Water Works and 311

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CITY OF SOUTH BEND, IN



## **I&T Accomplishments - YTD 2020**

- Awarded What Works Cities Silver Certification for excellence in data-driven governance, innovation, and performance management
- Awarded ICMA Certificate for Performance Management
- Won a **Civic Switchboard Grant** in partnership with the SJCPL. The grant secured funds to survey local nonprofits and mission driven organizations on data needs to inform future programing and training for those groups
- **Ceiling Zero**, a data training program incubated at the Technology Resource Center, secured state funding to scale to 100+ additional students







## I&T Accomplishments – YTD 2020

COVID-19 Activities and Support:

- Services Team transitioned City to COVID-19 remote work, creating a remote work protocols, expanding training, distributing out mobile devices, setting up virtual meeting resources for teams across the City
- Commuters Trust Team Launched JobsProgress.com in partnership with Goodwill and Yext. JobsProgress.com is a centralized listing of local hourly wage opportunities for employees and job seekers
- Launched and managed COVID-19 City Resource Page, including centralized local resource information and local data dashboard
- Commuters Trust continued service to partnered employers and their hourly wage employees, including **a new option for carpooling**
- Created a new COVID-19 Digital Inclusion Toolkit with local partners like enFocus, SJCPL, and SBCSC
- 311 worked with the Infrastructure and Services Teams to take the whole call center remote before lockdown. This resulted in achieving seamless call support from 311 in wake of COVID-19

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## Goals / Plans for 2021

- Coordinate new website user group and undertake several website improvement initiatives with Departments to streamline residents' online experiences.
- Continue excellence in performance management and transparency, adding new data to our open data portal and launching new data visualizations and dashboards for residents
- Undertake citywide process improvement initiatives for customer service so that service by service, the City can add tracking capability to digital 311 service requests
- Complete City Works AMS implementations across City teams: Streets, Forestry, Sewers, and potentially others
- Continue to improve security standards across City teams, first prioritizing public safety teams and applications
- In partnership with the Mayor's Office and DCI, provide data analytics and innovation support for economic recovery and equity initiatives in the wake of COVID-19
- Work with local partners to develop a plan around broadband infrastructure, accessibility, and affordability in South Bend
- Continue to support hourly wage workers through the **Commuters Trust Program**, piloting new programs around car ownership/repair support as well as transportation for job seekers



# Department of Community Investment

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## Building Department Accomplishments – YTD 2020

- Issued 4,245 building permits (ytd July)
- All inspector and most front office positions now filled
- 88% of all inspectors now Certified through ICC



## **Building Department** Goals / Plans for 2021

- 100% Certified Inspectors by end of 2021
- Increase from 20% to 40% Committee Membership in IABO and other industry associations
- Community outreach for free/low cost home improvements and repairs

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#### CITY OF SOUTH BEND, IN



## **Engagement & Economic Empowerment** Accomplishments - YTD 2020

- Inclusive Neighborhood Development
  - Hosted an Incremental Development Bootcamp with **over 50 attendees** in Q1.

    - Continued Small Developer Technical Assistance to **over 20 residents** in their development and entrepreneurial Currently **11 local developers** participating in IncDev's most recent bootcamp through St. Mary's College SPARK program.
- Eviction Prevention
  - Best Practices & Feasibility Report-South Bend Eviction Report
  - Bloomberg's What Works Cities (WCW) Eviction Prevention Sprint
  - · Homes for Homeless Families Pilot
- Neighborhood Engagement
  - Love Your Block (LYB) Mini-Grant Program
    - The team distributed approximately 1500 doorhangers to target areas for promotion of LYB grants and local food assistance during the onset of COVID-19 and assisted with the distribution of nearly 900 social distancing posters to small businesses in collaboration with the SBGreenCorps.
      - · 17 Acts of Kindness Mini-Grants
      - 9 Digital Inclusion Grants
      - Tend the Bend Trailer completion with socially distancing instructions. This builds on the momentum and achievements of the 2019 LYB program:
        - 75 Code Violations Fixed, over \$17,000 in-kind donations, over 190 volunteers, nearly 6,000 lbs of trash removed, and 121 repairs
  - Built Airtable database to streamline management of neighborhood organization contacts and small developers





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#### CITY OF SOUTH BEND, IN



## Engagement & Economic Empowerment Goals / Plans for 2021

- Complete the Small Developer Toolkit with key information on property acquisition, local financial institutions, real estate project proformas, code and permit information, local environment consultants, and key best practices research.
- COVID 19 Pivot on Love Your Block (LYB) Small Scale Home Repair/Minority Contractor Capacity Building Programming
- Complete Linden Avenue Greenhouse Deconstruction Project
  - Build capacity of local minority contractors and developers
  - Develop cross-departmental/community-based fund development and sustainability plan
  - Reframe neighborhood engagement strategy with Majora Carter Group for 2021/2022
- · Launch Mayor's Neighborhood Advisory Council
  - Acts as advisory council to the Mayor on neighborhood-based issues and programming (e.g. Mayor's Night Out, Love Your Block, Neighborhood Plans, Census Outreach)
  - Streamlines communication between neighborhood leaders and city administrative leaders
  - Creates Neighborhoods Monthly Report and Neighborhood Engagement Strategy
  - Supports civic engagement activity through direct funding and technical assistance to neighborhood-based organizations





## Neighborhood Development Accomplishments – YTD 2020

- CARES Act CDBG and ESG Allocations for COVID-19 Response
  - Partnered to launch programs offering rent/utility payment assistance, supporting food related costs, and homeless provider support
- Homelessness
  - Weather Amnesty October 1 to May 1; CFTH 191individuals, Hope 235 individual
  - OLR Day Warming Center
  - Isolation Quarantine Center served 84 individuals
  - Supported CFTH PSH Leasing for 10 individuals

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#### CITY OF SOUTH BEND, IN



## Neighborhood Development Accomplishments – YTD 2020

- Direct Housing Services
  - SB/UEA Home Repair Program
    - Restarted interior inspections in July with COVID-19 safety measures; 7
      addresses with work completed YTD; 107 apps reviewed & in the pipeline
  - Housing Counseling transitioned to virtual counseling
    - Clients assisted YTD: 36 mortgage delinquency / default; 20 Pre-purchase; 30 Post-purchase
  - Community Homebuyers Corporation (CHC) Homeownership Program
    - 5 closings/new homeowners YTD
- Neighborhood Development
  - Six single-family houses developed & sold; anticipate twelve total this year



## Neighborhood Development Goals / Plans for 2021

- Homelessness
  - Weather amnesty at CFTH and Salvation Army building
  - Support Permanent Supportive Housing options
  - Review outreach and coordination position
- Direct Housing Services
  - Home Repair Program increased funding/geography options
- Neighborhood Development
  - Development financing to incentivize new construction on vacant lots

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Strategic Planning - complete streets

- Washington / Chapin / LaPorte

- Western Avenue Phase 3

- Dubail Avenue - engineering





## Strategic Planning - Census 2020



START HERE >

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## **Zoning Administration**

- New Zoning Ordinance took effect January 1st 2020
- New ZO streamlines the development process while encouraging investment in our neighborhoods
- SB Plan Commission and BZA conducting business
- Coordination with other departments improved







### 2020 / 2021 Goals

- Refocus on Neighborhood Planning and development of a more interactive and robust on-line engagement platform for the City.
- Explore the development of a patient capital fund for new residential construction in legacy neighborhoods.
- Develop pre-approved residential building plans.
- Complete Dubail Avenue engineering and coordination with United Way for their neighborhood center.
- Work with Engineering to design and test next generation of traffic calming measures.
- Continue to evolve the Zoning Ordinance, streamline processes and coordination with other departments.
- HPC & VPA to jointly apply for a grant to address the Walker Field Park Shelter.

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## Residential/Mixed Use



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## **Industrial Spec Buildings**





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CITY OF SOUTH BEND, IN



## **Business Expansions/Relocations**





## **TIF- Supported Neighborhood Infrastructure**

- · Gemini Apartments
- · Robertson Apartments Parking
- · United Way Center Planning
- Streetscape at La Casa
- Western Ave. Streetscape
- Washington Streetscape
- 31/Cleveland Reconstruction
- Sample & Sheridan Intersection
- Olive Street Reconstruction
- Olive Street Planning/Engineering
- Dubail Planning/Engineering
- Elwood Planning/Engineering

- Prairie Avenue Water Main
- Douglas Rd. Lift Station
- Colfax Lift Station
- Pinhook Water Treatment Plant
- South Well Field Water Treatment Plant
- North Station Water Treatment Plant
- · Olive Water Treatment Plant
- PARKS! Howard Park & Other City Parks
- · Seitz Park Planning
- · Coal Line Trail
- City Cemetery

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#### CITY OF SOUTH BEND, IN



## **Business Attraction, Retention & Expansion**

#### Tax Abatements/Phase-ins

- Win-Win Incentive
- No Cost Deferral
- Drives New Investment/Jobs
- Increases Future Tax Base

#### 78+ Active Phase-Ins:

- >\$508 Million Private Investment
- >\$242 Million Annual Payrolls
- >4,738 New/Retained Jobs
- >1,000 Minority Employees



## **Business Attraction, Retention & Expansion**

#### Tax Abatements/Phase-ins

#### 2020 YTD

- 4 Tax Abatements/Phase-ins
  - \$4.2 Million Private Investment
  - 41 New and Retained Jobs

#### 2021

- Tax Abatements/Phase-ins will be a critical tool for Economic Development and recovery from COVID-19 impacts
- Activates vacant land and buildings
- Key to growth in our competitive landscape for investment & jobs



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#### CITY OF SOUTH BEND, IN

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## **Small Business Loan Programs**

#### **CDFI-Friendly South Bend**

- \$500K seed funding launched this loan program
  - Partnered with Accion, Bankable, other CDFI's
  - Small/micro-loans for smallest businesses

#### **Revolving Loan Fund (1)**

- 4<sup>th</sup> year with an "A" rating from the EDA
- ~\$7M corpus, active loans at over a dozen firms

#### **Revolving Loan Fund (2)**

- \$7.7M EDA CARES Act Recovery Assistance Grant to make loans to coronavirus impacted small businesses in the City
- Largest Award in Indiana (of total \$16M)
- 2-year initiative to loan out entire fund
- Budget elements reimbursed by EDA administrative funding







## **Small Business Loan Programs**



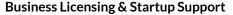
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## **Small Business Assistance**

- \$250K
- Recast Boost: an immersive project to assist with fixing existing policies, launching new programs, and creating new real estate potential with a special focus on small-scale manufacturing
- Improve business development support for small business/small-scale manufacturing: implement a platform to raise awareness of the tools and opportunities the City of South Bend offers



- Implemented CityWorks online apps/renewals
- 992 Licenses in 2020 for \$111K in revenue
- Work closely with several South Bend entrepreneurial support organizations







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#### CITY OF SOUTH BEND. IN Pathways Workforce Development \$500K 85 Graduates (PC) - 267 Waiting Programs Include: Commercial Driver's License Certified Nursing Assistant Basic Manufacturing Skills Six Sigma Green Belt Lean Manufacturing Beardillien · Early Childhood Care Shataria Adams · IT Training Programs Partners Include: Purdue MEP Ivy Tech Early Childhood Alliance · Legacy/Senior 1 Care · Truck Driver's Institute DuComb Center & Reentry Center





## **Key Business Development Goals: 2021**

- Business Attraction
- Business Retention
- Business Expansion
- Tax Abatements Primary business incentive tool for growth
- TIF Focus on neighborhoods and infrastructure assistance
- IRF Launch and deploy \$7.7M loan program for post-COVID recovery
- CDFI-Friendly Support South Bend's smallest startups and businesses
- Façade Matching Grants enhance businesses and key corridors across SB
- Small Business Support Launch a new ecosystem for small business success
- Workforce Development Lift residents and businesses to build South Bend's success on individual and personal successes across the community
- South Bend Businesses and Individuals are struggling but there is help & opportunity out there...



## **Code Enforcement**

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CITY OF SOUTH BEND, IN



## **Accomplishments - YTD 2020**

#### **Code Enforcement**

- Strategic Collaborated with I&T, Council, Mayor's Office and Legal to streamline Landlord Registration online registration process
- **Strategic** Established enforcement procedures for Landlord Registration and Vacant & Abandoned Registration
- Baseline Contracted with third party to prepare the Request for Proposals for software selection – required allocating staff resources for heavy involvement in planning

#### **Animal Resource Center**

- Strategic Averaged a 90% live release rate officially achieving a "No-Kill" status
- Strategic Transfers to rescue increased 33% (999 animals moved out of the shelter)
- Strategic Built a much larger volunteer base for enrichment of the animals



### Goals / Plans for 2021

#### **Code Enforcement**

- Strategic Effectively assess and implement Code activities/staff into a broader Neighborhoods framework within DCI
- Baseline Implement software capable of addressing all types of actions (environmental, housing, zoning, Rental Safety Verification)
- Baseline Transfer all existing housing and RSVP cases to new software
- Baseline Update Municipal Code to reflect latest version of International Property Maintenance Code

#### **Animal Resource Center**

- Strategic Seek public input from Animal Control Commission and stakeholders regarding the revised Animal Control Ordinance.
- Strategic Increase our 90% live release rate to at least 95%
- Strategic Rebuild our volunteer base due to COVID-19.

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CITY OF SOUTH BEND, IN



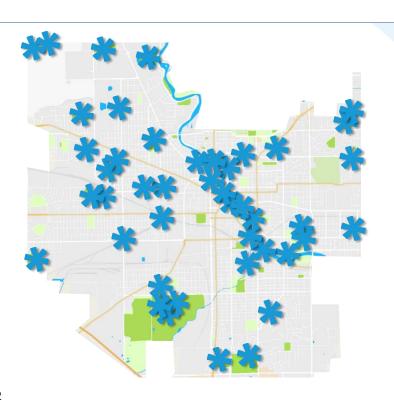
## Venues Parks & Arts



### By Year End 2020

21/31 Strategic Initiatives Completed

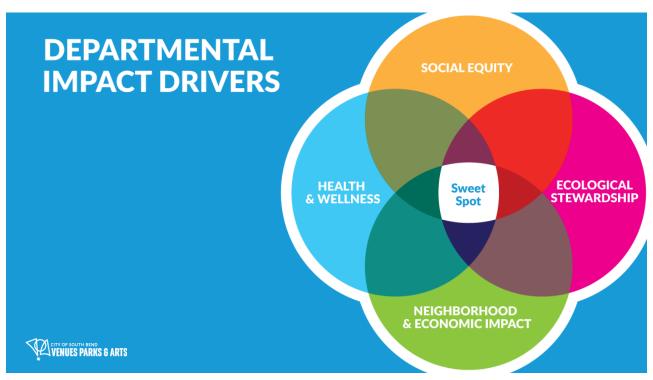
































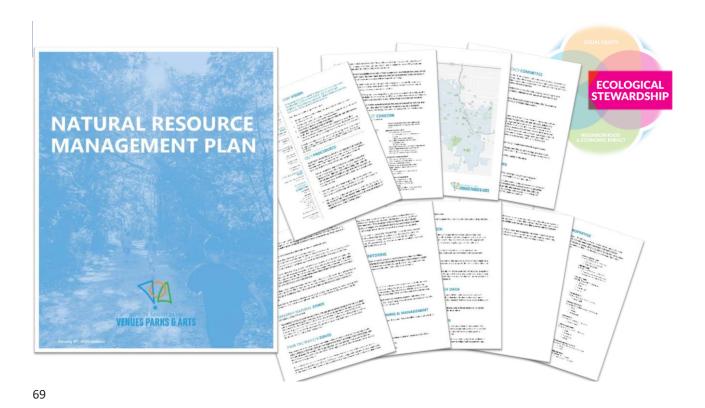














Number of Events: 526 Attendance: 165,133 Net Revenue: \$191,375 Hotel Room Nights: 15,023 **Economic Impact: \$11.1M** Net Promoter Score: 81.5%





Number of Shows: 91 Attendance: 97,570 Pollstar Finish: #73 Net Revenue: \$173,127 **Economic Impact: \$8.2M** 



Number of events: 58 Net Revenue: (\$151,107) Economic Impact: \$2.2M

## <u>2019</u>

**675 Events** 

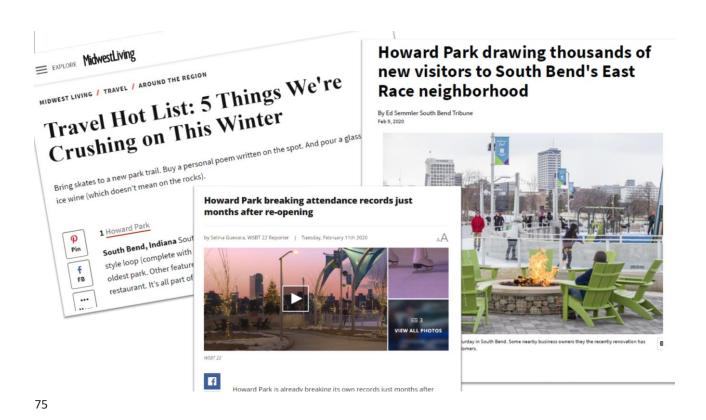
\$21.5M Economic Impact

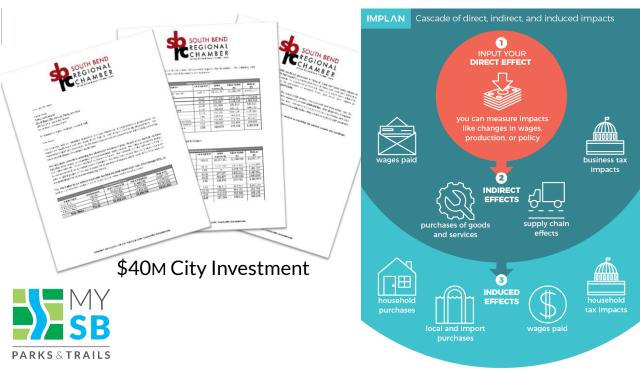














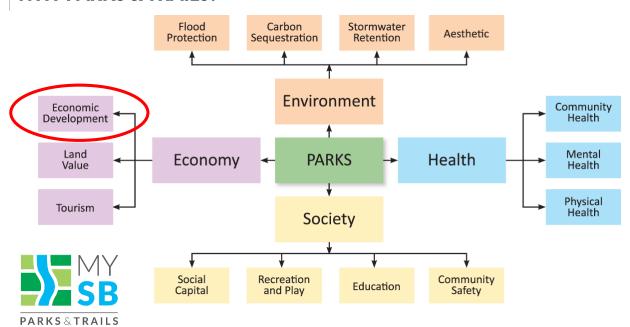
# \$40M City Investment

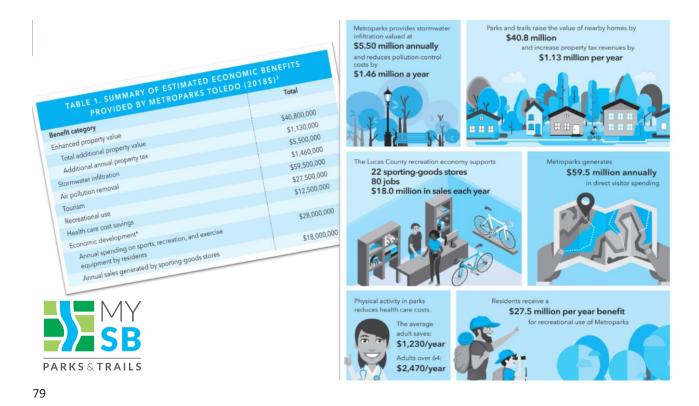
Impact	Employment	Labor Income	Economic Value Generated
Direct Effects	837.46	\$56,690,306	\$63,062,755
Indirect Effects	118.49	\$7,225,860	\$20,362,273
Induced Effects	272.14	\$13,795,651	\$37,558,199
Total	1,228.10	\$76,311,817	\$120,983,228

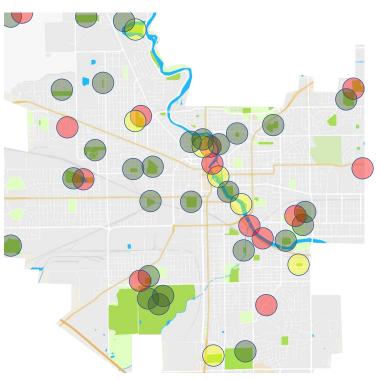


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### **WHY PARKS & TRAILS?**









#### **MAJOR CAPITAL PROJECTS**

- Completed Past 3 Years
- Currently In Progress
- Planned & Proposed



## **By the Numbers...**

1 Boomer

2.5 New Miles of Trails

18 New Playgrounds

22 New Restrooms

**42 Improved Properties** 

88 ADA Enhancements

140+ Programs / Events

40,000+ New Plantings

100's Thousands Visitors

\$19M+ Private Dollars

\$40M City Investment

\$120M+ Economic Impact

(...and counting)

## 2020/2021

Governor Kernan Trail
Pinhook Park
Potawatomi Zoo
Randolph Park Courts
Howard Park
Muessel Grove Restroom
City Cemetery
O'Brien Center
LaSalle Park
Seitz Park
West Bank Trail
Athletic Courts

Walker Field Pavilion







www.MySBParksandTrails.com





**Higher Earnings** Early employment opportunities translate into higher earnings in adulthood.

**Improved Graduation Rates** Youth who work are more likely to graduate high school & attend college.

**Financial Inclusion** Youth having access to money, bank accounts, and financial management skills has dramatic impact on personal and family economic stability.

**Stronger Communities** Youth who work become contributors & promoters of their communities.

**Decreased Youth Violence** Youth who work are less likely to contribute to crime or acts of violence.

**Taxpayers Save** Help create productive citizens and reduce the burden of unengaged youth on society.



74 Youth Employed 45% Minority Entrance Survey 2,217 Hours of Training

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Community Committee
Repairs & Maintenance
Experience Enhancements
Plaza Redevelopment
Equity in Arts
Celebration
Endowment



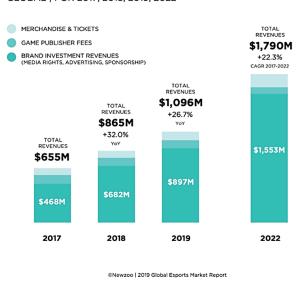


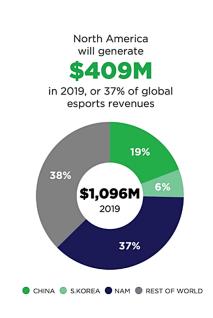


# newzoo

#### **ESPORTS REVENUE GROWTH**

GLOBAL | FOR 2017, 2018, 2019, 2022







GOING ALL IN ON RECREATION FOR SOUTH BEND.

A plan to intentionally provide programming and spaces for ALL, expanding impact through collaboration





## **COMMUNITY PARTNERS**

Current & Future Partners (& more...) to expand our reach & impact to their fullest potential.



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activities at those locations will be closed with exception to public meetings. Erskine Golf Course will remain open as of now.

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**Next Five Months...?** BOYS & GIRLS CLUBS OF ST, JOSEPH COUNTY BACK2SCHOOL Fall 2020 eLearning Program VENUES PARKS & ARTS CHARLES BLACK Whatever CENTER It Takes to **Build Great** IMARTIN Futures. LUTHER VENUES PARKS 6 ARTS KING JR. COMMUNITY CENTER