



Department of Community Investment

September 13, 2023

AGENDA

1. DCI Mission
2. Organizational Structure
3. Accomplishments
4. Proposed 2024 Expenditures
5. Overview of Redevelopment Funds
6. 2024 Goals

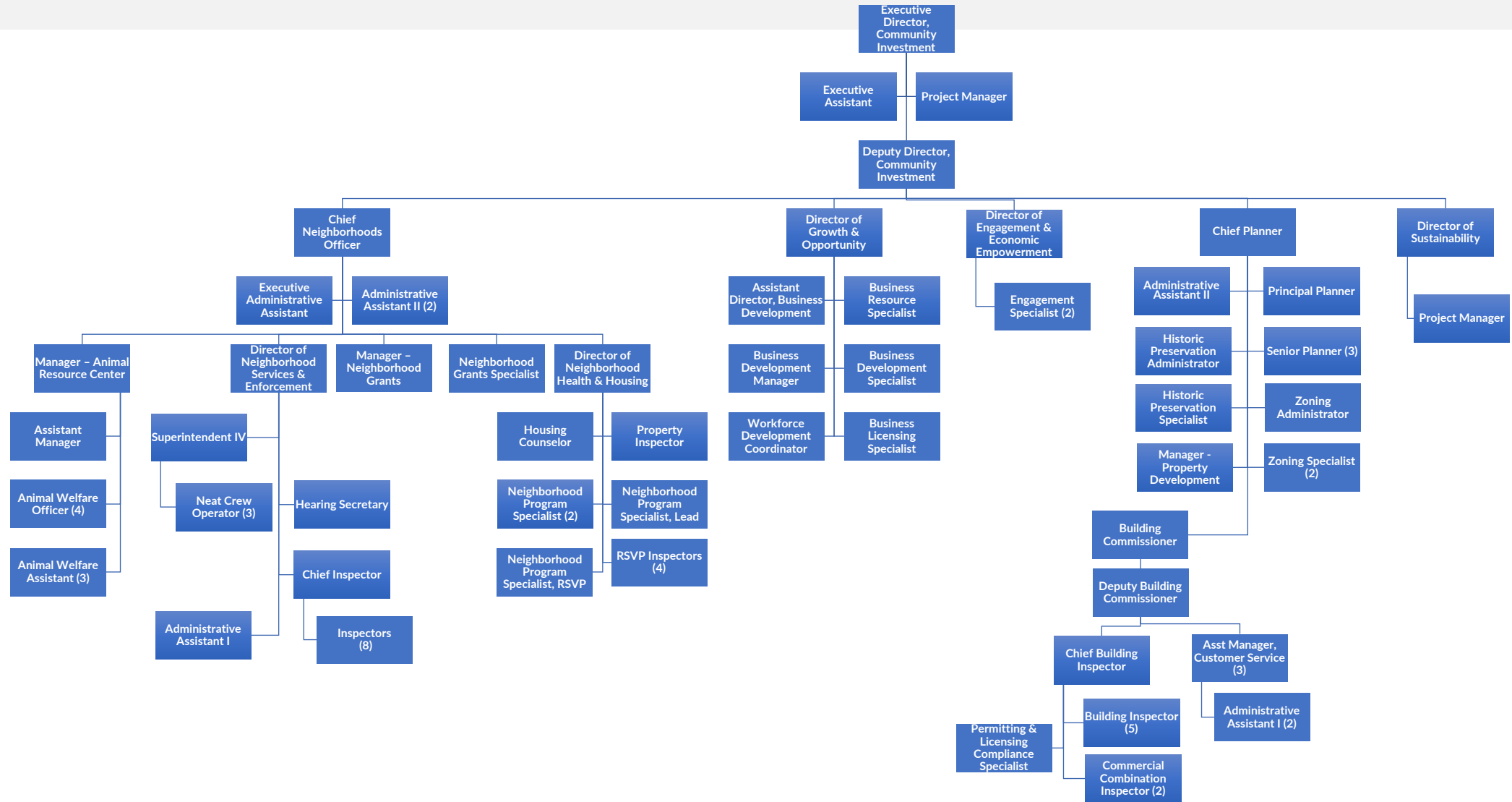


To spur investment in a stronger South Bend

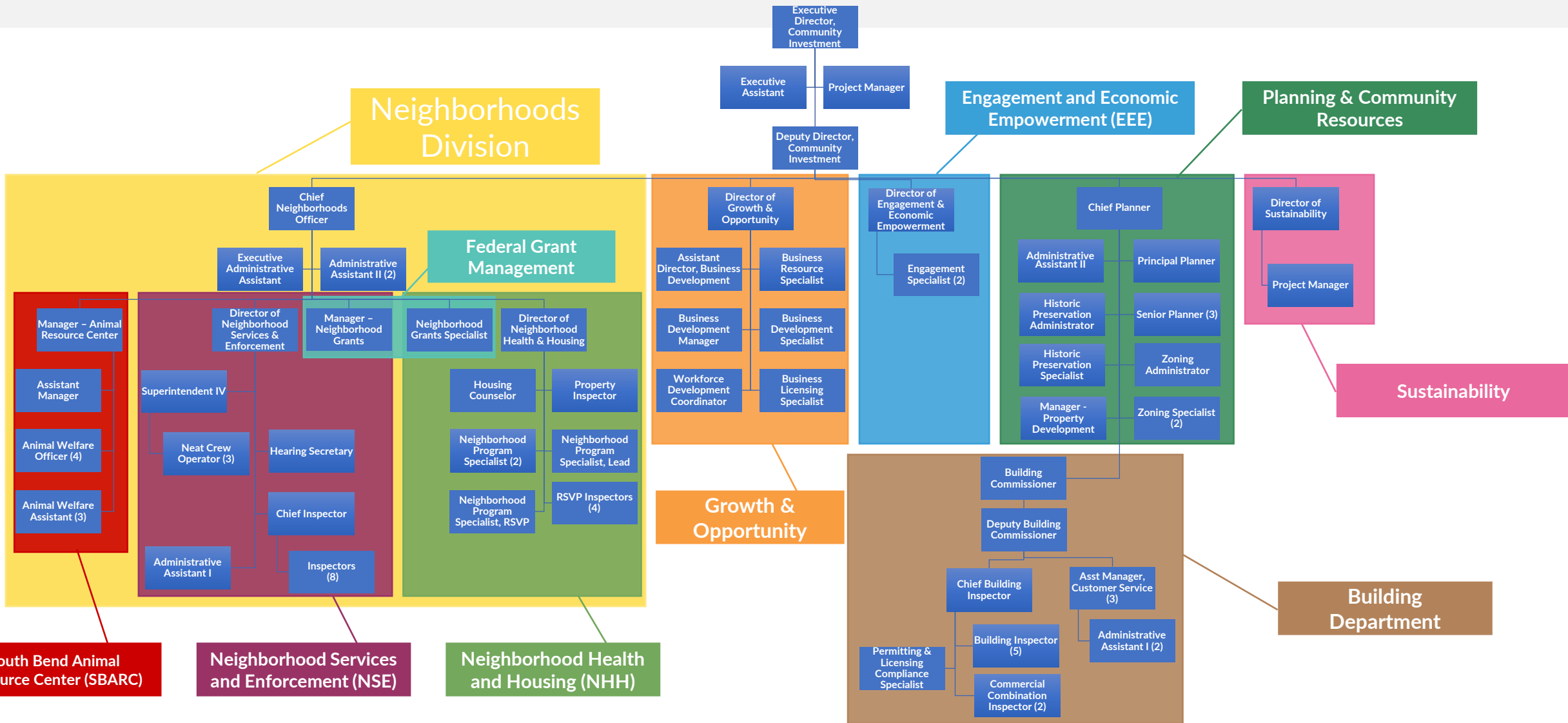
1. Attracting & retaining growing businesses
2. Connecting residents to economic opportunities
3. Planning for vibrant neighborhoods



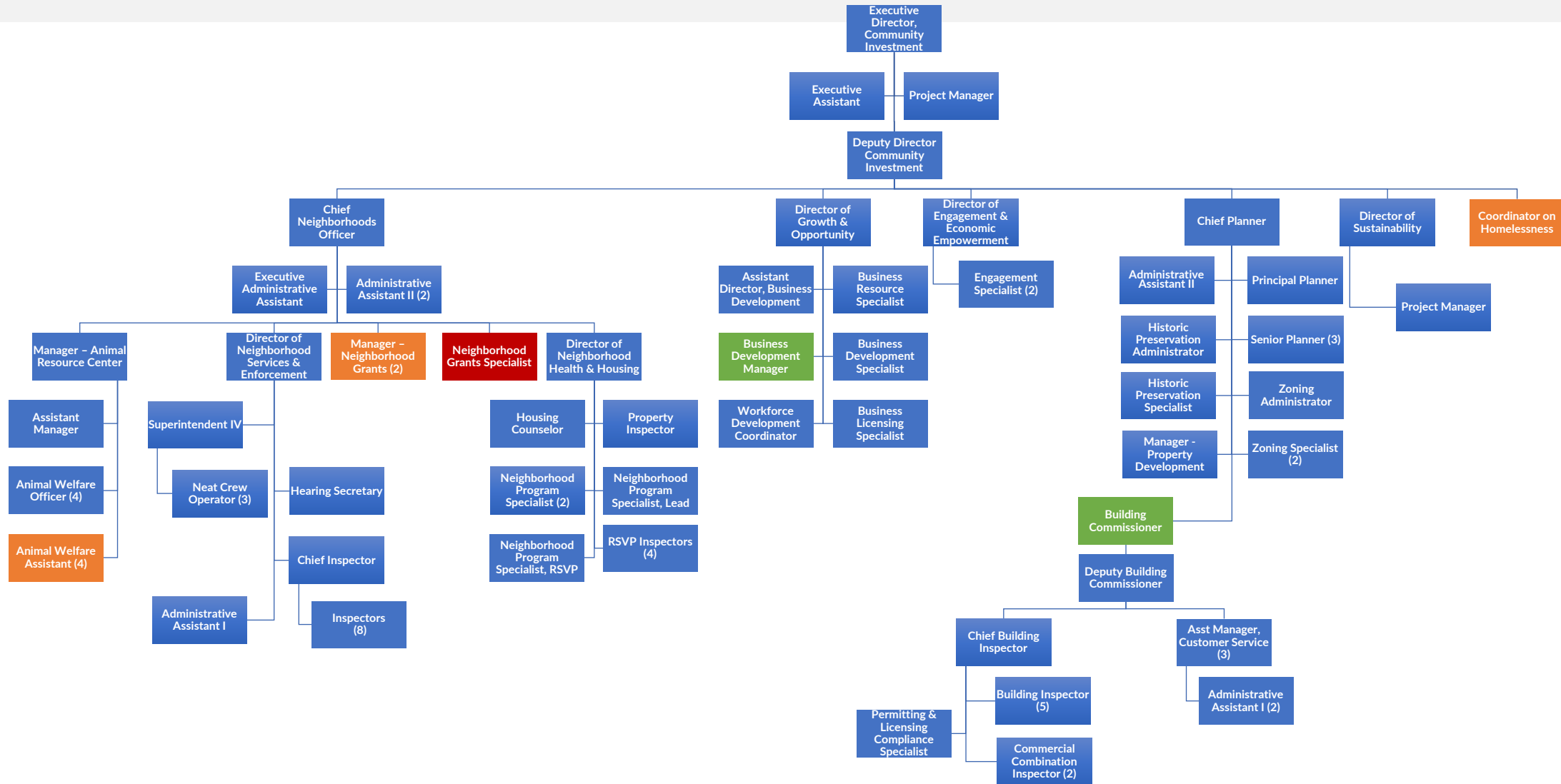
CURRENT ORGANIZATIONAL CHART



CURRENT ORGANIZATIONAL CHART



PROPOSED ORGANIZATIONAL CHART



SUMMARY OF PROPOSED 2024 ORGANIZATION CHANGES

- Adding 3 new FTEs
 - 1 new Coordinator on Homelessness (currently an independent contractor)
 - 1 new Animal Welfare Assistant for SBARC
 - 1 new Manager – Neighborhood Grants (HUD grant management)
- Higher-than-standard increases
 - Building Commissioner – 4.50% increase
 - Manager – Business Development – 4.25% increase
- Decreases
 - Eliminate Neighborhood Grant Specialist position (replaced with new Manager-Neighborhood Grants FTE)



2023 ACCOMPLISHMENTS

Strong Neighborhoods

- Awarded \$2.5M in ARP funds to support development of new infill affordable and workforce housing
- Launched the latest round of Home Repair grant program, with 163 applications
- Inaugural application period for Neighborhood IGNITE Grants, to provide up to \$10,000 for projects selected by Neighborhood Organizations. Resulted in creation or revival of 7 new neighborhood organizations
- Developed Monroe Park/Edgewater Neighborhood plan, planning in the process for River Park and LaSalle Park
- Common Council approval of Neighborhood Improvement Bonds, funding \$34M in improvements to neighborhood parks and infrastructure

Robust, Sustainable Infrastructure

- 9 EV chargers being installed in downtown parking garages (had been in storage)
- 25 nonprofit organizations supported through EASSI program to make energy efficient upgrades, with 7 adding solar and providing more than 500 kW in energy generation potential



2023 ACCOMPLISHMENTS

Equitable Access to Opportunity

- Launched Vibrant Places matching grant program, with more than 119 eligible business applications, with 24 completed or in grant phase (and more in the pipeline)
- Originated 12 new low-interest revolving loans of \$5.3M total through the RBEF and RLF II programs, adding 109 jobs and retaining 701

Youth and Workforce Development

- Pathways program has provided training (primarily in advanced manufacturing) to more than 150 participants
- Upskill SB provided funding for 46 residents to receive new certifications to pivot in their careers or build skills in their current field (including 6 solar installer certification trainees)



2023 ACCOMPLISHMENTS

Safe Community for Everyone

- EPA partnership and ongoing cleanup of Drewrys Brewery site, with City savings of roughly \$3M (more than 200 truckloads of debris removed as of 9/8)
- NEAT crew assisted with 19 neighborhood cleanups and provided Tend the Bend trailer
- 15 homes enrolled in the Lead Grant program during 2023 as part of new grant award which provided additional funding and extended timeline for reimbursement, with more than \$441,000 in lead-safe repairs completed
- Partnered with MACOG and received Community-Wide Assessment grant from EPA for brownfield assessments



KPIs

Measure	2022 Actual	YTD (9/1/2023)
Jobs announced from projects supported by City	312 new 989 retained	338 new 1,254 retained
Private investment committed from projects supported by City	\$355M (includes \$178M for JEM Farms)	\$383M
RSVP inspections	696	592
Housing Counseling	38	49
Homebuyers assisted (CHC)	12	2
Environmental Violations	12,733	9,839
SBARC Adoptions	413	270



AMERICAN RESCUE PLAN IMPLEMENTATION

Highlighted lines are led by Department of Community Investment

ARP Programs	Total Allocated	Total Spent / Encumbered	Total Committed Capital Project	Total Spent or Committed
Strong Neighborhoods	18,170,000			
Home Repair Assistance Programs (ARP001)	2,500,000	6,419.96		6,419.96
Housing Financing (ARP002)	2,500,000	1,924,778.00		1,924,778.00
Home Buying Assistance (ARP003)	1,000,000	55.45		55.45
Additional Neighborhood Infrastructure (ARP004)	2,500,000	2,388,202.30		2,388,202.30
City-wide Comprehensive Plan (ARP005)	500,000	305,464.35		305,464.35
Plan Implementation (ARP006)	300,000	280,650.00		280,650.00
Land Bank Startup Costs (ARP007)	250,000	47,300.00		47,300.00
Demolitions (Vacant & Abandoned / Commercial) (ARP008)	4,170,000	1,070,948.62	3,000,000.00	4,070,948.62
Neighborhood Development Assistance (ARP009)	150,000	-		-
Vacant Building Development Financing (ARP010)	2,000,000	1,500,000.00		1,500,000.00
Neighborhood Recovery Grants (ARP011)	200,000	80,000.00		80,000.00
Neighborhood Main Streets (Bike Racks, Trash Cans, etc.)	500,000	68,511.06		68,511.06
Athletic Court Repair (ARP013)	1,600,000	1,593,422.75	6,577.25	1,600,000.00
Safe Community for Everyone	13,410,000			
Homelessness Strategy Implementation (ARP014)	200,000	200,000.00		200,000.00
County Partnerships on Homelessness & Mental Health (ARP015)	5,800,000	5,762,500.00		5,762,500.00
Gun Violence Intervention (ARP016)	500,000	49,812.47		49,812.47
Public Safety Technology Upgrades (ARP017)	1,500,000	974,477.08		974,477.08
COVID Response (ARP018)	1,500,000	1,448,093.16		1,448,093.16
COVID Facilities Upgrades (ARP019)	2,000,000	1,236,676.35		1,236,676.35
ARP Premium Pay (ARP033)	1,910,000	1,889,659.66		1,889,659.66
Robust, Sustainable Infrastructure	1,625,000			
Green Infrastructure - Greener Homes (ARP020)	100,000	-		-
Green Infrastructure - Solarize, Switch & Save (ARP021)	300,000	297,000.00		297,000.00
Green Infrastructure - Commercial Recycling Partnership for CBD's	75,000	594.27		594.27
Green Infrastructure - EV Plan & Deployment (ARP023)	150,000	88,279.00		88,279.00
Green Infrastructure - Distributed Solar/Storage (ARP024)	1,000,000	150,000.00	850,000.00	1,000,000.00
Equitable Access to Opportunity	8,950,000			
Small Business Assistance (ARP025)	1,750,000	60,876.00		60,876.00
Utility Relief (ARP026)	5,500,000	4,631,794.45		4,631,794.45
Streamlined Assistance (ARP027)	600,000	460,542.19		460,542.19
Opportunity Fund (ARP028)	1,000,000	117,839.10		117,839.10
Immigration Support (ARP029)	100,000	100,000.00		100,000.00
Youth and Workforce Development	15,850,000			
Workforce Development (ARP030)	250,000	214,430.25		214,430.25
Dream Center (ARP031)	11,100,000	1,810,469.38	9,289,530.62	11,100,000.00
Pre-K Centers (ARP032)	4,500,000	2,600,486.35	1,899,513.65	4,500,000.00
Grand Total		31,360,630.43	15,045,621.52	46,406,251.95

2024 PROPOSED EXPENDITURES

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Building Department	1,398,694	1,242,212	1,381,591	1,468,919	1,584,077	7.8%
Community Investment (Legacy)	7,149,239	6,707,668	8,279,903	7,493,537	11,643,599	55.4%
Neighborhoods	3,617,828	3,527,056	4,216,512	5,263,769	7,768,835	47.6%
Office of Sustainability	780,526	720,408	346,646	356,373	730,117	104.9%
Strategic Initiatives	5,633,475	6,256,724	7,038,770	7,057,935	-	-100%
Grand Total	18,579,762	18,454,068	21,263,422	21,640,533	21,726,628	.4%



2024 PROPOSED: BUILDING DEPARTMENT

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Building Department	1,398,694	1,242,212	1,381,591	1,468,919	1,584,077	7.8%
Salaries & Wages	874,667	800,589	870,751	913,016	941,465	3.1%
Fringe Benefits	339,734	316,605	392,308	407,406	439,914	8.0%
Debt Service	44,952	44,379	24,161	4,744	-	-100%
Professional Services	10,000	8,000	8,000	8,000	8,000	0%
Education & Training	3,500	3,500	6,000	6,000	6,000	0%
Travel	6,000	6,000	6,000	6,000	6,000	0%
Printing & Advertising	4,693	4,763	4,200	4,200	4,200	0%
Repairs & Maintenance	25,000	25,000	15,000	16,245	17,590	8.3%
Other Services & Charges	20,572	17,015	35,310	41,310	38,570	-6.6%
Supplies	3,500	3,806	7,306	5,000	5,000	0%
Fuel	16,076	12,555	12,555	16,998	17,338	2.0%
Capital	50,000	-	-	40,000	100,000	150%
Community Investment (Legacy)	7,149,239	6,707,668	8,279,903	7,493,537	11,643,599	55.4%
Neighborhoods	3,617,828	3,527,056	4,216,512	5,263,769	7,768,835	47.6%
Office of Sustainability	780,526	720,408	346,646	356,373	730,117	104.9%
Strategic Initiatives	5,633,475	6,256,724	7,038,770	7,057,935	-	-100%
Grand Total	18,579,762	18,454,068	21,263,422	21,640,533	21,726,628	.4%



2024 PROPOSED: COMMUNITY INVESTMENT (LEGACY)

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Building Department	1,398,694	1,242,212	1,381,591	1,468,919	1,584,077	7.8%
Community Investment (Legacy)	7,149,239	6,707,668	8,279,903	7,493,537	11,643,599	55.4%
Salaries & Wages	1,788,354	1,921,625	2,596,240	2,036,414	2,072,146	1.8%
Fringe Benefits	665,776	716,373	1,040,324	793,448	847,543	6.8%
Debt Service	3,215,680	3,483,700	3,662,069	3,639,544	3,668,160	0.8%
Grants & Subsidies	-	-	-	-	3,707,655	100%
Professional Services	1,006,100	231,800	589,200	599,200	881,938	47.2%
Education & Training	23,900	20,000	25,100	25,100	22,100	-12.0%
Expenses related to RDC-owned property	242,000	233,000	256,200	282,600	259,028	-8.3%
Travel	28,000	16,000	22,000	22,000	19,500	-11.4%
Printing & Advertising	24,707	24,000	23,000	23,000	24,000	4.3%
Repairs & Maintenance	2,600	3,100	3,100	3,895	3,895	0%
Other Services & Charges	26,330	31,950	29,050	29,050	95,848	229.9%
Supplies	24,200	24,500	32,000	38,000	40,500	6.6%
Fuel	1,592	1,620	1,620	1,286	1,286	0%
Capital	100,000	-	-	-	-	
Neighborhoods	3,617,828	3,527,056	4,216,512	5,263,769	7,768,835	47.6%
Office of Sustainability	780,526	720,408	346,646	356,373	730,117	104.9%
Strategic Initiatives	5,633,475	6,256,724	7,038,770	7,057,935	-	-100%
Grand Total	18,579,762	18,454,068	21,263,422	21,640,533	21,726,628	.4%



2024 PROPOSED: NEIGHBORHOODS

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Building Department	1,398,694	1,242,212	1,381,591	1,468,919	1,584,077	7.8%
Community Investment (Legacy)	7,149,239	6,707,668	8,279,903	7,493,537	11,643,599	55.4%
Neighborhoods	3,617,828	3,527,056	4,216,512	5,263,769	7,768,835	47.6%
Salaries & Wages	1,661,081	1,638,893	1,699,768	2,506,185	2,728,936	8.9%
Fringe Benefits	712,441	711,236	791,589	1,116,265	1,281,600	14.8%
Debt Service	112,084	94,961	216,780	271,762	264,116	-2.8%
Grants & Subsidies	-	-	-	-	1,500,000	100%
Professional Services	186,600	187,600	206,300	306,300	217,300	-29.1%
Education & Training	15,000	7,000	22,900	29,900	29,900	0%
Travel	2,400	2,400	26,400	26,400	26,400	0%
Printing & Advertising	24,239	24,239	22,201	22,201	22,147	-0.2%
Repairs & Maintenance	420,650	420,650	154,900	199,900	424,900	112.6%
Other Services & Charges	288,810	245,210	495,835	295,835	696,800	135.5%
Utilities	30,223	30,667	41,389	41,389	41,389	0%
Supplies	121,050	120,950	108,200	135,220	154,935	14.6%
Fuel	43,250	43,250	45,250	80,412	80,412	0%
Capital	-	-	385,000	232,000	300,000	29.3%
Office of Sustainability	780,526	720,408	346,646	356,373	730,117	104.9%
Strategic Initiatives	5,633,475	6,256,724	7,038,770	7,057,935	-	-100%
Grand Total	18,579,762	18,454,068	21,263,422	21,640,533	21,726,628	.4%



2024 PROPOSED: OFFICE OF SUSTAINABILITY

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Building Department	1,398,694	1,242,212	1,381,591	1,468,919	1,584,077	7.8%
Community Investment (Legacy)	7,149,239	6,707,668	8,279,903	7,493,537	11,643,599	55.4%
Neighborhoods	3,617,828	3,527,056	4,216,512	5,263,769	7,768,835	47.6%
Office of Sustainability	780,526	720,408	346,646	356,373	730,117	104.9%
Salaries & Wages	348,014	348,580	146,816	154,191	158,697	2.9%
Fringe Benefits	87,861	86,105	57,343	59,620	63,858	7.1%
Professional Services	234,051	97,051	120,000	120,000	485,000	304.2%
Education & Training	10,424	5,024	1,400	1,400	1,400	0%
Travel	13,806	12,168	2,162	2,162	2,162	0%
Printing & Advertising	1,200	1,200	675	675	675	0%
Repairs & Maintenance	-	125,000	-	-	-	0%
Other Services & Charges	12,520	13,180	6,000	6,000	6,000	0%
Supplies	72,650	32,100	12,250	12,325	12,325	0%
Strategic Initiatives	5,633,475	6,256,724	7,038,770	7,057,935	-	-100%
Grand Total	18,579,762	18,454,068	21,263,422	21,640,533	21,726,628	.4%



SUMMARY OF DCI CAPITAL EXPENSES

Capital Expense Description	Cost
2 SUV w/ CNG or Hybrid – Building Dept	\$100,000
1 NEAT Crew Loader	\$120,000
1 NEAT Crew Dump Truck	\$180,000
Total	\$400,000



2024 PROPOSED: STRATEGIC INITIATIVES

	2020 Adopted	2021 Adopted	2022 Adopted	2023 Adopted	2024 Proposed	YOY Variance
Strategic Initiatives	5,633,475	6,256,721	7,038,770	7,057,935	6,889,135	-2.39%
Homelessness Strategy Implementation	320,000	650,000	450,000	650,000	1,100,000	69.23%
Home Repair Program	250,000	-	350,000	350,000	350,000	-
Demolitions (Vacant & Abandoned / Commercial / Emergency)	345,200	496,000	600,000	600,000	600,000	-
CDBG Housing (Federal Funding)	2,555,898	2,529,492	2,832,655	2,282,820	2,282,820	-
CDBG - Public Service (Federal Funding)	330,977	329,835	329,835	329,835	329,835	-
ESG (Federal Funding)	291,100	220,337	220,000	220,000	220,000	-
Complete Streets Transportation projects	100,000	100,000	100,000	100,000		-100.00%
On-going brownfield remediation work	50,000	50,000	50,000	50,000	50,000	-
Eviction Prevention			50,000	50,000	50,000	-
Support for Public Art	-	-	15,000	15,000	15,000	-
HPC Matching Grant	50,000	100,000	100,000	100,000	100,000	-
Monitoring Unsafe Buildings	16,300	17,500	23,000	23,000	23,000	-
Neighborhood Engagement & Organization Support	175,000	175,000	225,000	250,000	150,000	-40.00%
Revolving Loan Funds (IRF & RLF II)	149,000	498,560	482,280	482,280	482,280	-
Workforce Development	500,000	500,000	480,000	480,000	300,000	-37.50%
Neighborhood Planning	350,000	150,000	250,000	200,000	75,000	-62.50%
Small Business Assistance		250,000	250,000	250,000	200,000	-20.00%
Chamber Support	115,000	115,000	115,000	115,000	115,000	-
West Side Main Streets	35,000	35,000	35,000	35,000	35,000	-
Commercial Recycling Partnership for CBD's				75,000		-100.00%
Greener Homes			-	100,000	100,000	-
Installation of EV Chargers	-	-	41,000		11,200	-
Solarize, Switch & Save				300,000	300,000	-



NEW NEIGHBORHOOD HOUSING

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

- Announced:
 - 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
 - Kinder Institute analysis of appraisal gap by Census tract
 - Larger assembled City-owned lot RFPs
 - Housing funding award with ARP allocation (\$2.5 M) for workforce and affordable housing
- Planned:
 - Continued focus on vacancy reduction and support for the Housing Authority of South Bend
 - Choice Neighborhoods Initiative grant application planned in 2024



SECURING AFFORDABLE HOUSING

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

Announced:

- Diamond View, \$20.6M project with 60 low-income units, 60 market-rate units
- The Monreaux, \$16M project with 60 units, 46 for low-income residents
- SB Thrive, \$14.5M project with 54 affordable units
- Planned:
 - Two applications in 2024 round submitted by Advantix Development Corp. and KCG Companies
 - Awards could bring 100 more affordable units



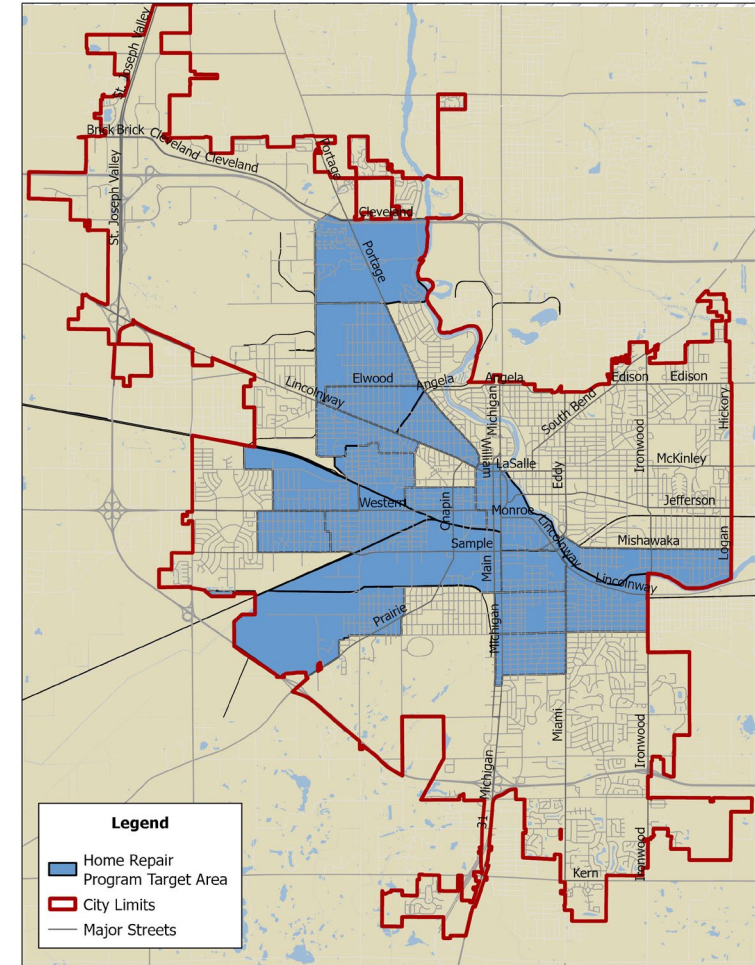
HOME REPAIR

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 in order to focus on roof and furnace repairs and replacements that keep homes livable and safe for residents
 - Streamlined inspection process
 - Simple application

Status: City team has received 163 applications, with 141 meeting requirements and moving through inspection process

Funding: \$2.5 M already appropriated through ARP Home Repair, with \$350K proposed for 2024 annual budget



VIBRANT PLACES

Goal: Expand on successes of Neighborhood Corridors Grant and provide matching grant funds for businesses City-wide

- Adding exterior enhancements and solar installation (paired w/ federal tax credits) to eligible uses
- Expanding eligibility areas and match amount
- More than 119 eligible applicants, with 24 completed or in grant phase so far with \$222K in grants awarded YTD

Funding: Already appropriated through ARP Small Business Assistance, potential annual budget request in 2025 budget (to match past budget requests for Neighborhood Corridors Grant)



VACANT BUILDING CREDIT ENHANCEMENT

Goal: Provide revolving funding to de-risk private financing for adaptive re-use projects in neighborhoods

- Partner with local organization to provide loan guarantee or second financing to support incremental developers redeveloping vacant buildings

Funding: \$2M already appropriated through Vacant Building Development Financing ARP (to revolve)



SOUTH BEND 2045

Goal: Develop a new comprehensive plan for South Bend, setting vision for the next 20 years

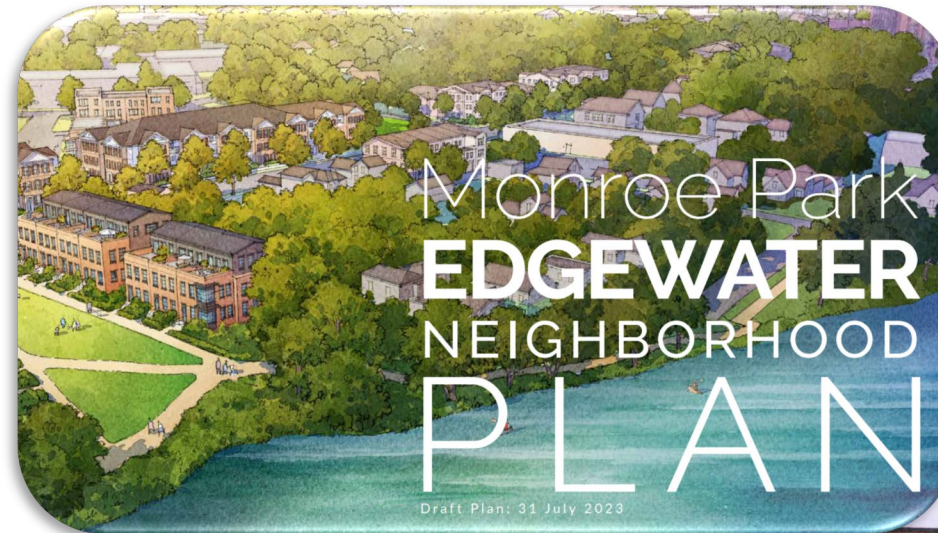
- Initial engagement process completed in 2022-2023
- Plan drafting in progress with intent to share draft with council and solicit more community engagement on draft in early 2024

Funding: \$500,000 already appropriated via ARP City-wide Comprehensive Plan



NEIGHBORHOOD PLANS

- 1 Neighborhood Plan completed in 2022-2023:
 - Monroe Park & Edgewater
- 2 Neighborhood Plans in progress for 2023-2024:
 - Lasalle Park
 - River Park
- Neighborhood Plans for 2024-2025:
 - South Downtown
 - Exploring addition of a smaller neighborhood plan (i.e. Twyckenham Hills)



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

Capital/Trustee/Debt Service Funds

- 315, 328 - Bonds
- 317 - Coveleski
- 410 - UDAG
- 439 - Certified Tech Park
- 677 - Hall of Fame

- 752 - Redevelopment Auth.
- 753, 756 - Smart Streets
- 759, 760 - Eddy Street
- 754 - Industrial Revolving

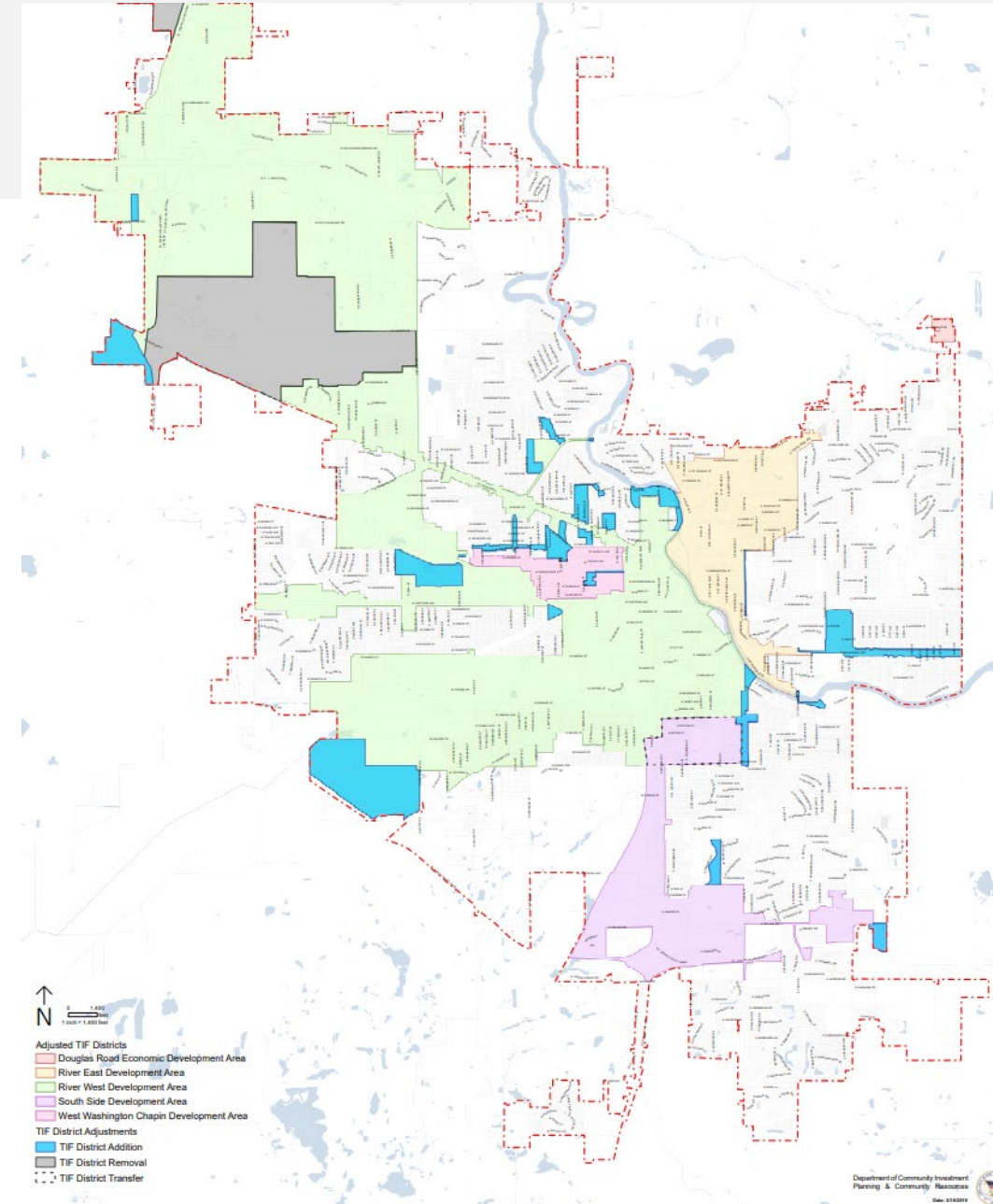
Redevelopment Funds

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

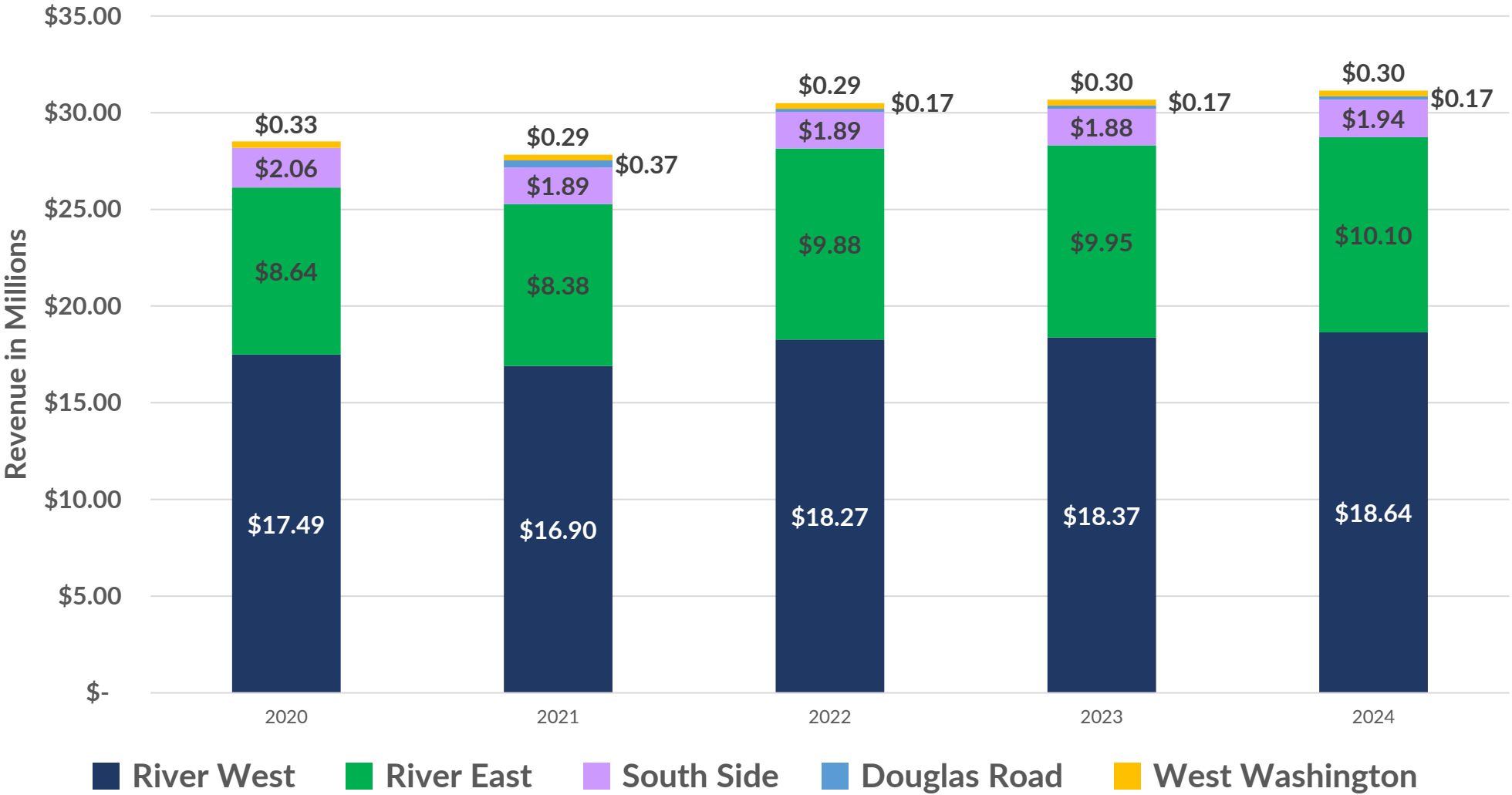


Redevelopment Funds (For Information Only)

- 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



TIF Revenues (\$m)



REDEVELOPMENT FUNDS (INFORMATIONAL)

Major Upcoming/Ongoing Projects

- More than \$1 M match to support 2 IHEDA Low Income Housing Tax Credit applications for Advantix Development Corp. and KCG Companies (awards announced in November)
- \$4.5 M for Rebuilding Our Streets initiative (new 3-year cycle)
- \$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

- \$2M for Lasalle Park upgrades
- \$500,000 to support Pure Green Farms Phase II
- \$500,000 for scattered site Permanent Supportive Housing match
- \$3.5 M for Fire Station #8 renovation



OPPORTUNITIES

- READI 2.0
 - Focused on supporting application for a new \$50 million award to South Bend-Elkhart Region by the IEDC
 - Support project applications in 2024 after potential regional award
- Hotel/Motel
 - New trail partnerships
- PSCDA
 - Century Center refresh
 - Four Winds Fields upgrades
- Federal opportunities
 - Reconnecting Our Communities Grant Application
 - RAISE Grant
 - Recompete Pilot Program
 - SMART Grant
 - EV Charging Infrastructure Grant



2024 GOALS

- Continue focus on New Neighborhood Housing initiative to minimize appraisal gap and move more vacant lots to constructive uses
- Adoption and implementation of Monroe Park/Edgewater, LaSalle Park, and River Park neighborhood plans
- Ongoing focus on cleanup and potential redevelopment of Drewrys site, and expansion of brownfield remediation work to other sites of concern
- Improve resident engagement on City services and direct neighborhood association support
- Increase meaningful information available on City services, including better accessibility of information online
- Explore software solution for Neighborhoods Division inspectors (NSE & RSVP)
- Expand workforce development programming and build connections with other organizations and agencies to understand holistic workforce development landscape
- Improve access to financing for small businesses
- Promote greater density within the urban core and surrounding neighborhoods
- Maximize impact of READI, state, and federal grant opportunities

