LaSalle Square Area Redevelopment Plan

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Executive Summary

Background

LaSalle Square, a development of 30.84 acres, is located on the west side of South Bend, on Bendix Drive, two blocks south of the Lincoln Way West-Bendix intersection. LaSalle Square was built as a major shopping center anchored by a supermarket and a Target store, and the development functioned well in this capacity during the late 1970s, 80s, and early to mid 90s. However, in the late 1990s the LaSalle Square shopping center began to decline as employment fell in the industrial area south of the Square, traffic counts declined and new, big box shopping centers developed in other parts of the South Bend area. By 2001, more than 80% of LaSalle Square was vacant. However, West Side community organizations and South Bend institutions have acted to preserve and stabilize this community asset. Faith Apostolic Ministries, the St. Vincent de Paul Society of Saint Joseph County, the St. Joseph County Public Library, and most recently Memorial Hospital and St. Joseph Regional Medical Center have invested in programs housed in or beside LaSalle Square. The Airport Economic Development Area (AEDA) has been expanded to encompass LaSalle Square and the industrial areas to the south of it, which gives the City some capacity to invest in LaSalle Square's redevelopment. Today LaSalle Square is owned principally by its not-for-profit occupants, and the City of South Bend is making some purchases from some smaller property owners.

Community Direction and Input

In May 2008 the LaSalle Square Steering Committee and the City of South Bend engaged the consulting team of zpd+a and the Center for Neighborhood Technology (CNT) to work with community residents to create a plan for the redevelopment of LaSalle Square that will serve the needs and aspirations of the community while corresponding to the opportunities and constraints of the market. The consulting team performed a market analysis that entailed examination of demographic and market data and individual interviews with 34 stakeholders. The team has also developed and illustrated development concepts for LaSalle Square. Community input into this portion of the study included the Steering Committee, 14 community leaders, that met with the consulting team three times. The Steering Committee and the consulting team conducted two large public meetings attended by more than 150 local residents. At these meetings, residents participated in planning exercises including an image preference survey, design charrettes, and the Transopoly™ board game for considering transportation and infrastructure improvements. These meetings allowed residents to react to the preliminary findings and suggestions of the consultants, and elicited some of the residents' major concerns and ideas, including the following:

- Retain and enhance the current not-for-profit uses on the site.

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Community Direction and Input, continued

- Develop retail to meet basic convenience needs.
- Add tax base, job, and profit producing uses to the site.
- If feasible, bring specific uses to the site including a farmers market and a branch of a community college or trade school.
- Build housing on the site so long as it enhances commercial uses rather than excludes them.
- Create a greener, more attractive appearance on the site and surrounding streets.
- Improve access to and through the site via walking, bicycle, and public transportation as well by car.

Market Analysis

A market analysis for the LaSalle Square neighborhood revealed that while the site could not support large-scale retail development, some convenience retail would be feasible. Though the area lacks retailers, much of the demand generated by local households is captured by big box development just outside the neighborhood, limiting market opportunities for large scale development. Traffic patterns and the poor visibility of LaSalle Square from Lincoln Way West give the site little benefit from passing cars. The neighborhood also faces demographic challenges in attracting new stores: declining population, weakening home values, a higher-than-average rent burden and a high foreclosure rate are leaving the neighborhood with fewer total dollars to be spent on retail goods.

Still, the neighborhood could support a modest amount of convenience-oriented retail and redevelop vacant industrial land to reach its fullest potential. The consultant's analysis indicates that 20,000 to 40,000 square feet of convenience retail would be feasible for the site. This development should be located in the northeast sector of LaSalle Square where it would benefit from and contribute to existing retail business extending from the Lincoln Way West and Bendix intersection. Specific opportunities include a small pharmacy, a drycleaners, a limited-service restaurant, and grocery store specializing in fresh produce.

Development of LaSalle Square to its full potential would entail upgrading existing housing in the neighborhood and adding new housing on the site, increasing local employment and daytime population in the neighborhood by developing vacant industrial land to the south, and improving the educational attainment of neighborhood residents.

Design and Development

The basic approach to the redesign and development of LaSalle seeks to realize the aspirations of community residents, as tempered and directed by market analysis, through the realization of three goals:

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1) Increase LaSalle Square's economic vitality through the development of appropriate retail businesses, distinctive housing, and higher capacity use of nearby industrial areas;
2) Build on LaSalle Square's strong community base by enhancing existing community functions, introducing new recreational activities, and incorporating educational programs;
3) Increase interior and external connectivity by introducing streets, sidewalks and trails within the site; by establishing bus service more closely geared to local needs; and by including significant streetscaping and signage within and immediately adjacent to the site.

Full development of the site should take place over a 20-year horizon. Within the first five years the project should:

1) Create streetscaping that turns the Bendix-Lincoln Way intersection into a gateway to LaSalle Square;
2) Extend the principal street grid from the surrounding neighborhood into LaSalle Square, providing better connection to the existing urban fabric;
3) Carry out the linked development of senior housing and the first phase of the convenience retail development called for by the market analysis in the northeast portion of LaSalle Square;
4) Establish a green boundary between LaSalle Square and the adjacent Honeywell plant with enhanced safety and parking convenience for Honeywell employees and pedestrian and bike access through the boundary park;
5) Create a park in the southeast corner of the site that will support a range of recreational uses;
6) Promote programs that that enhance residents' use of the land such as community gardening, a farmers market, and recreational events funded by City revenues and private sponsorships.

Within 10 years, as the usage and value of the site increases, the project should:

1) Foster more intensive use of the industrial areas near the site;
2) Complete the convenience retail development along Bendix, in part by relocating existing businesses in the interior of the site to the retail street;
3) Establish a public plaza in the center of LaSalle Square that will be home to programs that were held periodically at the site, including a farmers market and recreational activities;
4) Allow a residential developer to build housing of substantial scale and infrastructure around the public plaza at the center of the new development.

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Over 20 years the housing and retail development in LaSalle Square should expand in scale and variation, becoming a genuine center for the community. A community center with space for senior and youth activities should be incorporated into the central plaza. At any time during the 20-year development, the satellite campus of a community college or trade school desired by community residents could be developed in or near the site as a project that would complement all other planned development.

Introduction

Location

LaSalle Square is located in the center of South Bend's west side. It is approximately two blocks south of Lincoln Way West (the primary corridor between South Bend Regional Airport and downtown) and has frontage on Bendix Drive. A retail district extends from the intersection of Lincoln Way West into the northeast portion of LaSalle Square. The site is otherwise bordered by residential neighborhoods to the east, north, and west, and by an industrial area to the south. Map 1 on the following slide displays LaSalle Square's position relative to the region as a whole.

Peak Site Development

During the late 1970s, 80s, and early 90s, LaSalle Square served as a major neighborhood shopping center for the west side of South Bend. Thousands of laborers, skilled artisans, engineers and other professionals worked in the plants immediately south of LaSalle Square. This workforce ensured a stable housing market for the community and a strong residential and local employee base for the support of retail stores.

LaSalle Square housed a mix of small retail and service oriented businesses anchored by a Kroger supermarket and a Target store. At a time when few other major stores existed on the West Side, LaSalle was an important shopping destination.

Decline

In the 1980s and 1990s major cutbacks in the industrial workforce of the LaSalle Square area reduced the customer base for retail stores. At the same time new shopping centers opened closer to the 80-90 Toll Road, with modern big box stores draining buying power. By the time the Kroger supermarket closed in 2001, LaSalle Square was more than 80% vacant.

Stabilization

Over the past seven years South Bend institutions have taken major steps to preserve and stabilize LaSalle Square as a community asset:

- Faith Apostolic Ministries redeveloped LaSalle Square's largest building (the former supermarket and adjoining retail space) as its worship center and site for day care, youth, and counseling programs.
- The St. Vincent de Paul Society of St. Joseph County has established its central goods processing center and retail store at LaSalle Square's second major building (the former Target store).
- In response to strong demand from the West Side community, the branch library at LaSalle Square has been preserved and will be substantially expanded in a project that has recently commenced.

Introduction

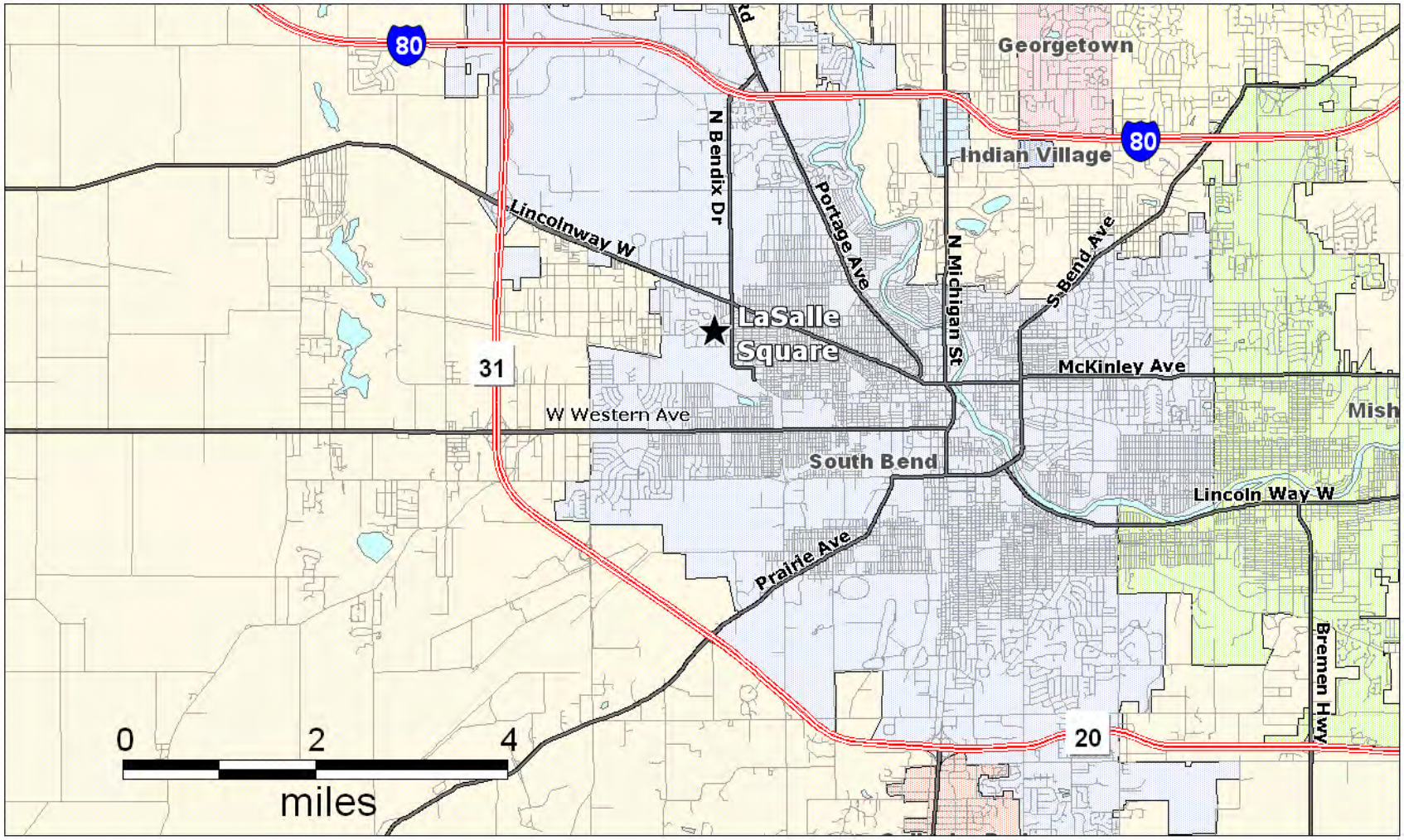
- LaSalle Square and extensive industrial properties to the south were incorporated into the Airport Economic Development Area (AEDA), an action that makes public resources available for the redevelopment of LaSalle Square and adjoining properties.
- Most recently, Memorial Hospital and the St. Joseph Regional Medical Center have announced plans to open a physician's office at 1010 N. Bendix with support from the City of South Bend.

Plan Approach

A central theme in the LaSalle Square redevelopment planning project has been to combine community direction and input with professional analysis and design to create a redevelopment plan that addresses the aspirations of community residents and the constraints and opportunities of the market.

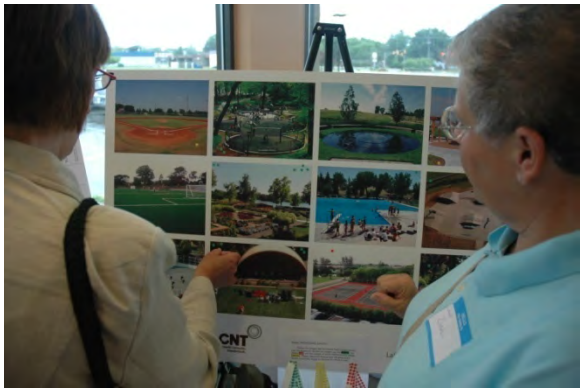
During the past four months, at each major step in the planning process, a Steering Committee with representatives of community institutions, organizations, and elected officials, has given direction and feedback to an experienced professional team of market analysts, planners, and architects. Community meetings were held with exercises and open discussions to elicit the input of community residents and other stakeholders.

Map 1: LaSalle Square and South Bend



Map 2: LaSalle Square Site

Community Goals and Preferences



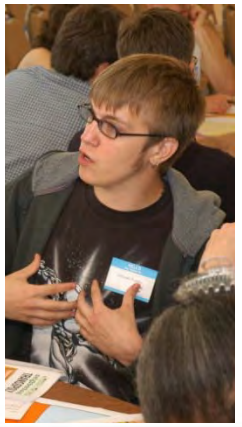


Image Preference Survey Results

As community members entered the July 12th, 2008 Listening Meeting, they were asked to participate in a visually based preference survey intended to assess desirability of certain neighborhood characteristics. Participants placed a green adhesive dot on images they found to be desirable, red dots on images less desirable, and yellow dots on images that they were indifferent toward. Four boards displaying 12 images in categories of successful Commercial and Retail Uses, Residential Housing Types, Recreational Uses, and Hardscapes and Streetscapes.

Commercial/Retail Use Preferences

Residents showed an overwhelming preference towards grocery and food establishments. Both a convenience market and farmers market received the most green dots. A Target store, an entertainment venue (movie theater), and a physician's office rounded out the most desirable commercial and retail uses.

Participants showed disinterest towards discount retailers such as Family Dollar, which received the most red dots on the board. Votes were evenly split over a strip mall that can provide such uses as beauty and barber shops, chain restaurants, and shops.

Residential Type Preferences

Preference toward residential types were varied with some interest in small one- and two-story single family homes and some interest in multi-family housing. Smaller, traditional single family homes are similar to the housing stock surrounding LaSalle Square. Interest was shown in very modern, small, single family residences which is a very different style than current styles in South Bend.

Modern styles of townhomes were not favored. Reactions were mixed toward traditional townhomes and duplexes. A two-story, masonry-constructed duplex was not desirable whereas two-story, masonry-constructed townhomes were more desirable.

Image Preference Survey Results

Recreational Use Preferences

Most of the recreational uses displayed were desired by the participating residents. The uses that were less desirable typically were that of sporting activities such as baseball and soccer fields and skating rinks and parks.

The most desired recreational use requested was a community gathering space. An overwhelming number of people liked the idea of a park band shell. Children's playgrounds were heavily favored as was a community pool. Typically, areas for reflection such as pavilions and water features were not preferred with the exception of a manicured garden.

Hardscape/Streetscape Preferences

Residents chose to focus their preferences on rhythmic streetscapes and heavily landscaped corridors. The use of regularly distanced trees, light posts, benches, bus shelters and planters were desired. Manicured and landscaped park pathways were favored over less landscaped paths.

Mixed feelings were expressed for the use of monument signs and for the use of varied paving types (colored pavers and stamped concrete).

This exercise provided an outlet for residents to express their interests for different types of uses that would be considered for LaSalle Square. The survey offered insights into images that were preferred but did not supply information as to why images were selected. The survey was primarily used to initiate a direction for ideas to improve LaSalle Square that the residents would utilize in the two planning exercises later that day.

Transopoly™

What is Transopoly™?

Transopoly™ is an experiential tool used to discuss transportation planning issues as they connect to land use and other community issues. In Transopoly™, participants play the role of a transportation planning agency, first identifying issues and opportunities in the community. Participants purchase various pieces of transportation infrastructure designed to address these issues. Purchases are affixed on a detailed map that serves as a gameboard. As is typical in the Transopoly™ setting, multiple tables play simultaneously. At the end of game play, each table presents its results to the entire group, and later a report is produced to document the findings.

Table 2 participants playing Transopoly™

Transopoly™ Results for LaSalle Square

At the LaSalle Square Listening Session on July 12, there were seven tables with six to nine participants at each table.

The #1 issue cited for LaSalle Square was retail services, followed by:

- Limited bus service/hours;
- Sidewalks lacking/connections (unsafe walking conditions);
- Safety (real or perceived); and
- Road conditions

Transopoly™

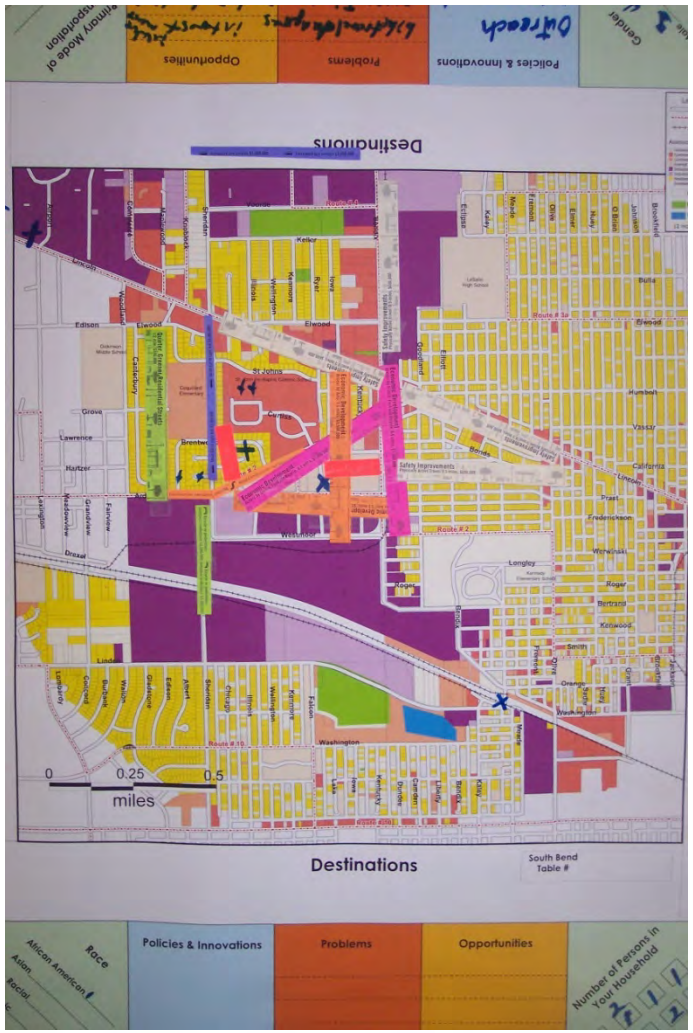


Table 2 final map with infrastructure purchases

The seven groups went on to purchase infrastructure that would address the issues they noted. Basic infrastructure is characterized by single units of infrastructure, while infrastructure packages are multiple infrastructure items bundled together for the purpose of meeting specific issue-oriented goals. Most infrastructure was purchased in ½-mile increments, while some cases were site specific, such as the purchase of a bus station.

The top basic infrastructure purchase was:

- **Sidewalks**, with 14 miles of sidewalks purchased in the area in and surrounding LaSalle Square.

The top infrastructure packages purchases were:

- **Safety Improvements, Physically Active Travel**
- **Economic Development, Access by Transit, Foot and Bicycle**; and
- **Quieter, Greener Residential Streets**

Clearly, participants are concerned with purposeful, safe access in and around LaSalle Square, not solely for cars, but for pedestrians and cyclists too. There is a desire for more streetscape amenities, especially in the residential areas that meet multiple issues, including safety and access/connections.

The full report that details each table's results and cumulative findings can be found in the Transopoly™ Report in Appendix III.

Land-Use Planning Input

Approach

Assessing LaSalle Square's current condition was approached by gaining feedback from various stakeholders including members the real estate development community, the City, the Steering Committee, and the neighboring residents. During the first Steering Committee Meeting, members of the City and Steering Committee were asked to appraise Assets, Challenges, and Goals for the area. Similarly, residents of the LaSalle Square neighborhood were asked to define their experience and/or description of the area in one word and expand on that word to develop Strengths, Weaknesses, Opportunities, and Threats (SWOT) that they see in the area currently. This was done as part of the two public meetings held at LaSalle Square. In addition, key issues were documented from a series of interviews with various industry leaders and stakeholders in South Bend. The following is a summary of these findings presented in the SWOT categories. The following list enumerates the area's strengths, which will be used as a basis to build on the area's opportunities to address and alleviate the perceived weaknesses and threats:

Strengths

- The community base in the area is strong. This is exemplified by Faith Apostolic Ministries and the LaSalle Library Branch. In addition, both entities seem committed to the area and have recently or are currently adding to the new character of the Square.
- The incorporation of LaSalle Square into the Airport Economic Development Area (Tax Increment Finance district) has helped to provide the funding needed to invest in efforts to bring in new development.
- LaSalle Square's open space and proximity to a strong parks system are healthy ways for residents to spend free time and improve their quality of life.
- The fact that the City owns significant, contiguous acreage on the site allows for great flexibility for any developer coming into the Square and ensures the City and community's active role in developing the site.

Land-Use Planning Input

Weaknesses

- The location of site is particularly challenging as it is not directly accessed from the intersection of Lincoln Way West and Bendix Drive. In addition, the site is not readily visible from this major intersection and there are no indicators telling drivers about LaSalle Square.
- The current retail space is oriented to the interior of the site posing problems of visibility from the more heavily traveled streets. The haphazard planning that created this layout is also the main contributor to circulation problems that exist within the site as well as its economic vitality.
- Site circulation detracts from the overall neighborhood. Participants in Transopoly regarded public transit to and from the site as infrequent. Additionally, it does not connect well with the rest of the public transit system. Because of the lack of dedicated streets within the site, there is a lack of sidewalks and trails for pedestrian and bicycle traffic. The sidewalks that surround the site are in poor physical condition and do not meet Americans with Disabilities Act (ADA) requirements. All of these issues contribute to the site's lack of human scale.
- While the community base on the site is good, there is a lack of community-oriented activities, particularly geared toward youth.

Opportunities

- Great space is available for industrial, manufacturing, and commercial growth to the immediate south. Honeywell currently has an excess of space available for lease. Absorbing this space is crucial to the vitality of LaSalle Square and can spur immediate demand for development in the area.
- Integration of LaSalle Square into the Metronet Telecom network provides the infrastructure needed to support high-tech industrial, manufacturing, and commercial growth in the area.
- The Portage Prairie retail area on North Bendix Drive and Portage Road has been listed as a threat to LaSalle Square's success by many. However, recognizing that LaSalle Square should not compete with the Portage and Bendix commercial node and the planned Portage Prairie development can actually increase the north-south connectivity of western South Bend.

Threats

- Crime, or the perception of crime, has continually been brought up by the greater majority of neighbors and stakeholders. The perception alone directly affects the strength of any development coming into the Square.
- Isolation of Beacon Heights leads to the added perception of crime in the area as well as reduces the amount of connectivity throughout the neighborhood.

Land-Use Planning Input

In the afternoon session of the July 12th Listening Meeting, neighborhood residents participated in a land use planning charrette. Residents were asked to rank issues that they previously identified in the SWOT Analysis. These issues would establish a starting point for the residents to begin planning for the Square. Using markets, the participants began envisioning where various uses would occur by blocking out areas on the provided map. They further defined these areas by specifically stating the types of business and developments. As plans from the seven tables were presented, major themes began to emerge.

- Utilization of the existing community functions on the site was fundamental to each table's plan. All tables chose to keep the LaSalle Library Branch and Faith Apostolic Ministries in their current locations. St. Vincent De Paul's current building wasn't included in many plans; participants thought that the organization itself should remain a part of LaSalle Square.
- Additional civic functions taking place on the site added community strength to many plans. This took shape primarily in the form of a farmers market. In some plans, participants also included a community center, a home for neighborhood programs, education, and after-school programs.
- A housing mix, including senior housing, was proposed for the site on the majority of plans.
- Many plans expanded public transit on the site. Typically, participants envisioned a transit hub that connected a new South Shore Line stop to new and existing bus routes.
- All tables focused on retail uses for the site as opposed to commercial office uses. Residents typically wanted new restaurants, stores offering necessities, and generally stores that would be fixtures in LaSalle Square for a long time.
- Entertainment venues, whether private or public, were also shown on a number of plans. The hope was to make LaSalle Square a destination point in the city.
- Participants wanted to be able to walk to the areas they created and marked out new streets, sidewalks, and parks to accomplish this.

Market Analysis

Methodology

In the market analysis for LaSalle Square, the Center for Neighborhood Technology identified the constraints and opportunities for redevelopment based on an integrated consideration of:

- The historical and current uses of the site and surrounding properties;
- Literature on the revitalization of comparable aging shopping districts as well as earlier analyses of the study area;
- Data on the market area including: demographics of the population; aggregate buying power, retail capacity and market demand; traffic and travel patterns; patterns in residents' housing, employment, and education;
- The opinions of 34 local stakeholders interviewed for the analyses including: community organization leaders, public officials with responsibilities for the area, local business owners, local market real estate and finance professionals, and long-term local residents;
- The opinions expressed by community residents in public meetings as indications of real life experience of market conditions and ideas from people who know the area well.

Earlier Market Analyses

During the last seven years, two earlier studies were performed to assess the market potential for LaSalle Square:

Business Districts Inc (BDI) found that:

- Emerging retail competition in other parts of greater South Bend limited the market area for LaSalle Square to an area within a 5- to 10-minute drive.
- Within the effective market area of LaSalle Square the local resident and employee base was sufficient to support a small "Main Street" type of business district with stores that sold goods and services purchased on a convenience basis, but not sufficient to support a neighborhood mall that included big box anchor stores.
- In the foreseeable future, only a fraction of LaSalle Square would be needed to house the retail space that the market could support. Non-retail uses should be found for most of the land in LaSalle Square.

Appendix I contains: a list of consulted documents; list of data sources, and list of stakeholders interviewed.

Market Analysis

Earlier Market Analyses, continued

The Buxton Corporation performed a separate study to help the City of South Bend determine which of four retail districts had the potential to become a primary shopping area for the city. A trade area centered on Lincoln Way West and Bendix (including LaSalle Square) was one of these districts. The study primarily considered the aggregate buying power and demographic profile characteristics of area residents. It rated the area of LaSalle Square third because of the limited buying power of area residents and the perception that area residents were not trendsetters who would support businesses that would attract customers from around the South Bend area.

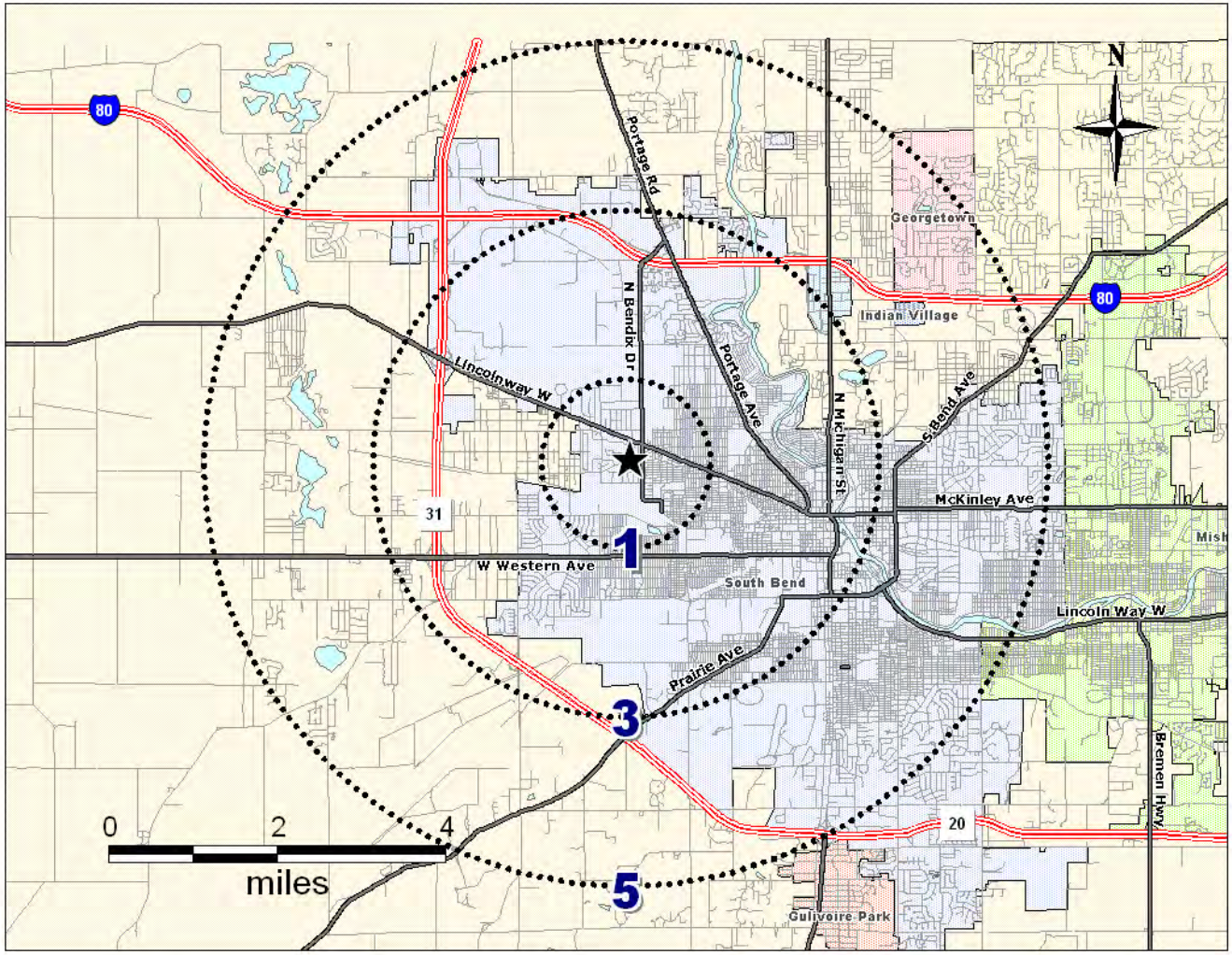
The findings of this analysis generally agree with earlier studies, particularly that of BDI, while providing a more in-depth analysis of market demand and recommendations for using market analysis findings.

Introduction to Market Area

LaSalle Square sits in the northwestern section of the City of South Bend. Map 3, displayed on the following slide, shows LaSalle Square's position relative to the city and region as a whole. For the following analysis, radii around the site at one, three and five miles from LaSalle Square will be considered.

The one-mile radius can be considered the surrounding LaSalle Square neighborhood as well as the site's most immediate market area. A three-mile radius includes most of the western and central portions of the city. This region is a secondary market area and contains more households, portions of downtown South Bend, and an agglomeration of retail uses along North Bendix Drive and Portage Road. A five-mile radius around the LaSalle Square site includes much of metropolitan South Bend, encompassing almost all of the city and its surrounding communities. This market area includes many more households and agglomerations of retail throughout Michiana.

Map 3: LaSalle Square Area Market



1-mile radius = LaSalle Square neighborhood

3-mile radius = most of the City of South Bend

5-mile radius = most of the South Bend metro area

Demographic Data

Demographic Characteristics

The LaSalle Square neighborhood is relatively more ethnically diverse than either the city of South Bend or the metropolitan region as a whole, as suggested in the Figure 1 on slide 31. These 2007 population projections were provided by GeoLytics Incorporated, a private data vendor, and tabulated over three geographies. One mile from LaSalle Square, 35% of neighborhood residents were White Non-Hispanic, 54% were African-American and 9% were Latino. By comparison, those residents within 3 miles of the site were 50% White Non-Hispanic, 33% African-American and 15% Latino and those within 5 miles of the site were 64% White Non-Hispanic, 23% African-American and 11% Hispanic.

The LaSalle Square neighborhood is also somewhat younger than the region. At the one and three mile radii, the median age is 37; for the five mile radius, it is 39. Additionally, residents under 20 years of age make up a greater share of the population in the LaSalle Square neighborhood than of the region as a whole: nearly 36% at the one mile radius compared to 30% at the five mile radius.

DEMOGRAPHICS			
2007			
Population	**1 mi radius**	**3 mi radius**	**5 mi radius**
	8,678	58,519	123,126
Race	**1 mi radius**	**3 mi radius**	**5 mi radius**
White (non-Hispanic)	35%	50%	64%
Black	54%	33%	23%
Native American	1%	1%	0%
Asian	0%	1%	2%
Hawaiian, Pacific Islander	0%	0%	0%
Other	---	---	---
2 or more races	3%	3%	3%
Hispanic	9%	15%	11%
Age	**1 mi radius**	**3 mi radius**	**5 mi radius**
Under 5 years	9%	8%	8%
5-19 years	27%	23%	22%
20-29 years	14%	17%	17%
30-49 years	24%	27%	27%
50-64 years	13%	13%	14%
65 years and up	12%	11%	12%
Median age	37	37	39

Figure 1: Demographic Data

Household Data

Decline in Total Households

The LaSalle Square area neighborhood has also been experiencing population decline, as have western South Bend and the region as a whole. Figure 2 shows the projected changes in the total number of households from 2000 through 2012 for all three radii. The LaSalle Square neighborhood, western South Bend and the metropolitan area have declined in the total number of households between 2000 and 2007. This trend is projected to continue through 2012 in all three regions.

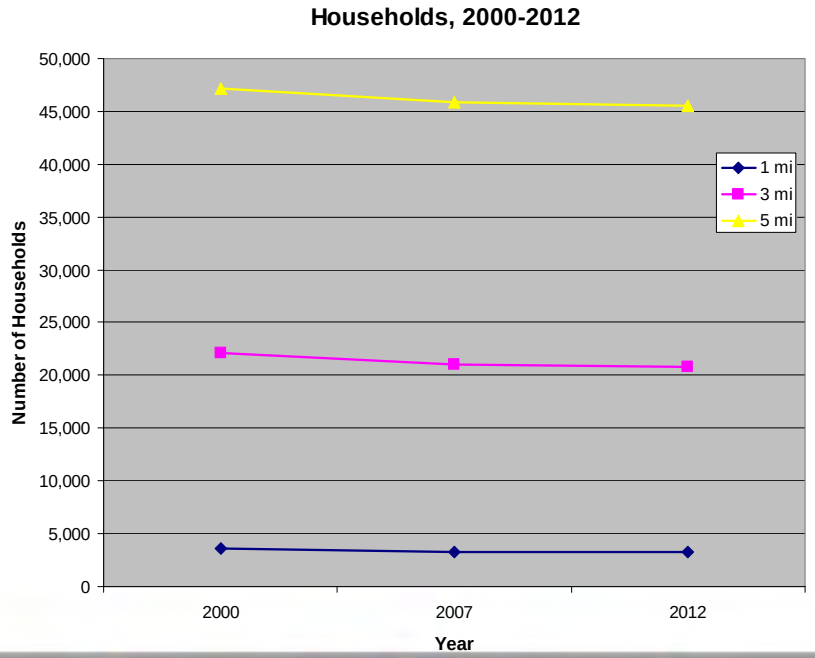


Figure 2: Decline in Number of Households

Household Characteristics

Additionally, on average, incomes in the LaSalle Square neighborhood are lower than either the city or the metropolitan region. Figure 3 on the next page outlines key demographics on households at the three radii according to 2007 Geolytics estimates. While the median household income of the immediate LaSalle Square neighborhood is $28,637, that median increases to $31,726 and $37,125 at the three- and five-mile radii. Still, the neighborhood enjoys a diversity of incomes: Its share of households making between $30,000 and $59,999 is 35%, more than a third of the total households and a distribution slightly more than the region as a whole.

The distribution of owners and renters of the neighborhood is roughly even with both western South Bend and the region. 61% of housing units within a mile of LaSalle Square are owner-occupied and 32% of those units are renter-occupied, roughly the same ratio as within five miles. At 8%, the housing vacancy rate in LaSalle's Square neighborhood is slightly less than that of western South Bend and slightly more than that of the region.

Figure 3: Household Data

HOUSEHOLDS			
2007			
Housing Tenure	**1 mi radius**	**3 mi radius**	**5 mi radius**
Owner-occupied	61%	56%	61%
Renter-occupied	32%	35%	32%
Vacant	8%	9%	7%
Household Members	**1 mi radius**	**3 mi radius**	**5 mi radius**
1 person households	26%	32%	31%
2 or more person households	72%	68%	70%
Family households	69%	62%	63%
Average household size	3	3	3
Household Income	**1 mi radius**	**3 mi radius**	**5 mi radius**
Households for Income	3,255	20,690	45,134
Less than $15,000	28%	24%	19%
$15,000 - $29,999	25%	26%	24%
$30,000 - $59,999	35%	33%	34%
$60,000 - $99,999	11%	14%	17%
$100,000 or more	2%	4%	6%
Median Income	$28,637	$31,726	$37,125
Aggregate Income	$10,324,111	$18,817,465	$27,700,501

On average, incomes in the LaSalle Square neighborhood are lower than the city of South Bend or the metro area as a whole.

Market Gap Analysis

The Concept of Retail Gap Analysis

A retail gap analysis identifies whether or not market opportunities exist in a community for certain kinds of retail establishments. It not only identifies the presence of those opportunities but also their scale in terms of total sales volume. The basic equation used is:

Demand	**-**	**Supply**	**=**	**Opportunity**
(Buying Power)		(Retail Sales)		(Gap/Surplus)

In this equation:

- **Demand** *(Buying Power)* means the likely total purchases in a given area of the types of products or services under consideration.
- **Supply** *(Retail Sales)* means estimates of the total sales of the types of goods or services under consideration that are made by all the businesses that trade in these goods or services in a given area.
- **Opportunity** *(Gap/Surplus)* is the difference between demand and supply. If demand exceeds supply for a type of retail business, a gap exists. This indicates that residents are shopping outside of the study area to account for the gap amount of a given purchase type. If supply exceeds demand, a surplus exists. This indicates that customers are coming into the community from outside to make up for the surplus amount of these purchases.

Generally, a retail gap for a specific type of store demonstrates a market opportunity to build more stores of that type in the study area. Because consumers are currently leaving the market area to make purchases, there is a market opportunity within that area for an additional store or stores with a sales volume equal to the gap. The number and square footage of potential retail space differs depending on the nature of the opportunity; for example, a coffee shop can occupy a smaller store area than a grocery store to turn a profit, so a much larger opportunity gap would be needed to make an additional grocery store possible.

A retail surplus, meanwhile, suggests that the local market demand for a certain type of business is already saturated. However, decisions made from a gap analysis must be considered in a broader context. For example, an apparent gap might be served by businesses adjacent to the study area and linked by a major transportation artery. A surplus might also indicate that the study area has a distinctive advantage as a location for this type of business.

Market Gap Analysis

Gap Analysis Around LaSalle Square

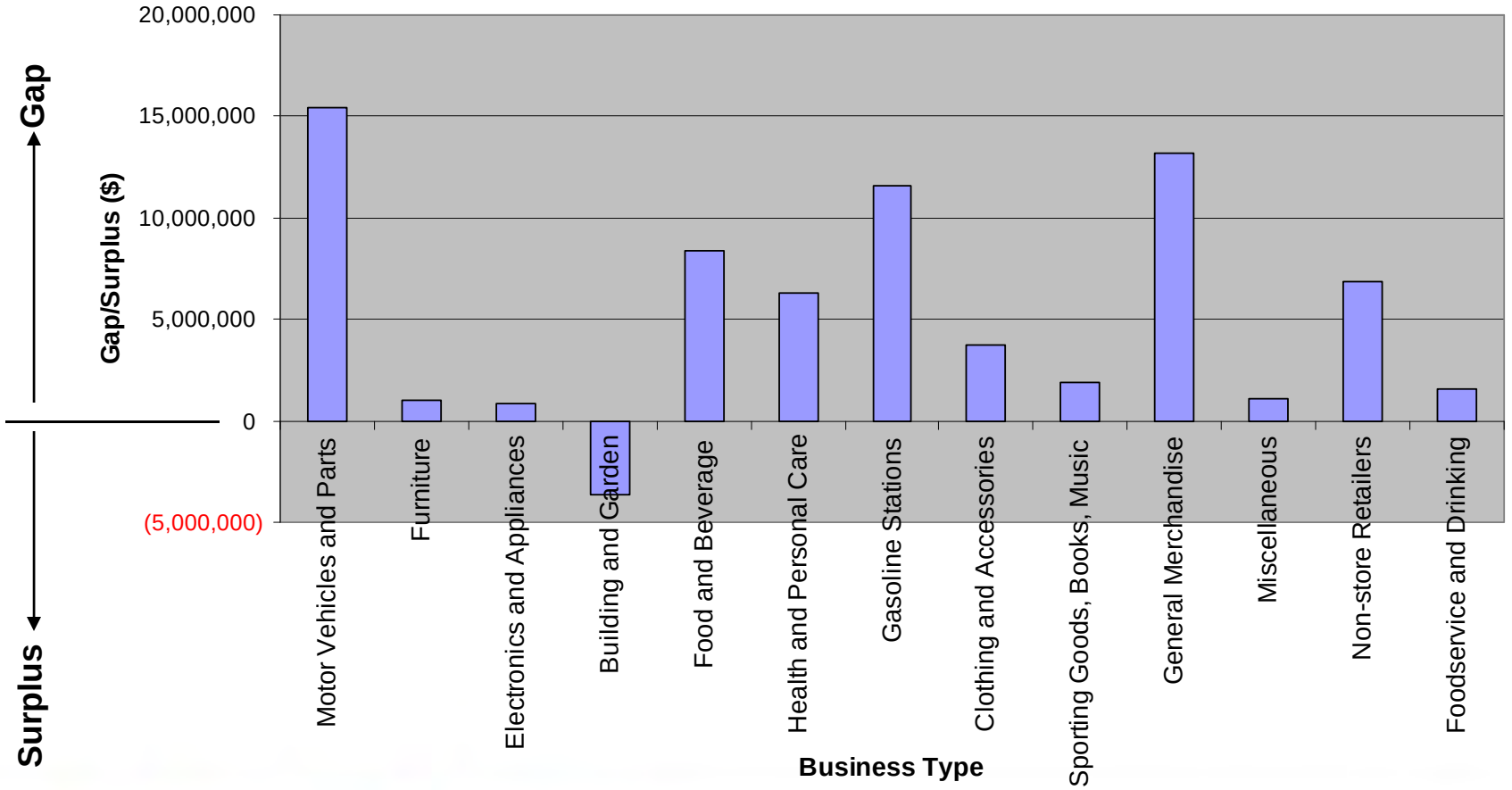
Gap analyses were performed for the same three geographies as the demographic analysis: the LaSalle Square neighborhood within a mile of the site, the share of central and western South Bend within three miles of the site and the portions of the metropolitan region within five miles of the site. Demand estimates were drawn from Claritas' 2007 projections for the three geographies. Supply estimates, meanwhile, were tabulated from ReferenceUSA sales estimates for individual businesses and summed across key retail store types. Those supply and demand figures were then aggregated across 13 discrete categories of retail businesses and utilized to calculate the gap.

1 Mile Radius: LaSalle Square Neighborhood

A small opportunity gap exists within one mile of the LaSalle Square site, as suggested by Figure 4 on the following slide. Households within one mile of LaSalle Square demand a projected $113.9 million of goods; this demand is not being met by the $45.8 million worth of sales captured in the same trade area. This leaves a total gap and potential market opportunity of $68.2 million. At the one mile radius, a market opportunity exists for nearly every category of retailer.

For some categories, such as Clothing and Accessories stores and Foodservice and Drinking places, that market opportunity is somewhat modest in scale; others, particularly Food and Beverage Stores, appear significant by comparison. In the neighborhood immediately surrounding LaSalle Square, there appears to be at least some market opportunity for most stores considered in the gap analysis.

Figure 4: Gap/Surplus at 1-mile radius
(median estimate)



Market Gap Analysis

Three-Mile Radius: Most of South Bend

An examination of the retail gap within three miles of the site, however, reveals that much of the demand generated by households around LaSalle Square is being served by big box retailers just outside the neighborhood. Figure 5 illustrates the gap analysis at the three mile level: at this distance, the sales volume for all store categories included in the analysis increases substantially. Households within three miles of the site demand a projected $716.0 million in retail goods, an amount met and surpassed by the $1.56 billion in retail sales from a concentration of big box retailers located along North Bendix Drive and Portage Road. Across retailer categories, many of the modest gaps identified at a one-mile radius of the site are replaced by substantial surpluses once the study area is expanded to three miles. *For example, while there is a $8.3 million gap in grocery sales within one mile of LaSalle Square, stores within three miles provide a substantially larger surplus of $851.6 million.* Though a modest opportunity gap may exist within a mile of the site, these needs are being met by stores in this wider area. There is not much opportunity for large-scale retailing.

5 Mile Radius: Much of Metropolitan Region

A gap analysis within five miles of LaSalle Square produces similar results. Households within five miles of LaSalle Square demand a projected $1.77 billion in retail goods. This is surpassed by retail sales at $3.04 billion, creating a total surplus of $1.27 billion in retail sales. Some modest gaps exist at the five-mile level. For example, this study area could support an additional $51.23 million in sales for Clothing and Accessories. Nonetheless, the level of surplus within five miles of LaSalle Square confirms that the demand for large-scale retailers is already largely being met by stores on the periphery and especially by stores along North Bendix Drive and Portage Road.

Total Opportunity Gap for LaSalle Square

Figure 7, below, illustrates that total market opportunity for neighborhood retail around LaSalle Square is modest in scale relative to the market surplus of goods provided by retailers across the city and metropolitan area. While the total gap across all store types within a one-mile radius of LaSalle Square is positive, it is significantly smaller in size than the surplus created by stores further away.

Figure 5: Gap/Surplus at 3-mile radius
(median estimate)

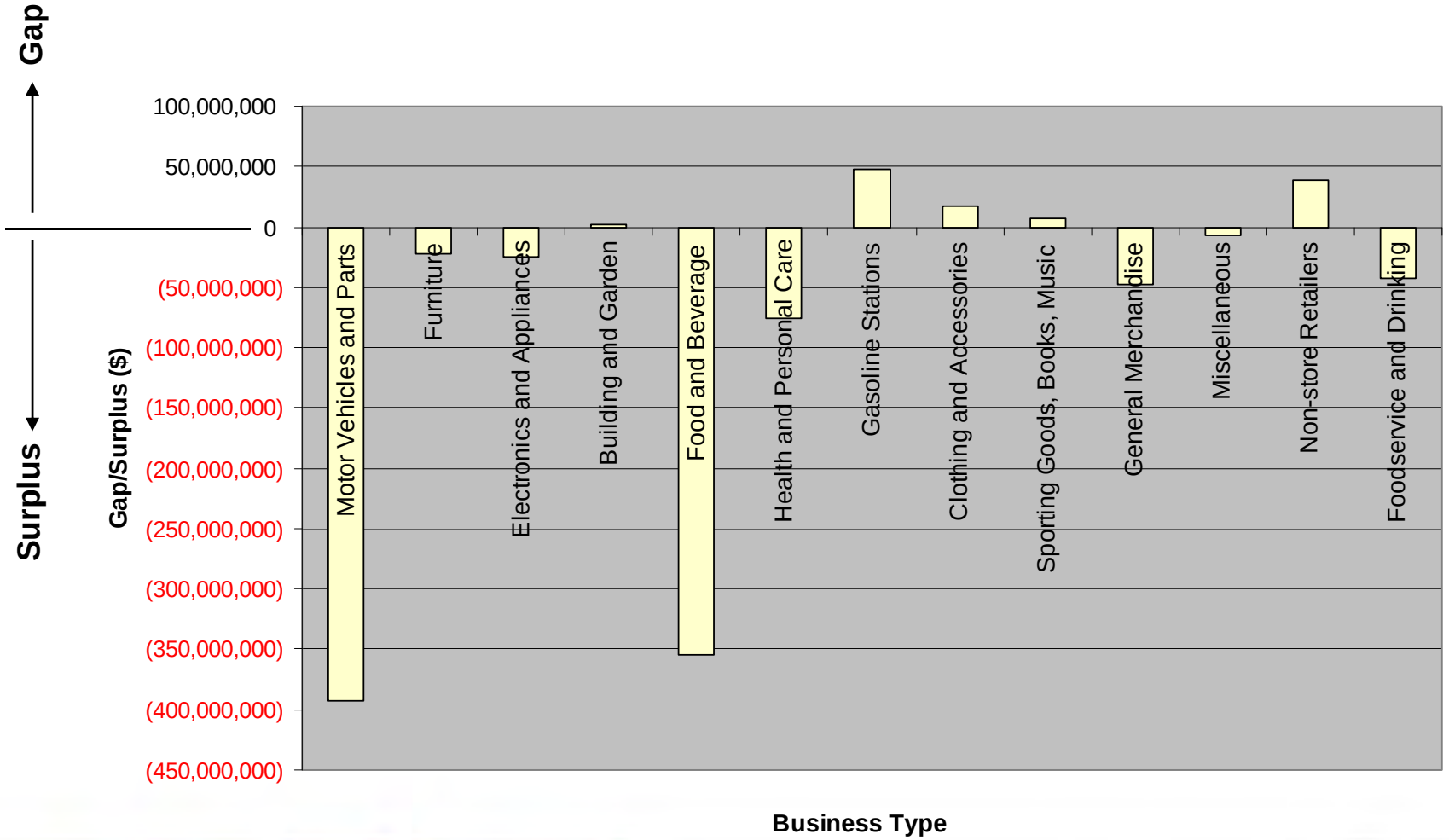


Figure 6: Gap/Surplus at 5-mile radius
(median estimate)

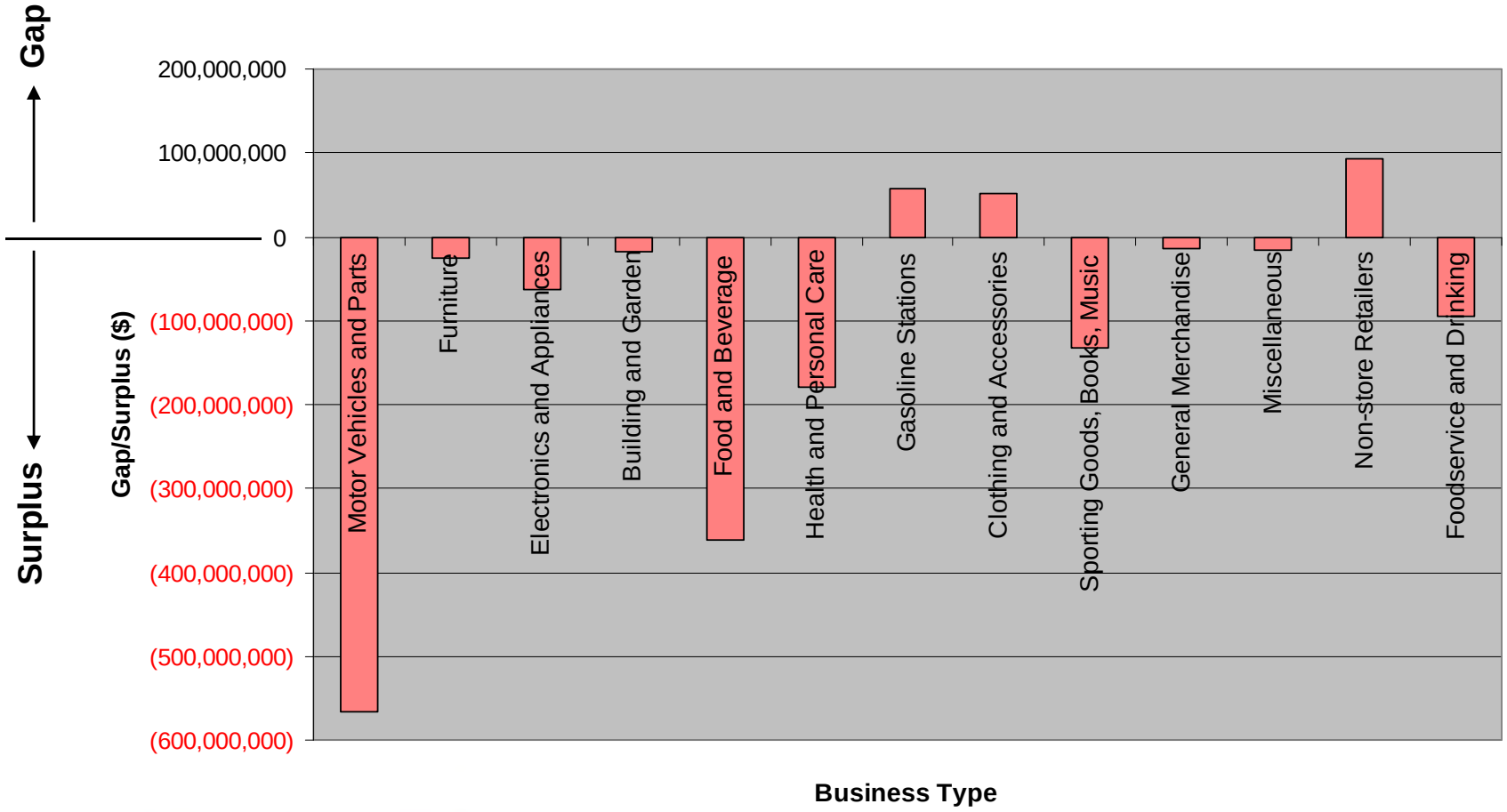
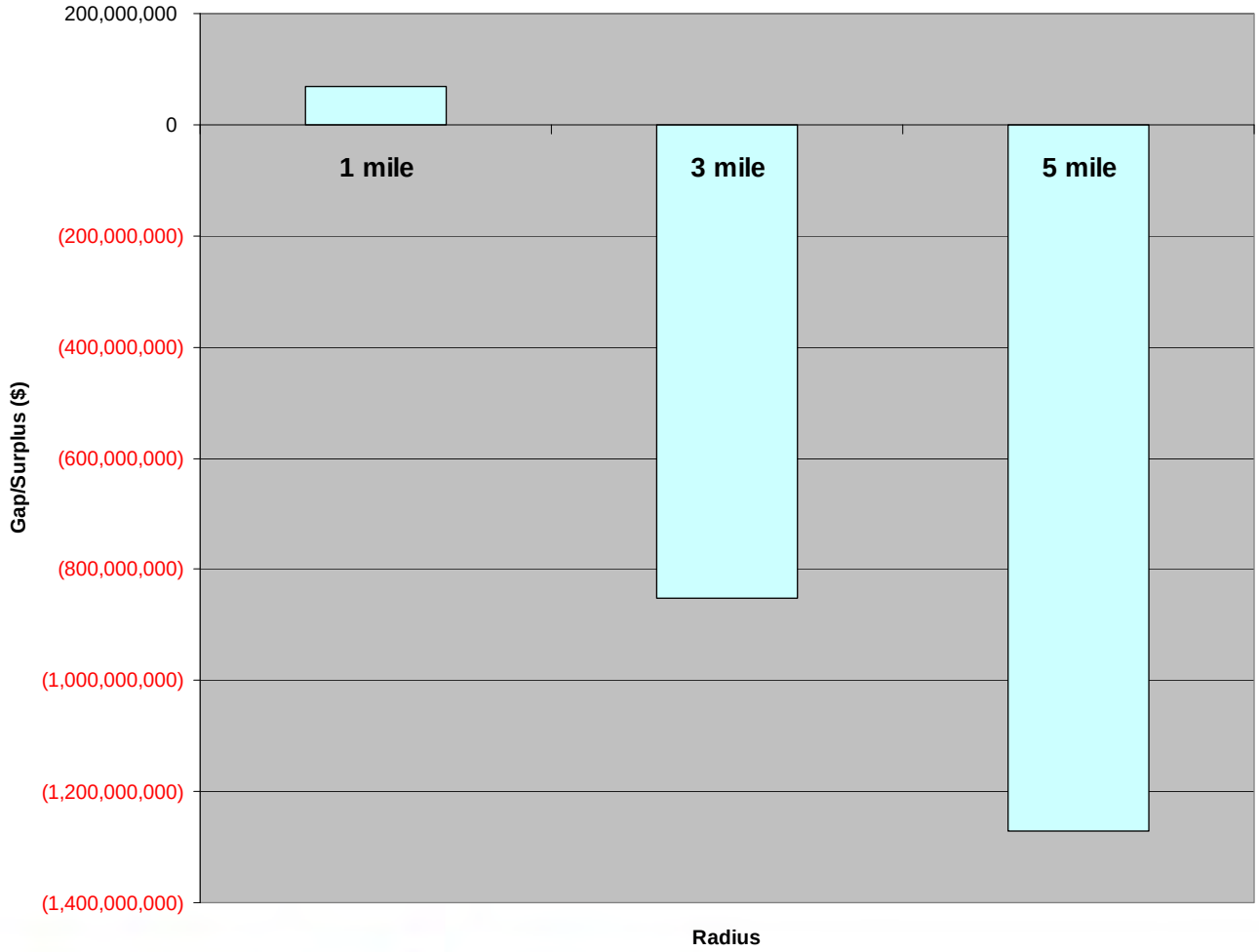


Figure 7: Gap/Surplus 1,3,5 mi. Radii

Total Market Gap/Surplus (median estimate)



The LaSalle Square neighborhood shows a market gap (demand) for most types of stores. But these needs are more than met by stores in a wider area, primarily by large stores on North Bendix.

Market Gap Analysis

Potential for Neighborhood Retail

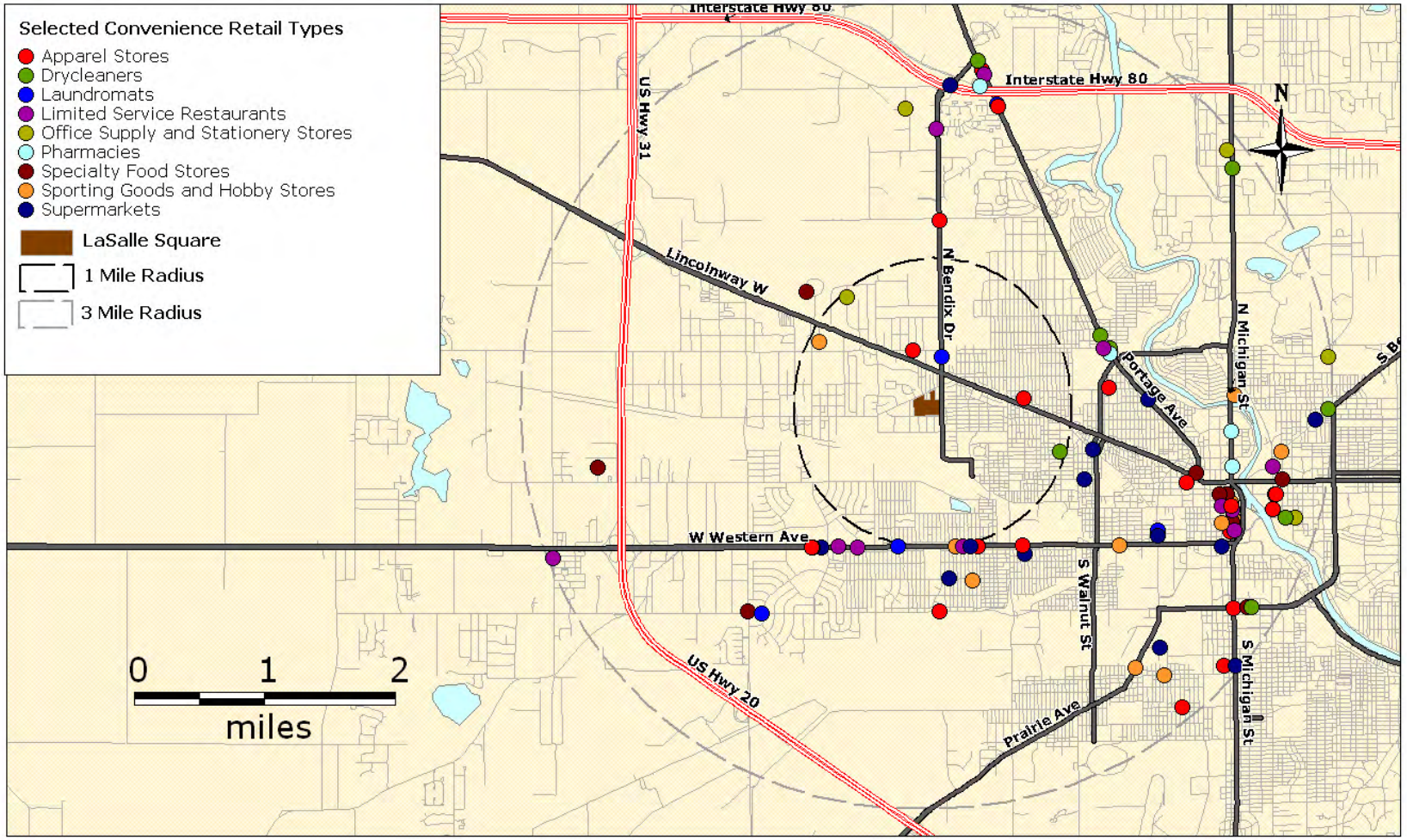
Nonetheless, LaSalle Square could support some additional convenience retail stores. These types of stores provide goods and services that cater to the daily needs of residents. Convenience retailers typically draw customers from the immediate surrounding neighborhood. Map 4 on the following slide illustrates that only a handful of selected convenience retail and services exist in the immediate LaSalle Square neighborhood.

There are only a small number of convenience-oriented businesses either within one mile of the LaSalle Square site or along a major arterial road adjacent to the neighborhood. For example, there is only a single drycleaners within a one- mile radius of LaSalle Square and it is on the periphery of that area. Also, while pharmacies are located close to downtown South Bend as well as the suburban periphery, none of these are close to the households in the LaSalle Square area. Neighborhood residents who currently commute to downtown South Bend, North Bendix Drive or West Western Avenue for these types of services provide an inherent market for such retailers in the immediate vicinity of LaSalle Square.

The map also illustrates that while, generally speaking, grocery stores on the periphery of the LaSalle Square neighborhood serve local demand for food and beverages, a niche opportunity could exist for a specialty grocer. Only one grocery store sits at the very edge of the one-mile study area. This lack of service leads to a gap of $9.77 million within the neighborhood, but this demand is largely served by grocery stores along West Western Avenue and North Bendix Drive, for that gap becomes a surplus of $354.4 million within three miles of the site. Still, a smaller, specialty grocery, possibly featuring fresh produce, may thrive at LaSalle Square. Only one such business is within an easy drive of the community and none operate within a mile of the site itself. Moreover, a modest gap of $431,773 for specialty grocers would provide the core market for such a business.

In summary, retail gap analysis and business counts suggest that LaSalle Square could support a modest amount of convenience retail businesses that serve its immediate neighborhood. While consumer demand is largely being met by stores outside the community but within one to five miles of the site, the neighborhood could support additional convenience retail, including a drycleaners, pharmacy and perhaps a specialty grocer.

Map 4: Convenience Retail Businesses



Traffic Patterns

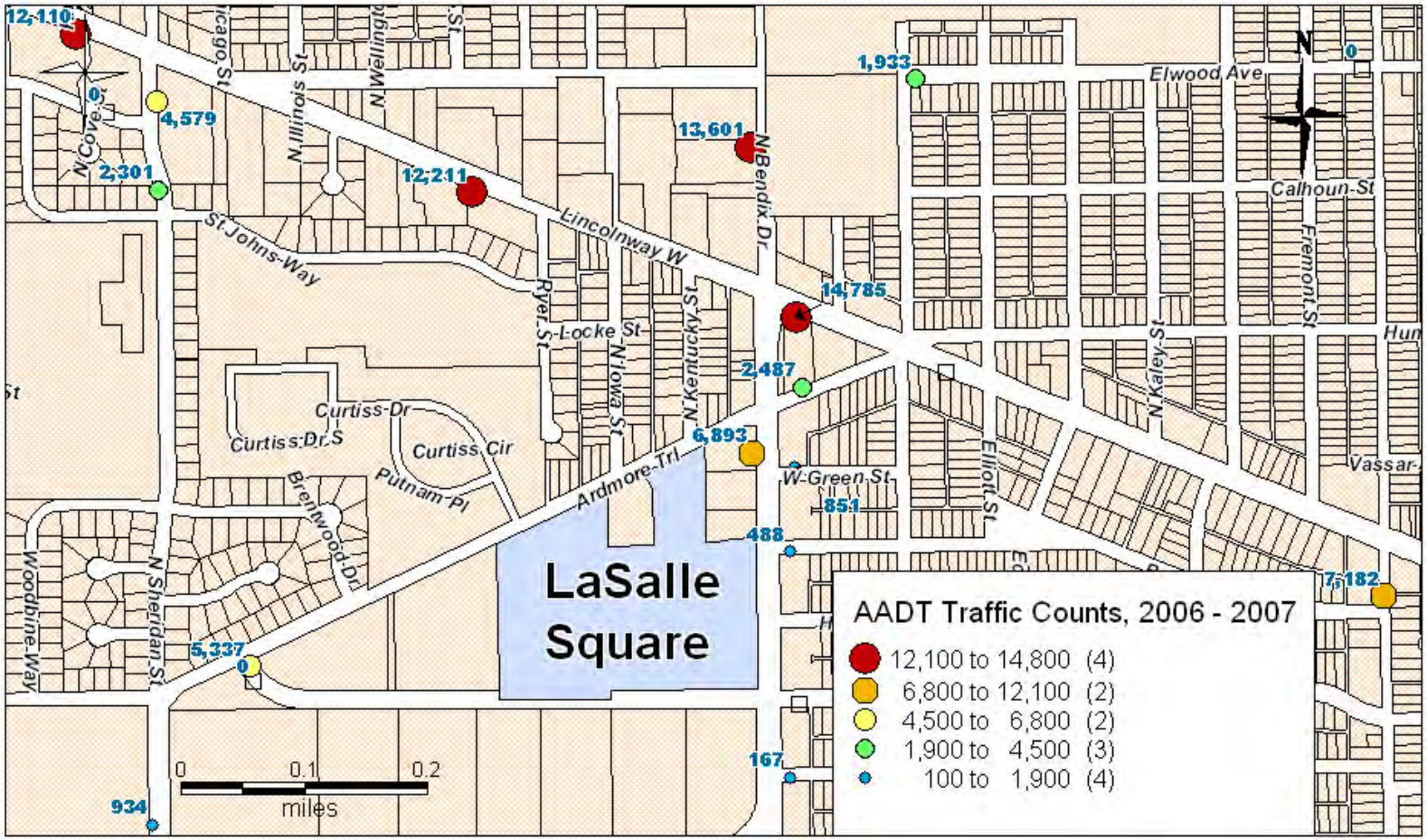
Traffic Counts Around LaSalle Square

Traffic counts immediately surrounding LaSalle Square are low and do not provide an immediate contribution to the market potential of the site. These counts are summarized on the following slide. Only a modest number of automobiles drive along the sections of North Bendix Drive immediately adjacent to the site. South of Ardmore Trail, this segment of Bendix supports 6,893 automobiles a day. By comparison, Bendix north of Lincoln Way West handles almost double the traffic, an average 13,601 cars daily.

Lincoln Way West, meanwhile, enjoys moderate traffic counts but low visibility to the site limits its retail market potential. Immediately east of its intersection with North Bendix, Lincoln Way West handles an average 14,785 cars daily. West of Bendix, the average daily traffic count is lower but still somewhat substantial at around 12,000 cars daily. However, while the intersection of Bendix and Lincoln Way West is moderately trafficked, LaSalle Square is neither adjacent from it nor immediately visible to automobiles passing through. It will be difficult for businesses in LaSalle Square to court these drivers as potential customers.

TRAFFIC COUNTS	
Location	**2006-07**
Lincolnway West	
at Knoblock St.	12,110
W of Ryer St.	12,211
E of Bendix Dr.	14,785
Bendix Dr.	
S of Elwood Ave.	13,601
S of Ardmore Trail	6,893
Ardmore Trail	
at Prast Blvd.	5,337
E of Bendix Dr.	2,487
Sheridan St.	
N of Elwood Ave.	4,579
N of St. Johns Way	2,301
N of Westmoor St.	934
Green St.	
E of Bendix Dr.	851
Bonds Ave.	
E of Bendix Dr.	488
Frederickson St.	
E of Bendix Dr.	167
Elwood Ave.	
E of Goodland Ave.	1,933
Olive St.	
N of Hartzer St.	7,182

Map 5: Traffic Counts Around LaSalle Square, 2006-2007



Neighborhood In Detail: Housing Patterns

Housing Patterns for Owners and Renters

Figure 8 details the share of income spent on housing for owners and renters at all three radii as well as across the metropolitan region. In the LaSalle Square neighborhood, homeowners spent about the same amount of their income on housing as the city and region as a whole: 25% of households within a mile of the site spent at least 30% of income on homeownership costs, slightly ahead of the regional rate of 20%. The share of households paying under 15% of income on these costs was also somewhat even at 28% to 31%.

Still, renters pay a substantially larger share of income on rent than as the region as a whole. 44% of local renters spend at least 30% of income on rent each month. By comparison, 35% of regional renters spend that amount on housing. Because local residents spend a disproportionate amount of money on housing costs relative to the metropolitan average, they have a lower share of consumer dollars to spend at businesses in the LaSalle Square neighborhood.

INCOME SPENT ON HOUSING COSTS

Owner Costs as % of Income	2000			
	1 mi radius	3 mi radius	5 mi radius	MSA
With Mortgage	1,424	8,051	18,891	50,218
Under 15% of income	28%	32%	32%	31%
15% to 29.9% of income	46%	44%	46%	48%
30% to 49.9% of income	16%	15%	15%	14%
50% or more of income	9%	8%	7%	6%
Not Computed	1%	1%	0%	0%
Gross Rent as % of Income	2000			
	1 mi radius	3 mi radius	5 mi radius	MSA
Renter-occupied	1,147	8,008	15,165	31,672
Under 15% of income	15%	17%	19%	20%
15% to 29.9% of income	31%	36%	35%	39%
30% to 49.9% of income	20%	19%	19%	19%
50% or more of income	24%	21%	20%	16%
Not Computed	11%	7%	8%	6%

Figure 8: Housing Costs for Owners and Renters

Neighborhood In Detail: Housing Patterns

Vacancy Rate Around LaSalle Square

While the rate of vacant housing around LaSalle Square is comparable to that of the city of South Bend and the region as a whole, it is high compared to typical economically healthy neighborhoods nationwide. As Figure 9 illustrates, 7% of housing units in the LaSalle Square neighborhood are vacant, a rate roughly equal to the 7% vacancy rate for housing units within a 5 mile radius of the site. Though this rate is average relative to the region, it is high relative to the nation. In the first quarter of 2007, the US recorded a vacancy rate of 2.9% of its housing stock according to 2008 US Census Estimates.

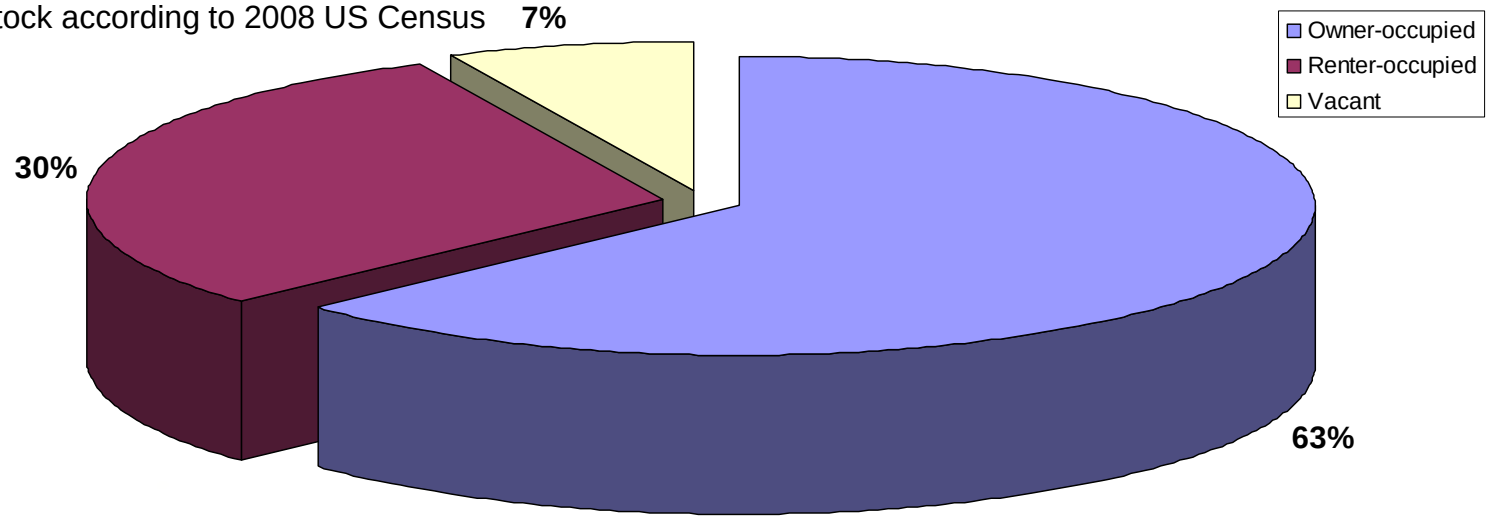


Figure 9: Housing Stock, 1 mi. Radius

Neighborhood In Detail: Housing Patterns

Foreclosure Rates in South Bend

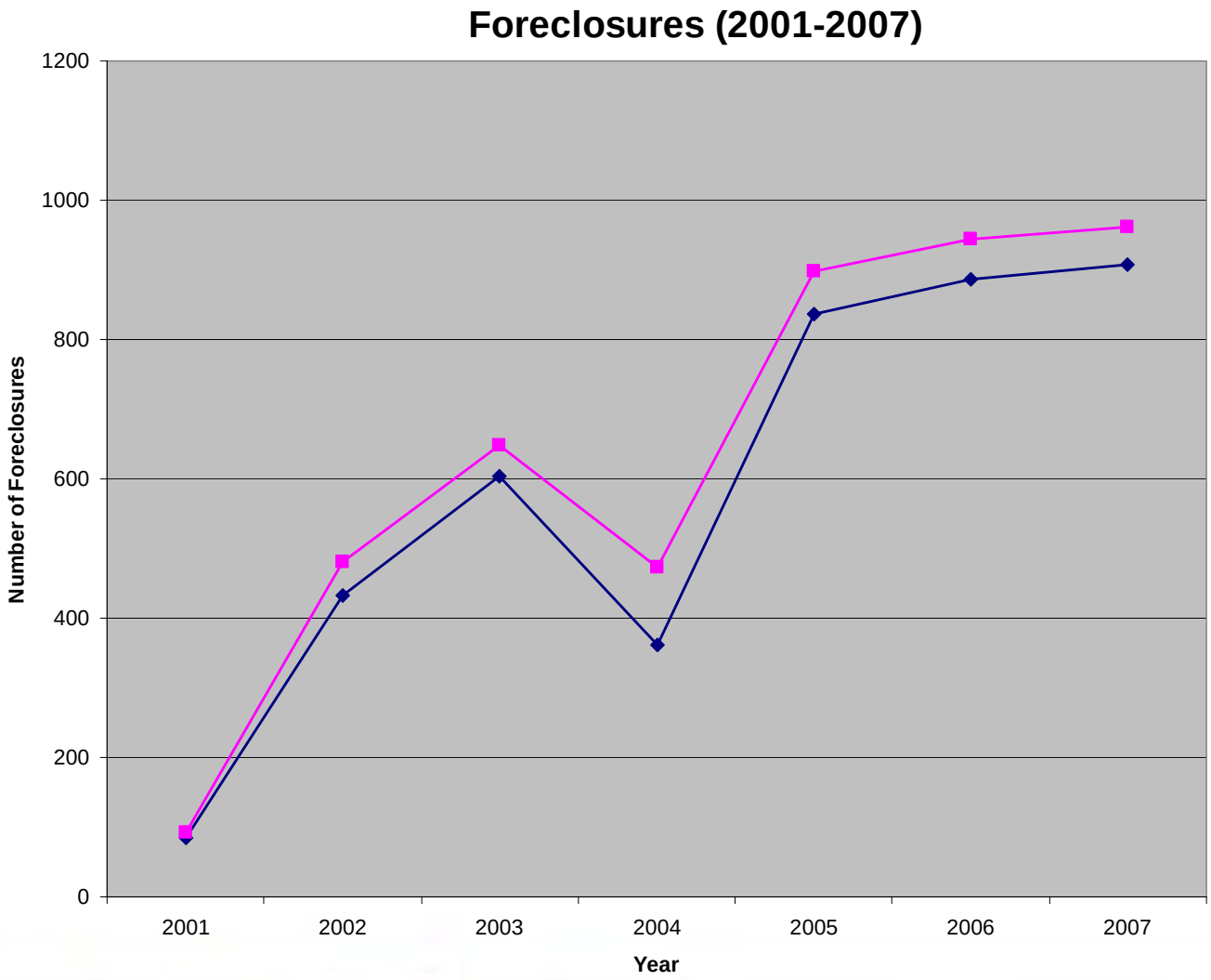
The foreclosure rate for housing units within five miles of South Bend has been climbing for the last seven years. This is roughly the same rate of increase as the city as a whole and follows a nationwide increase in foreclosures over the same period. In 2001, a mere 84 properties were foreclosed upon within five miles of LaSalle Square; by 2007 the total number of foreclosures ballooned more than tenfold to a total number of 907. The total number of foreclosures throughout the city expanded at an equally rapid clip.

While the number of foreclosures has increased at an intense pace nationwide, this more than 1000% increase in foreclosures over this period suggests that both the LaSalle Square neighborhood and South Bend as a whole have been strongly affected by the nationwide housing slowdown and foreclosure crisis.

Home Sales Prices Around LaSalle Square

At the same time that foreclosures have been increasing, housing prices have been declining. Figure 11 tracks the median sales price for properties in northwestern South Bend on a monthly basis from the beginning of 2003 through April of 2008. Though the median sales price is volatile on a month-by-month basis, it has generally declined from year to year. From 2003 through 2005, the median sales price generally sat between $30,000 and $50,000; from 2005 through the present, the median sales price has often been below $30,000. Given the increase in foreclosed properties over the same period and the projected decline in total households in this area of South Bend, it is likely that the decline in housing prices will continue in the near future.

Figure 10: Foreclosure Rates

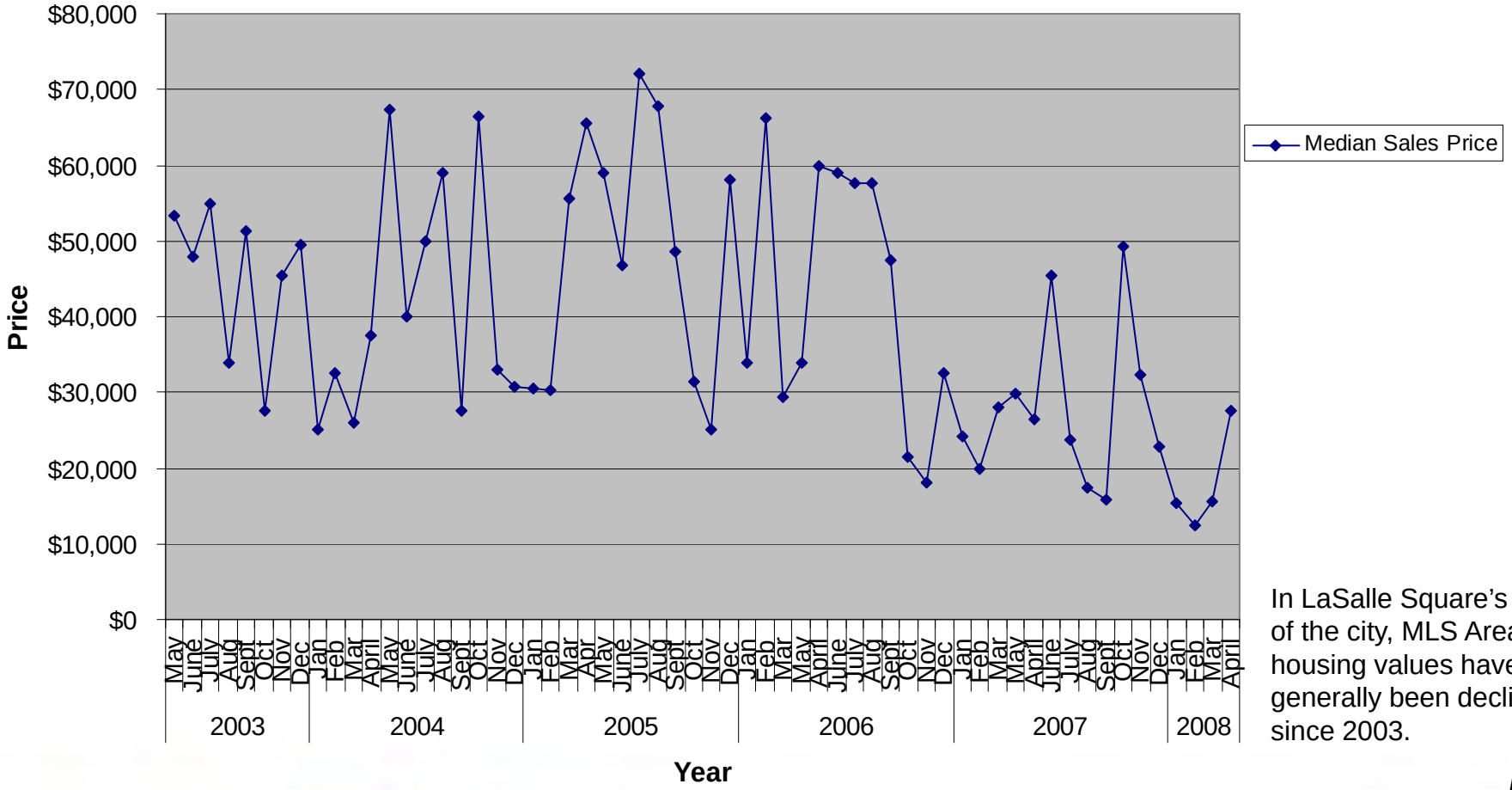


FORECLOSURES		
	5 mile radius	South Bend
2001	84	92
2002	432	481
2003	604	648
2004	361	473
2005	836	898
2006	886	945
2007	907	961

Foreclosures around LaSalle Square have been rising rapidly, at the same pace as the rest of South Bend.

Figure 11: Residential Sale Prices

2003-2008



In LaSalle Square's section of the city, MLS Area 3, housing values have generally been declining since 2003.

Neighborhood In Detail: Housing Patterns

Conclusion

Overall, market patterns for the housing market are not encouraging for increased retail in LaSalle Square. The burden of rent on households in the neighborhood is significantly higher than the region as a whole. At the same time, foreclosures have been increasing for owner-occupied housing and the value of that housing has been decreasing over the course of the decade, a trend likely to continue. As a result, LaSalle Square residents have and will continue to have less disposable income to spend on local retail than most Americans. Still, these patterns are about the same throughout South Bend as they are for the immediate neighborhood around LaSalle Square.

Neighborhood In Detail: Employment Patterns

Market Contribution From Locally Employed Workers

People who work in the LaSalle Square neighborhood are an important consumer group that should be considered separately from neighborhood residents. Figure 12 details the number of workers employed within one and three miles of the site: 5,167 work within a single mile and 54,332 within three miles. These employees provide a large daytime population of individuals who are potential consumers for retail businesses in the area.

A larger percentage of the workers in the immediate LaSalle Square neighborhood are employed in manufacturing businesses than workers in the city as a whole. Nearly half of the neighborhood's jobs are affiliated with manufacturing businesses. When the area under consideration is expanded to a three-mile radius, the percentage drops to 16.1% of the total workforce. These well-paying jobs supplement the customer base and the convenience retail potential of the site.

Educational Attainment of Neighborhood Residents

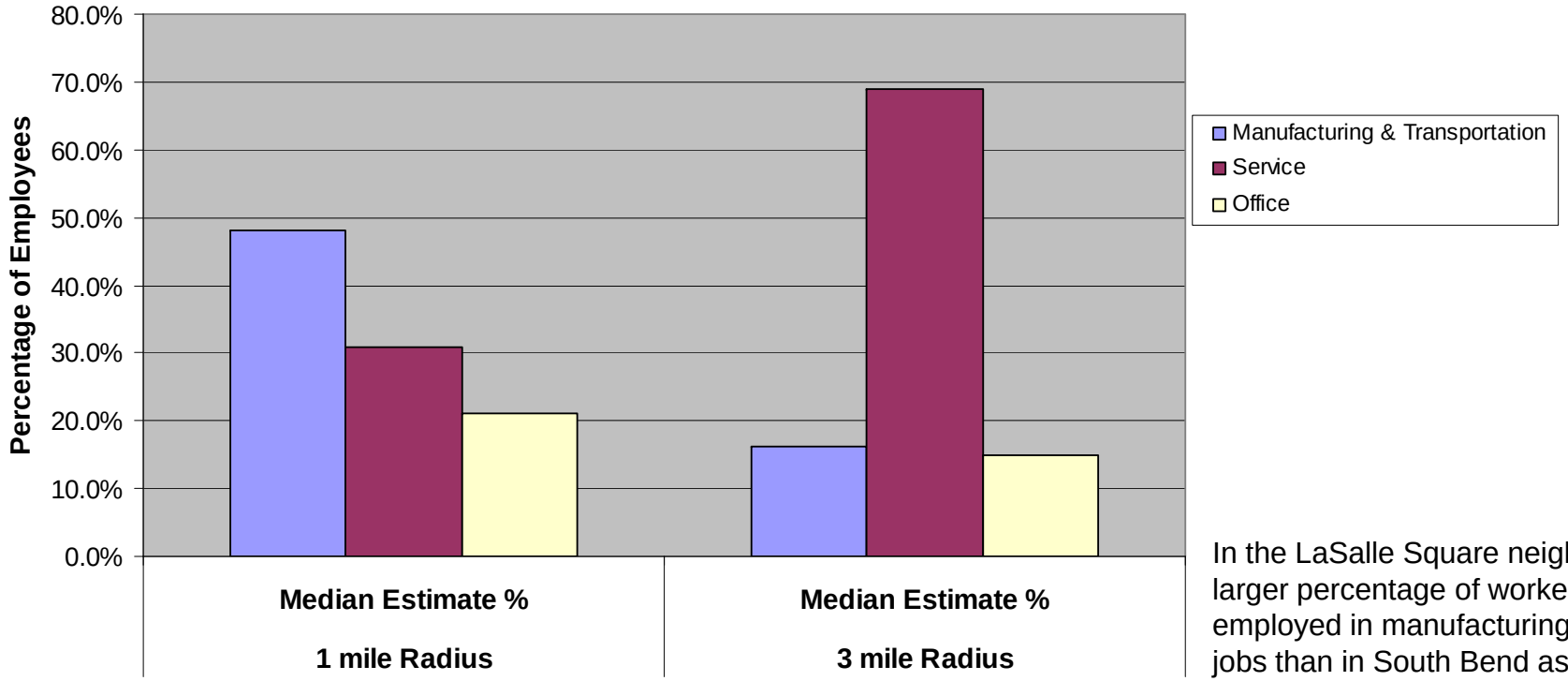
The educational attainment of residents in the LaSalle Square neighborhood suggests that they are best equipped for industrial, transportation and logistics work. As illustrated in Figure 14, most residents within one mile of LaSalle Square possess at least a high school diploma, but have not attended college or attained at least an Associate's Degree. This is also true to a lesser extent of residents within three and five miles of the site.

For LaSalle Square residents, work opportunities in manual and industrial trades afford the highest salaries and the best opportunities for advancement for this level of educational attainment. This also means that the LaSalle Square area possesses the ideal workforce for additional development of industrial and logistic businesses. To advance within these companies or to switch to other careers, however, most residents in both LaSalle Square and the city of South Bend will need to upgrade their education.

EMPLOYEES BY INDUSTRY					
Radius	**Estimate Range**	**Manufacturing & Transportation**	**Service**	**Office**	**Total**
1 mile radius	Median Estimate	2,479	1,600	1,088	5,167
3 mile radius	Median Estimate	8,771	37,410	8,151	54,332

Figure 12: Number of Employees

Figure 13: Employee Count by Industry

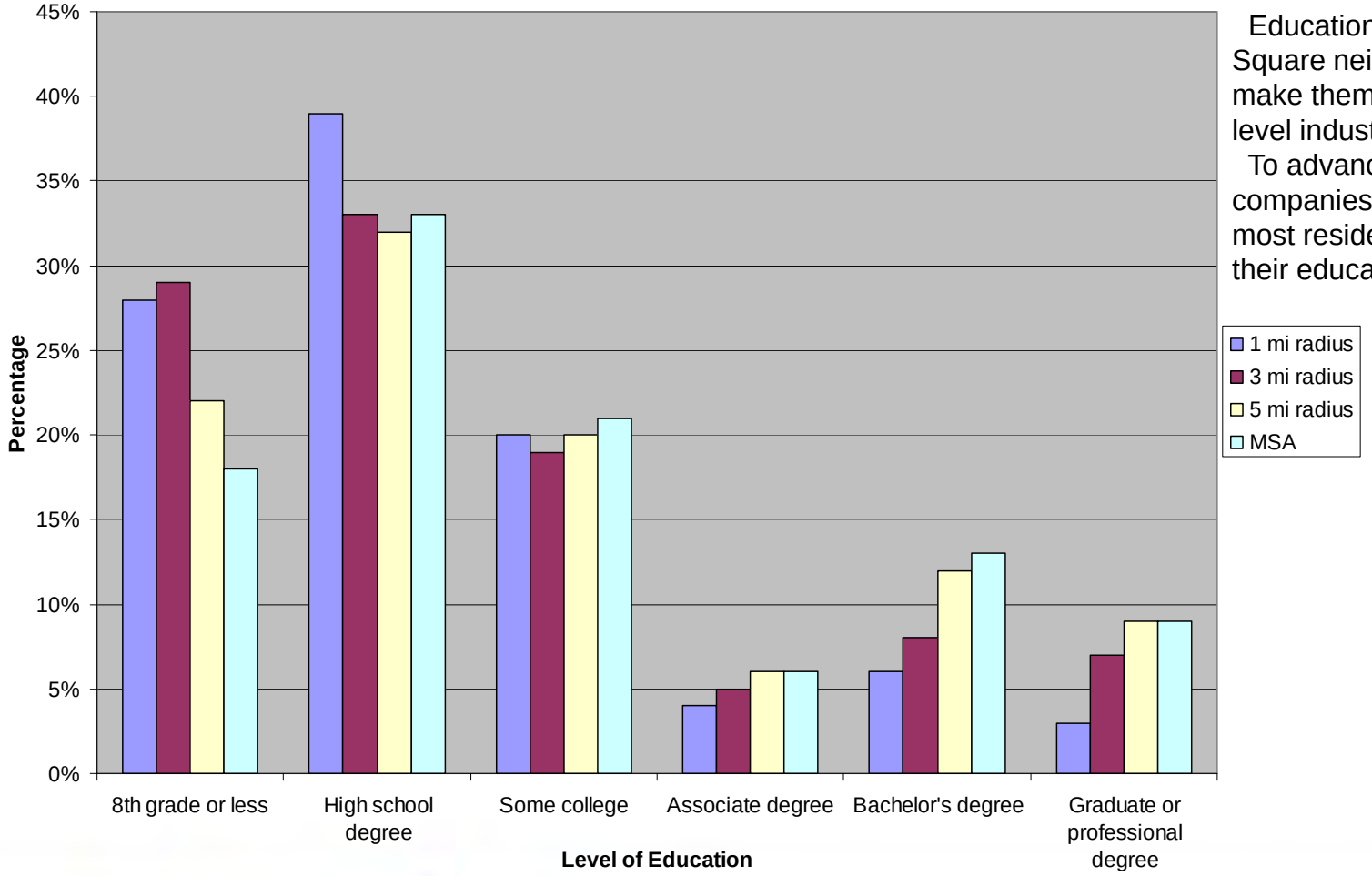


In the LaSalle Square neighborhood, a larger percentage of workers are employed in manufacturing or logistics jobs than in South Bend as a whole.

EMPLOYEES BY INDUSTRY					
Radius	**Estimate Range**	**Manufacturing & Transportation**	**Service**	**Office**	**Total**
1 mile radius	Median Estimate %	48.0%	31.0%	21.1%	100.0%
3 mile radius	Median Estimate %	16.1%	68.9%	15.0%	100.0%

Figure 14: Education Attainment

25+ years (2000)



Education levels among LaSalle Square neighborhood residents make them most prepared for entry level industrial/logistics employment.

To advance within industrial companies or pursue other careers, most residents will need to upgrade their education.

Neighborhood In Detail: Employment Patterns

Commuting Patterns

Per the work destination patterns described above, most workers who live in the LaSalle Square neighborhood commute outside the area to work. Figure 15 on the following slide details the travel time to work for workers within one, three and five miles of the site as well as the region as a whole. Few residents within a mile of the site enjoy short commutes; almost 50% spend 10 to 19 minutes in a trip to their place of employment. Nearly 20% of the same workforce spends between twenty and twenty-nine minutes in their commute. This suggests that few LaSalle Square residents live within a short distance of their place of employment.

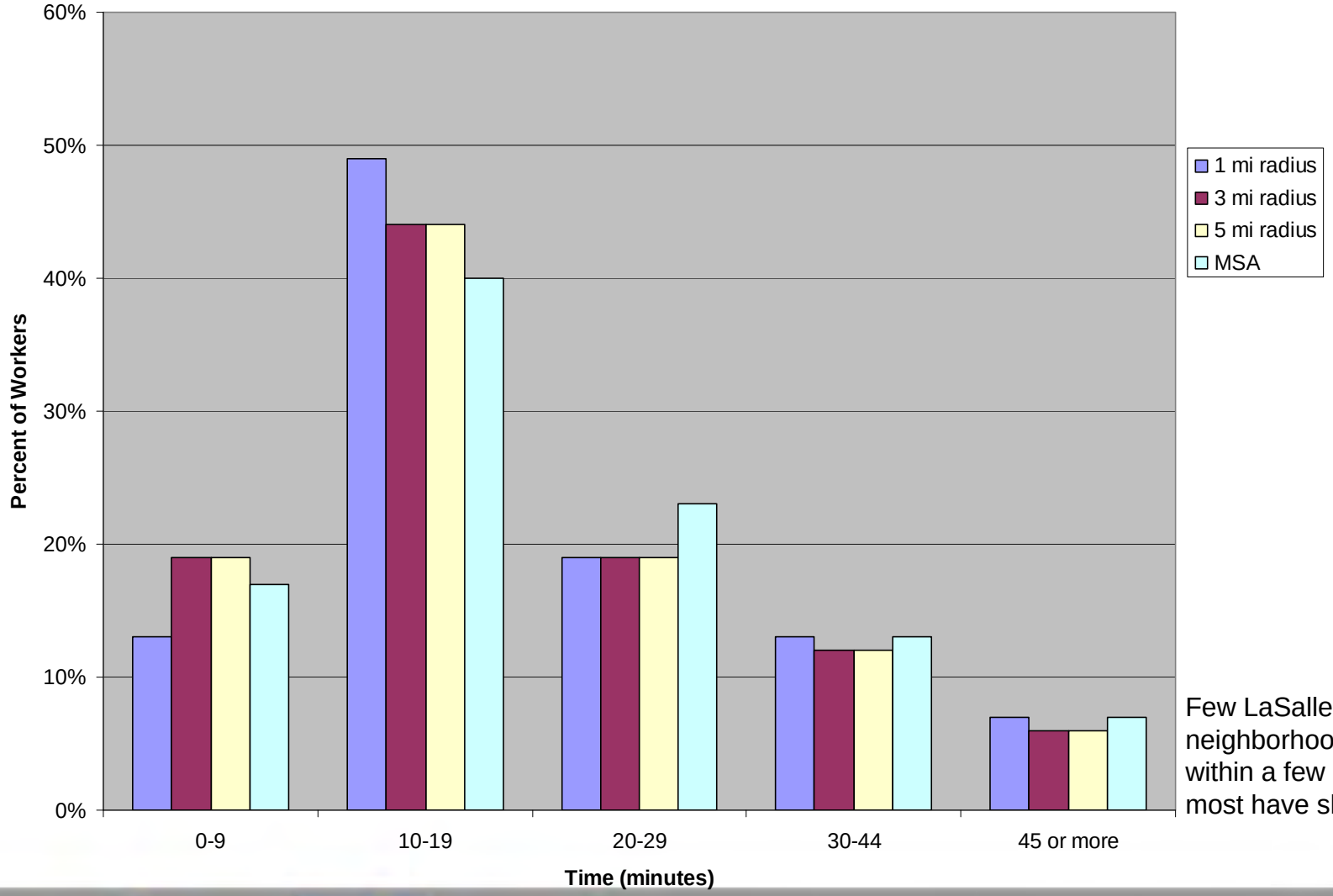
Most of these commuters drive to reach their destinations. According to Figure 16, 73% of LaSalle Square residents drove alone in their commute. Still, carpooling and public transportation played some role in Journey to Work patterns in the LaSalle Square neighborhood: 18% carpooled to work and another 4% arrived by bus.

Potential For New Jobs

Area employment opportunities and the subsequent worker contribution to the local retail market could be stronger if currently vacant or less than fully utilized industrial land were restored to active use. Map 5 details the contiguous, industrially-zoned land to the south and southwest of LaSalle Square, including the Honeywell plant that is active but contains substantial underutilized space. This plant is also bordered by parking lots that are far from fully utilized. In total, these seven adjacent parcels of land comprise 36.81 acres. If all of this land were restored to peak use, these facilities would provide opportunities to the workforce residing in the surrounding neighborhood. These new jobs would also add to the daytime population of the LaSalle Square neighborhood and boost the potential for additional retail on the site.

Another significant source of new jobs in the LaSalle Square area arises from demographic turnover. For example, Honeywell reports that its South Bend plant has recently replaced 200 retiring workers with 200 generally young workers, many of whom are drawn from the local community.

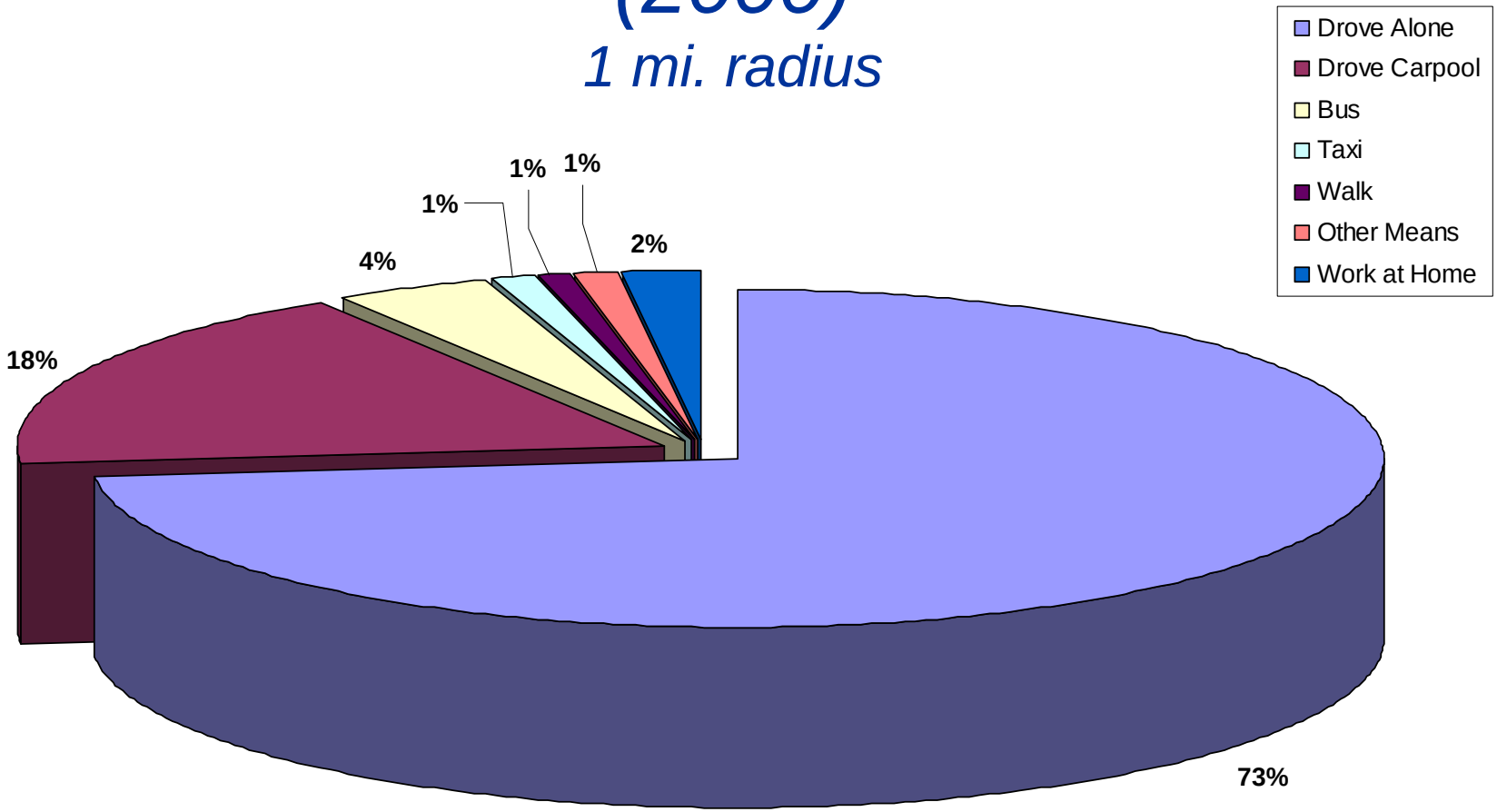
Figure 15: Travel Time to Work (2000)



Few LaSalle Square neighborhood residents work within a few miles of home, but most have short commutes.

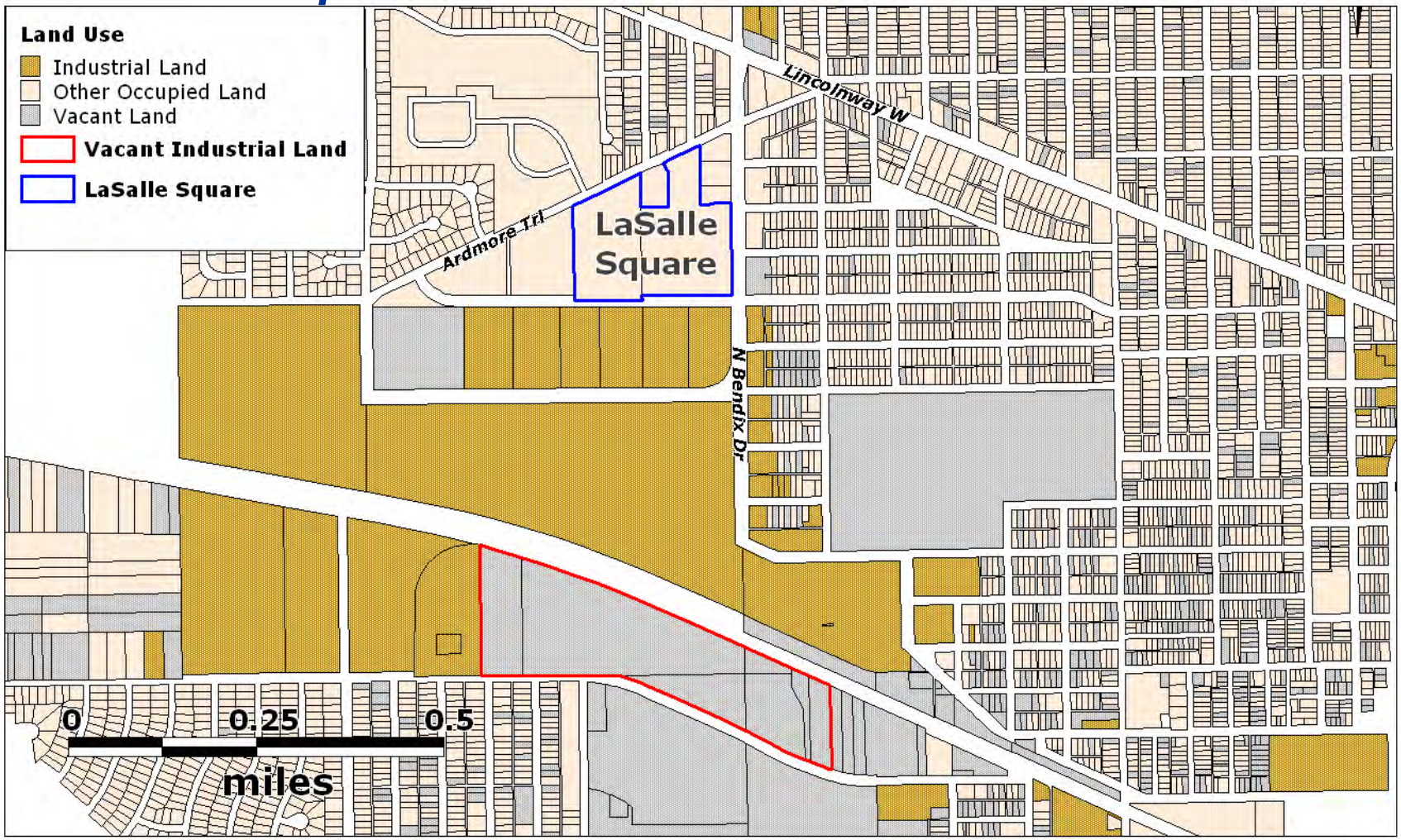
Figure 16: Means of Travel to Work (2000)

1 mi. radius



While most LaSalle residents drive alone to work, carpooling and public transportation also play substantial roles.

Map 5: Vacant Industrial Land



Neighborhood In Detail: Employment Patterns

Work Destination Patterns

Workers in South Bend commute throughout central and western South Bend for employment. Map 6 outlines the Census tracts within 5 miles of the site where residents of the LaSalle Square neighborhood commuted for work in 2004. Although some residents travel outside the city, county and state for work, a large majority are employed within this area.

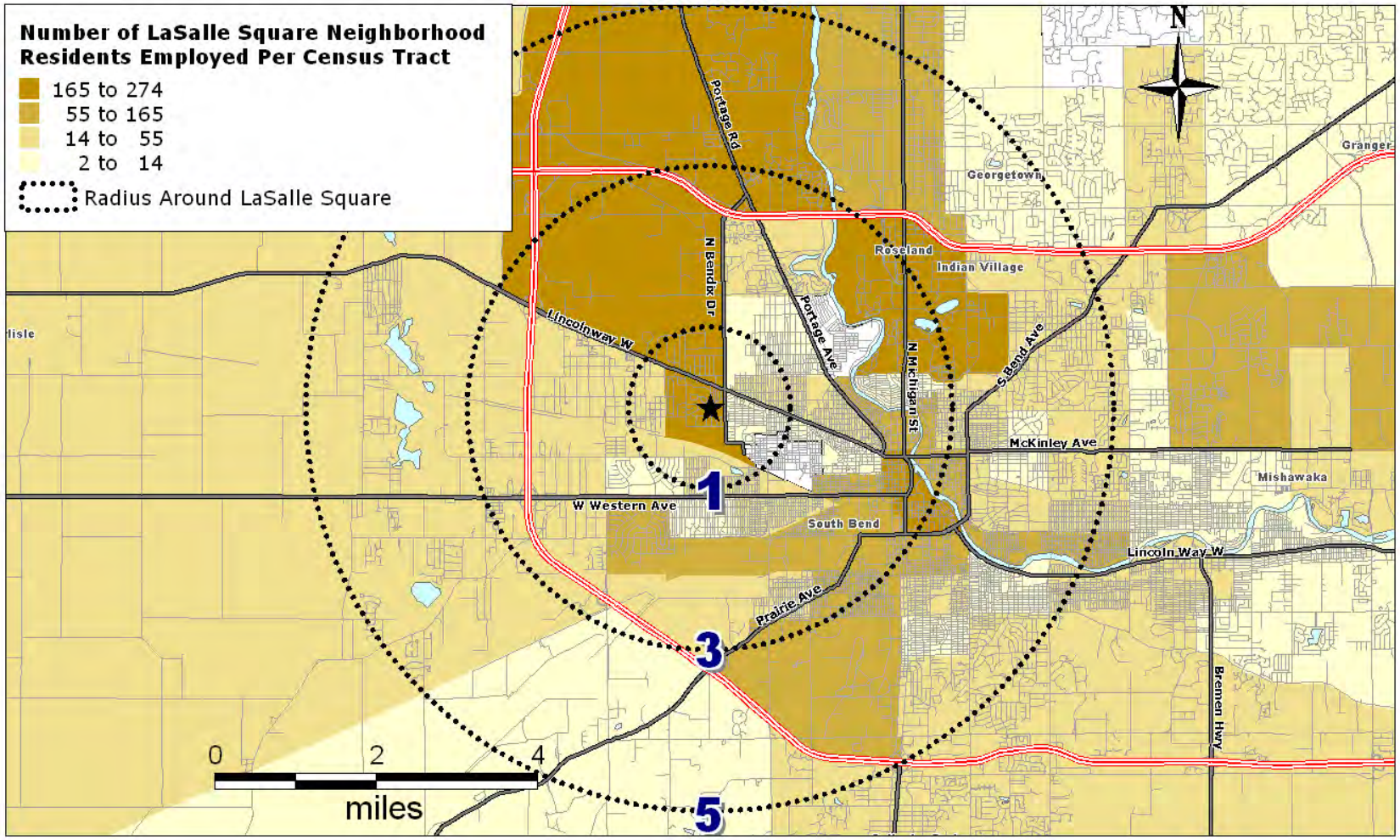
LaSalle Square residents tend to be employed in one of four clusters: downtown, in and around the airport, in and around the University of Notre Dame and around LaSalle Square neighborhood itself. Downtown is the largest center of employment as 274 local residents were employed there in 2004. The South Bend Regional Airport and its surrounding industrial area employed nearly as many local residents; 242 traveled there. This large tract also includes Wal-Mart and major retailers along North Bendix. The Notre Dame area and the local neighborhood were also destinations for commuters. 179 and 165 residents held jobs in these areas of the city, respectively.

Public Transportation Access

Public transportation in South Bend does not fully match the commuting patterns of neighborhood residents. LaSalle Square is served by two major lines: the Bendix/Ardmore line and the Lincoln Way West/Airport line. The Bendix/Ardmore line directly serves LaSalle Square while the Lincoln Way West/Airport service is available at the intersection of Lincoln Way and Bendix. Each originates in downtown and terminates on the periphery of development and does not cross any other bus line. These two lines provide additional service during peak hours to the Airport Industrial Park.

These lines provide LaSalle Square residents with easy transportation access to some, but not all, of their major work destinations. Downtown is quite accessible by both lines. However, to reach jobs at Notre Dame and further north on Bendix, residents must drive. It is difficult to make efficient crosstown trips via bus. It is recommended that TRANSPO should study the provision of express bus service to these employment centers.

Map 6: Employment of LaSalle Square Residents Across South Bend



Market Analysis Findings

The neighborhood within one mile of LaSalle Square could support an additional but modest amount of retail space with businesses oriented towards convenience needs. 20,000 to 40,000 square feet of retail space would be feasible on the northeast corner of the site. Some specific opportunities include:

- A small pharmacy,
- A drycleaners,
- A limited-service restaurant,
- A shoe or apparel store, and
- A small format, specialty grocer

However, for LaSalle Square to meet its fuller potential, it must improve by:

- Upgrading existing housing and residential streets in the neighborhood and adding housing on the site;
- Increasing local employment, especially in the industrial & logistics sectors, by developing vacant industrial land to the south; and
- Improving the educational attainment of neighborhood students & workers.

To match the market for retail use suggested by these findings, LaSalle Square should be redesigned as an attractive space with limited retail use on the northeastern corner, closest to the intersection of Bendix and Lincoln Way, and additional recreational, institutional and public uses on the remainder of the site. The entire LaSalle Square site, as configured, cannot support retail development in its entirety due to limitations in the surrounding market area. Instead, the remainder of the site could support other uses to boost the household density in the neighborhood and to provide services to the community.

Vacant land on the site could be valuably employed for periodic uses that would attract visitors. Such recreational events and a farmers market, which is desired by many neighborhood residents. A permanent institutional use of land on or adjacent to the site, which was suggested by neighborhood input, would be a community college satellite campus or trade school. This use fits very well with the market and social needs of the area.

The following section of this document examines potential site plans that utilize the site's modest retail potential while configuring it for other uses.

Existing Conditions

Current Land Uses

LaSalle Square is located in between downtown South Bend, the multi-modal South Bend Regional Airport, and two large manufacturing sites. It has seen a distinct shift in the past decade or so from the retail center which served the surrounding neighborhood into a community focused center with Faith Apostolic Ministries, the LaSalle Library Branch, and the St. Vincent de Paul Society as its community anchors.

The 30+ acre site is split into five distinct sections. The area to the northeast at the corner of Ardmore Trail and Bendix Drive is the location of several small businesses including a car wash and a restaurant. A vacant building fills the space at the corner. These buildings are one story in height and are of masonry construction. Behind these buildings to the west, there is an unused lot. The library, standing to the west of the unused lot, is accessed from Ardmore Trail and includes attractive landscaping and a dedicated parking lot. Currently, an addition to the building is now under construction on its west side, which will increase its size by a third.

The largest buildings on the site are accessed primarily from Bonds Avenue. Faith Apostolic, with the help of the Lincoln Way West Steering Committee and the City, has restored the façade of its building to which neighborhood residents have reacted very positively. The building formerly occupied by Kroger is set back considerably from Bendix Drive, some 100 feet. The building's main point of entry is to the north with direct access from its more than 350 parking spaces. The church itself shares a number of those spaces with the small strip mall that is attached to the church building. This mall is home to a few small businesses including a Chinese restaurant and a day care center.

The St. Vincent DePaul Society currently occupies the old Target building in the center of LaSalle Square. Its 400+ space parking lot can be accessed from Ardmore Trail or Bendix Drive and is contiguous to the parking lot of Faith Apostolic.

The triangular area directly to the west of the St. Vincent de Paul building is currently an unused, undeveloped open space and is owned by the City.

Existing Conditions

Traffic and Transit

No distinguishable traffic pattern exists in LaSalle Square. There is no city grid system and few traffic signs; drivers are allowed too much freedom to drive in any direction through the vast parking areas. Faded lane and parking stripping have led to indistinguishable aisles and an increased number of vehicular, bicycle, and pedestrian accidents.

There are also a limited number of sidewalks for pedestrian and bicycle traffic. Currently, sidewalks can be found surrounding the edges of the site along Bendix Drive, Ardmore Trail, and Prast Boulevard. Their decaying state forces pedestrians and cyclists into the interior of the site's parking lots, creating the potential for a dangerous situation.

The current bus system has been described by neighboring residents as lacking and inconsistent. The TRANSPO system map on page 38 of the City's Comprehensive Plan shows a route encircling LaSalle Square, continuing along Ardmore Trail to Mayflower Road and returning to downtown via LaSalle Square. Another route runs along Lincoln Way West from the airport district to downtown South Bend.

The South Shore electric passenger train circles the site with no stops in LaSalle Square. A current plan to eliminate these tracks is in the works.

Parking

As described earlier in the market study, LaSalle Square cannot support the types of big box retail outlets that it once did. Because of this, the uses that it currently supports and may support in the future do not require nearly as much parking as the site currently possesses. The site lacks a formal layout and is uncharacteristic of the street plan and densities that surround LaSalle Square. Direct access to the parking lots from Bendix and Ardmore creates a large, 30+ acre city block. Along with Honeywell parking lots to the south and southeast of the site, the entire area is perceived as "a sea of pavement." With exception of the library, most of the site is paved with little to no landscaping to help alleviate negative perceptions.

Strategic Approach

Goals and Objectives

Assessing the information that we gathered from the market analysis, residents, city officials, and other stakeholders, a few common issues emerged. These issues were developed into goals and objectives for the area and helped to establish a new plan for LaSalle Square.

1. Increase LaSalle Square's Economic Vitality
   - Introduce an appropriate number of committed retail establishments that will better serve the immediate community;
   - Ensure awareness of Bendix Avenue as a convenience retail center through streetscaping;
   - Obtain higher levels of capacity for existing industrial and manufacturing uses.

2. Build Upon the Strong Community Base
   - Encourage the existing community functions on the site to increase their level of activity;
   - Introduce new recreational activities on the site;
   - Incorporate the capacity for additional educational systems.

3. Increase Interior and Exterior Connectivity
   - Reintroduce streets, sidewalks, and trails within the site;
   - Establish new bus routes to bring people to/from LaSalle Square;
   - Include significant signage within and immediately adjacent to the site.

Recognition and Approach

The goals outlined above illustrate what any new or reconstructed development hopes to achieve: a vibrant neighborhood founded on its residents and community ideals. Recognizing the neighborhood's character, goals, and plans is essential to the strategies employed to achieve these goals.

The site's location puts it at a disadvantage because it is not clearly visible from the more heavily traveled Lincoln Way West. Its lack of scale and disorganized plan have led to a lackluster aesthetic which is uninviting and difficult to navigate.

Adopting universal design standards will set guidelines for future development of the site. The design standards should address new streets, sidewalks, streetscape improvements, landscape design, on site parking provisions, land-use ratio, signage, and building materials.

Strategic Approach

Recognition and Approach, cont.

Creation of these guidelines should draw people in from Lincoln Way West and establish a human scale for the site that may allow developers to envision LaSalle Square in the same way the neighborhood residents and city officials do, as the creation of an area that is distinctly "LaSalle Square."

Pedestrian and vehicular traffic are the primary modes of transportation in and around the site. Buses are being underutilized and the planned re-routing of the South Shore line directly to the airport means that there will not be a stop in LaSalle Square or an extension of the line into the downtown area resulting in the requirement of better bus service.

Transportation systems must work collectively to encourage safer travel whether walking, riding, or driving. Extending the city grid onto the site will provide an organized street pattern and sidewalk system resulting in better access to the site's interior. It will also provide safe sidewalks that encourage more pedestrian traffic. The addition of a bus route along Bendix Drive from Western Avenue, through LaSalle Square, into the Portage and Bendix commercial node will allow LaSalle Square to run more efficiently and provide access to larger retail stores for people who reside along the route.

There has been little economic development in LaSalle Square over the past few years. Market research indicates a slight market gap for convenience retail in the immediate area. Understanding that LaSalle Square can support smaller, mixed retail uses allows the City and developers to focus on the Square's needs rather than the resident's desires for another big box retailer.

Marketing the square to developers should start with the creation of a branding strategy that will tie into the newly adopted design standards. Hosting a developer's open house that showcases the site's master plan, design standards, and other improvements will initiate discussion between the City and potential developers. The City, along with the community establishments, shall provide more on site activities and functions which will draw people into the site more frequently. In an effort to reduce some of the cost to the City, allow sponsors advertising rights. Actively promoting private sector investments through incentive programs, shared marketing initiatives to increase regional exposure, and integrated community events may help to ease entry barriers.

Five Year Outlook

Recommendations

1. Establish streetscape at the corner of Lincoln Way West and Bendix Drive with light poles and banners, inviting landscaping, and a monument sign all in accordance with the established design guidelines as described in the Strategic Approach section. Increasing the visual aesthetic, with proper signage, at this intersection will act a guide and gateway to LaSalle Square. Include signs along Lincoln Way West that direct drivers to the library, doctors offices and other points of destination.

2. Initiate infrastructure improvements in accordance with established design guidelines. Introduce a landscaped median along Bendix Drive acting as a link to LaSalle Square. Construct a dedicated street with curbs, sidewalks, and landscaping connecting Bonds Avenue with Curtis Drive. Establish parking for LaSalle Library Branch according to design guidelines. Parking for all current and future developments should be accessed only by streets interior to the site, never from Prast Boulevard, Bendix Drive, or Ardmore Trail. Extend Prast Boulevard straight to create an intersection with Ardmore Trail and Sheridan Street.

3. Work with a senior housing developer to come into the Square. This development seems ideally suited to be situated in the vacant parcel to the immediate east of LaSalle Library, which will preserve the frontage on Bendix Drive to be used for retail development. Bringing in a new development will quickly add residents, improving the likelihood of new retail development for the area.

4. The City shall give consideration to acquiring portions of the property south of Prast Boulevard from Honeywell in exchange for vacating Westmore Street, west of Bendix as well as Sheridan Street, south of Prast Boulevard providing safer conditions for Honeywell employees. The newly acquired land will provide space for flexibility and will help in establishing the city's grid in the Square. The land will also act as a good buffer to the larger parking lots and manufacturing sites to the south. The city should invest heavily in landscaping this area and include a bicycle path that can connect the people from the open space to the west to Kennedy Park. Establish space along Prast Boulevard for future development.

5. Create a park in the southwest corner of the site that links to the trail south of Prast Boulevard. This park will become the home for recreational activities such as a playground, a band shell, or small sporting venue, or a combination of a few recreational uses.

6. Establish and promote programs and initiatives for community gardening/farming, farmers market, and movies in the park. Reserve space in the current St. Vincent de Paul parking lot to serve as an interim home for the farmers market until a permanent home is built. Look to community businesses to support these community programs through sponsorship programs.

Five Year Outlook Plan

- **Retail**
- **Existing to Remain**
- **Parks, etc.**
- **Residential**
- **Institutional**
- **Undeveloped**

Ten and Twenty Year Outlook

Ten-Year Recommendations

By year ten, the community should have established the strong base needed to support new residential development. Establishments, programs, and initiatives developed by the community will have grown in members and participation. Private investment in housing and businesses supported with TIF funds will have had noticeable visual impact on the Square The City will have worked with the Honeywell and Bosch Corporations in marketing and leasing their available space, bringing new jobs to the area. If successful, the retail developers will have noticed the positive changes in the area and started to establish the new retail corridor along Bendix Drive.

The new retail developments may suit the space requirements of St. Vincent de Paul more appropriately than the building it currently occupies, thus allowing them to occupy a smaller space along the new Bendix Drive retail corridor. Similarly, current retailers using the space in the strip mall owned by Faith Apostolic should be encouraged to lease space along Bendix Drive. Their old buildings shall be removed in order to create space for new developments.

The City can consider incorporating a public plaza, the new "LaSalle Square," that relates to the other community focused uses on the site. This plaza may serve as the location for the farmers market and should be versatile enough to serve the needs of other community functions such as movies in the park or an ice rink.

Invite residential developers to create housing and infrastructure surrounding the public plaza. Housing in this area should be significantly different from the available housing surrounding the Square. Townhomes and multi-family housing are two examples of desired housing. Creating distinctly varied housing will appeal to a range of demographics, in keeping with the character of the surrounding neighborhood.

Twenty-Year Recommendations

A lot can change in 20 years. By working closely with the current property owners and future developers, investing in infrastructure, and providing for the community's desires, the City of South Bend working in conjunction with the community can shape this area into a thriving neighborhood with amenities that services its occupants.

The undeveloped area of the site can be used for a mixture of developments. It is important for the City to allow for growth keeping in mind that the middle portion of the site is best used for housing and community oriented developments. A community center with space for seniors and classrooms would serve the area quite well and relate to the other municipal functions around it. The placement of a satellite campus for a community college would also meet community needs at any time over the next 20 years.

Ten Year Plan

- **Retail**
- **Existing to Remain**
- **Parks, etc.**
- **Residential**
- **Institutional**
- **Undeveloped**

Twenty Year Plan

- **Retail**
- **Existing to Remain**
- **Parks, etc.**
- **Residential**
- **Institutional**
- **Undeveloped**

Acknowledgments

The LaSalle Square Area Redevelopment Plan is the result of the hard work and contributions of many stakeholders. A plan that does not involve those it hopes to serve or ignores market realities will not be successful. For these reasons, the residents of the LaSalle Square area, institutional executives, and industry leaders were asked to put forth much effort, thought, and time in developing this plan. It is a culmination of participant's thoughts, ideas, goals, and visions converging with economic realities. As such, it is appropriate to give recognition and appreciation to the following people and organizations that were integral to this planning process:

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Henry Davis Jr., *South Bend Common Council*

Tim Fitzpatrick, *Honeywell*

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Marilyn Gachaw, *Lincoln Way West Gateway Association*

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Pastor Miller, *Faith Apostolic Ministries*

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Appendices

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Brodie, Gail, LaSalle Park Neighborhood Association.

Brown, Rick, Transpo.

Byrd, Phillip, South Bend Heritage Foundation, Director.

Davis, Henry Jr, Common Council.

Drzewiecki, Rick, Allstate Insurance.

Gachaw, Marilyn, Lincoln Way West Gateway Association (LWWGA), Community Forum for Economic Development (CFED).

Gibney, Jeff, City of South Bend Department of Community, Economic Development, Executive Director.

Guljas, Michael, South Bend Regional Airport, Lincoln Way West Steering Committee.

Hare, Dan, Honeywell, Communications Director.

Harrison, Gregory, Bosch, Vice President of Engineering Development.

Inks, Don, City of South Bend Department of Community, Economic Development, Economic Development Director.

Litell, Sheral, Cressy and Everett, Real Estate Advisor.

Littrel, Carl, City of South Bend, Engineer.

Meleski, Traci, Honeywell, Real Estate Manager.

Miller, Eddie, Faith Apostolic Ministries, Landowner.

Milliken, John, National City Bank, Property Manager.

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Moon, Jim, Transpo.

Napoli, Donald, St. Joseph County Public Library (STCPL), Director.

Niezgodski, Jerry, LWWGA.

Obermeyer, Paul, AAA Credit Union, President.

Omey, Samantha, Honeywell, State Government Relations.

Perri, Frank, Holliday Properties, Senior Vice President.

Pfeifer, Charlotte, Former Common Council Representative.

Phair, John, Holladay Properties.

Pink, Gregory, CB Richard Ellis, Industrial Services.

Schalloil, John, South Bend Regional Airport.

Sigety, Lori, STCPL. LaSalle Branch Library Manager.

Tompson, Charles, St. Vincent de Paul, Conference Services Director.

Toothaker, Brad, CB Richard Ellis, Director.

Radecki, Joe, Referred by CFED.

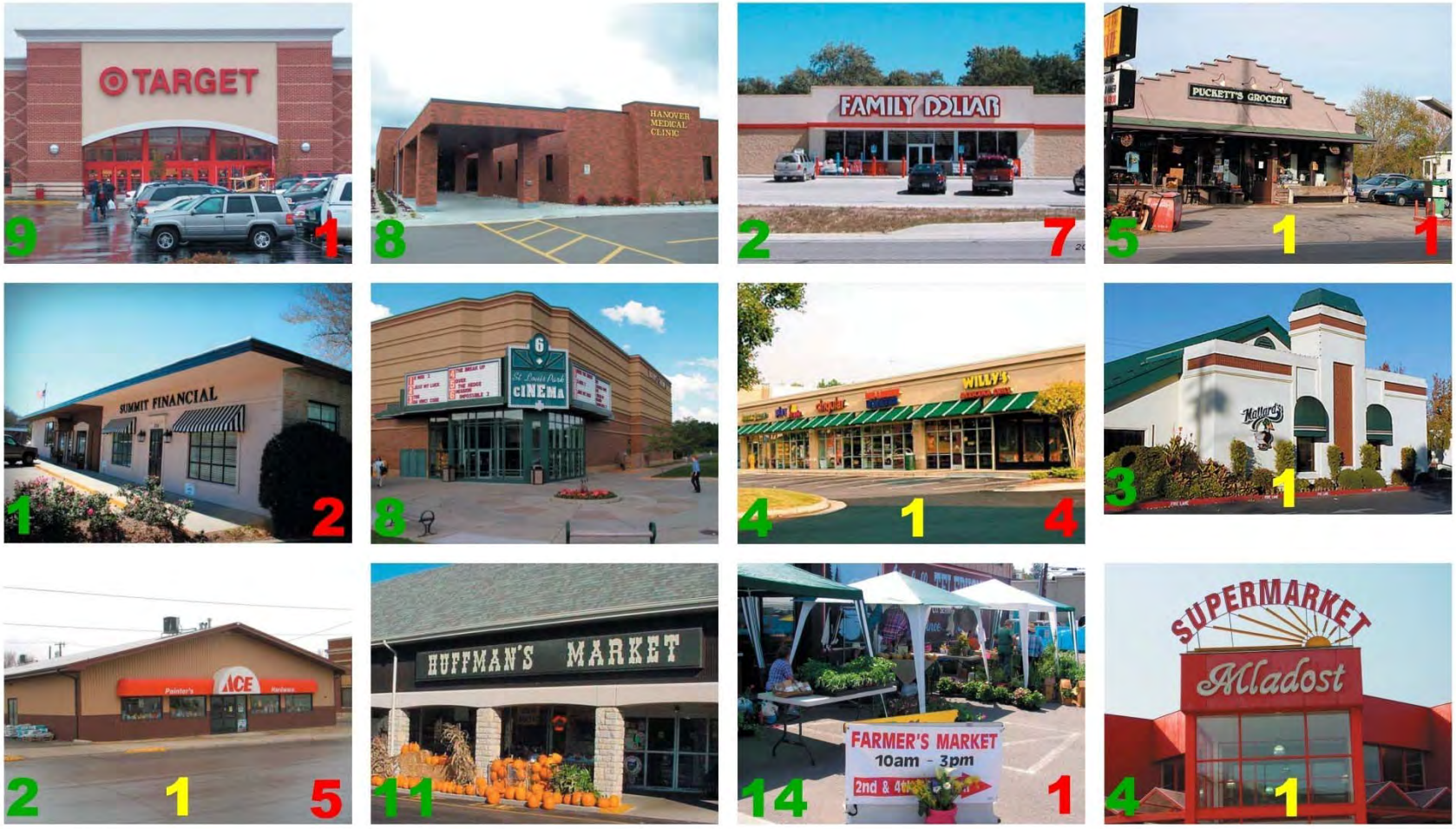
Urbanski, Mike, Garden Homes, Sales Consultant and Project Manager.

Witwer, Nick, City of South Bend, Planner.

Wolfson, Linda, CFED.

Image Preference Survey Results

Commercial/Retail Uses



Green – Like **Yellow – Indifferent** **Red - Dislike**

Image Preference Survey Results

Residential Types

Green – Like **Yellow – Indifferent** **Red - Dislike**

Image Preference Survey Results

Recreational Uses

Green – Like **Yellow – Indifferent** **Red - Dislike**

Image Preference Survey Results

Hardscape/Streetscape

Green – Like **Yellow – Indifferent** **Red - Dislike**

Transopoly™: Public Priorities on Future Transportation Investment for LaSalle Square

Executive Summary

Nearly 50 stakeholders of LaSalle Square (South Bend, IN) used a participatory tool designed to elicit public priorities on future transportation investment. This tool was used in conjunction with a visioning session on the future development and function of LaSalle Square. The City of South Bend sponsored the meeting to better understand public priorities for LaSalle Square. The meeting was held on Saturday, July 12, and seven tables participated in Transopoly™. The combined results of the seven tables are contained in this repot, as well as the individual tables.

Transopoly™ was designed with standardized, hands-on protocols for recommending specific types of investments, but also offered the public wide latitude in the recommendations that could be made outside the standardized offerings. Based on the totality of the results, three priority themes are prominent:

- Safety
- Economic Development
- Connectivity and co-existence between commercial and residential land uses

Context

This Transopoly™ report is part of a larger planning project for the redevelopment of LaSalle Square. By combining community direction and input with professional analysis and design, the goal is to create a redevelopment plan that incorporates the aspirations of the community with the constraints and opportunities of the market.

Problems

When citing problems in the LaSalle Square area, “retail services” was mentioned the most, ranging from lack of retail opportunities specifically at LaSalle Square to areas near the intersection of Bendix and Lincoln Way. Other issues noted multiple times included:

- Limited bus service/hours
- Sidewalks lacking/connections (unsafe walking conditions)
- Safety (real or perceived)
- Road conditions

Recommendations
To address the problems discussed at each table, participants had the option to buy a number of different transportation infrastructure items. Infrastructure Packages grouped pieces of transportation infrastructure items that are useful in reaching specific planning goals. Basic Infrastructure was available consisted of individual pieces of infrastructure. Those most commonly used were included on the "store board" for each table, but a full listing was provided in the participant handbook that was made available to every participant.

Four recommendations stand out for their prominence across groups:

Sidewalks
The number one purchase, by far, was sidewalks in much of the residential area surrounding LaSalle Square. This connects to two of the most cited problems in the area: sidewalks lacking/connections and safety. It should be noted that sidewalks are also a component of one of the infrastructure packages frequently selected, too.

Safety Improvements/Physically Active Travel
Another popular purchase was the infrastructure package Safety Improvements, Physically Active Travel, which is designed to encourage physically active travel through walking and bicycle use.

Economic Development, Access by Transit, Foot and Bicycle
Next, the Economic Development, Access by Transit, Foot and Bicycle was selected at the second highest rate. This package was designed to attract a large influx of shoppers to a commercial area that has little or no land dedicated to parking or to encourage walkability to and from the site.

Quieter, Greener Residential Streets
Finally, Quieter, greener Residential Streets was chosen quite a few times, because implementation of such designs encourages low-speed, low-volume residential streets.

Summary of All Consensus Recommendations-Combined Results

Consensus on Problems and Opportunities

Before any discussion of preferred transportation investments, stakeholders at each table listed Problems and Opportunities (as well as their unique or innovative ideas) in the appropriate boxes that are printed on their game board.

This open-ended brainstorming allows participants to focus on their own perceived interests by generating a broad list of ideas and then choosing which are most important to each group. Table 1 below summarizes some of the most frequently mentioned problems and opportunities.

Table 1-Frequently Mentioned Problems and Opportunities-All Tables

Problems and Opportunities
Retail services
Limited bus service/hours
Sidewalks lacking/connections (unsafe walking conditions)
Safety (real or perceived)
Road conditions

Consensus on Investment Decisions

Identification of Problems and Opportunities was followed by consensus decisions on how each group would invest in transportation infrastructure to realize their goals. The types of infrastructure participants could "purchase" and apply to their maps fell into three categories which are described below.

The recommendations represent broad stakeholder priorities, not an engineering plan. This portion of Transopoly™ enables non-engineers to articulate what would be unfamiliar infrastructure concepts if laypersons were required to do this in the abstract.

Basic Infrastructure

Basic infrastructure choices are listed in Table 2 along with the number of times each unit was "purchased." Basic infrastructure includes common installations that can stand alone, such as road lanes or bus service.
These choices can be viewed in a number of ways to gain an understanding of the intentions of participants. Sidewalks were chosen more often than any other basic infrastructure. Sidewalks were also the second least expensive item offered, at $200,000 per half mile, which may have influenced the frequency of use. Five of the seven tables "purchased" sidewalks for predominantly residential areas of the LaSalle Square neighborhood.

Table 2-Basic Infrastructure-All Tables

	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6	Table 7	Total purchases	# of tables that purchased
Bicycle Path								0	0/7
Bike/Pedestrian Overpass	2				1		1	4	3/7
Sidewalk	3		7	8		4	6	28	5/7
Increased Bus Service		1						1	1/7
Express Bus Service	3				3			6	2/7
Street car or light rail		1			1			2	2/7
Neighborhood Circulator								0	0/7
Transportation Center or Station	1			1		1		3	3/7
Turning Lanes/Signals									0/7
Road Construction		1	2		1	1		5	4/7
Publicly Owned Parking Lot								0	0/7

All other basic infrastructure was infrequently selected. The basic infrastructure list is rank-ordered on the following page (Table 3) to illustrate the relative frequency of specific choices.

Table 3-Rank Order-Basic Infrastructure

Infrastructure Type	Total (1/2 mi increments)
Sidewalk	28
Express Bus Service	6
Road Construction	5
Bike/Pedestrian Overpass	4
Transportation Center or Station	3
Street car or light rail	2
Increased Bus Service	1
Bicycle Path	0
Neighborhood Circulator	0
Publicly Owned Parking Lot	0

Infrastructure Packages

Infrastructure packages aggregate a number of small improvements (and occasionally a few basic infrastructure choices) to create a different look and feel for a half-mile of street. Transopoly™ participants use descriptions of these packages and photos to visualize what a particular street would look like if it was "greener" or "safer and more physically active" or had increased "economic development." The six types of packages are listed in Table 4, along with the choices by table.

The infrastructure package prices ranges from $200,000 to $5,500,000. The most expensive package includes significant amounts of parking.

One clear area of emphasis can be seen in the frequency with which a particular infrastructure package was selected: Safety Improvements, Physically Active Travel, with 24 units purchased by five of the seven tables that participated. The next tier of preference was for Economic Development, Access by Transit, Foot and Bicycle, and Quieter, Greener Residential Streets with 16 and 12 units purchased, respectively.

The full range of information on the infrastructure packages chosen and the streets to which they were applied is available in the Individual Tables section of this report. Below, the infrastructure package list is rank-ordered (Table 5) to illustrate the relative frequency of specific choices.

Table 4-InfrastructurePackages-All Tables

	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6	Table 7	Total purchases	# of tables that selected purchase
Safety Improvements, Physically Active Travel	2	4	10	5			3	24	5/7
Congestion Relief, grid street pattern			2					2	1/7
Congestions Relief, no grid pattern								0	0/7
Economic Development, Access by Auto		2			1		1	4	3/7
Economic Development, Access by Transit, Foot and Bicycle	5	2	2	2			5	16	5/7
Quieter, Greener Residential Streets	6	1			1	2	2	12	5/7

Table 5-Rank Order-Infrastructure Packages

Infrastructure Package	Total (1/2 mi increments)
Safety Improvements, Physically Active Travel	24
Economic Development, Access by Transit, Foot and Bicycle	16
Quieter, Greener Residential Streets	12
Economic Development, Access by Auto	4
Congestion Relief, grid street pattern	2
Congestions Relief, no grid pattern	0

Other Infrastructure
"Other infrastructure" includes choices made from an index of 55 price options in the Transopoly™ game. Most are quite inexpensive. Many are components of infrastructure packages. Participants may choose to purchase smaller components individually, although part of the Transopoly™ protocol is to encourage groups to spend a minimum of time on very small purchases because they are time consuming.

In the case of LaSalle Square, the most frequent small purchases were street lighting, followed by pavement re-surfacing or re-striping. Both are consistent with the expressions of Problems and Opportunities to be resolved. Street lighting is also a component of the top three selected infrastructure packages.

Spending on Infrastructure
Each group tracked their spending, through a volunteer "banker." With a budget of $30 million, self-reported expenditures ranged from a low of $11 million to a high of $28 million.

Policies and Innovations
Transopoly™ is designed to encourage expression of preferences that go beyond infrastructure "purchases." A box for "Policies and Innovations" is printed on the game board to encourage broad thinking. Frequently people use the box to express a wish for enforcement of existing laws or to suggest transportation ideas.

There were a few ideas offered by LaSalle Square stakeholders that included outreach, a training school, and having structures before infrastructure.

Summary of All Consensus Recommendations-Individual Results

There were seven tables that participated in Transopoly™. Each table recorded information on a game board. The information documented includes:

Self-Reported Demographics
Demographics are self-reported and recorded. In some cases, the numbers do not add up and in some cases, information was not collected. For reporting purposes, all answers, even incomplete ones, are documented here.

Problems and Opportunities

Before making any recommendations about future transportation improvements, the groups created their own list of problems and opportunities, which are recorded below.

Basic Infrastructure

Basic infrastructure options included single infrastructure purchases that might be chosen to achieve a single goal. Participants chose from a wide selection of fairly common infrastructure investments, including sidewalks, road lanes, bike paths and various transit service options. The items purchased range in price from $50,000 to $5,000,000 for each half-mile increment, unless otherwise indicated.

Infrastructure Packages

Infrastructure packages aggregate a number of small improvements (and occasionally a few basic infrastructure choices) to create a different look and feel for a half-mile of street. Transopoly™ participants use descriptions of these packages and photos to visualize what a particular street would look like if it was "greener" or "safer and more physically active" or had increased "economic development." Packages helped participants accomplish specific real-world goals, while also simulating a multi-level decision-making process. Participants chose from six different packages, ranging in price from $200,000 to $5,500,000 for each half-mile increment, unless otherwise indicated.

Other Infrastructure

"Other infrastructure" includes choices made from an index of 55 price options in the Transopoly™ game. Most are quite inexpensive. Many are components of infrastructure packages. Participants may choose to purchase smaller components individually, although part of the Transopoly™ protocol is to encourage groups to spend a minimum of time on very small purchases because they are time consuming.

Table 1

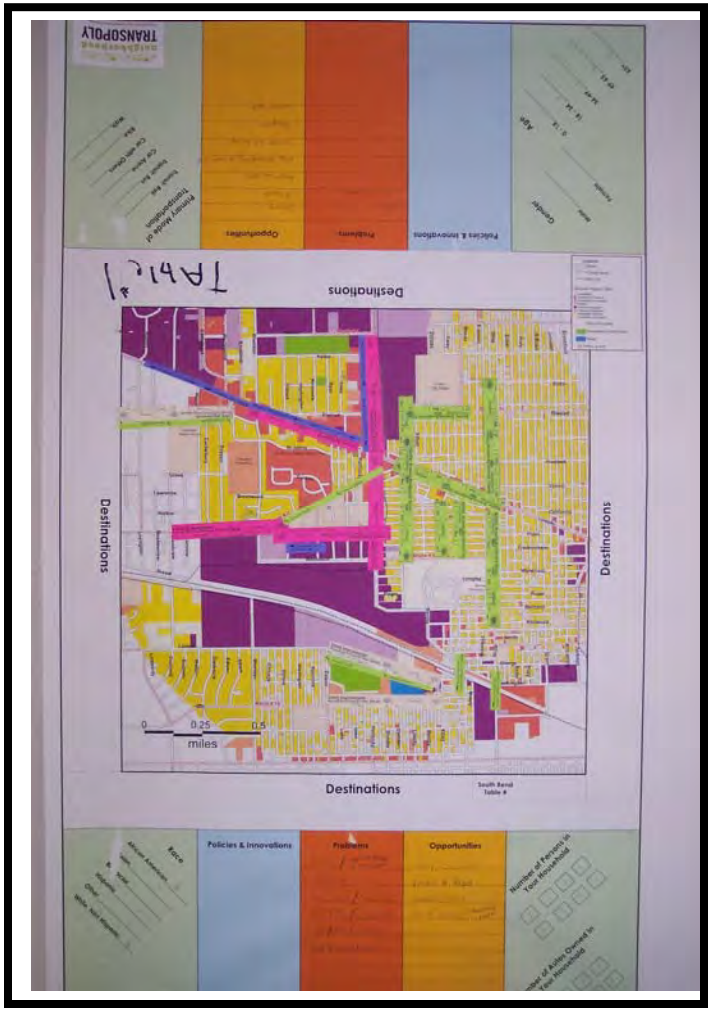
Self-Reported Demographics

Race	Total
African American	3
White, non-Hispanic	5

Gender	Total
Male	*Blank*
Female	*Blank*

Age Range	Total
18 to 34	1
34 to 49	3
49 to 65	4
65 and older	1

Primary Mode of Transportation	Total
Transit: Rail	*Blank*
Transit: Bus	*Blank*
Car, alone	*Blank*
Car, with others	*Blank*
Bike	*Blank*
Walk	*Blank*



Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6	Player 7	Player 8
# People in Household	3	1	2	1	1	9	4	1
# Cars in Household	3	2	1	1	1	2	4	3

Problems	Opportunities
Safety/approached & mugged in own yard	Library
Unreliability	St. Vincent's
Limited hours/scheduling	Honeywell/Bosch
Absence of bike lanes/no shoulders	Lots of parking/available land
Take/lost retail stores	Airport bus station
Jobs in immediate area	Easy accessibility for auto users
Jobs	Businesses that did stay
Commercial pieces	Vacant land
Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**2 purchases** • ½ mile increment at South Shore Line and Olive Street • ½ mile increment at South Shore Line and Kaley Street
Sidewalk (new or widened): $200,000	**3 purchases** • ½ mile increment along Edison from Moss to Sussex • ½ mile increment along Linden from Falcoln to Kaley • ½ mile increment along Ardmore from Brentwood to Bendix
Increased bus service: $1,000,000	**3 purchases** • ½ mile increment along Lincoln from Airport Rd to Sheridan • ½ mile increment along Lincoln from Sheridan to Lincoln • ½ mile increment along Bendix from Lincoln to Voorde

Table 1 continued

Table 1 continued

Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**0 purchases**
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**1 purchase** • At Prast near LaSalle Square
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**
Road construction, two lanes: $5,000,000	**0 purchases**
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**
Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**2 purchases** • ½ mile increment along Edison from Moss and Sussex • ½ mile increment along Linden from Falcoln to Kaley
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**
Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**0 purchases**

Table 1 continued

Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**5 purchases** • ½ mile increment along Bendix from Westmoor to Lincoln • ½ mile increment along Bendix from Lincoln to Voorde • ½ mile increment along Lincoln from Kentucky to Sheridan • ½ mile increment along Prast from Bendix to Ardmore • ½ mile increment along Ardmore from Prast to Grandview
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**6 purchases** • ½ mile increment along Linden from Falcoln to Kaley • ½ mile increment along Olive from Lincoln to Kenwood • ½ mile increment along Lincoln from Ardmore to Elmer • ½ mile increment along Bond from Bendix to Elmer • ½ mile increment along Goodland from Westmoor to Calhoun • ½ mile increment along Goodland from Calhoun to Elwood, turning right on Elwood from Goodland to Fremont
Other Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
None purchased	**0 purchases**

Table 2

Self-Reported Demographics

Race	Total
African American	1
White, non-Hispanic	6

Gender	Total
Male	4
Female	3

Age Range	Total
18 to 34	1
34 to 49	1
49 to 65	1
65 and older	4

Primary Mode of Transportation	Total
Transit: Rail	0
Transit: Bus	1
Car, alone	4
Car, with others	1
Bike	2
Walk	1

Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6	Player 7
# People in Household	2	2	1	1	3	2	2
# Cars in Household	1	2	1	1	2	1	3

Problems	Opportunities
Bike travel dangerous	Interest/involvement
Connections	Park potential (Ardmore/Sheridan)
Retail opportunities not there	Lots of space
Distressed housing	Youth training
Local accountability	Rail infrastructure
Retail	Community involvement
No jobs	Adult training
Too spaced out	Library

Table 2 continued

Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**0 purchases**
Sidewalk (new or widened): $200,000	**0 purchases**
Increased bus service: $1,000,000	**1 purchase** • Noted in the margins of map
Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**1 purchase** • ½ mile increment on Sheridan, south of Lincoln
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**0 purchases**
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**

Road construction, two lanes: $5,000,000	**1 purchase** • ½ mile increment added along existing street of Ardmore, just west of Sheridan NE to Curtiss
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**

Table 2 continued

Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**4 purchases** • *Two* ½ mile increments along Lincoln between Sheridan and Olive (approx) • ½ mile increment along Bendix between Elwood and Voorde (approx) • ½ mile increment along Hartzel in residential area
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**
Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**2 purchases** • ½ mile increment along Prast, between Bendix and Ardmore • ½ mile increment crosscutting N/S through site from Westmoor to Lincoln

Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**2 purchases** • ½ mile increment along Bendix from Lincoln to Westmoor • ½ mile increment along Ardmore between Bendix and Prast
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**1 purchase** • ½ mile increment along Canterbury between Elwood and Ardmore

Table 2 continued

Other Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Bus Shelter $15,000	**1 purchase** • At LaSalle Square
Crosswalk $5,000	**1 purchase** • Putnam Place and Curtiss Drive

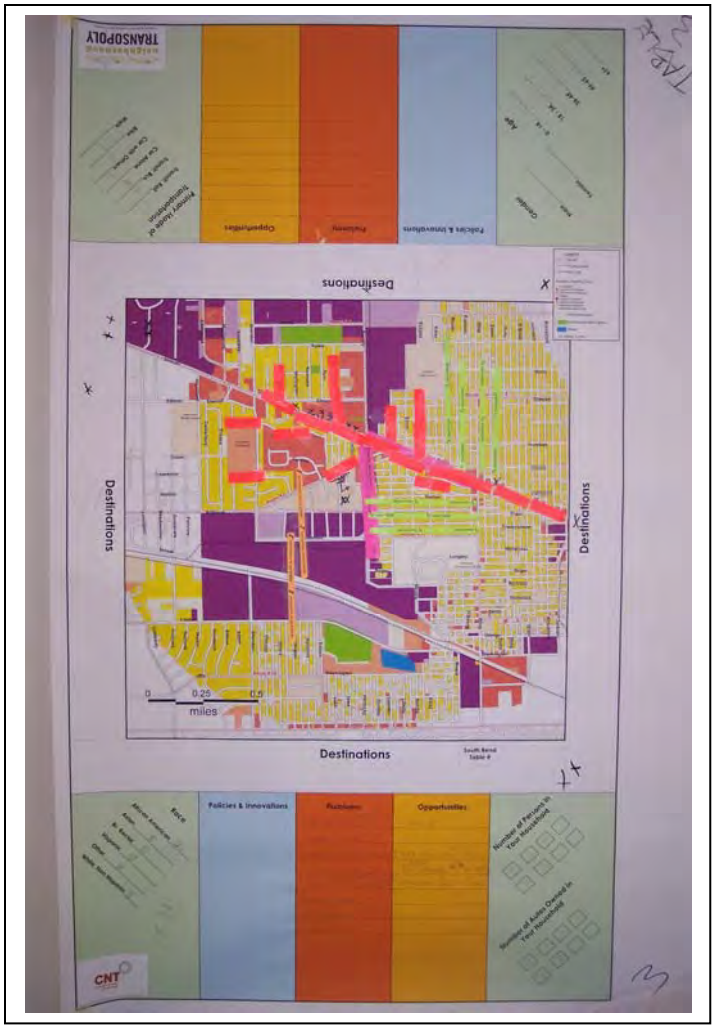
Table 3
Self-Reported Demographics

Race	Total
African American	2
White, non-Hispanic	5

Gender	Total
Male	2
Female	5

Age Range	Total
18 to 34	1
34 to 49	2
49 to 65	3
65 and older	1

Primary Mode of Transportation	Total
Transit: Rail	0
Transit: Bus	1
Car, alone	4
Car, with others	1
Bike	0
Walk	0



Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6
# People in Household	4	2	4	1	2	2
# Cars in Household	0	1	3	1	2	2

Table 3 continued

Problems	Opportunities
No basic services and groceries	Sav-a-lot
Health care	Path from south to north/Sheridan?
Road access/Bendix-Grandview	Buss transfer/trolley N, S, E, W at LaSalle Square
Stores not open late	Vacant stores/land-for growth
Perception of safety and crime/Beacon Heights (improving)	
Absentee landlords	
No pharmacy	

Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**0 purchases**
Sidewalk (new or widened): $200,000	**7 purchases** • ½ mile increment along Meade between Humbolt and Keller • ½ mile increment along Fremont between Lincoln Way and Bulla • ½ mile increment along Elmer between Cassar and Bulla • ½ mile increment along Huey between Vassar and Bulla • ½ mile increment along Hartzer between Bendix and Olive • ½ mile increment along Prast between Bendix and Olive • ½ mile increment along Frederickson between Bendix and Olive

Increased bus service: $1,000,000	**0 purchases**
Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**0 purchases**
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**0 purchases**
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**
Road construction, two lanes: $5,000,000	**2 purchases** • ½ mile increment extending Wellington north of Washington to Westmoor • ½ mile increment extending Putnam Place south to railroad
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**

Table 3 continued

* According to the budget sheet, the team made a large purchase on their last turn. However, they did not put the infrastructure on the map. The exact location for this cannot be determined or reported, yet certain assumptions about the intent and purpose for such purchases can be made.

Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	10 purchases*
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	2 purchases*

Table 3 continued

Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	0 purchases
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	0 purchases
Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**2 purchases** • ½ mile increment along Lincoln Way between Fremont and Bendix • ½ mile increment along Bendix between Lincoln Way and Longley
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	0 purchases
Other Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Pavement re-striping $90,000	**7 purchases** • Along Lincoln way from Wilber to Ryer
Lighting, residential $300,000	**14 purchases** • General residential area west of Bendix and north of LaSalle Square • Eclipse between Lincoln and Elwood • Goodland between Lincoln and Elwood • Bonds between Meade and Eclipse

Table 4

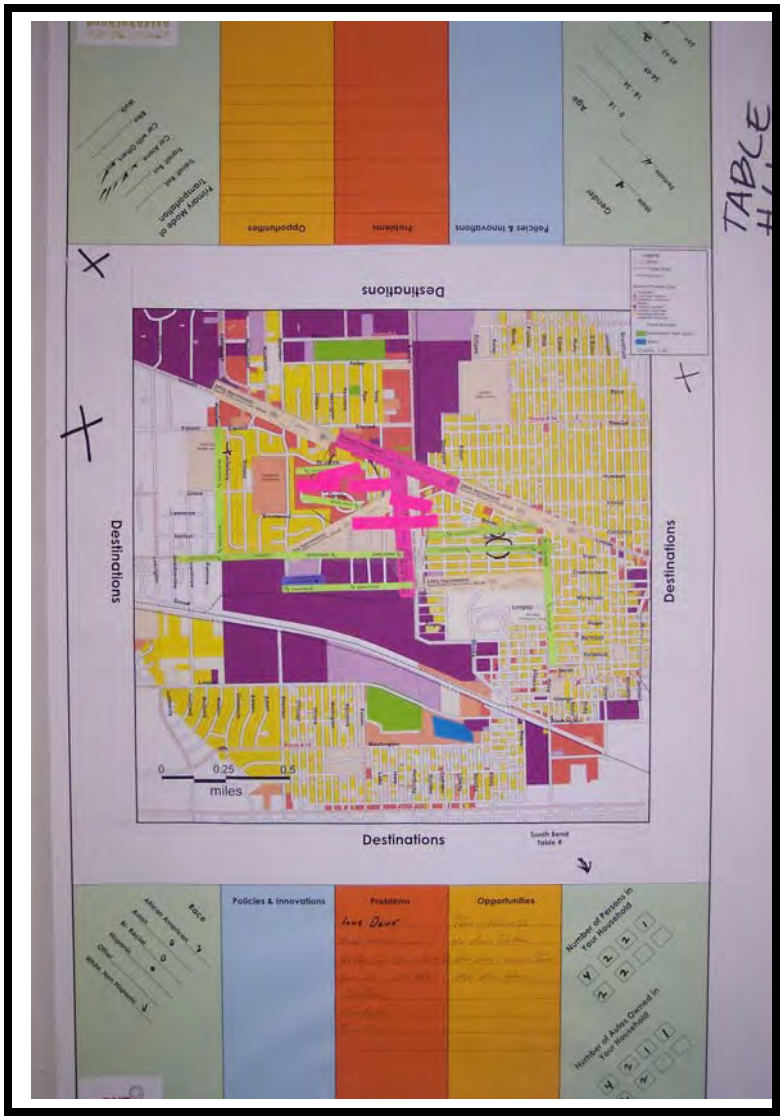
Self-Reported Demographics

Race	Total
African American	2
White, non-Hispanic	6

Gender	Total
Male	4
Female	4

Age Range	Total
18 to 34	0
34 to 49	0
49 to 65	2
65 and older	6

Primary Mode of Transportation	Total
Transit: Rail	0
Transit: Bus	0
Car, alone	5
Car, with others	2
Bike	0
Walk	0



Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6
# People in Household	4	2	2	1	2	2
# Cars in Household	4	2	1	1	2	2

Problems	Opportunities
Long Drive	South Shore to LaSalle Square
Unsafe walking conditions	More roads & sidewalks
No bike lanes-Olive & Bendix Dr.	More landscaping trees
Beacon Heights-access problem	More police patrols
Road repair	
More road access	
Too much noise	

Table 4 continued

Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**0 purchases**
Sidewalk (new or widened): $200,000	**8 purchases** • ½ mile increment along Woodland from Edison to Ardmore • ½ mile increment along Ardmore from Meadowview to Sheridan • ½ mile increment along Ardmore/Prast from Sheridan to Bendix • ½ mile increment along Prast from Bendix to Elmer • ½ mile increment along Bond from Bendix to Olive/Elmer • ½ mile increment along Olive from Bond to Smith • ½ mile increment along Westmoor from Sheridan to Bendix • ½ mile increment in Beacon Heights area

Table 4 continued

Increased bus service: $1,000,000	**0 purchases**
Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**0 purchases**
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**1 purchase** • South Shore rail line near Westmoor and Sheridan
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**
Road construction, two lanes: $5,000,000	**0 purchases**
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**

Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**5 purchases** • ½ mile increment along Lincoln from Woodland to Brentwood • ½ mile increment along Lincoln from Elliott to Huey • ½ mile increment along Bond from Bendix to Elmer • ½ mile increment along Bendix from Lincoln to Bond • ½ mile increment along Ardmore from Sheridan to Bendix
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**

Table 4 continued

Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**0 purchases**
Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**2 purchases** • ½ mile increment along Lincoln from Brentwood to Elliott • ½ mile increment along Bendix from Lincoln to Bond
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**0 purchases**

Other Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Lighting, residential $300,000 (two)	**2 purchases** • Beacon Heights area (both purchases)
Lighting, arterial $500,000	**1 purchase** • Along Bendix near LaSalle Square
Planters, $200,000	**1 purchase** • Beacon Heights area
Road extension through LaSalle Square site (no price, just noted on game board)	**1 purchase** • At LaSalle Square

Table 5

Self-Reported Demographics

Race	Total
African American	3
White, non-Hispanic	3

Gender	Total
Male	2
Female	4

Age Range	Total
18 to 34	1
34 to 49	1
49 to 65	2
65 and older	2

Primary Mode of Transportation	Total
Transit: Rail	0
Transit: Bus	0
Car, alone	3
Car, with others	2
Bike	0
Walk	1

Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6
# People in Household	2	1	5	2	2	1
# Cars in Household	2	0	2	2	2	1

Problems	Opportunities
Crime-safety	Lighted bus shelters/bus/school
Incomplete sidewalks	City bus/school collaboration
Street & corner visibility	Express bus service
School safety	Increase service/routes specialized routes
Road quality-holes	
Train limits access	
Lighting	
Impractical bus routes	
Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Bicycle path, off-street: $50,000	
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**1 purchase** • Grandview at South Shore rail line
Sidewalk (new or widened): $200,000	
Increased bus or rail service: $1,000,000	
Express Bus Service	**3 purchases** • *Two* ½ mile increments along Bendix from Prast to north of Voorde • ½ mile increment along Bertrand and Bendix, south of target area
Street car or light rail: $3,000,000	**1 purchase** • ½ mile increment along Ardmore from Bendix to Prast
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**0 purchases**
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**

Table 5 continued

Table 5 continued

Road construction, two lanes: $5,000,000	**1 purchase** • ½ mile increment along east/west borders of Beacon Heights
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**
Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**0 purchases**
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**
Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**1 purchase** • ½ mile increment along Bendix from Prast to Elwood
Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**0 purchases**
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**1 purchase** • ½ mile increment in Beacon Heights

Other Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Arterial resurfacing $200,000	**1 purchase** • Along Western from Chicago to Kenmore

Table 6

Self-Reported Demographics

Race	Total
African American	2
White, non-Hispanic	4

Gender	Total
Male	4
Female	3

Age Range	Total
18 to 34	1
34 to 49	2
49 to 65	3
65 and older	0

Primary Mode of Transportation	Total
Transit: Rail	0
Transit: Bus	0
Car, alone	3
Car, with others	2
Bike	1
Walk	0

Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6
# People in Household	3	4	4	2	4	2
# Cars in Household	2	2	3	2	4	2

Table 6 continued

Problems	Opportunities
Olive & Mead RR crossing	Overpass
Grandview RR crossing bad road	Repair roads
Very bad road conditions (Ardmore)	Create transfer point for bus LWW & Ardmore
Transfer point for bus	Combine Amtrak & South Shore
Between LWW & Ardmore bus	
Too few train crossing	
Incomplete sidewalks	
LWW & Bendix bike path & sidewalk	

Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**0 purchases**
Sidewalk (new or widened): $200,000	**4 purchases** • ½ mile increment along Bendix from Lincoln to Voorde • ½ mile increment along Ardmore from Lexington to Sheridan • ½ mile increments along Linden from Walton to Kenmore • ½ mile increment along Washington from Gladstone to Falcon
Increased bus or rail service: $1,000,000	**0 purchases**
Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**0 purchases**
Neighborhood Circulator	**0 purchases**

Station/transportation center (no elevation/excavation): $5,000,000	**1 purchase** • at LaSalle Square site
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**
Road construction, two lanes: $5,000,000	**1 purchase** • ½ mile increment along Sheridan from Ardmore to Linden
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**

Table 6 continued

Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**0 purchases**
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**
Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**
Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**0 purchases**

Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**0 purchases**
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**2 purchases** • Two ½ mile increments along Sheridan, between Ardmore and north of Voorde

Table 6 continued

Other Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Residential resurfacing $100,000	**1 purchase** • At Ardmore and Sheridan

Table 7

Self-Reported Demographics

Race	Total
African American	5
White, non-Hispanic	2

Gender	Total
Male	*Blank*
Female	*Blank*

Age Range	Total
18 to 34	*Blank*
34 to 49	*Blank*
49 to 65	*Blank*
65 and older	*Blank*

Primary Mode of Transportation	Total
Transit: Rail	*Blank*
Transit: Bus	*Blank*
Car, alone	*Blank*
Car, with others	*Blank*
Bike	*Blank*
Walk	*Blank*

Household Characteristics	Player 1	Player 2	Player 3	Player 4	Player 5	Player 6
# People in Household	1	3	2	4	2	3
# Cars in Household	1	3	2	1	2	4

Problems	Opportunities
Too many renters in area of single family homes	Adequate housing stock
Speedway/lack of adequate street lighting	Diversify retail opportunities
Lack of retail	
Limited opportunity for youth	
Lack of income diversity	
Littering	
Limited public transportation	
Housing shortage	

Table 7 continued

Basic Infrastructure/ Cost per half mile (unless otherwise indicated)	Location
Bicycle path, off-street: $50,000	**0 purchases**
Bicycle/Pedestrian overpass or underpass: $2,500,000 each	**1 purchase** • Across South Shore rail line at Sheridan, at southern edge of neighborhood
Sidewalk (new or widened): $200,000	**6 purchases** • ½ mile increment along Humboldt from Fremont to College • ½ mile increment along Frederickson between Goodland and Obrien • Two ½ mile increments along Bendix, from Frederickson to Voorde • ½ mile increment along Elliott between LaSalle High School and Bonds • ½ mile increment along Edison between Sheridan and Bendix

Increased bus or rail service: $1,000,000	**0 purchases**
Express Bus Service	**0 purchases**
Street car or light rail: $3,000,000	**0 purchases**
Neighborhood Circulator	**0 purchases**
Station/transportation center (no elevation/excavation): $5,000,000	**0 purchases**
Station/transportation center (above/below ground): $25,000,000	**0 purchases**
Turning lanes/turning signals: $400,000 per intersection	**0 purchases**
Road construction, two lanes: $5,000,000	**0 purchases**
Publicly-owned Parking Lot, 200 spaces: $4,000,000	**0 purchases**

Table 7 continued

Infrastructure Packages/ Cost per half mile (unless otherwise indicated)	**Location**
Safety Improvements, Physically Active Travel. Designed to encourage physically active travel through walking and bicycle use. Total: $600,000	**3 purchases** • ½ mile increment along Goodland, between Bertrand and Green • ½ mile increment along Ardmore, between Sheridan and Bendix • ½ mile increment along Edison, between Maplewood and Iowa
Congestion Relief, Option A-grid street pattern. Uses elements that encourage transit use. Total: $200,000	**0 purchases**
Congestion Relief, Option B-w/o grid pattern and w/o sidewalks. Uses elements that encourage transit use. Total: $750,000	**0 purchases**

Table 7 continued

Economic Development, Access by Auto. Designed to promote economic development by increasing automobile access to commercial areas and providing parking for shoppers. Total: $5,500,000	**1 purchase** • ½ mile increment along the east side of Bendix between Bonds and Elwood Avenues
Economic Development, Access by Transit, Foot and Bicycle. Designed to encourage a large influx of shoppers to a commercial area that has little or no land dedicated to parking. Total: $1,000,000	**5 purchases** • *Three* ½ mile increments along Lincoln from College Street to Sheridan • *Two* ½ mile increments along the west side of Bendix from approximately Westmoor to Voorde Dr
Quieter, Greener Residential Streets. Designed to enhance low-speed, low-volume residential streets. Total: $500,000	**2 purchases** • ½ mile increment along Westmoor, between Bendix and Olive • ½ mile increment, in residential area east of Olive near Frederickson and Prast

Other Infrastructure/ Cost per half mile (unless otherwise indicated)	**Location**
Sewers (no price, just noted on game board)	**2 purchases** • Along Bonds between Elliott and Elmer • Along Humbolt between Eclipse and Johnson

Land Use Planning Results

Participants of the Land-Use Planning Charrette during the July 12th, 2008 Public Listening Meeting at LaSalle Square were asked to define their experience and/or description of the area in one word and expand on that word to develop Strengths, Weaknesses, Opportunities, and Threats (SWOT) that they see in the area currently.

Words listed were taken directly from the Charrette maps that participants used to identify characteristics of the site and surrounding neighborhood. Assessment of the given descriptions helped to develop design ideas they would use in planning the area during the Charrette.

One Word Expressions

- Run-Down
- Challenged
- Dangerous
- Deteriorated
- Hollow
- Unused
- Potential (2)
- Opportunity (2)
- Lively
- Hope
- Hub
- Forgotten
- Thriving
- Cloudy
- Stable
- Unsafe (2)
- Content
- Depressing
- Alive
- Despaired
- Cheerful
- Undeserved
- Growing
- Happy
- Library
- Church
- Blighted (2)
- Under Developed
- Retail
- Liability
- No Tax
- Strategic Location
- Community (2)
- Bleak
- Optimistic
- Neglected
- Potential
- Home
- Too Empty
- Too Much Parking
- Focus
- Large Available Area
- On Main bus Route
- On Main Roads
- Close to South Shore
- Diversity
- St. Vincent DePaul
- Transitional
- Sad
- Employment
- Change
- Not Enough Economic Development

SWOT Analysis

Strengths Identified by Participants

- Library (5)
- Tradition
- Church (3)
- School
- Airport (4)
- Proximity to Downtown
- Proximity to Lincoln Way
- Single Family Homes
- Buildings
- Diversity (3)
- Land & Building Space
- Sidewalks
- Community Participation
- Access
- Land (2)
- People
- Unencumbered Space/Land
- South Shore (2)
- Location
- Multi-Cultural Population
- Housing Stock
- Hope
- Affordable Housing
- Well Paying Jobs
- Nearby Schools
- Buying Power
- Walkability
- Transportation Hub
- Water & Energy
- Parks
- AT&T / Metronet
- Stanz Foods (expansion)
- Updated Utilities
- Volume of Area
- Dynamics of People
- Location
- History of Improvements
- Open Space
- Decent Living
- City Involvement
- Higher Gas Prices
- TIF
- Accessibility
- St. John's School
- Bus Transportation

Weaknesses Identified by Participants

- Sidewalks
- Perception of Crime (2)
- Crime (2)
- Blighted Areas
- Abandoned Houses
- Poor Property Conditions (2)
- Poverty (2)
- Loss of Business
- Perception of Lack of Potential (2)
- Absence of Youth Activities
- Litter
- Limited Access to Park Facilities
- Lack of Community Communication (3)
- Lack of Quality Education
- Limited Railroad Crossings
- Accountability
- Conditions of Rental Properties
- Old Housing Stock
- Good Paying Jobs
- Very Low Aesthetic First Impression (2)
- Streets and Roads
- Poor Planning (City Level)
- Implementation of Plan
- Beacon Heights Atmosphere
- Economic Downturn due to Beacon Heights Remodeling
- Beacon Heights as a Sealed Compound
- Not Enough Jobs
- Lack of Businesses
- Infrequent Public Transit
- Lack of Visibility and Signage
- Distressed Housing
- Lack of Affordable Multi-Family Residences
- Lack of Security
- Non-Resident Owners Vacancy

SWOT Analysis

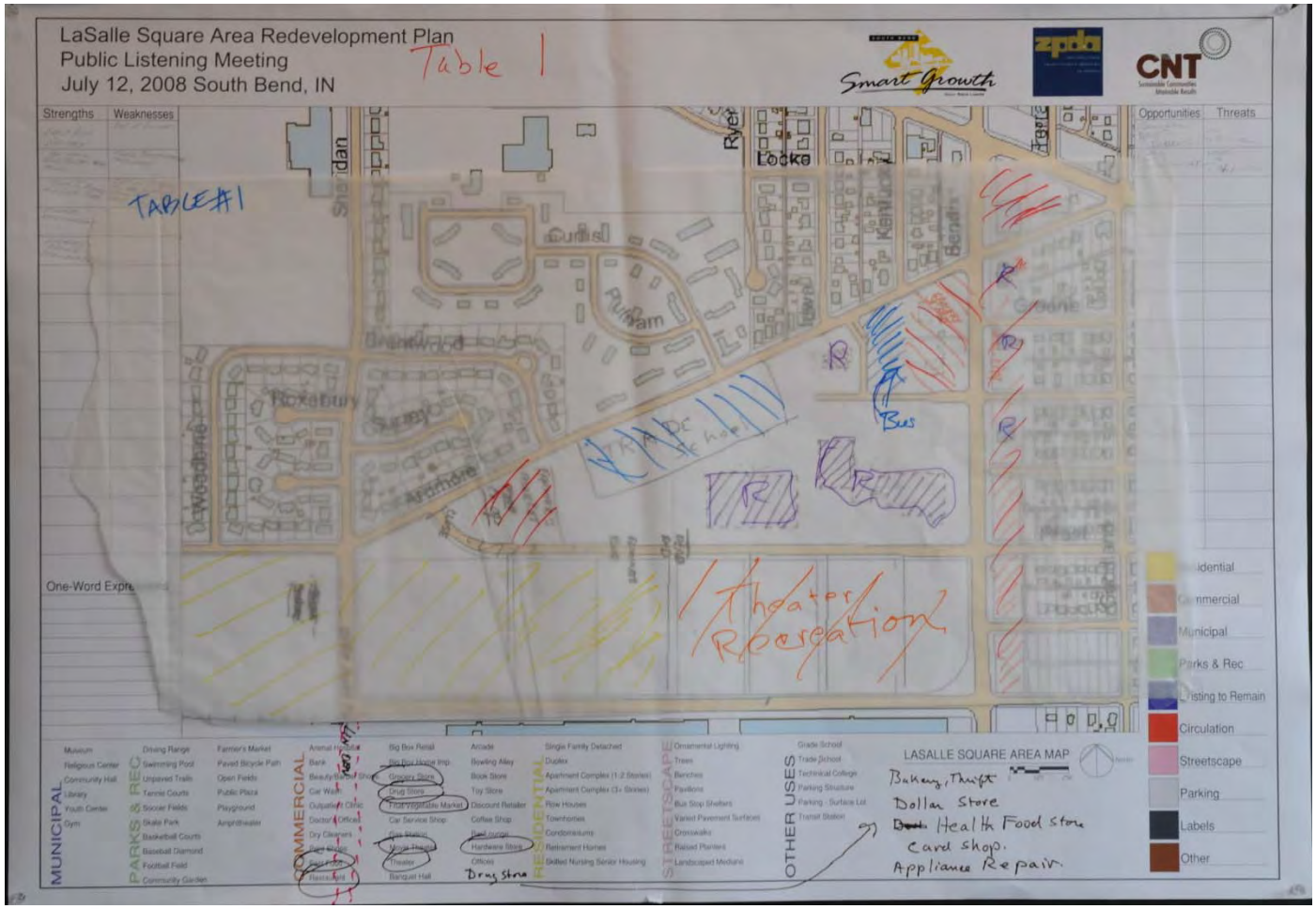
Opportunities Identified by Participants

- LaSalle Park Growth and Use
- Youth Activities (3)
- Community Gardening (2)
- Dog Park
- Economic Development / Planning
- Renovation
- Minimal Demolition = Best Investment to Growth
- Organic Quality and Potential
- Flexible Land Use
- Attract and Increase Stable Residents
- Airport Connection Encouraging Econ. Dev.
- Functional Retail
- Functional ET – Restaurant
- Functional ET – Recreational
- Airport
- Fall Tourism (aka
- no Groupies)
- Grid Iron
- South Shore
- Location
- Community Involvement
- Attract People Back to South Bend
- Great Access
- Transportation
- Immediate Population Growth
- Available Space
- Lincoln Way – Gateway to the Rest of the City
- Money Available
- Good Family Oriented Neighborhood
- Available Facilities
- City Development Plan
- Policy for Beacon Heights
- Training Schools
- Medical Offices
- City Involvement
- St. Joes Clinic
- Housing
- Safe Housing
- Volunteer Programs for Seniors
- Community Center
- Vocational Training
- Marketing and PR

Threats Identified by Participants

- Lack of Outreach
- Lack of Marketing
- Lack of Genuine Transparency
- Real Hidden Agendas
- Perceived Hidden Agendas
- Lack of Participation
- Lack of Inclusion
- Isolated Spiritual and Social Values
- Existing Environmental Conditions
- Ground Contaminations
- Perception of Unsafe Conditions
- Lack of Lighting and Controlled Security
- Non-Development of Liquor and Adult Stores
- Vacant / Dilapidated Buildings
- Security
- Apathy
- Isolation of Beacon Heights
- B.H. Management
- Crime
- Low High School Graduation Rate
- Neglected Rental Properties
- Weak City Government Policies
- High Minor Crime Rates
- Transient Population
- Crime (2)
- Loss of Diversity
- Portage Prairie
- Property Tax Laws
- Funding
- Lack of Socialization

Land Use Planning Table One



Main Design Ideas

- Grocery Store
- Increased Transit
- Entertainment Venues
- Housing
- Trade School
- Farmers Market

Land Use Planning Table Two

Main Design Ideas

- Trade School
- Farmers Market
- After School Programs
- Green Space
- Housing – Mixed-Use Retail
- More Access for Beacon Heights

Land Use Planning Table Three

Main Design Ideas

Community Center with Classrooms

Farmers Market

Parks System

Single-Family Housing

Smaller Parking Lots

Land Use Planning Table Four

Main Design Ideas

- Increased Visibility
- Farmers Market
- Centralized Civic or Institutional Function
- Community Center
- Housing – Retirement, Single-Family
- More Access for Beacon Heights
- Transit Station

Land Use Planning Table Five

Main Design Ideas

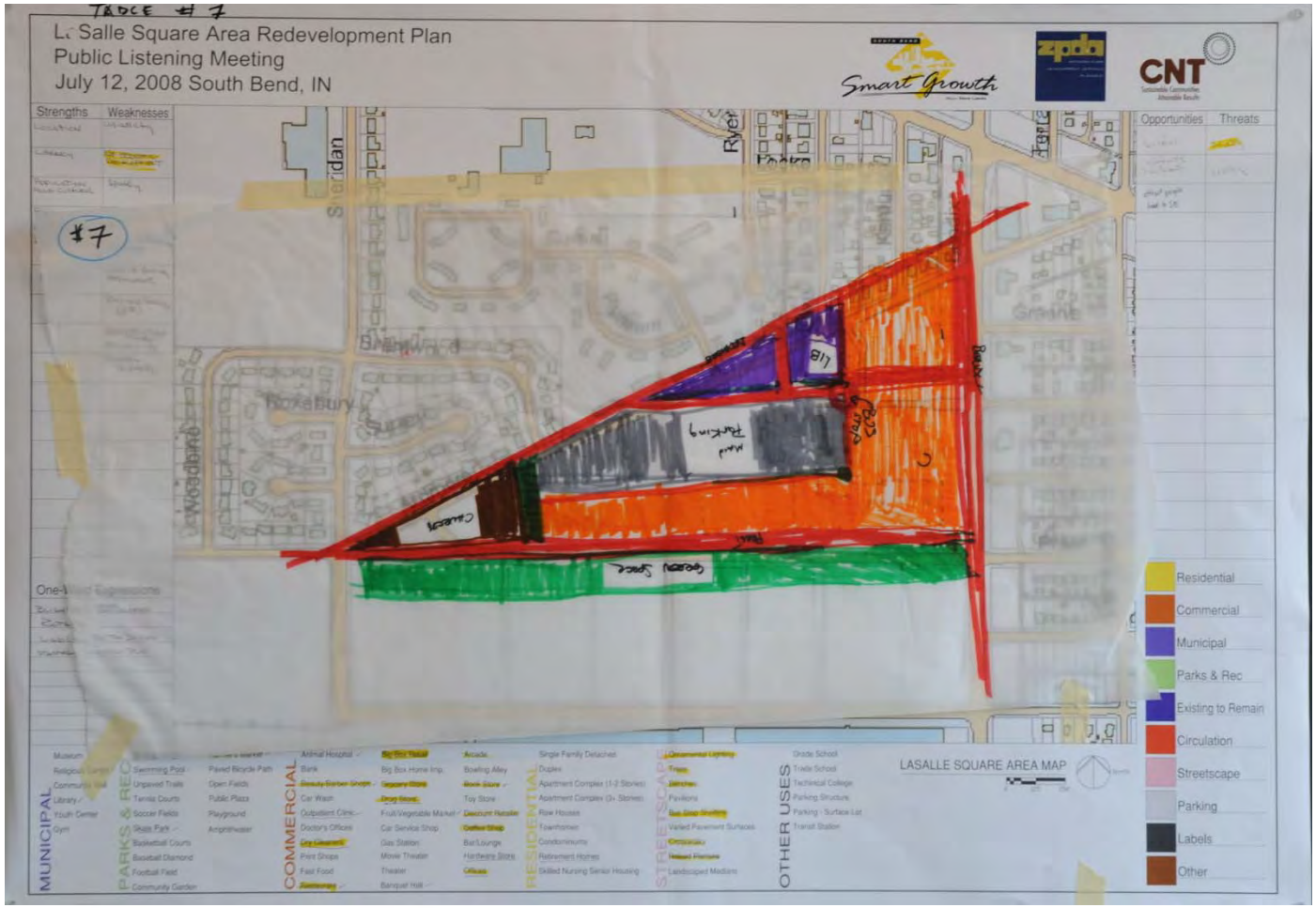
- Transit Station
- Re-routing Bendix around Transit Station into Site
- Rehabbing existing Housing Stock in the surrounding neighborhoods
- Large Parks System with Community Centered Activities

Land Use Planning Table Six

Main Design Ideas

- Temporary Farmers Market
- Transit Station
- Entertainment Venues
- Smaller Retail Centers around site
- Hardware Store
- Pharmacy

Land Use Planning Table Seven



Main Design Ideas

- Increasing the Commercial/Retail Tax Base
- Utilize existing draws on the site
- Support from surrounding neighborhoods
- Large, Centralized Parking Lot
- Green Buffer to south

Information Meeting Survey Results

A community survey was distributed to residents who attended the Information Meeting held on August 19th, 2008 at LaSalle Square to measure the importance of land use components as well as the overall reaction to the plan. The survey was distributed at the end of the presentation but before a brief Question and Answer session to ensure that all residents at the meeting had the opportunity to have their voices heard and their input considered. In total, 57 surveys were received and tabulated.

The survey results indicate that commercial development is, by far, the most desirable land use for the site. Not only did community residents rank commercial development more highly than other uses on a scale of 1 through 5, they prioritized it highest when asked to rank a list of potential uses. By contrast, residents were somewhat mixed in their ranking of other land use types as preferable for the site. Residents supported a farmer's market, trade school, grocer, restaurant, and pharmacy for the site in addition to convenience retail. The following analysis reviews the survey question by question.

1) Indicate the importance of the proposed land use components for LaSalle Square (and particularly for spaces with land use still undefined):

The first part of the question asked residents to rate each of four land-use categories from 5 (very important) to 1 (not important). The results are as follows:

	Rank					
	5	**4**	**3**	**2**	**1**	**Avg**
Residential	14	11	10	3	17	3.04
Commercial	42	9	4	0	1	4.63
Institutional	7	19	10	11	9	3.07
Public Space/Open Space	16	14	20	4	2	3.68

Residents were then asked to identify whether one of these land uses was more important than the others, yielding the following responses:

Land Use	Responses
Commercial	27
Institutional	2
Residential & Commercial	2
Residential Townhouses	1
Local	1
No More Residential	1
Commercial & Public Space	2
All Grass/Trees	1
No answer	11
Equally important	9

Neighborhood residents clearly prefer commercial land uses to take place on the site. 75% of all respondents to the question ranked commercial as a 5, giving it an average score of 4.63 that is nearly a full point better than the next highly ranked land use, Public Space/Open Space.

Information Meeting Survey Results

2) What specific land uses are a good fit for LaSalle Square and South Bend? Please check all that apply.

Residential	Responses
Senior Housing	20
Townhomes	16
Single-Family Homes	16
Other	3

Residents preferred senior housing above townhomes and single family homes, but no pattern of housing emerged as the most preferable by a clear margin. A few responses indicated "None" in lieu of these options. Not all respondents replied to this question.

Commercial	Responses
Farmers Market	42
food Stores	49
Restaurants	32
Pharmacy	47
Sports Center	6
Others	8

Support for a food store, a farmers' market and a pharmacy were all over 80% of total responses. Restaurants were also popular, with respondents suggesting specific chains such as Old Country Buffett. Some residents indicated support for particular kinds of specialty foods, such as freshly baked bread, a meat market or a delicatessen.

Institutional	Responses
Trade School/Employment Training	31
Government Service Offices	11

Not all respondents expressed interest in institutional uses but out of those who did, trade schools were the most significant. Over half of those who responded identified this option as a good fit.

Public Space/Open Space	Responses
Pool	15
Park With Band Shell	28
Playground	25
Open Space w/Trees and Trails	38

Several open and public space options were well received, particularly open space with trees and trails, which garnered 38 responses. A park with bandstand and a playground were also well regarded with just under half of respondents preferring these options.

Information Meeting Survey Results

3) Consider what's been presented this evening about the overall redevelopment of LaSalle Square. Now please tell us: Is there a good mix/combination of land uses for the overall site?

To this question, 36 answered yes, 3 answered no, 14 answered not sure and 4 gave no answer. LaSalle Square residents largely supported the presentation given at the information meeting with 63.15% of respondents accepting the land use proposal. A sizable minority, 24.56%, opposed it.

· *Is there anything that you would like to see more of?*

Land Use Type	Responses
Residential	9
Commercial	27
Public Space/Open Space	14
Entertainment	14
Community Centers	16
Trade Schools	14
Other	6
No Answer	9
Yes, but Not Sure (what other uses)	1

Residents largely preferred seeing additional commercial land uses in the site plan with 27 respondents selecting this choice. Public space, entertainment, community centers and trade schools also received some support from residents with about 25% of all respondents selecting these options. 15.7% of respondents wanted to see additional residential uses on the site.