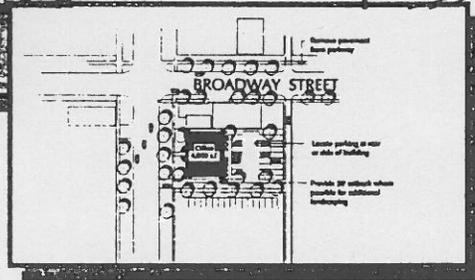
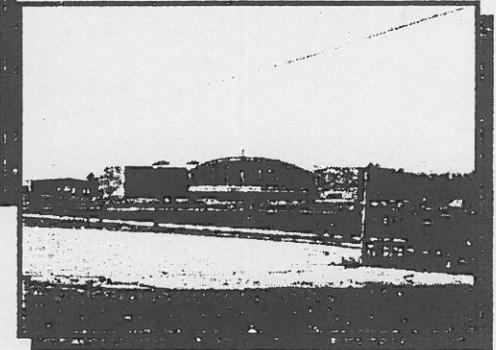
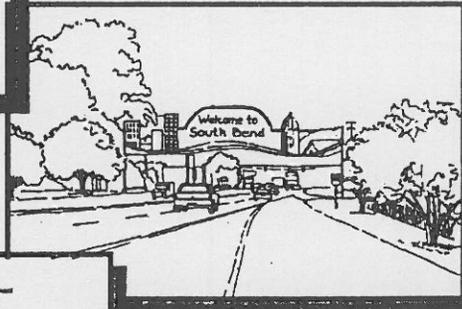
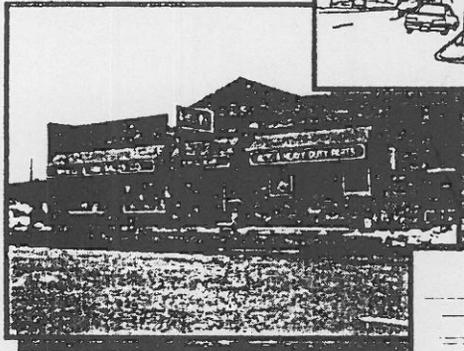
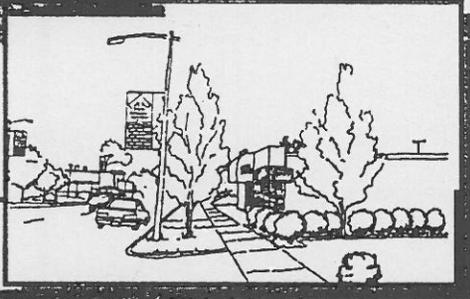
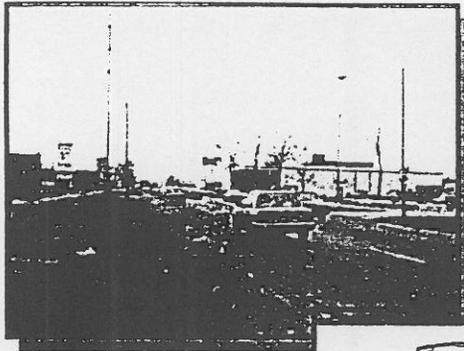


City of South Bend South Gateway Commercial Corridor Action Plan



July, 1998

Please, Don't Throw Away!
Return to:
Community & Economic Development
1200 County-City Building
South Bend, IN 46601

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Introduction

Historically, South Bend has been the commercial center of St. Joseph County and an important cog in the Midwest manufacturing system. It has a national reputation as the home of Notre Dame University. South Bend is well served by transportation corridors including Interstate 80/90, the Indiana Toll Road, and IND 933. The Toll Road carries east-west traffic just to the north of Downtown South Bend while IND 933, the main north-south route goes through the center of Downtown. This study examines the southern portion of IND 933 from the bypass to downtown, an area known as the South Gateway.

As is normal along major gateways, there is extensive commercial development in the study area. That development in combination with the high volume of traffic led the City of South Bend to designate the study area as a commercial corridor worthy of special planning attention. In January of 1998, the City of South Bend commissioned Business Districts, Inc. to undertake this Commercial Corridor Action Plan. This Action Plan integrates existing information, physical analysis, market analysis, and developing trends into a strategy to revitalize the area.

Action Plans have several important purposes. They outline when, how and by whom the activities are to be carried out. But the purpose of an action plan is more pervasive than just directing output. Action plans should:

- ▶ weave the elements of a strategy into a united, cohesive entity,
- ▶ act as road map,
- ▶ stimulate thinking and make better use of resources,
- ▶ inform new participants in the plan of their role,
- ▶ assist management in their control and monitoring

functions,

- ▶ provide a document that can be approved, rejected or modified.

To accomplish these purposes, a commercial corridor action plan builds on the strengths and weaknesses of the existing business mix, uses the available physical resources and support systems, fits trends, and recognizes development opportunities. These are the tangible and intangible aspects of the area that define it for the community.

Every plan benefits from a structure that organizes the effort into goals, objectives, and action steps. A goal defines where the effort is heading. An objective defines strategies that will be necessary to achieve the goal, and action steps outline specific procedures for meeting each objective. The goal of this Commercial Corridor Action Plan is:

To establish South Gateway as an attractive entrance to Downtown South Bend that also provides convenience shopping, offices, and services for commuters and adjacent neighborhoods.

The South Gateway also should protect the attractive nearby residential areas and provide alternative sites that avoid sprawl as retail businesses locate to capitalize on customers attracted to the renewing Scottsdale Mall.

The pages that follow first examine the existing conditions and then identify 24 objectives and more than 75 action steps design to achieve the plan goals. Thirty-seven development sites are identified. Implementing this plan requires a significant commitment from the citizens of South Bend. Often when a report of this length is finished, those participating in

the process are tempted to breathe a sigh of relief and relax. That would be a huge mistake. The momentum for positive action has never been stronger. The residents of South Bend who are intent on the revitalization of the South Gateway area now must energize their efforts. All of the consultant team members developed a very positive impression of South Bend, its government officials, its business owners and residents. Our experience in other communities makes us confident that South Bend has the ingredients at hand to improve the South Gateway Area.

Situation Audit

External Trends

A prerequisite to any revitalization effort is a clear understanding of the specific situation and the context in which it exists. In the case of South Bend's South Gateway, that means understanding its characteristics and those of the community that has shaped it over time. It also means understanding the dynamics of a larger regional and national society, and those of a real estate and commercial industry that responds to society's needs and desires -- even shapes them.

It is realistic that virtually all commercial corridors are in a constant state of transition, from their merchandise and personnel to the skylines and open spaces beyond. Change can be beneficial if it is understood, anticipated, and managed to take advantage of its momentum and direction. Following is a summary of national, regional, and local trends.

National Trends

- ▶ The U.S. population is increasingly diverse; the majority of future growth will be in the minority and immigrant categories;
- ▶ The population is aging;
- ▶ For the first time in history, national research surveys show consumers more interested in saving time than money;
- ▶ Communication and technology have encouraged globalization of the economy, tele-commuting, corporate re-engineering and electronic shopping;
- ▶ The retail industry is undergoing dramatic reorganization as big box stores dominate many retailing categories;
- ▶ The country is over stored, but more stores are still being opened;
- ▶ More retailers are looking for locations in established

- business districts;
- ▶ Fully prepared meals constitute more than 50% of all food purchases causing restaurant growth and reconfiguration of grocery stores;
- ▶ Entertainment and dining targeted to families are growth sectors;
- ▶ Consumers are fighting aging by investing in personal care and education;
- ▶ The office market is coming back, stimulated by the growth of small businesses;
- ▶ Housing within or adjacent to business districts has gained in popularity;
- ▶ There is a strong public desire for "sense of place," the arts, and adult educational experiences;
- ▶ Among young consumers, lattes are replacing liquor as the buzz of choice;
- ▶ Spending on the home is increasing with rent payments up 29% and spending on home furnishing up 50% in the last 10 years;
- ▶ Pets are "Kings of the castle"
- ▶ The bright spot in apparel spending is children's clothes.

Regional Trends

- ▶ The Designated Market Area of South Bend contains nearly 840,000 people, an increase of more than 30,000 since the 1990 census;
- ▶ The regional economy is strong, including retailing; office and hotel development;
- ▶ Households and businesses continue to seek the greenfield developments on the outskirts of South Bend;
- ▶ Tourism that centers around Museums and Notre Dame Football remains strong

Local Trends

- ▶ The Scottsdale Mall has modernized its image and is attracting stronger tenants and outlot development
- ▶ The Kerasotes Theater Chain expressed great confidence in the area when it located a 13-screen theater on the southern end of the study area;
- ▶ The construction of IVY Tech's Campus adds to an important group of institutional uses that anchor the Northern sector;
- ▶ The Center for the Homeless has received national recognition for its programming and is planning a major expansion;
- ▶ Signage restrictions have controlled the impact of adult businesses in the area;

These are only a few of the external trends that are and will influence change in the South Gateway Corridor. For the most part, they can be viewed as positive, if the community takes advantage of them. Some have negative implications if the community chooses to ignore them. In any case, the challenge is clear.

The South Gateway area will need to adapt itself to future conditions if it wishes to preserve its heritage and nurture its quality of life.

Market Facts

Retail businesses in a commercial area draw 50-80% of their customers from a primary trade area determined by physical and psychological characteristics of the surrounding neighborhoods. Physical features that constrain or expand a trade area include: access to major roadways, edges caused by water, large rail yards or vast tracts of open space, and nearby competition. Psychological factors include a sense of affiliation (e.g., that is my town), perception of safety, and confidence in the quality of the merchandise selection offered by stores in the area.

Although the South Gateway Corridor study area was defined as the property adjacent to Michigan and Main Streets extending from the Viaduct on the north through to Ireland Road on the south and the property along Ireland Road to the Scottsdale Mall, the Consultant's investigation suggested that there are at least three different sectors in this area. Each Sector has a different market, its trade area. Maps of each sector follow.

The North Sector is dominated by institutional, office and light industrial uses. Significant, recent public and private investment has greatly enhanced this area. Interviews revealed that there are additional improvement plans for this area's properties. Because it is dominated by offices and soon IVY Tech, this sector's population demands convenience retail (Quick Marts, Drug Stores, Florists), services (Hair Care, Dry Cleaning, Day Care), and restaurants. As confidence in the area increases with implementation of this Action Plan, the impressive employment base of 65,000 workers within 3-miles should cause the market to respond with these uses.

The South Sector is a strong retail area starting where

Michigan becomes two-way at Chippewa and continuing east on Ireland Road to the Scottsdale Mall. Again, there has been significant, recent investment in this area. The larger trade area created by access to the bypass, the offering of Scottsdale Mall, and the recently opened Kerasotes Theaters drives this development. It is easy to understand this strong activity when the purchasing power of this larger trade area is revealed:

Purchasing Power: One-Mile

Category	(\$ Mil)
Apparel	\$110.3
Groceries	\$243.3
Restaurants	\$133.1
Home Furnishings	\$41.6

Implementation of the appearance and organization initiatives outlined in the Action Plan will make this South Sector a more desirable destination trip, insuring the continued, market driven, development of this strong retail environment.

The center, mixed use sector presents the greatest challenge as a development market. It's high vacancy rate, one-way traffic pattern, and non-synergistic mix of uses limits market driven development. Still it has nice adjacent neighborhoods and offers opportunities for affordable office and retail space. The purchasing power of nearby residents could support many uses.

Purchasing Power

Category	3-Mile Ring (\$ Mil)	5-Mile Ring (\$ Mil)
Apparel	\$7.2	\$55.4
Groceries	\$17.3	\$125.6
Restaurants	\$8.6	\$66.2
Home Furnishings	\$5.4	\$32.7

Many of the recommended action steps seek to strengthen this area as it provides neighborhood shopping and a transition from the northern employment area and the southern shopping district.

Strengths and Challenges

Identifying the aspects of a redevelopment area that meet or exceed levels necessary for a strong business environment, is the foundation for building a successful marketing and redevelopment strategy. At the same time, it is important to recognize factors that create the challenging situation that led to the need for revitalization.

Strengths

South Bend's South Gateway benefits from these characteristics:

1. The area's history as commercial corridor means there are a number of longstanding businesses and residents are accustomed to shopping in the area.
2. The high traffic volume, nearly 40,000 cars per day, provides potential customers for the businesses.
3. The presence of public facilities draws customers and provides an anchor of well-maintained buildings.
4. Designation as an Urban Enterprise Zone provides economic incentives for area businesses.
5. Strong independent businesses like Sergio Pools and the furniture stores provide stability for the area.
6. The new Kerasotes Theater will draw additional customers to the area.
7. The Scottsdale Mall draws shoppers to the area.
8. The proximity to the expressway expands the trade area by providing quick access for a wider area.
9. IVY Tech will not only provide a pleasing visual anchor, it will bring students and their purchasing power.
10. Strong government and business community interest supports the development of programming to revitalize the area.

Challenges

The challenge to change comes from aspects of an area that dissatisfy. These challenges can be divided into:

- ▶ **Weaknesses**, factors that are very difficult to change and often must be accepted into the plan;
- ▶ **Threats**, factors that will become weaknesses if action is not taken;
- ▶ **Opportunities**, readily accomplished changes that will quickly improve the area.

Weaknesses

1. The one-way traffic system makes it difficult to intercept customers on the companion street-- consumers traveling home on Main Street must remember what cross street leads to a business on Michigan.
2. High speed traffic makes pedestrians feel unsafe and makes larger signs necessary.
3. This area is divided into small parcels of land so assembling a developable sized site necessitates time-consuming negotiations with multiple owners. Additionally, one recalcitrant owner can stymie a potential development.

Threats

1. Adult businesses do not mix well with the desired uses and consequently, limit the market for area properties, undermining the market's confidence in the area's developability.
2. The perception of widespread prostitution and crime also undermines the real estate market's confidence in the area.

3. Vacant land suggests decline, further undermining the quality of the market.
4. At existing rents, the investment necessary to rehabilitate properties is too high to promise attractive returns.
5. Industrial uses mixed with retail prevent the development of a shopping node as the appearance standards (blank walls compared to display windows) and parking requirements (all day vs. frequent turnover) conflict.
6. The mixed use sector of South Gateway, lacks both store variety and quantity. This lack of critical mass limits the cross shopping that provides additional customers to each business, weakening the businesses.
7. Poorly maintained buildings add to the appearance of decline further undermining the real estate market.
8. Cracked and missing sidewalks, hidden curbs, paved parkways and other examples of poor infrastructure also add to the deteriorating image of the area.
9. Although there appears to be adequate parking, it is not well managed with signage, screening, maintenance and enforcement.
10. Prior to the development of this action plan the South Gateway had a weak business organization and lacked comprehensive planning.

Opportunities

1. Vacant land can be developed quickly and without demolition expense.
2. The IVY Tech students will significantly increase the nighttime traffic making the area less desirable for adult businesses. Note that commuter colleges like IVY Tech do not usually generate substantial business for nearby stores other than fast food restaurants.
3. Patrons of the Kerasotes Theater will also cause changes in traffic patterns as they attend evening movies. This additional traffic will encourage the market to develop restaurants.
4. The high volume of traffic provides opportunities to intercept travelers on their normal path from home to work or other activities. That is much easier than making consumers deviate from their regular trip.
5. Incentives provided by the Urban Enterprise Zone and Tax Increment Financing District provide a competitive advantage over other areas.

Action Plan

Roles and Responsibilities

Much work will be required to accomplish the goal of revitalizing the South Gateway. This study recommends a two-part structure to support that work, a Steering Committee to guide initial efforts and a permanent successor Organization to manage programs necessary for long-term economic vitality of the area. These recommendations recognize that the talents necessary to initiate revitalization differ from the talents necessary for long-term management. The Steering Committee will guide approval of the plan and seek public support for the process. It will also set the parameters for programs like appearance guidelines, major developments, facade improvement programs, and streetscape design.

The Steering Committee is meant to be a temporary organization that dissolves after implementation of this development plan is completed. The Steering Committee would be composed of these individuals:

- ▶ A Representative of the City's Department of Community and Economic Development
- ▶ A Representative of the Urban Enterprise Zone
- ▶ A Representative of the Chamber of Commerce
- ▶ The Chairperson of the South Gateway Improvement Association
- ▶ Three - four key property owners
- ▶ A representative of Scottsdale Mall
- ▶ An elected official
- ▶ A Representative of Ivy Tech
- ▶ A member of the Leadership Council

The Steering Committee would be responsible for guiding policy initiatives that support successful implementation of this Plan. The tasks to be undertaken to achieve that objective include:

- ▶ Facilitating assembly of developable land
- ▶ Reviewing Developer Qualifications
- ▶ Reviewing development proposals recommending Municipal Actions
 - ▶ Streetscape expansion
 - ▶ Parking Revision
 - ▶ Public Safety Initiatives
- ▶ Seeking Project Funding
- ▶ Providing timely and accurate press information
- ▶ Providing periodic status updates so that progress can be gauged,
- ▶ Encouraging community input, ownership, and participation.
- ▶ Evaluating progress and revising plans as necessary

Since communication is critical to the success of revitalization, the Steering Committee needs to undertake a communication process that:

- ▶ immediately builds consensus on the approved plan with all the key constituencies of the community,
- ▶ articulates the next steps so that everyone knows what to expect,
- ▶ provides periodic status updates so that progress can be gauged,
- ▶ encourages community input, ownership, and participation.

With recruitment a key priority in the revitalization plan, a specific communication strategy with real estate brokers and other entities that can bring new businesses to South Gateway is also important.

Action Plan
ORGANIZATION

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Establish Implementation Structure</i>			
1. Seek Area Planning Commission approval of this Plan	Area Planning Commission	August 1998	
2. Seek Common Council formal adoption of this Plan	Common Council	August 1998	
3. Appoint Steering Committee Composed of: <ul style="list-style-type: none"> • A Representative of the City's Department of Community and Economic Development • A Representative of the Urban Enterprise Zone • A Representative of the Chamber of Commerce • The Chairperson of the South Gateway Improvement Association • Three - four key property owners • A representative of Scottsdale Mall • An elected official • A Representative of Ivy Tech • A member of the Leadership Council 	Mayor	August 1998	
4. Provide communication response number (Voice Mail Number)	Steering Committee	August 1998	
<i>Objective: Strengthen South Gateway Improvement Association</i>			
1. Make phone or personal contact with all potential members	Steering Committee	September 1998	
2. Create monthly meeting plans for next six months <ul style="list-style-type: none"> • Topics that flow from the plan • Plan updates • Report on Leadership Council meetings • Organized meetings 	Improvement Association	October 1998	
3. Create issues agenda for presentation to the Steering Committee	Improvement Association	December 1998	

Action Plan
 ORGANIZATION

<i>Phase II: January 1999 to June 2000</i>	Committee	Due	\$
<i>Objective: Create permanent South Gateway management structure</i>			
1. Evaluate interest and ability of South Gateway Improvement Association	Steering Committee	February 1999	
2. Determine area boundaries <ul style="list-style-type: none"> • Should North (Institutional) Sector be part of Downtown? • Should Ireland Road be separate? • How to integrate new developments 	Steering Committee	February 1999	
3. Determine permanent financing mechanisms <ul style="list-style-type: none"> • BID • Dues • Investors' Contributions • Public funds 	Steering Committee	March 1999	
4. Report to Common Council	Steering Committee	Every 4-6 Months	

Land Use

The land use plan for the South Gateway Corridor is generally defined by the existing development pattern in the area. This pattern consists of five components:

1. Industrial use west of Main Street
2. Southeast Neighborhood, a predominately single family residential area east of Michigan Street
3. Institutional/Educational and limited commercial use north of Indiana Street
4. Mixed use, including commercial, industrial, and residential between Indiana Street and Chippewa Avenue
5. Commercial use south of Chippewa Avenue and along Ireland Road

This land use pattern is illustrated on the Planning Issues diagram on the following page and documented by an associated map. This diagram also illustrates a variety of other issues including existing traffic volumes, the limits of the Urban Enterprise Zone, and adjacent planning areas such as the Studebaker Corridor Development Area and the Southeast Neighborhood.

While the overall land use pattern in the corridor has been stable, there has been some transition from residential to commercial or office use in the central portion of the corridor. To maintain contiguous living environments and consistent land use patterns, it is recommended that residential properties north of Donmoyer between Main and Michigan be permitted to continue the conversion to commercial and office use. South of Donmoyer, it is recommended that the existing residential neighborhoods be kept intact, with no additional conversion. Specific land use recommendations for individual development sites are provided later in this chapter.

Action Plan
Land Use

	Who	Due	\$
<i>Objective: Enhance land use compatibility</i>			
1. Promote redevelopment/use of single family parcels north of Donmoyer Street and west of Main Street (north of Chippewa Ave.) <ul style="list-style-type: none"> • Encourage consolidation of parcels to create larger redevelopment sites • Allow conversion of homes for offices and limited commercial use where parking can be provided 	Private property owners'/ City of South Bend	Ongoing	n/a
2. Maintain integrity of strong residential areas <ul style="list-style-type: none"> • Do not allow conversion from residential use between Donmoyer/Dean/Main/Michigan or east of Michigan between Farneman Street and Barbie Street • Enhance/provide sidewalks in these areas and provide improved street tree plantings 	City of South Bend	2003	\$ 35,000

Transportation

The traffic pattern in the South Gateway Corridor is dominated by the one-way system of north bound Michigan Street and south bound Main Street. Traffic volumes on these roadways have been increasing, with the heaviest volumes occurring on Michigan Street, with an average daily traffic volume of 20,000 to 25,000 vehicles. These traffic volumes are significant, and are needed to support existing and future commercial businesses within the corridor. With the exception of Sample Street at the northern end of the corridor, traffic volumes on east-west routes within the corridor are much lower. Ireland Road had an average daily volume in 1996 of 14,000 to 18,000 vehicles per day. Ewing Street was the only other east-west route with a significant traffic volume, at nearly 10,000 vehicles per day.

Based on field observation in early 1998, it appears that traffic flows smoothly and efficiently through the corridor. The following action plan highlights several key transportation issues which should enhance the overall corridor and increase the viability of commercial use within the area.

Action Plan
Transportation

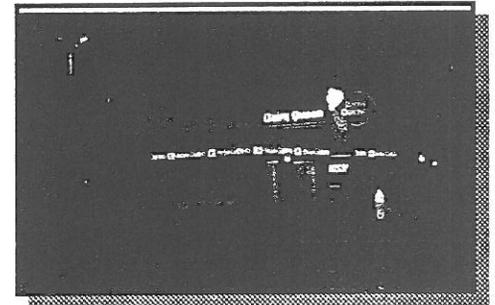
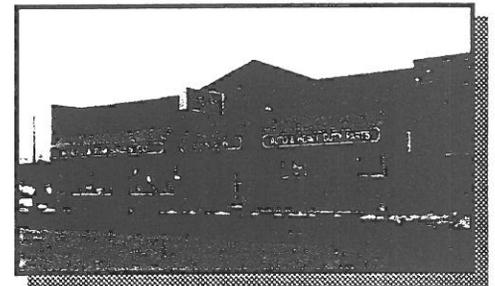
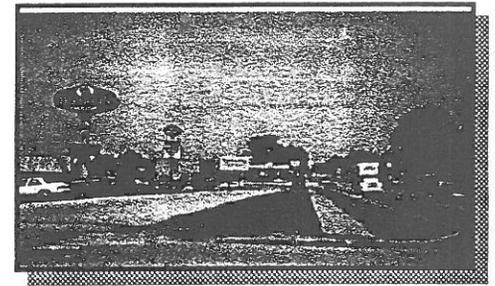
	Who	Due	\$
<i>Objective: Maintain/Improve flow of traffic while enhancing access to individual parcels</i>			
1. Require cross access between commercial parcels and minimize curb cuts.	City of South Bend, APC, BZA	As development occurs	0
2. Encourage combining or eliminating curb cuts where cross access is provided	Private property owners/ City of South Bend	As development occurs or during major roadway reconstruction	n/a
3. Remove paving from parkways to discourage illegal parking	City of South Bend	As development occurs or during major roadway reconstruction	\$ 75,000- \$85,000 (8,500 per block face)
4. Remove existing pavement before improving Michigan/Main to restore function and appearance of curb edge	City of South Bend	2003	per plans
5. Consider vacation of selected short street segments between Michigan and Main <ul style="list-style-type: none"> • Reduce overall maintenance costs • Encourage redevelopment and add property to tax roles • Possible segments include Bowman, Donald, and Tasher 	Private property owners/ City of South Bend/Public utilities	As development occurs	\$5,000 per street

Appearance

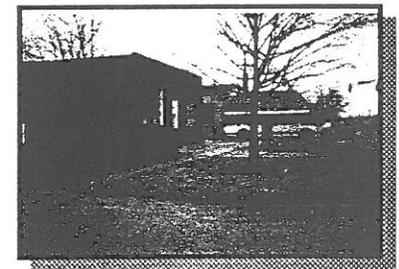
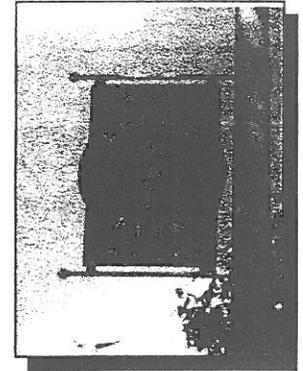
During the situation audit, one significant concern raised by a number of residents and business owners expressed concern about the overall appearance of the corridor. As it currently exists, the South Gateway corridor does not have a distinct identity. Many parkways are paved, sidewalks are not continuous and are often in disrepair, and many private properties appear dated and in need of a face lift. The following photographs summarize several of these appearance issues.

The following action plan highlights recommendations to enhance the South Gateway Corridor's image. Sketches for a number of these recommendations are also included. These sketches are intended as concepts to illustrate key recommendations. Improvements do not have to be installed exactly as illustrated to achieve the goal of revitalizing the corridor. However, the types of improvements shown in the sketches would be appropriate ways to stimulate excitement and enthusiasm in the South Gateway Corridor.

- ▶ Encourage non-rectangular signs, in scale with development sites
- ▶ Provide street trees and shrub screening around parking lots
- ▶ Encourage consistent awnings and facade improvements
- ▶ Locate parking at rear or side of buildings
- ▶ Permit some additional signs if in scale with building
- ▶ Encourage creative signs which reflect the adjacent use where appropriate



- Consider permanent banners in the central part of the corridor to promote identity, reduce long-term maintenance costs
- Banners should feature unique logo and limited text
- Seasonal banners are appropriate at north and south ends of the corridor, and could include the name of a sponsor
- Complete sidewalks within residential areas with appropriate accessible ramps at intersections
- Restore grass parkways with street trees
- Screen storage areas and provide landscaping around parking lots



Action Plan
Appearance

Phase I: June 1998 to December 1998	Who	Due	\$
<i>Objective: Develop Streetscape Improvements to Enhance image of the Corridor</i>			
1. Develop gateway treatment at Chippewa/Michigan intersection <ul style="list-style-type: none"> • Landscape traffic island with seasonal and evergreen plant material • Install an identity sign to welcome visitors to the South Gateway Corridor • Install street tree plantings around intersection to enhance sense of arrival • Encourage additional landscape improvements on private property 	City of South Bend/ Private property owners	fall, 1998	\$35,000
Phase 2: 1999			
2. Develop a new gateway to South Bend between Ireland and Highway 20 <ul style="list-style-type: none"> • Utilize the backside of existing highway sign spanning the roadway • Create a unique sign based on existing entry sign modify • Add additional ornamental trees in clusters within roadway right-of-way to enhance sense of arrival 	City of South Bend/Indiana DOT	fall, 1999	\$40,000
3. Establish a facade and interior improvement program to encourage private reinvestment <ul style="list-style-type: none"> • Develop a matching grant program for properties within TIF/Urban Enterprise Zone • Work with local banks to provide low interest improvement loans for properties outside of the TIF/Urban Enterprise Zone • Conduct a seminar with an architect where individual businesses can have conceptual improvement sketches prepared for a nominal cost • Encourage use of a single architect for design continuity and economies of scale, perhaps funded through TIF/Urban Enterprise Zone funds 	City of South Bend/ Steering Committee/Local Banks/ Local architect	winter, 1999	\$2,000

Phase 3: 2000 - 2005			
<p>4. Establish landscaped parkways</p> <ul style="list-style-type: none"> • Remove paving between curb and sidewalk • Install street trees and grass 	City of South Bend	As development or major roadway reconstruction occurs	\$ 75,000-\$85,000 (8,500 per block face)
<p>5. Develop a banner program</p> <ul style="list-style-type: none"> • Cluster banners at key locations such as near signalized intersections • Work with businesses and residents to determine if permanent or changeable banners are preferred • If changeable banners are used, consider utilizing banners with South Gateway logo and identification of a contributing local business 	Steering Committee/ City of South Bend/ Power Company	winter, 2000	\$20,000-\$40,000 (\$740 per banner)
<p>6. Develop enhanced streetscape at key signalized intersections</p> <ul style="list-style-type: none"> • Add pedestrian scale lighting, enhanced sidewalk paving, and street trees • Continue streetscape treatment along east/west roadways • Establish varying levels of improvement based on the amount of pedestrian traffic, with greatest level of improvements along 200 Michigan 	Steering Committee/ City of South Bend	1999 - 2005	Per streetscape plans
<p>7. Encourage businesses to establish a common awning program</p> <ul style="list-style-type: none"> • Basic shape and form should be consistent, ideally extending approximately 3' to 4' out from building to provide limited shelter from rain • Encourage consistent awning color at intersections • Encourage common purchase through a single vendor 	Business owners/ Steering Committee	1999-2005	
<p>8. Encourage 1950's style sign theme for private businesses</p> <ul style="list-style-type: none"> • Maintain scale of signs consistent with use • Encourage signs with unique shape • Provide greater latitude for sign variations where consistent with desired corridor theme 	Business owners/ Steering Committee/City of South Bend	1999-2003	
<p>9. Extend Studebaker Corridor Design Guidelines and design review to commercial and industrial development within the South Gateway Commercial Corridor along Michigan and Main</p>	Steering Committee/ City of South Bend	1999+	

Action Plan

APPEARANCE: SHORT TERM MAINTENANCE

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Establish extra level of service</i>			
1. Create "clean up response team" <ul style="list-style-type: none"> • two to three summer employees • regular routine of litter removal • landscape enhancement maintenance • emergency response to graffiti 	City Coordinates	Fall 1998	\$5,000
2. Plant annuals at key locations <ul style="list-style-type: none"> • fund flowers • create a volunteer event to plant • get maintenance commitment 	City Coordinates	Spring 1998	\$3,000
Phase 2: 1999			
1 Contract with a local landscape firm to provide maintenance of entry features	City	May 1999	\$5,000
2. Consider selection of one contractor for parking screening maintenance in front of local businesses	property owners	May 1999	variable

Entry Concept South Gateway Corridor

Legend

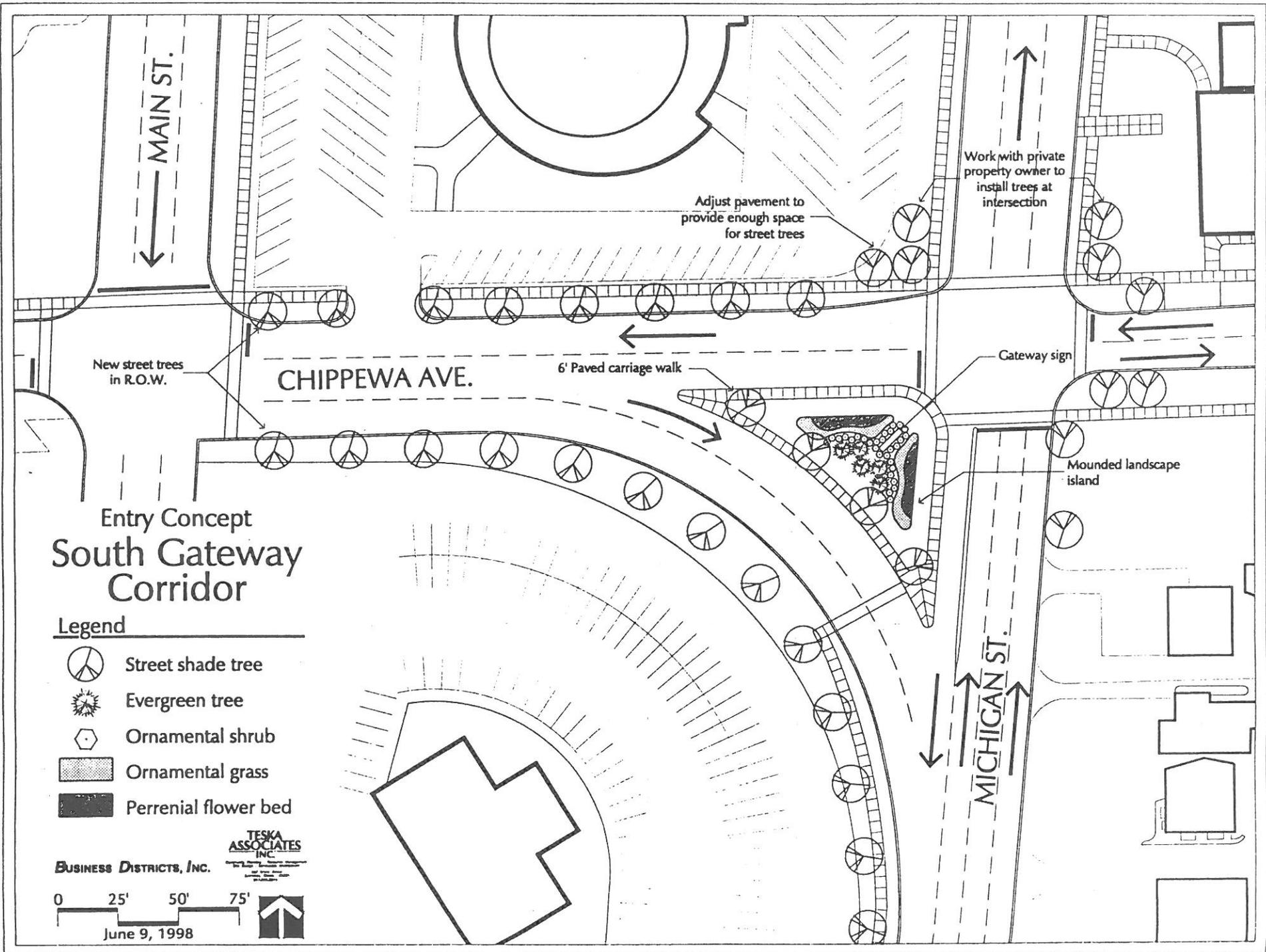
-  Street shade tree
-  Evergreen tree
-  Ornamental shrub
-  Ornamental grass
-  Perennial flower bed

BUSINESS DISTRICTS, INC.

TESKA
ASSOCIATES
INC.

0 25' 50' 75'

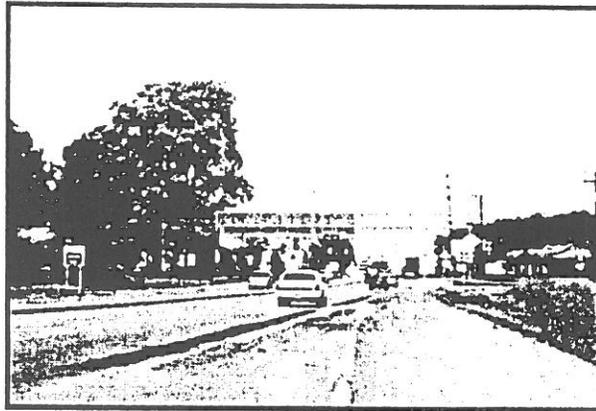
June 9, 1998



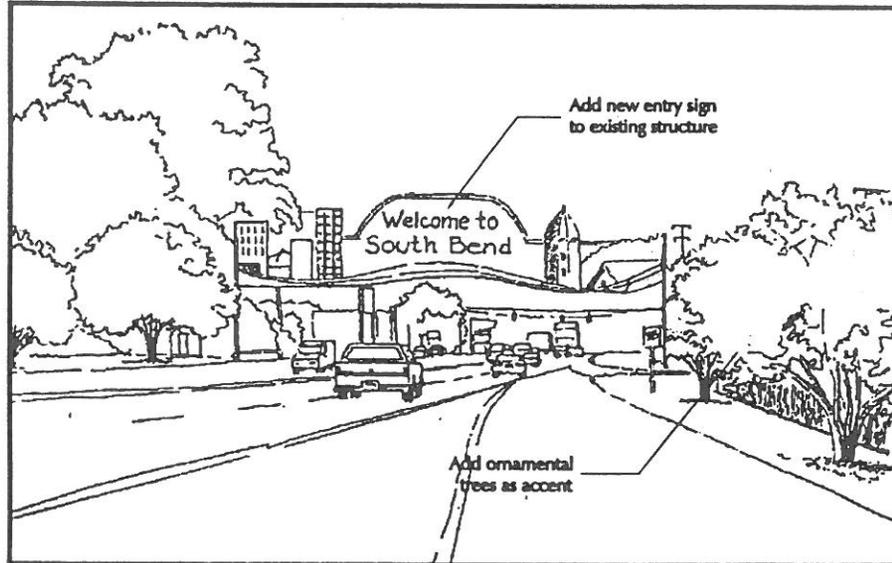
Community Entry Feature

South Bend

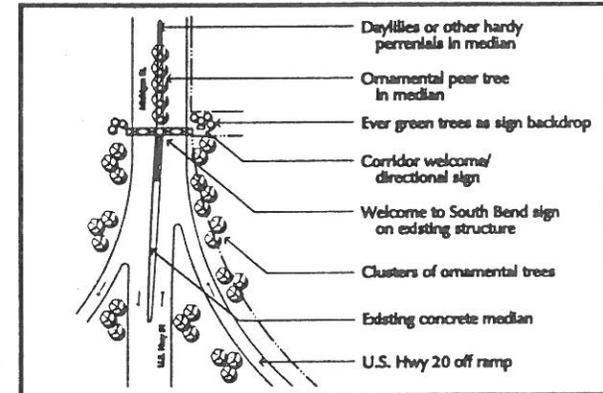
South Gateway Corridor



Existing Conditions



Proposed Improvements Perspective



Plan View

Business Districts, Inc.



June 22, 1998

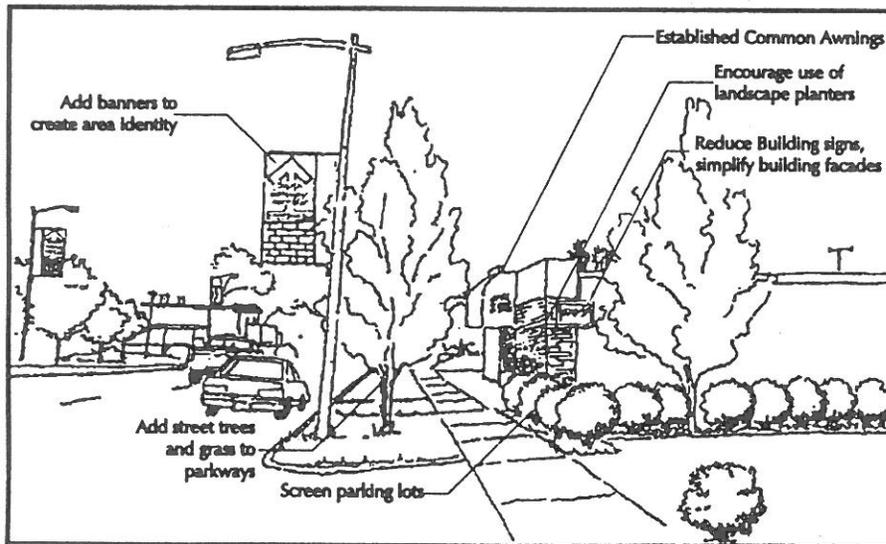




Existing Conditions

Streetscape Improvements

South Bend South Gateway Corridor



Proposed Improvements Perspective

Business Districts, Inc. 

June 22, 1998



Development Opportunities

Thirty-seven development sites have been identified on the following plans. These sites fall into several categories:

1. Developed parcels with vacant buildings
2. Vacant parcels
3. Developed parcels currently in use which may be appropriate for redevelopment

These development sites are an important feature of this market because they offer early opportunities to capitalize on an improving market. As mentioned previously, current market rate rents do not provide high enough returns to encourage new construction. These low returns are the result of the classic economic law of over supply in the presence of low demand. As the image of the area changes with implementation of this Action Plan, it is anticipated that demand will increase resulting in a market that supports development with appropriate returns. It will be important for Steering Committee members to recognize that early efforts to stimulate the development of these sites will lead to later private market activity that continues the revitalization.

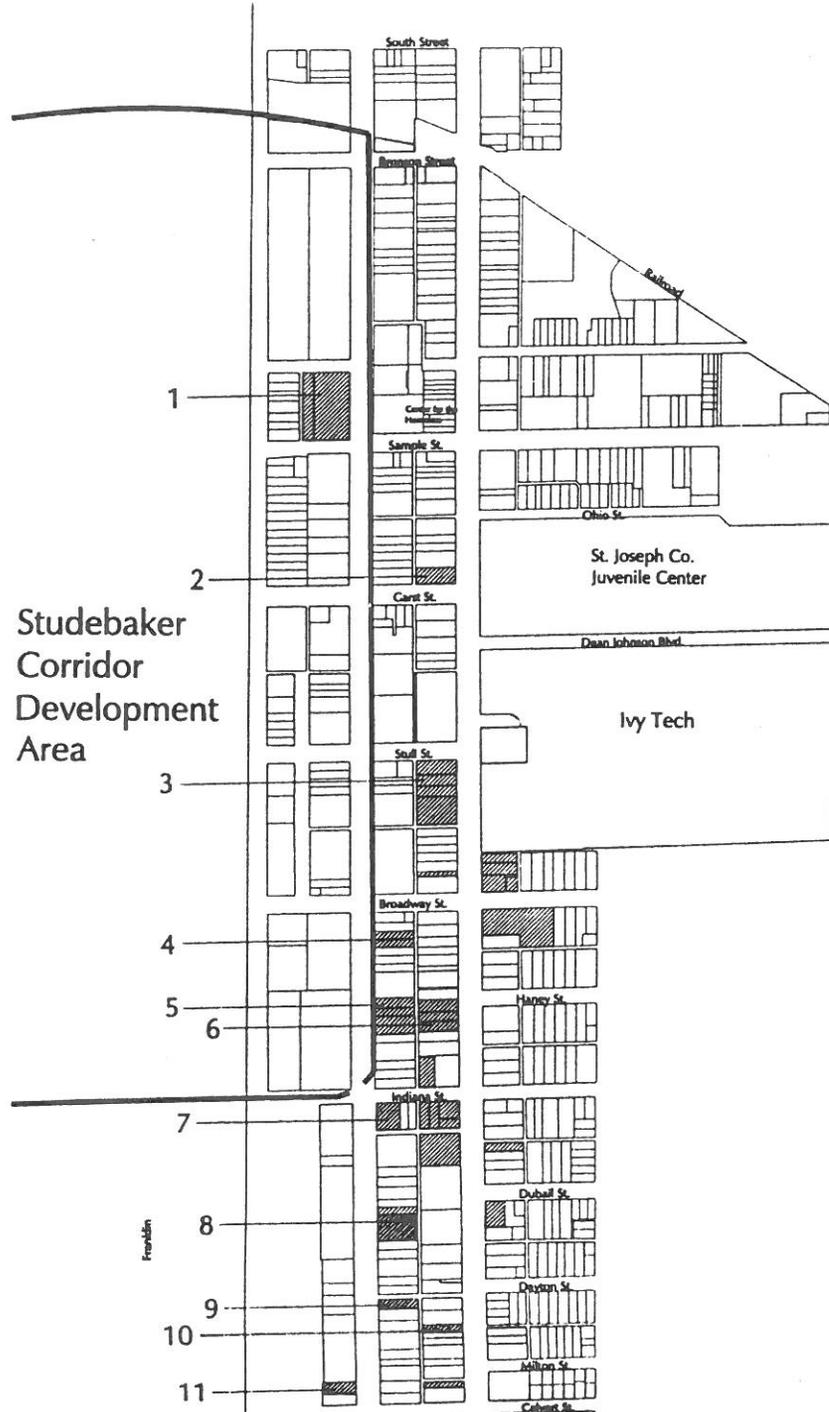
Leasing existing space is the quickest way to increase employment within the corridor and to provide additional potential customers for existing businesses. This activity should be the top priority. However, some buildings within the corridor are obsolete for their current use, and will need to be significantly renovated or removed to accommodate new development. Vacant parcels are also key development sites, as these properties currently contribute little to the corridor either in terms of synergy of use with existing businesses or in terms of tax base for the community. Developed parcels which are currently in use are the lowest priority sites. These parcels can and should remain in use for the immediate future. However, given the location of the parcel or the

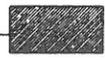
condition of the property, redevelopment options should be considered if adjacent parcels are developed or a particular property owner desires to redevelop the parcel.

Each of the 37 development sites is illustrated on the following plans. These plans are divided into a north, middle, and south section for ease of legibility within the report. Following the plans is a table which identifies the location, size, existing use, and recommended future use of each site. The table also identifies how many individual parcels are included within each site. Where several potential uses exist for a site, future uses are listed in order of preference. To provide examples of possible development alternatives, sketches have been prepared for Sites 4, 7, and 16. These sketches provide typical examples of how new development can occur within the corridor. Property owners are not required to develop their properties exactly as illustrated on these sketches. However, it is hoped that these sketches will provide ideas on how each of these sites could be developed in conformance to the objectives of this South Gateway Corridor Action Plan.

North Institutional Sector - Development Sites

South Bend South Gateway Corridor



1 —  Development Site

BUSINESS DISTRICTS, INC. 

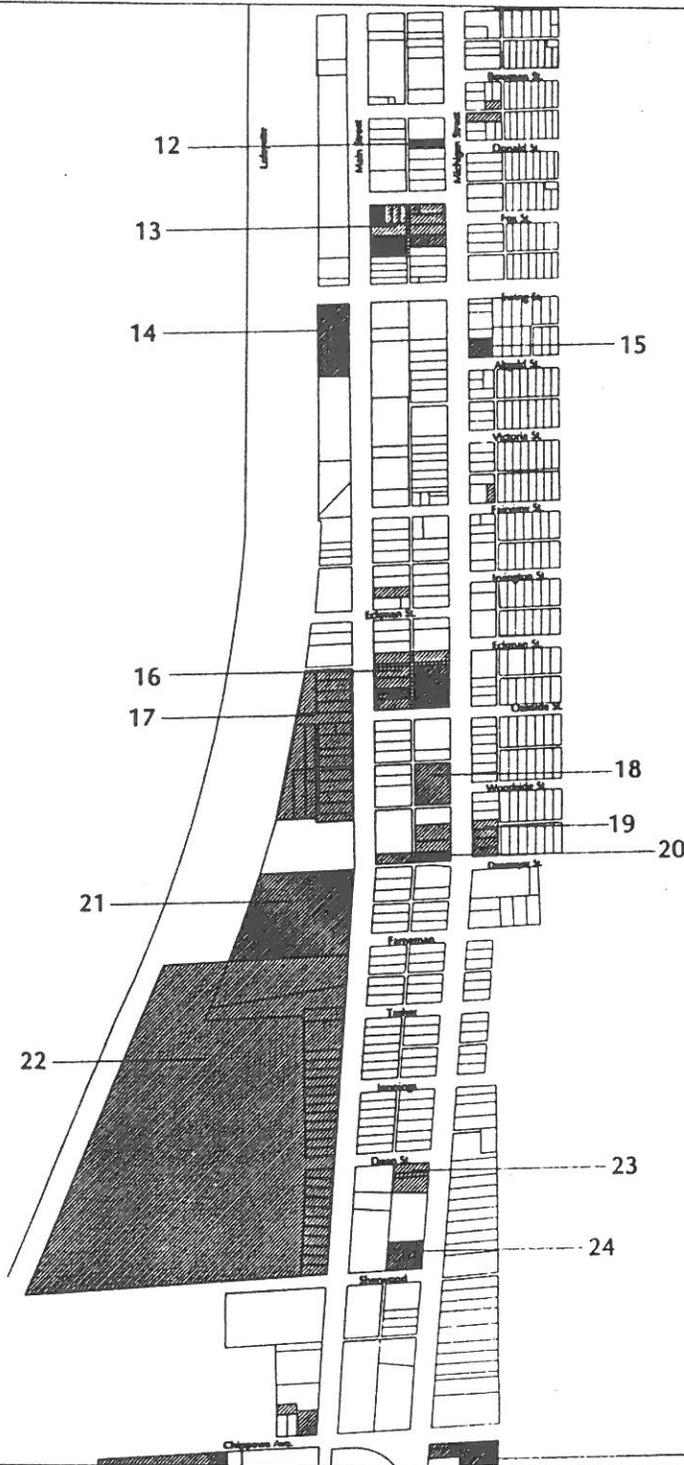
August 1, 1998



Middle Mixed Use Sector - Development Sites

South Bend South Gateway Corridor

1 —  Development Site



BUSINESS DISTRICTS, INC.

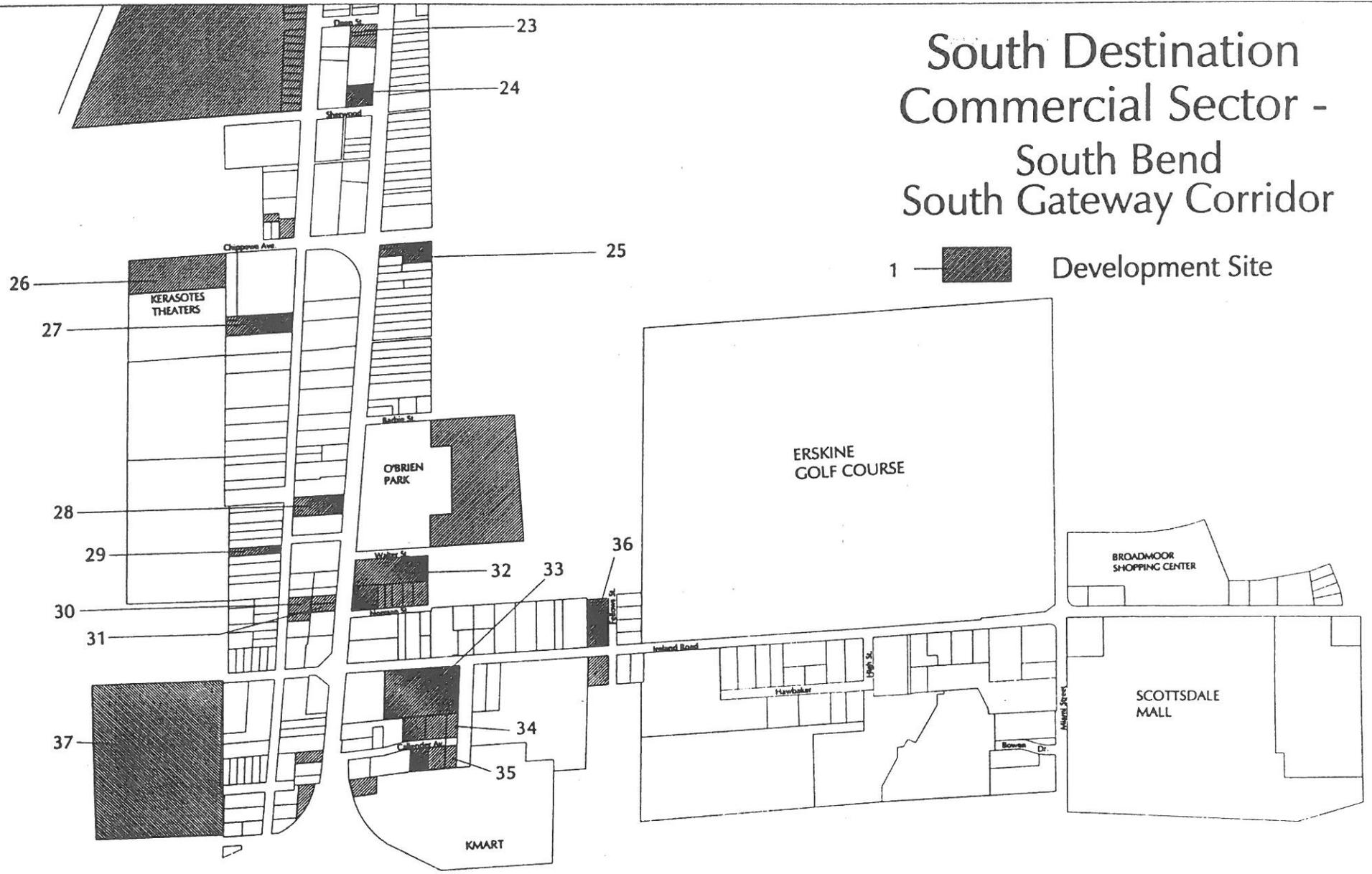
TESKA
ASSOCIATES
INC.

August 1, 1998



South Destination Commercial Sector - South Bend South Gateway Corridor

1  Development Site



BUSINESS DISTRICTS, Inc. 

August 1, 1998



Development Sites

Site	Location	Area/Dimension	Existing/Former Use	Proposed Use(s)	Number of Existing Parcels
1	Sample & Main	53,926 sq. ft. 278'x194'	vacant	a. Light Industry b. Office c. Retail d. Other commercial	2
2	Garst & Michigan	10,978 sq. ft. 67'x165'	vacant	Office	1
3	Stull & Michigan	44,621 sq. ft. 267'x167'	vacant/ funeral parlor	a. Retail b. Office	4
4	Main	11,171 sq. ft. 68'x165'	vacant	a. Commercial b. Office	2
5	Main	25,311 sq. ft. 152'x167'	vacant	a. Commercial b. Office	4
6	Michigan	22,006 sq. ft. 132'x167'	vacant	a. Commercial b. Office	3
7	Indiana & Main	11,230 sq. ft. 114'x99'	vacant	a. Retail b. Office c. Commercial	9
8	Main	23,304 sq. ft. 142'x164'	vacant	a. Light Industry b. Commercial c. Office	3
9	Main	6,994 sq. ft. 42'x165'	vacant/print shop	a. Light Industry b. Commercial c. Office	1

Site	Location	Area/Dimension	Existing/Former Use	Proposed Use(s)	Number of Existing Parcels
10	Michigan	5,849 sq. ft. 35'x166'	vacant	a. Retail b. Office c. Commercial	1
11	Main	7,423 sq. ft. 55'x138'	vacant	a. Light Industrial b. Commercial	1
12	Michigan	7,770 sq. ft. 47'x166'	parking	a. Retail b. Office c. Commercial	1
13	Michigan, Donald, Main	76,795 sq. ft. 221'x347'	vacant/audio dealer	a. Retail b. Office c. Commercial	13
14	Ewing & Main	50,299 sq. ft. 341'x147'	parking	a. Retail b. Office c. Commercial d. Light Industrial	1
15	Altgeld & Michigan	10,136 sq. ft. 90'x113'	vacant gas station	a. Office b. Retail c. Commercial	1
16	Michigan, Main, Oakside	92,833 sq. ft. 269'x346'	vacant/parking/single family homes	a. Retail b. Office c. Commercial	10
17	Main	208,779 sq. ft. 716'x295'	Industrial/neon shop	a. Office b. Commercial c. Retail	18
18	Michigan	32,257 sq. ft. 196'x165'	vacant	a. Retail b. Office c. Commercial	1

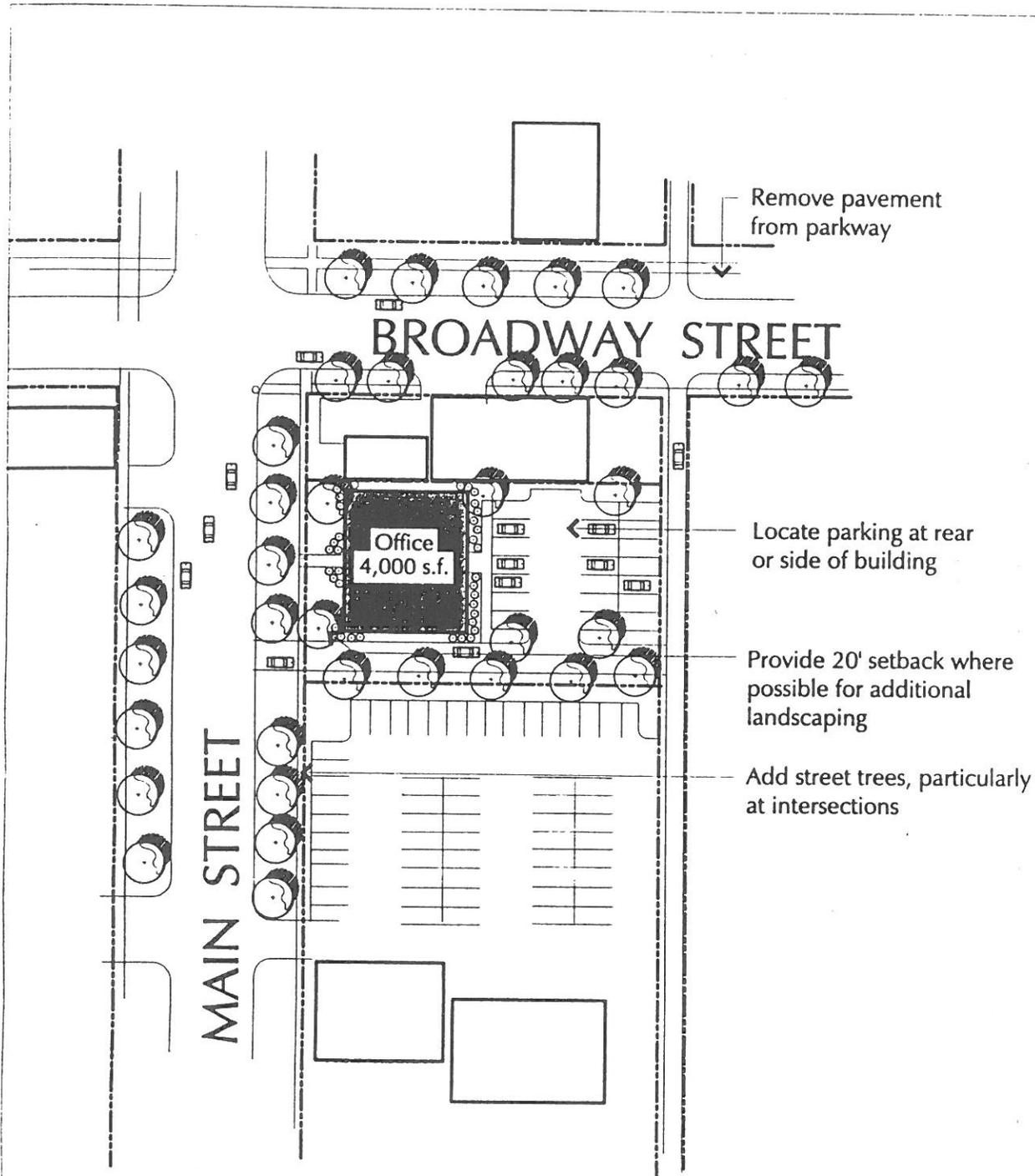
Site	Location	Area/Dimension	Existing/Former Use	Proposed Use(s)	Number of Existing Parcels
19	Michigan & Donmoyer	20,595 sq. ft. 173'x119'	vacant	a. Office b. Retail c. Commercial	4
20	Michigan & Donmoyer	38,702 sq. ft. 115'x346'	vacant/single family residential	a. Retail b. Office c. Commercial	4
21	Main	201666 sq. ft. 419'x503'	industrial	a. Mixed use if combined with Site 22, including office, retail, and possibly medium to high density residential b. Office c. Commercial d. Light Industrial	1
22	Sherwood & Main	39.3 acres 1591'x1141'	single family residential/auto salvage	a. Mixed use if combined with Site 21, including office, retail, and possibly medium to high density residential b. Office c. Commercial d. Light Industrial	28
23	Dean & Michigan	22,563 sq. ft. 138'x164'	single family	a. Office b. Retail	3
24	Sherwood & Michigan	22,000 sq. ft. 135'x164'	vacant	a. Office b. Retail c. Commercial	1
25	Chippewa	33,170 sq. ft. 125'x250'	vacant	Office	3

Site	Location	Area/Dimension	Existing/Former Use	Proposed Use(s)	Number of Existing Parcels
26	Chippewa	124,551 sq. ft. 207'x605'	vacant commercial	a. Retail/restaurant b. Office	1
27	Main	48,975 sq. ft. 412'x118'	vacant	a. Light Industrial b. Office	1
28	Main	37,522 sq. ft. 304'x124'	vacant	a. Retail b. Office c. Commercial	1
29	Main	16,301 sq. ft. 50'x323'	vacant	Single family residential	1
30	Main	21,018 sq. ft. 150'x140'	vacant	Office	2
31	Michigan	14,534 sq. ft. 100'x146'	single family	a. Retail b. Office c. Commercial	2
32	Norman, Michigan & Walter	142,116 sq. ft. 317'x472'	vacant	a. Medium density residential b. Retail c. Office	8
33	Ireland	138,644 sq. ft. 300'x460'	vacant commercial building	a. Retail b. Office c. Commercial	1
34	Callender	51,416 sq. ft. 155'x335'	vacant	a. Office b. Commercial	3
35	Callender	40,010 sq. ft. 284'x140'	vacant	a. Office b. Commercial	3

Site	Location	Area/Dimension	Existing/Former Use	Proposed Use(s)	Number of Existing Parcels
36	Fellows	39,277 sq. ft. 300'x130'	vacant	Single family residential	1
37	Ireland Road/west of Main Street	35 to 40 acres	vacant/former land fill	a. light industry b. Office c. Commercial	

Site 4 Development Concept

South Bend
South Gateway Corridor



BUSINESS DISTRICTS, INC.

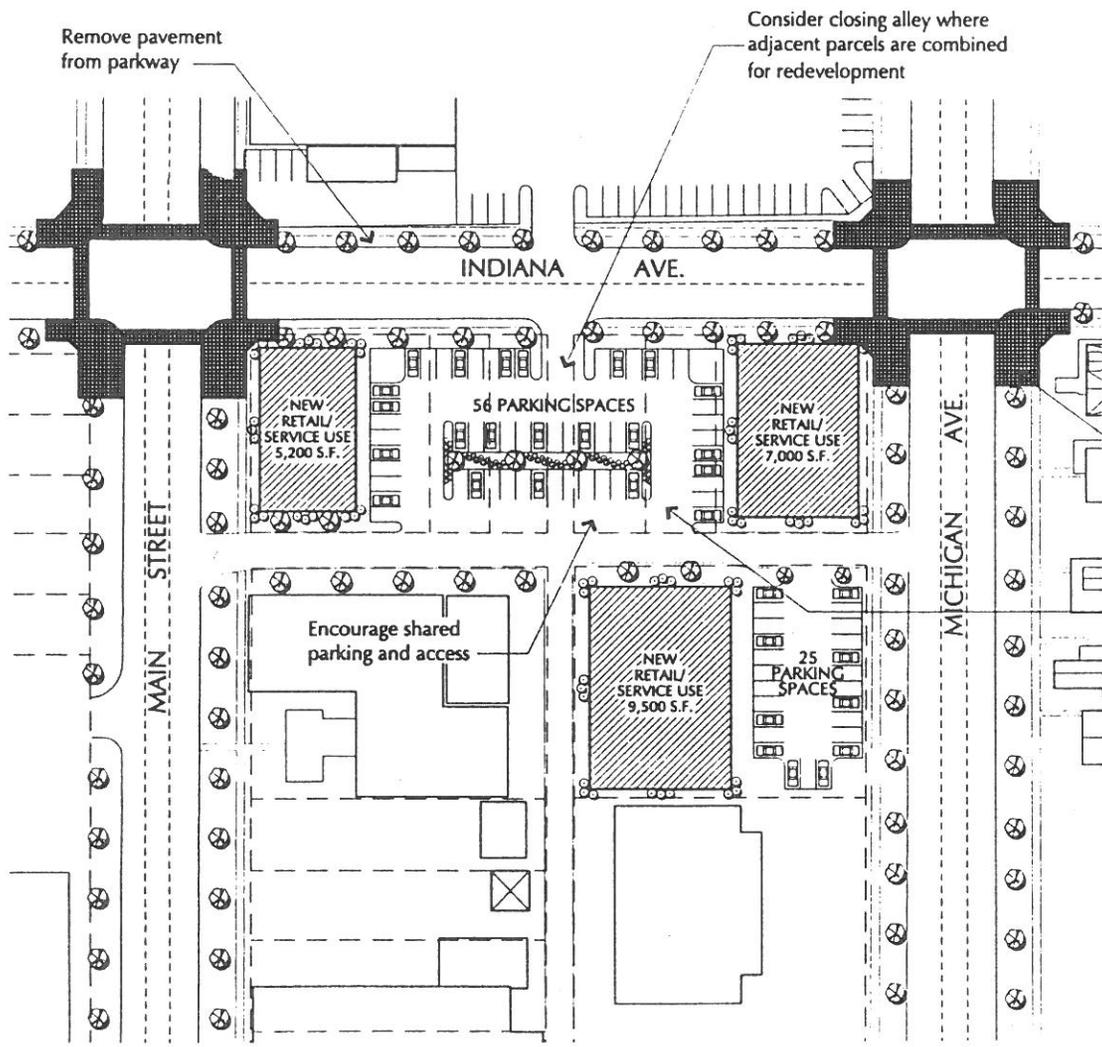
**TESKA
ASSOCIATES
INC.**

June 22, 1998



Site 7 Development Concept

South Bend South Gateway Corridor



Add enhanced paving at signalized intersections per streetscape plan

Encourage site design which promotes visibility from both Main & Michigan

BUSINESS DISTRICTS, INC.

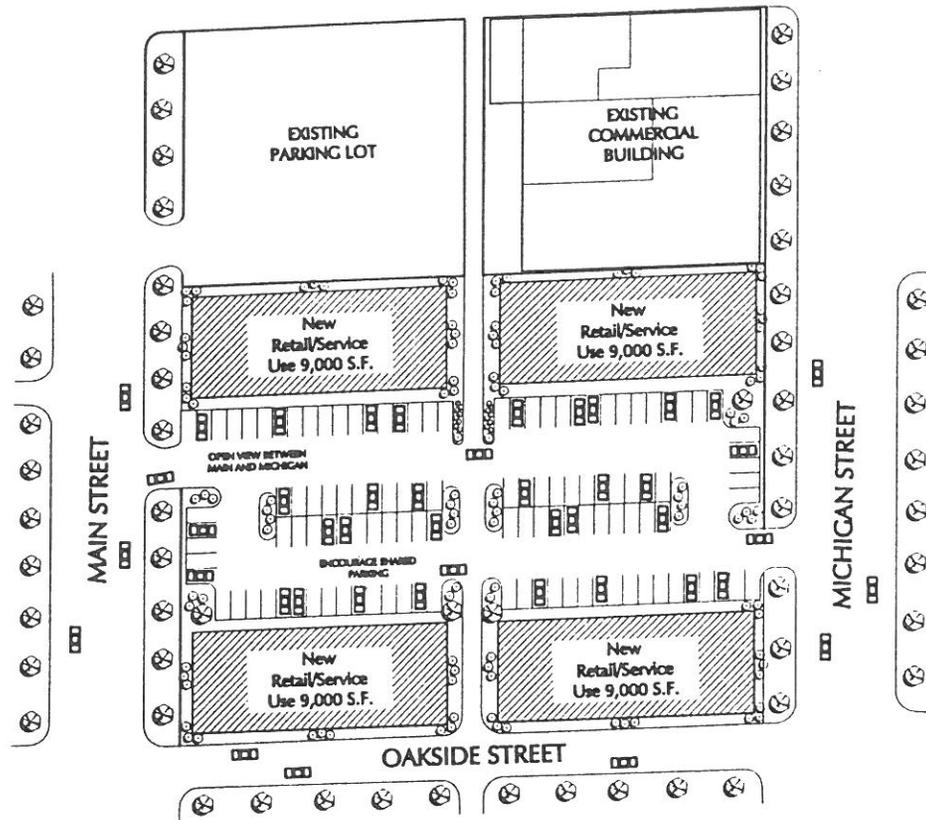
**TESKA
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INC.**

June 22, 1998



Site 16 Development Concept

South Bend South Gateway Corridor



Business Districts, Inc.



June 22, 1998



Recruitment and Retention

Successful business districts offer the “critical mass” of stores and services necessary to attract busy consumers. When choosing among different shopping areas, consumers select the destination that offers an opportunity to complete multiple tasks quickly. That thought process explains the popularity of planned shopping centers with their store variety. Commercial corridors, like the South Gateway, that compete successfully with shopping centers win the consumers’ choice contest because they not only offer store variety, they also are places of employment, provide government services, and often mix residences into the commercial environment. To succeed, South Gateway needs to recruit additional businesses that are compatible with the area’s strengths and weaknesses.

The recruitment strategy that follows seeks to make a quick impact by assisting in the location of new tenants for vacant buildings and developers for vacant land. The role of the Steering Committee and the long term management organization is providing information that eases marketing of the area to potential businesses and communicating with all stake holders. It is expected that, as some light industrial uses relocate, retailers will replace those businesses. It is desirable that both of these changes occur voluntarily. The revitalization team will be asked to encourage the voluntary development of additional retail space by matching property owners and businesses with new opportunities.

Turnover of retail businesses is common in any area. Even in the best regional malls nearly 75% of the businesses change at or before lease renewal. Consequently, the key to a successful retention program is not retaining *all* businesses but rather keeping the strong businesses. That process involves supporting those retailers by creating a positive business environment. That environment results from government policies, the attitudes of area business owners, and the programs of support organizations. The process of retention is much easier when an organization takes lead responsibility for the retention program. The action steps that follow give the revitalization organization coordination responsibility for programs to enhance business retention in South Gateway.

Action Plan
RECRUITMENT

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Establish organization to coordinate space marketing</i>			
1. Create a recruitment subcommittee <ul style="list-style-type: none"> • Commercial Real Estate Professionals • Scottsdale Mall Representative • Marketer of Kerasotes out lots • Merchant's Organization Representative • UEZ Representative • Citizens with time to visit other sites • Neighborhood Organizations Representatives 	Steering Committee	August 1998	
<i>Objective: Collect basic information</i>			
1. Create and print a recruitment information brochure. <ul style="list-style-type: none"> • Demographics • Available Sites • Plan Graphics 	Steering Committee	August 1998	\$2,000
2. Complete data sheets on vacant buildings <ul style="list-style-type: none"> • visit site • contact owners 	Interns	August 1998	
3. Complete data sheets on vacant land <ul style="list-style-type: none"> • visit site • contact owners 	Interns	December 1998	
4. Develop Target Categories List <ul style="list-style-type: none"> • Independent Consumer Services (Insurance, Law, Accounting, Medical) • 2nd store locations for successful area retailers • Convenience retailers • Entertainment/Food near Kerasotes Theaters 	Recruitment subcommittee	December 1998	

Action Plan
RECRUITMENT

<i>Phase II: January 1999 to June 2000</i>	Committee	Due	\$
<i>Objective: Seek new businesses for existing space</i>			
1. Distribute Recruitment brochures to all Commercial Brokers	Recruitment Subcommittee	September 1998	
2. Convert Categories into specific business targets <ul style="list-style-type: none"> • Visit other shopping areas within 20 miles • Complete target form as appropriate 	Recruitment Subcommittee	March 1999	
3. Setup Voice mail to receive inquiries.	Steering Committee	January 1999	
4. Seek feedback from R.E.S.T.	Recruitment Subcommittee	January 1999	
5. Contact owners of target businesses	Recruitment Subcommittee	June 1999	
6. Maintain records of contacts	Recruitment Subcommittee	Ongoing	
7. Revise targets as area changes	Recruitment Subcommittee	January 2000	
<i>Objective: Determine feasibility of converting vacant land into commercial space</i>			
1. Prioritize sites based on desirability and ease of assembly <ul style="list-style-type: none"> • Seek input from R.E.S.T. • Contact owners of desirable sites 	Recruitment Subcommittee	March 1999	
2. Undertake development support <ul style="list-style-type: none"> ▶ Determine public role ranging from advice to property ownership ▶ Use Request for Qualifications (RFQ) to advertise for developers ▶ Select developer to work cooperatively with property owners and the City to achieve the vision for the parcel. 	City/Recruitment Subcommittee	December 1999	\$5,000

Action Plan
RETENTION

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Establish communication procedure</i>			
1. Create Retention Subcommittee <ul style="list-style-type: none"> • UEZ Staff • County Tax Staff • Merchants Representative • Chamber Representative • Owner Representatives 	Steering Committee	July 1998	
2. Make personal contact with every commercial business owner	Retention Subcommittee	September 1998	
3. Complete an owner contact survey(see attached form)	Retention Subcommittee	September 1998	
4. Use voice mail to receive questions and comments	Retention Subcommittee	July 1998	
5. Develop program priorities based on information from contacts <ul style="list-style-type: none"> • incentive programs • appearance enhancements • investment commitments • owner responsibilities 	Retention Subcommittee	December 1998	
6. Establish an ombudsman program to direct business owner questions to the best information source			

Action Plan
RETENTION

<i>Phase II: January 1999 to June 2000</i>	Committee	Due	\$
<i>Objective: Develop Competitive advantages</i>			
1. Seek expansion of UEZ	Retention Subcommittee	January 1999	
2. Create a cost saving package <ul style="list-style-type: none"> • Cooperative marketing • Consolidated supply purchasing • Consolidated services purchasing 	Retention Subcommittee	January 2000	
3. Establish a business development program <ul style="list-style-type: none"> • IVY Tech employment connection • Student interns • Low cost workshops and seminars 	Retention Subcommittee	January 2000	
<i>Objective: Promote incentives to existing businesses</i>			
1. Using the contact record, create an individual information packet for each business	Retention Subcommittee	March 1999	
2. Repeat owner surveys every 18 months	Retention Subcommittee	January 2000	
<i>Phase III: June 2000 to June 2002</i>			
<i>Objective: Establish a permanent retention program</i>			
1. Revise programs in response to business owner surveys	Retention Subcommittee	ongoing	
2. Conduct annual program review and goal setting	Retention Subcommittee	every June	

Marketing and Promotion

The first step in any marketing strategy is evaluating the quality of the product to be marketed. If that product is found to be flawed, it must be fixed because a marketing strategy for a substandard product is destined to fail. As the previous analysis reveals, South Gateway, the product, needs improvement through business recruitment and appearance enhancement, before advertising and promotion can succeed. Unfortunately, this is a circular problem—it takes marketing and promotion to attract the customers necessary to entice new businesses, but it also takes new businesses even more than marketing and promotion to attract new customers. Consequently, the Revitalization Action Plan must recognize the dual nature of its efforts— simultaneously marketing both to customers and to new businesses. The Marketing and Promotion Action Plan that follows recognizes that South Gateway needs time to improve its product but cannot abandon marketing during that process. It suggests that South Gateway needs an advertising and promotions strategy that changes to match an improving product. It also recognizes that marketing must integrate advertising, events, promotion, banners, signs and everything else that gives the area visibility.

Action Plan
 MARKETING AND PROMOTION

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Initiate Image Program "We are Changing"</i>			
1. Appoint Marketing Subcommittee <ul style="list-style-type: none"> • Professional marketing volunteers from area businesses • IVY Tech marketing faculty/student • Chamber Representative • 3-4 area business owners 	Steering Committee	July 1998	
2. Generate excitement about coming changes <ul style="list-style-type: none"> • Press releases • Countdown to IVY Tech • Display visuals in empty windows • provide speakers for area service/non-profit organizations 	Marketing Subcommittee	September 1998	
3. Commission design of logo	Marketing Subcommittee	September 1998	\$3,000
4. Use recruitment brochures to introduce area to service groups	Marketing Subcommittee	September 1998	
<i>Objective: Promote New Business Openings</i>			
1. Create a Grand Opening Kit <ul style="list-style-type: none"> • Checklist of needed permits and registrations • Press Kit • Direct mail lists • Direct mail samples • Contact List • Information List 	Marketing Subcommittee	December 1999	\$5,000
2. Assign Ombudsman to each new business	Marketing Subcommittee	Ongoing	

Action Plan
MARKETING AND PROMOTION

Phase II: January 1999 to June 2000			
<i>Objective: Establish cooperative marketing program that targets area employees</i>			
1. Contact area merchants and services to create offer list	Marketing Subcommittee	January 1999	
2. With enough interest, develop an employer packet to introduce benefits	Marketing Subcommittee	March 1999	
3. Distribute ID card to interested employees	Marketing Subcommittee	April 1999	
4. Begin quarterly updates	Marketing Subcommittee	August 1999	
<i>Objective: Initiate second phase of image program "Come See the Changes"</i>			
1. Develop a contest promotion <ul style="list-style-type: none"> • Crossword • locate the detail in a photo 	Marketing Subcommittee		\$2,000
2. Create Business Directory Brochure	Marketing Subcommittee		\$2,000
3. Unveil a new logo			

<i>Phase III: June 2000 to June 2002</i>			
<i>Objective: Institutionalize marketing programs</i>			
1. Develop a long-term image campaign based on a current focus <ul style="list-style-type: none"> • family fun • entrepreneurial corridor 	Marketing Subcommittee	when appropriate	
2. Systematically evaluate programs to keep them fresh	Marketing Subcommittee	ongoing	
3. Emphasize direct mail, cable, and consolidated newspaper media buys	Marketing Subcommittee	ongoing	

Public Safety

Although police statements report that visitors to the South Gateway area are as safe as anywhere in South Bend, the topics of adult businesses and public safety arose at every public meeting and interview. Because this issue so dominates discussion, it is important for the Steering Committee and its successor organization to make a highly publicized, aggressive effort to create a safe environment. Since the perception of safety is influenced by the cleanliness of the area and occupancy rates, progress on the appearance and recruitment efforts will improve the safety perception. Concurrent with that progress, the Steering Committee needs to create an accurate picture of incidents and their resolution. There also needs to be a dialog with the owners of problem buildings so those owners come to understand that the emphasis on cleanliness and incident control is not temporary but will continue forever just like the other area management programs.

South Gateway is fortunate to have the highly respected Center for the Homeless within its boundaries. The Center's innovative programs are a national model that should also influence the local area. There is also an opportunity to seek guidance on programs to control problem behaviors and organize volunteers to support safety initiatives.

Action Plan
PUBLIC SAFETY

<i>Phase I: June 1998 to December 1998</i>	Committee	Due	\$
<i>Objective: Strengthen South Gateway public safety perception</i>			
1. Identify contact people and strengthen ongoing relationships with: <ul style="list-style-type: none"> • both Homeless Shelters • the police personnel most commonly assigned to the area 	Steering Committee	September 1998	
2. Develop relationships with problem property owners. <ul style="list-style-type: none"> ▶ Vacant properties ▶ Adult Businesses 	Steering Committee	January 1999	
3. Prepare specific lists of this information on problem events <ul style="list-style-type: none"> • Description of the event • Time • Date • Description of response • Description of desired response 	Steering Committee	As needed	
4. Provide information to the South Gateway Improvement Association and subsequently to the appropriate subcommittees of Leadership Council	Steering Committee	As Needed	
5. Publicize successes	Steering Committee	As Needed	
<i>Objective: Control problem behaviors in area</i>			
1. Do research to learn <ul style="list-style-type: none"> • Who is doing the problem behaviors? • Why are they doing the problem behaviors? • What interventions may be necessary and which have been successful in other cities? 	Steering Committee	As Needed	

<p>2. Develop recommendations based on research</p> <ul style="list-style-type: none"> • Comprehensive information campaign • Intervener program for isolated problems. • Enhanced coordination with the police. • Evaluation of work plan 	Steering Committee	As Needed	
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<i>Objective: Capitalize on the presence of the high quality Center for the Homeless</i>			
1. Seek technical advice on organizing volunteers and private fund raising	Steering Committee	January 1999	
2. Support Center for the Homeless' development plans	Steering Committee	As Appropriate	

Funding

As outlined in the Action Steps, this plan seeks funding from a variety of sources. With funding comes commitment from each of these sources.

Public

(Includes City, TIF, UEZ)

The Public should assume responsibility for the costs of infrastructure, land assembly, and developer recruitment.

Although the area management program ultimately should be self funding, the city also may need to make a startup investment in the program. For example, Phase I program, exclusive of streetscape, is budgeted at \$30,000. To start the program, the City may commit funds to underwrite three quarters of the cost of information gathering and marketing for the area. The newly formed Steering Committee would be expected to find another source to fund the balance.

Merchants

In addition to joining the South Gateway Improvement Association and the Chamber, merchants would pay fees for services provided through the marketing and retention programs. Services included in the plan are:

- ▶ advertising
- ▶ store supplies
- ▶ direct mail labels

Property Owners

Although ideally all property owners would make a significant contribution to the revitalization, in most cases, a few pioneers provide the initial revenue source. Banks tend to be

the most far sighted, electing to contribute in the first year. Property owners could also be approached to contribute services like meeting rooms, refreshments, office supplies, and professional services.

Developers

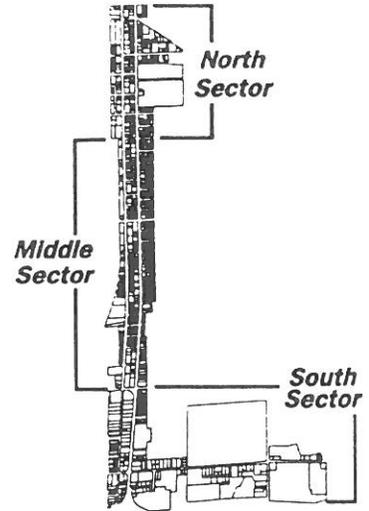
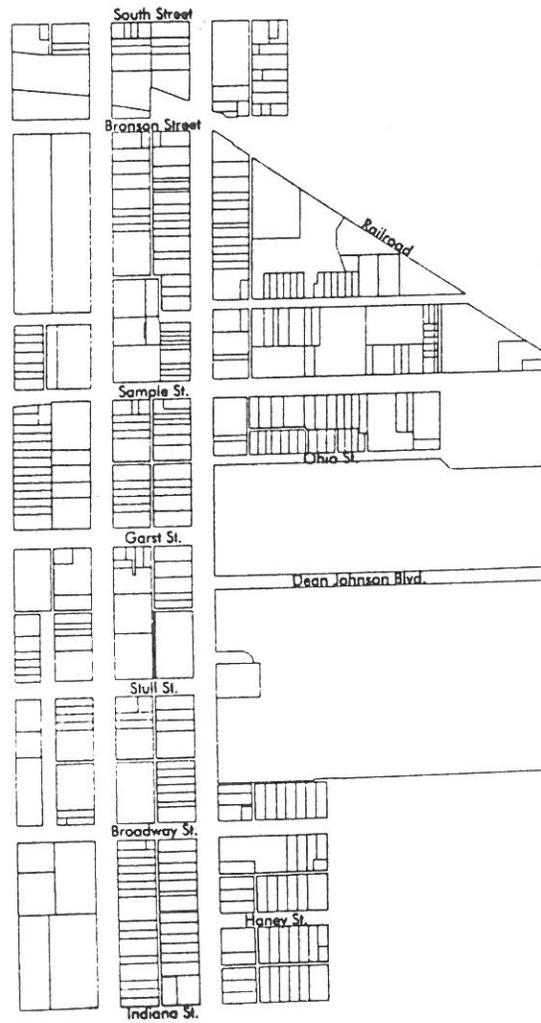
As a special class of property owners, developers should be expected to make substantial contributions to the financing of revitalization. Among the contributions to be required as part of the RFP are:

- ▶ Streetscape enhancement
- ▶ a joint marketing contribution

Fundraisers

Rather than event fund raisers, the revitalization and marketing organizations should concentrate on products. The creation of a neat logo can be supported by sales of a coffee mug bearing that logo. The sale of labels can support creation of a customer mailing list. Fundraising can also solicit in-kind contributions rather than cash. Donation of paper, free printing, the services of a graphic artists are easier to solicit than the funds to pay full price for these items.

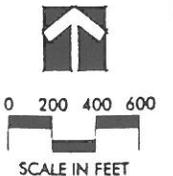
Maps and Forms

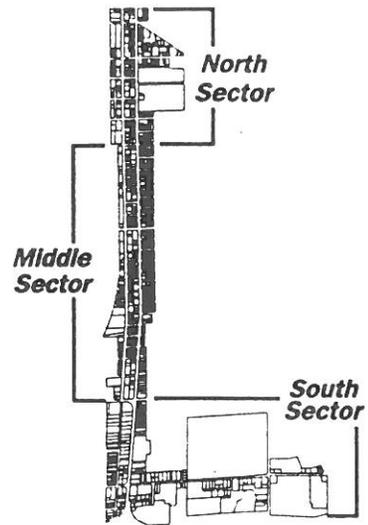
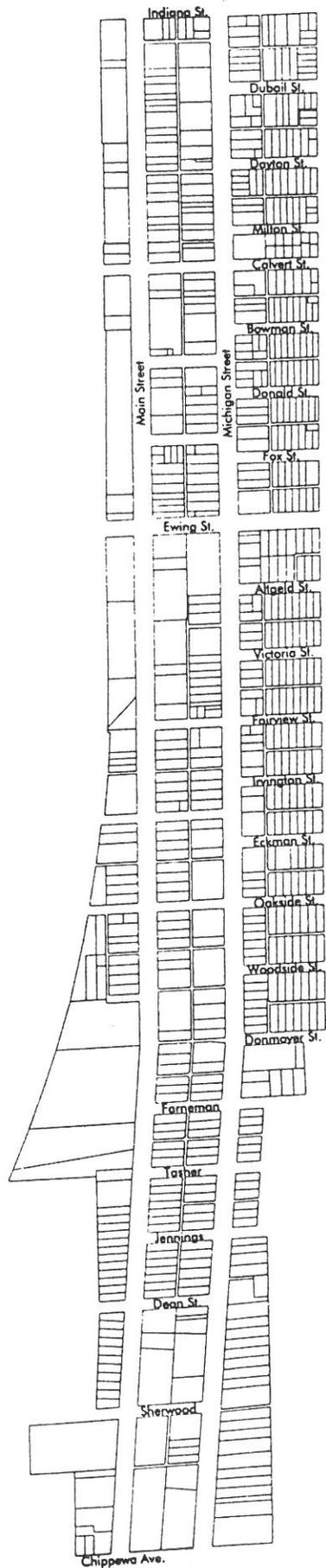


North Sector ***Educational/ institutional***

**TESKA
ASSOCIATES
INC.**
Community Planning Resource Management
Site Design Landmark Architecture
427 Olive Street
Cincinnati, OH 45201
617-266-2013

BUSINESS DISTRICTS, INC.

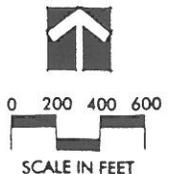


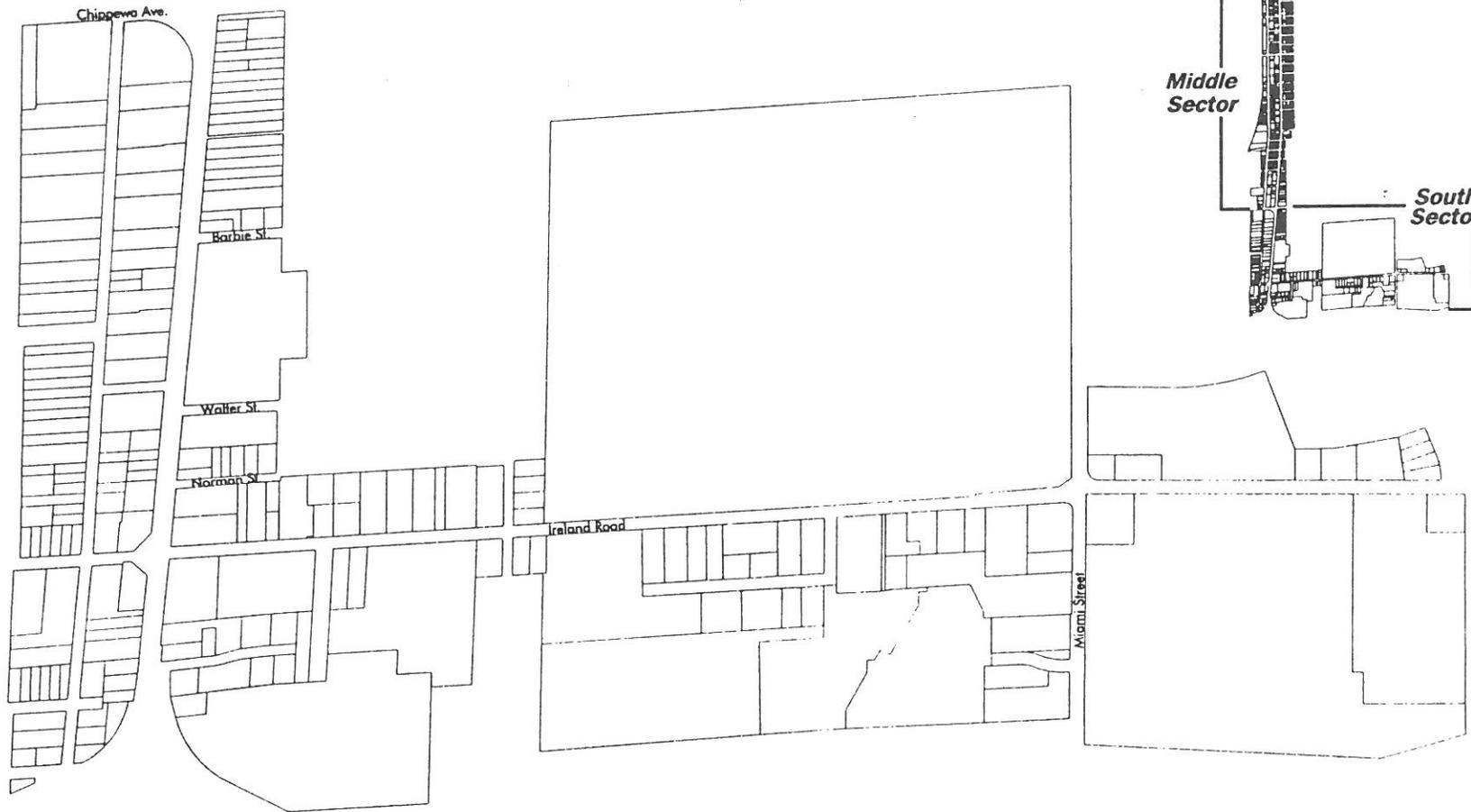


Middle Sector Mixed Use

**TESKA
ASSOCIATES
INC.**
Community Planning • Resource Management
Site Design • Landscape Architecture
637 Cross Street
Evanston, Illinois 60201
847.881.2018

BUSINESS DISTRICTS, INC.

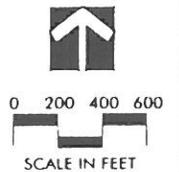




South Sector Strong Commercial

**TESKA
ASSOCIATES
INC.**
Commercial Planning • Research Management
Site Design • Landscape Architecture
 427 Canal Street
 Fort Lauderdale, Florida 33301
 954 585 2015

BUSINESS DISTRICTS, INC.



Retail Business Prospect Tracking Form

Initial Information (To be completed by Committee Member recommending contact) Date:		
<i>Business Name</i>	<i>Address</i>	<i>Phone Number</i>
<i>Owner's Name</i>	<i>Address</i>	<i>Phone Number</i>
<i>Business Category</i>		
<i>Brief Description of the Merchandise Offering</i>		
<i>Strengths of the Business</i>		
First Committee Contact Date:		
<i>Level of Interest</i> <input type="checkbox"/> None <input type="checkbox"/> Maybe Later <input type="checkbox"/> Hot Prospect		
Information Mailing Date:		
Site Visit Called: Date Scheduled:		
<i>Potential Sites</i>	<i>Contact</i>	
<i>Ombudsman</i>	<i>Phone</i>	
<i>Key Decision Factors</i>		
<i>Comments</i>		