

City of South Bend

Southeast Neighborhood Master Plan

2015



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City of South Bend

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Preface: What is a Master Plan?

A master plan is a guide for making decisions about what kind of development and services are appropriate, how resources should be allocated, and how issues residents, business and property owners, and others in the area are concerned about should be addressed. A plan is a statement of what a neighborhood or other area of the city wants to achieve, and it provides a strategy to reach those goals.

A master plan expresses a shared long-range vision for the future. Developed through a public engagement process, a plan identifies and documents physical, social, and economic trends and conditions. Then, it provides goals and strategies that communicate an area's intended direction to residents, business and property owners, service providers, and other decision makers. A plan ensures an area's needs are met and new development is accommodated while the positive aspects and character of the area is maintained. A plan may address both the built environment and social issues, and it is created in context of the strategic needs and priorities of the larger region.

Providing a comprehensive program for improving an area, a master plan looks to create more attractive, convenient, efficient, equitable, and healthy places for present

and future generations. Master plans typically identify strategies and programs concerning the following:

- Land use (appropriate locations for commercial, industrial, residential, and mixed use development),
- Housing types and density,
- Design and development standards,
- Business development,
- Public facilities and infrastructure (including parks, streets, sidewalks, bicycle facilities, lighting), and
- Other matters important to the community.

A master plan will continually evolve to meet the changing needs of a community. A plan provides a broad framework for future development and a starting point for more detailed planning and public engagement as individual projects are pursued.

How is a Master Plan Developed?

A master plan is developed through a public engagement process that often involves public meetings, focus groups, and other outreach activities. Professional planners work with residents, business and property owners, community groups, nonprofit organizations, developers, and other interested people to create a plan.

How are Master Plans Used?

1. Neighborhood residents will use the plan to gain an understanding of planning initiatives in the short, medium, and long terms.
2. Public officials and community leaders will use the plan to direct funding and to make decisions on zoning and land use issues.
3. Planners will use the plan to understand key issues important to the area and as a guide to implementing priority projects and initiatives.
4. Developers and builders will use the plan to help determine the type, scale, density, and location of projects.

What Do the Graphics in a Master Plan Mean?

The maps, diagrams, aerial photographs, and other graphics presented within a master plan are illustrations of its key features. These images are not intended to represent the exact results expected from the implementation of the plan, but they provide examples of the area's desired land use, architectural character, infrastructure, and other elements. These graphics are used as tools to help explain the vision being established by the plan. The exact final form of the built environment will be influenced

by market demand, available resources, and further public engagement.

How are Master Plan Projects Implemented?

The implementation section of a master plan can provide details on the proposed timing, cost, and funding source for projects and the primary parties responsible for carrying them out. The specific scope and timing of plan projects will depend on market demand, the interest of private organizations and individuals, citizen involvement, budgetary considerations, and other potentially changing factors.

Funding for projects and initiatives contained in a plan will come from a combination of sources, both governmental and non-governmental. Public funds may be available through property tax revenues, tax increment financing, local income taxes, Federal and local transportation funds, and other sources. Further funding may come from developers, businesses, nonprofit organizations, and other private entities and individuals.

Note on Property Acquisition

In the limited areas where it might pursue the consolidation of parcels, the City will

only acquire property from willing sellers. Eminent domain will not be used. In fact, the City, through its Redevelopment Commission, does not have the legal authority of eminent domain in this area.

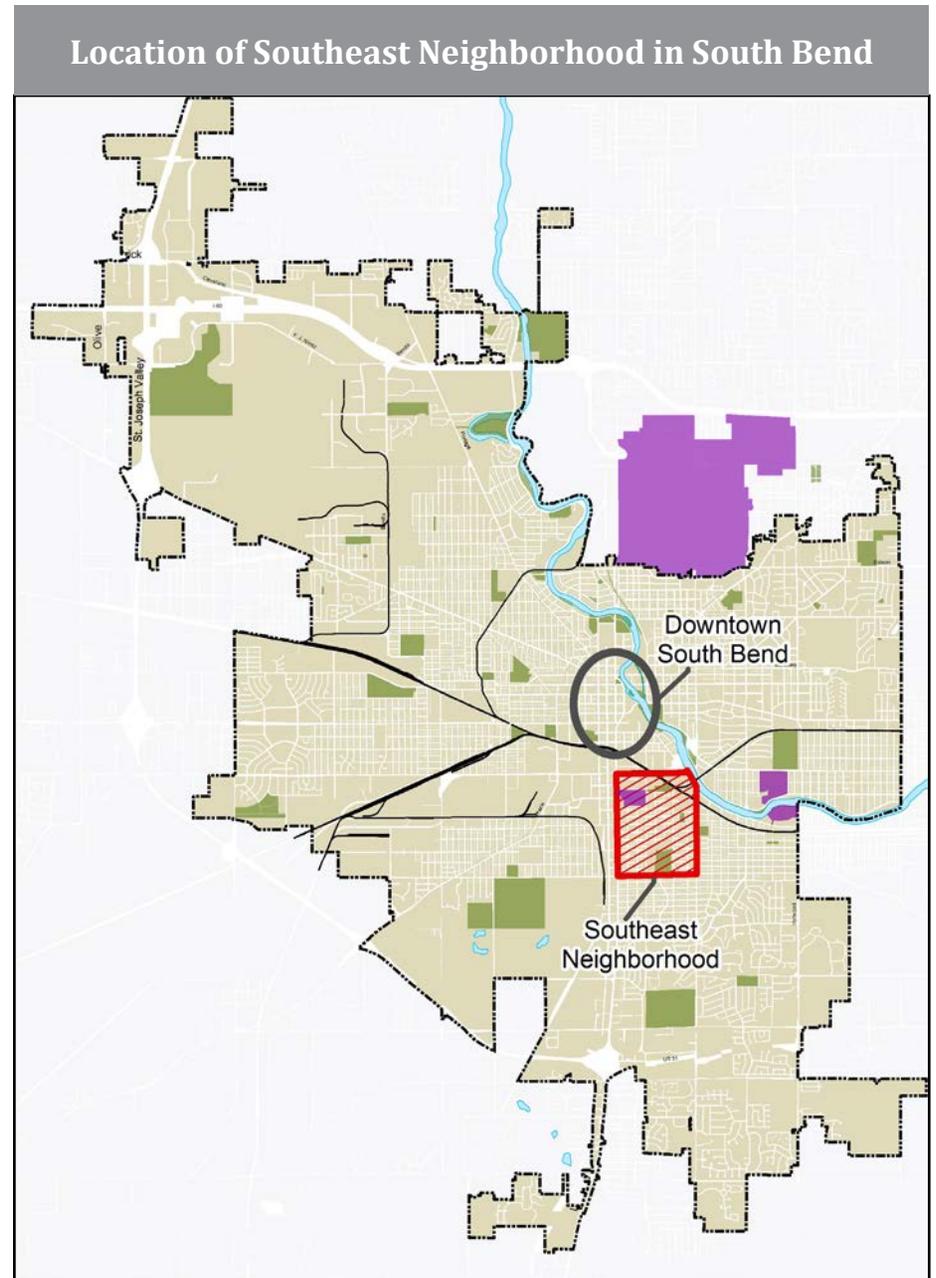
Homeowners living in this area are encouraged to remain. These homeowners are some of the neighborhood's best strengths and will serve as the foundation upon which the neighborhood becomes revitalized and attractive to new residents. A successful revitalization of the area will require a mix of longtime residents and those new to the area.

Chapter 1: Introduction

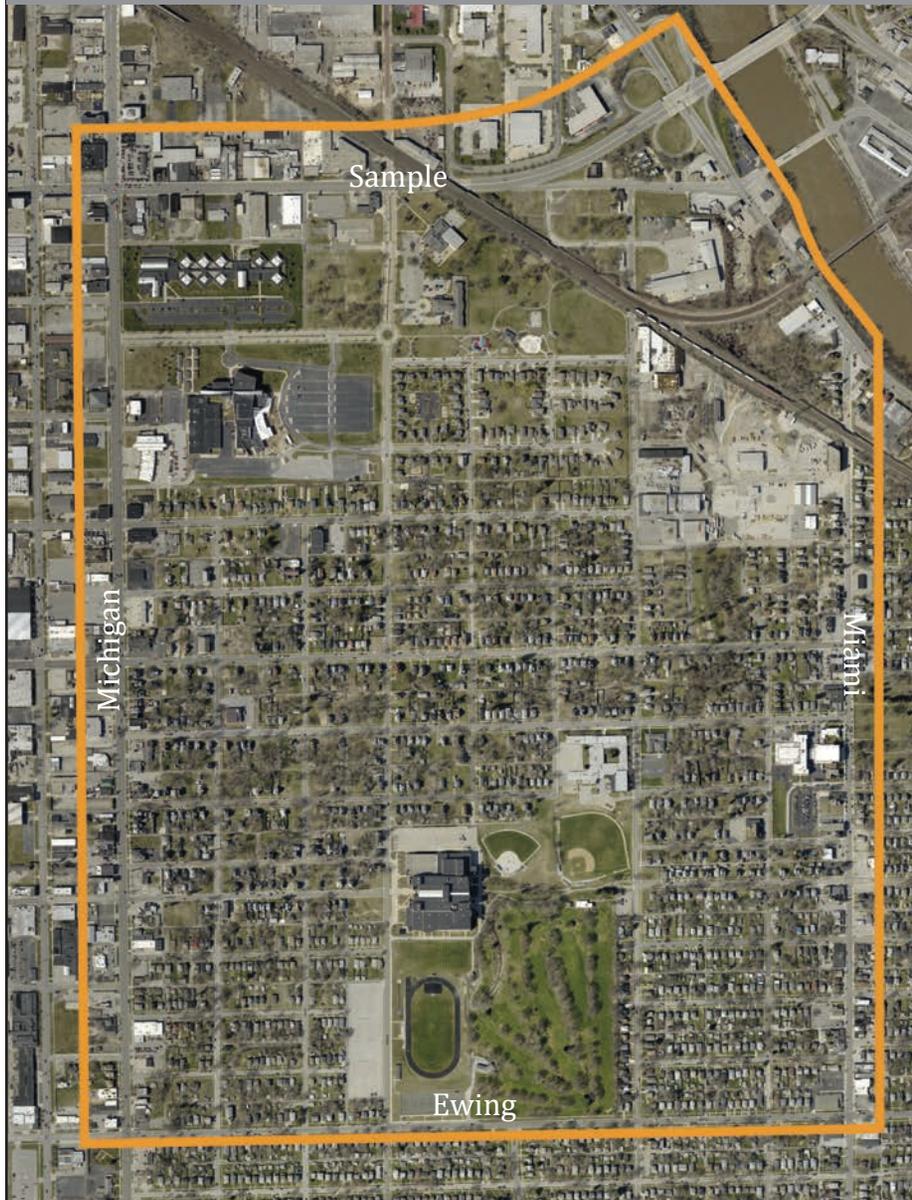
The Southeast Neighborhood Master Plan was developed in order to identify long-term physical improvements over a 20-year period, while being mindful of the need to identify short-term opportunities. The purpose of this plan is to:

- provide context for existing neighborhood enhancement efforts;
- provide a set of recommendations that will help guide decision making in the Southeast Neighborhood;
- build confidence for future investment by neighborhood stakeholders and other community partners;
- instill pride for residents who believe in their neighborhood's potential; and
- improve quality of life for residents, their children, and grandchildren.

The Southeast Neighborhood is located just south and east of downtown South Bend. It is bounded by Sample Street to the north, Miami Street to the east, Ewing Avenue to the south and Michigan Street to the west. It is immediately adjacent to Michigan Street which is a major north/south corridor that goes through downtown South Bend and extends north into the state of Michigan and to the south towards Indianapolis.



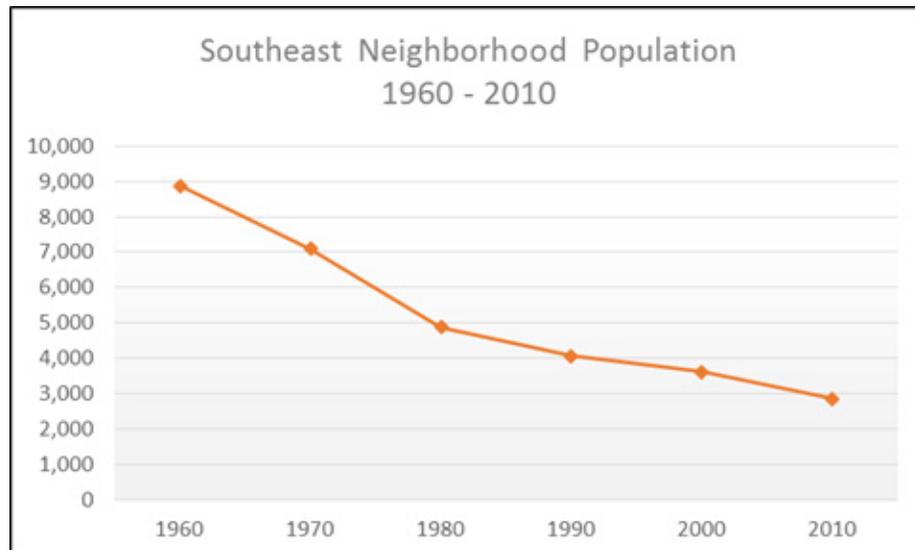
Southeast Neighborhood



Chapter 2: Context & Analysis

2.1: Background

Like many of the South Bend neighborhoods which were well established by the 1950's, the Southeast Neighborhood was impacted by the economic, social, and cultural decline that took place in South Bend following the closing of Studebaker and other industrial employers. As a result, since 1960 the Southeast Neighborhood's population declined nearly 68% to roughly 2,800 people. During that same period of time, the number of housing units declined by over 58%.



Source: US Census

According to the US Census, nearly 40% of the neighborhood residents are youth (19 years old and younger), which is more than 10% greater than the percentage of youth in the city as a whole. In addition, the neighborhood has fewer elderly individuals with just over 6% of the population 65 and over compared to the 12% in the city as a whole. Finally, another large disparity with the city's population proportions is that the Southeast Neighborhood has fewer than half

	Southeast Neighborhood		City of South Bend	
	Estimate	Percent	Estimate	Percent
Total Population	2,775		100,863	
19 years and younger	1,102	39.7%	29,544	29.3%
20 to 64 years	1,500	54.1%	58,930	58.4%
65 years and older	173	6.2%	12,389	12.3%

Source: 2009-2013 American Community Survey 5-Year Estimates

the percentage of individuals between 25-34 years old living in the neighborhood as found in the city as a whole.

Based on Census, data of neighbors 25 years old and over, more than 30% do not have a high school diploma. Having close to a third of neighbors with limited education contributes to a number of economic factors, including: 32% of residents, aged 16 years and over, are unemployed; and over 42% of all residents are below the poverty level, including half of the population that is under the age of 18.

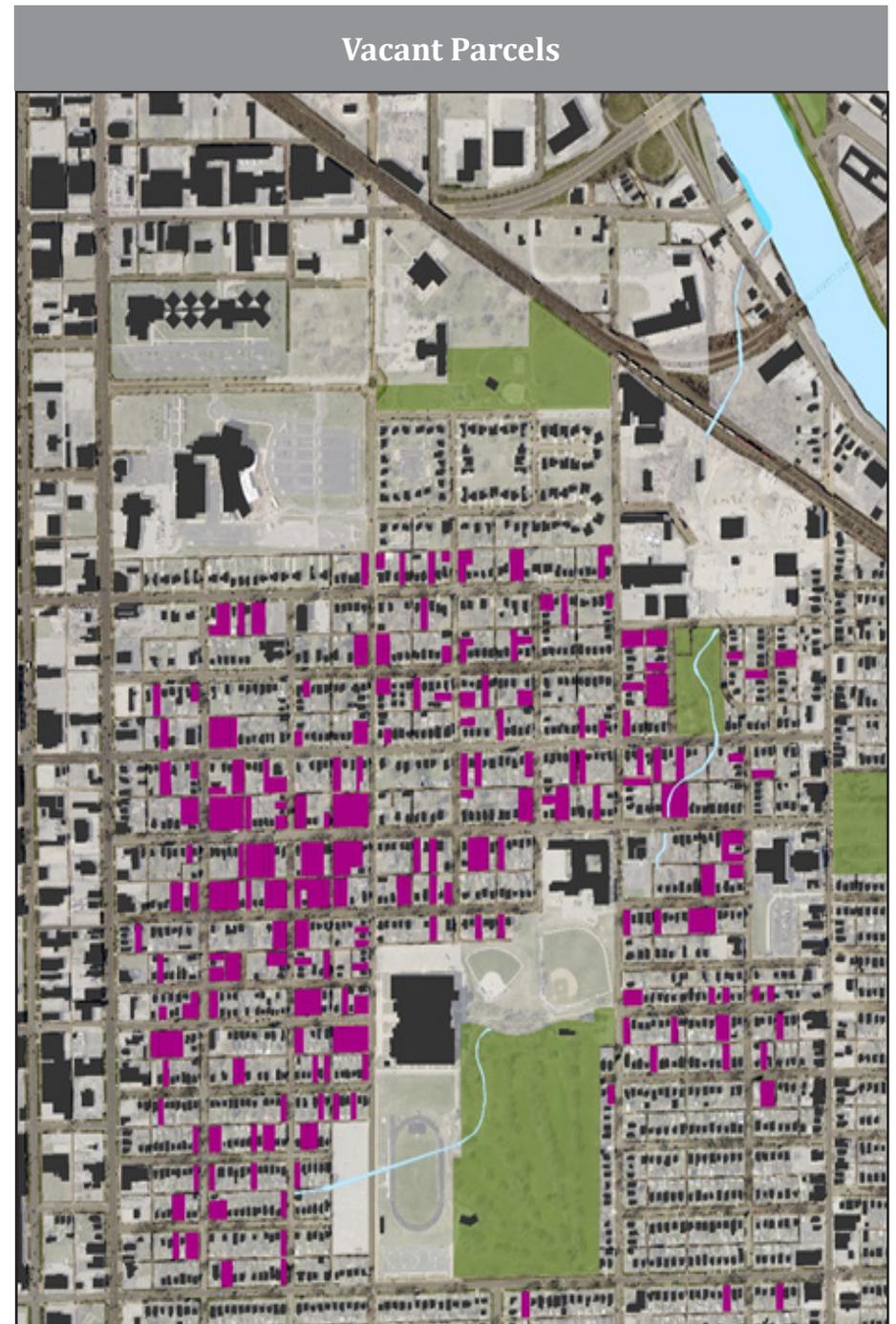
The Southeast Neighborhood has housing stock characteristics common to South Bend, with close to 78% of the units being single family detached homes and nearly 70% of all units having been constructed prior to 1950 according to the US Census. The Census also indicates that over 25% of the housing units in the neighborhood are vacant. Since 2013, there have been 101 properties identified as abandoned by the City in the Southeast Neighborhood. As of May 2015, 20 were repaired or under repair and 49 of those had been demolished or were awaiting demolition. Of the occupied units within the neighborhood, they are almost evenly divided between homeowners and renters.

In partnership with the Department of Housing and Urban Development, the City recently received technical assistance related to the Vacant & Abandoned Properties Initiative. As part of the technical

assistance, consultants conducted a windshield survey to determine a block level analysis of property conditions. The results of the analysis of the physical conditions in the neighborhood showed the northern and the southeast sections of the neighborhood are the most stable and least impacted by blight while the western / southwest section has experienced the most decline and disinvestment. In addition, the consultants conducted a vacant lot inventory. Based on this information, and City demolition records, it was determined that roughly 20% of the parcels within the neighborhood are vacant lots.

Also completed was a residential market and affordability analysis which focused on two geographies, one of which was the Southeast Neighborhood. The residential market analysis found: the low housing costs are a result of blight and disrepair; housing developers note it is difficult to build a new home for less than \$150,000 however few houses in the neighborhood are valued over \$100,000; even with housing construction in South Bend having decreased over the last decade, since 2008 multifamily development has increased in the city; in the near future, most projects should take advantage of demand for multi-family, condominium and townhouse development.

The affordability analysis examined the existing supply and demand for housing in the area. The analysis found the following: not uncommonly, there is a shortage of rental housing units which are affordable to those with very low income (31%-50% of the area median income [AMI]) and extremely low income (30% of AMI and below); as a portion of the traditional housing units are converted back to owner occupied as part of stabilization efforts, the shortage of affordable housing will increase; there is a small unmet demand from households earning more than 80% of AMI (these household can afford to purchase a roughly \$90,000 - \$150,000 house); and based on analysis it is estimated that there are six to eight households per year that would be interested in a new or rehabilitated housing unit priced between \$90,000 and \$150,000 in the study



area (note that the Southeast Neighborhood is only a portion of the overall study area). Given the residential market and affordability analysis, housing development will need to be completed in a focused geography and consider other types of housing units such as multi-family units and townhouses.

In addition, as part of its Smart Streets Initiative, the City of South Bend will be converting Michigan St. from one-way traffic to two-way traffic in 2016. The conversion will utilize the “Complete Streets” philosophy which advocates for the design of streets to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Studies show that as compared to one-way streets, two-way streets encourage more retail activity, increase walkability and help increase tax base among other things. Since Michigan St. is the western boundary of the neighborhood, the benefits that result from the two-way conversion should have a positive impact on the southeast neighborhood.

2.2: Land Use

The current land use in the neighborhood is predominately single family residential along with a number of originally built single family structures that have been converted into multi-unit rentals. There are many institutional uses including Ivy Tech, the Juvenile Justice Center, the YWCA, and the Boys and Girls Club in the northern portion of the

neighborhood, as well as Riley High School and New Tech High School to the south. Recreational space is also found throughout the neighborhood with the Southeast Park, Ravina Park and Studebaker Golf Course. Commercial uses are mainly focused along Michigan Street and Sample Street, but some can also be found in conjunction with mixed use along Miami Street. Finally, there is some light industrial uses concentrated in the northeastern portion of the neighborhood.

2.3: Neighborhood Partners in Revitalization

Currently the Southeast Neighborhood has a number of efforts underway which could potentially lead to development opportunities for the area. 466 Works Community Development Corporation, Inc. is a non-profit which was recently created in order to “improve the quality of life for residents in the southeast side neighborhood by improving housing, infrastructure and safety”. This organization has begun to meet with area stakeholders and wishes to pursue housing development within the Southeast Neighborhood. Soon after becoming incorporated as a non-profit organization, 466 Works approached the City about potential future efforts in the Southeast Neighborhood and the development of a master plan.

The Bowman Creek Restoration Project is working to restore the Bowman Creek eco-

system and turn the creek into a neighborhood asset. The project team is composed of a number of schools and organizations, including, but not limited to: Ivy Tech Community College South Bend, Indiana University South Bend, University of Notre Dame, the City of South Bend, and Friends of the St. Joseph River. As part of their efforts they have held creek clean-ups, created opportunities for residents to “Explore Bowman Creek”, made improvements to Ravina Park, and have a Bowman Creek Educational Ecosystem internship program which has been working on efforts such as public education and introducing rain gardens in the creek watershed.

In addition, neighbors have begun meeting in an effort to restart a neighborhood organization for the area. The Southeast Organized Area Residents (SOAR) neighborhood association has been initiated by a number of neighbors that have lived in the neighborhood for a number of years and were involved in the previous neighborhood association. These groups are all committed to the neighborhood and will be assets to the area in the coming years.

Chapter 3: Planning Process

A process was developed that focused on gathering input from neighborhood residents, area stakeholders, community groups, government agencies, and city departments. Throughout this process, there were five guiding principles that were taken into account in addition to the feedback in order to help with the creation of the Master Plan. Several strengths and challenges, as well as a vision for neighborhood were shared and contributed to the identification of the Master Plan Initiatives. Lastly, priorities were identified which were used to assist with determining prioritizing potential projects for the neighborhood. As City projects move forward, there will be continued dialogue with the community.

3.1: Five Guiding Principles

While developing the Southeast Neighborhood Master Plan, five guiding principles were used:

1. Historical, Cultural & Social Context

Understanding the past and present context of an area is an important step in determining its future. Many residents of the Southeast Neighborhood have deep roots in the neighborhood, being the second or third generation to live here. These individuals remember, or have heard stories, of the neighborhood's heyday. When it was a vibrant middle class neighborhood for the Studebaker plant workers.

Recently, the neighborhood has begun to transition including a new dynamic created by the establishment of LangLab and the Crooked Ewe Brewery.

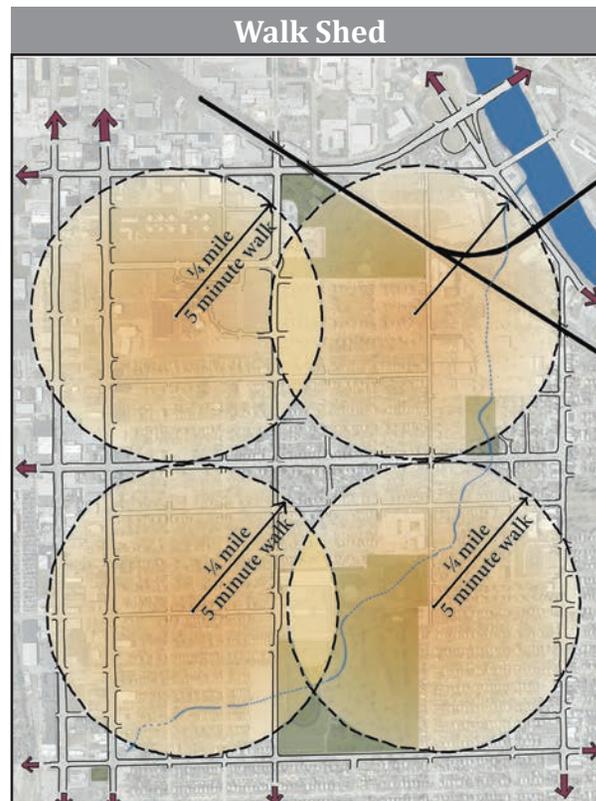
2. Walkability & Safety

The Walk Shed is a tool used to measure the walkability of a neighborhood. They typically cover a 5-minute walk, or about $\frac{1}{4}$ of a mile, which is the distance people are generally willing to walk to reach a destination such as a neighborhood

center or park. However, you can extend how far people are willing to walk if the surroundings are designed in a way that makes them feel safe and comfortable. In cases where people do not feel safe or comfortable, their willingness to walk will decrease. Consideration will be given to ensuring there are attractive destinations to walk to and that there are direct and comfortable pedestrian routes. Pedestrian comfort relies on a number of things, including: good condition sidewalks, adequate lighting and street trees; slower vehicular traffic and amenities such as bike lanes; short blocks and human scaled building size; and having interesting public and private spaces.

3. Connection & Linkages

A neighborhood should be well connected within itself, to area amenities and jobs, and to the city as a whole. This allows for residents, employees and visitors to easily access things such as area amenities, retail and jobs. It is important to identify and reinforce the corridors that provide each of these levels of connectivity. In particular, neighborhood streets should prioritize the pedestrian within residential and retail districts. Additional consideration should be given to linking residents to resources like the St. Joseph River as well as options to connect parks and open spaces.



4. Ecological Sustainability

Sustainable practices should be incorporated into the plan. This could include working to reduce storm water run-off through the introduction of infrastructure like rain gardens or permeable surfaces. The Southeast Neighborhood is fortunate to have Bowman Creek run through it, and projects should capitalize on the asset.



5. Character, Identity & Quality of Design

It is critical to build on and enhance the character and identity of a community and to reinforce it using thoughtful design. In order to accomplish this, one must use quality materials and pay attention to the details. By carefully focusing on the identity of an area one can create, or further enhance, the sense of place.

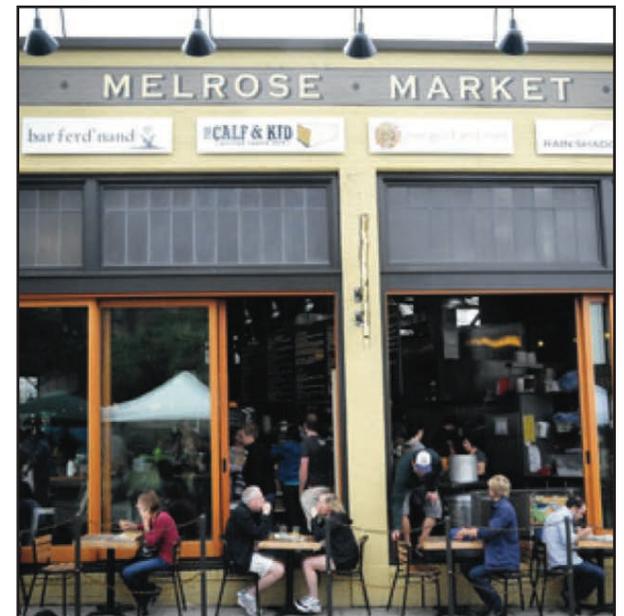


The brick pathway and mature trees create a sense of place and pleasant environment.



Above: Use of public art provide neighborhood identity

Below: Example of neighborhood commercial that helps give an area character



3.2: Public Engagement

A charrette process is an intensive planning process where neighbors, businesses, and area stakeholders work together to develop a vision for the future. Through the brainstorming and collaboration that occurs the City and Master Plan consultants can compile the ideas and create a finished document that represents ideas of all those involved in the process. The process used for this plan included a number of meetings: series of focus groups; public input meeting; and an idea report back meeting. Prior to any of the public meetings Master Plan consultant, MGLM, and the City worked together in order to collect and analyze background information that would help provide a foundation for the future plans of the Southeast Neighborhood.

3.2.1: Focus Groups

A series of focus groups were conducted in order to bring together neighborhood and organization representatives and begin gathering information on the current conditions, future plans and the needs of the Southeast Neighborhood. In particular, representatives from the larger neighborhood institutions were asked about their current and future needs. Some of the topics that were discussed included:

- Riley & New Tech High School are interested in outdoor “laboratory” for science classes
- Boys & Girls Club is exploring the possibility of urban gardening
- Ivy Tech enrollment continues to grow
- JJC is exploring the possibility of introducing recreational space
- South Bend Parks & Recreation Department maintenance facility might need additional storage space in the future
- Future projects should consider the City’s Long Term Control Plan and Combined Sewer Overflow (CSO) concerns

3.2.2: Input Meeting

During a public input meeting, there was a presentation which included background information; the initial findings based on the background information and focus group meetings; and some preliminary ideas for participants to discuss and expand upon. Following the presentation, the meeting was interactive, with participants asked to identify strengths & challenges, think of a vision for the neighborhood, and to use a map to draw and discuss specific ideas and concepts. A summary of ideas that were discussed follows, but for a list of all shared ideas, please see Appendix I.

Strengths & Challenges

Meeting participants were then asked to share what they believed were the neighborhood strengths (those things positive things that they wanted to remain and could be built on in the future) and challenges (things about the neighborhood that they would like to change). The items most mentioned / with strongest support included:

Strengths

- Diversity – economic, racial & ethnic
- The people / neighbors – many long-term residents; want to be involved; friendly
- Close to many things – downtown; major streets; south side amenities
- Educational institutions
- Religious institutions
- Bowman Creek
- Small businesses

Challenges

- Need better street lights
- Vacant & abandoned houses
- Appearance of neighborhood – trash, dirty, run down
- Sidewalks in poor condition



- Absentee landlord properties
- Food desert

20-Year Vision

Meeting participants were also asked to think of what they would like the neighborhood to be like in 20-years then to write down their thoughts. Key components of the visions included:

- Improved housing – new homes and repair existing; apartments; multi-generational
- More local businesses
- Sense of community – events; communication; neighborhood leadership
- Parks, walking & biking trails – walkable and bike-able
- Feel safe
- Connectivity – neighborhood to River, riverwalk, & Sample St.
- Access to quality food



Group Exercise: Improvement Priority Maps

Finally participants were asked to work in groups to identify what they wished to see occur in the neighborhood. Groups used a map of the Southeast Neighborhood to denote locations and ideas for the future, including where they might like to see better sidewalks, a new park, a new business, or new housing. A representative from each group took a few minutes to stand up and report the groups ideas to everyone at the meeting, the following were common themes:

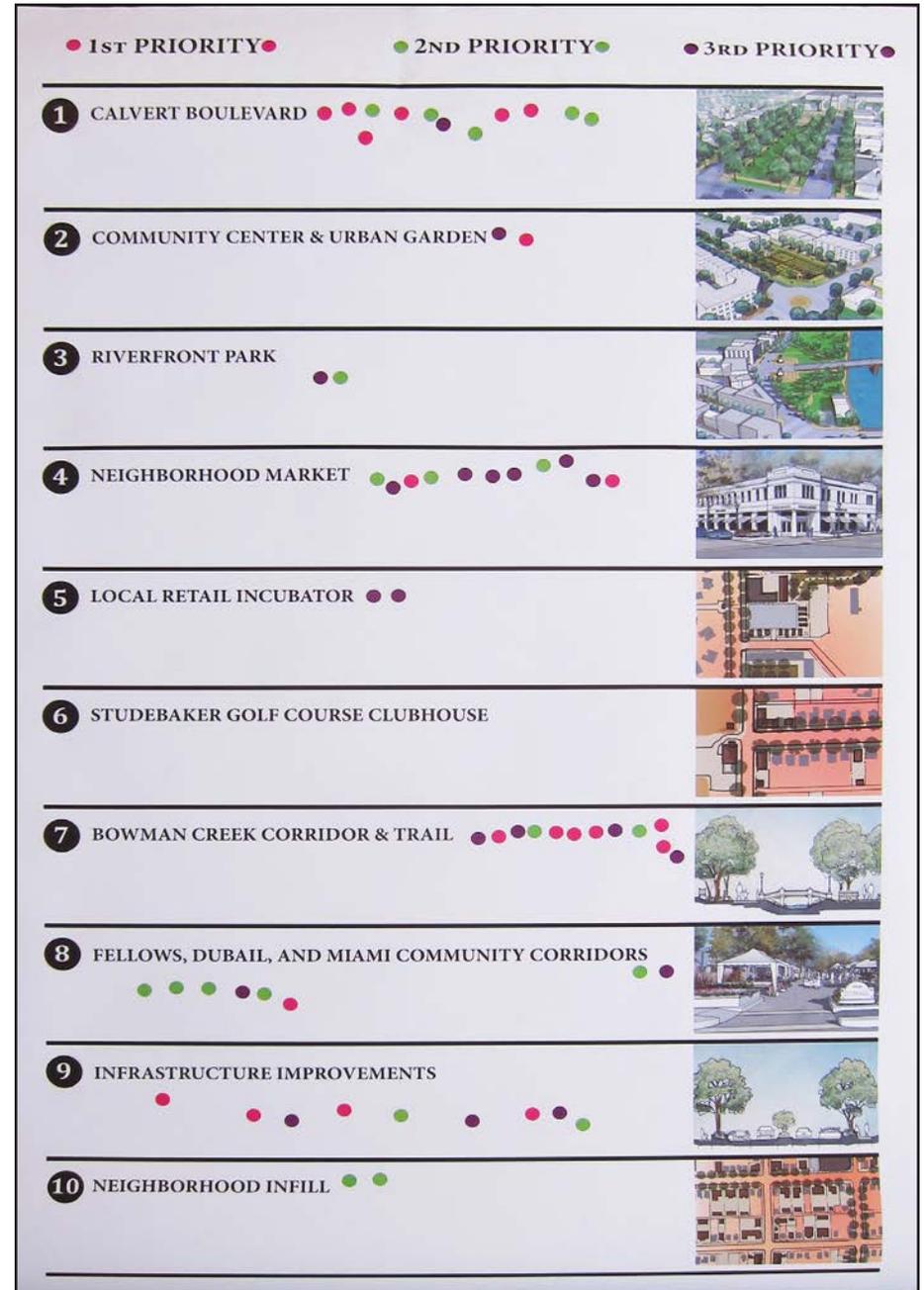
- Retain a diverse neighborhood, make sure those living in the neighborhood currently can remain.
- Sidewalk improvements are needed; improve the walkability / pedestrian-friendliness of neighborhood.
- Greenspace / parks are important to the neighborhood – make Bowman Creek an asset with walking path and use it to connect the neighborhood to the river and broader community.

3.2.3: Report Back & Prioritization

The consultants and City took all the information collected through the process and began thinking about more detailed ideas for the neighborhood. These ideas were further developed and evolved into the Master Plan Initiatives. At the next public meeting the Initiatives were presented, followed by questions and comments. Then meeting participants were asked to help prioritize the Initiatives by ranking their first, second and third priorities. Votes were totaled and weighted based on which priority level (first = 3 points, second = 2 points, and third = 1 point). The resulting top five priorities are:

1. Calvert Boulevard
2. Neighborhood Market
3. Bowman Creek Corridor
4. Infrastructure Improvements
5. Street: Fellows, Dubail, Miami

For a breakdown of all rankings, see Appendix II.

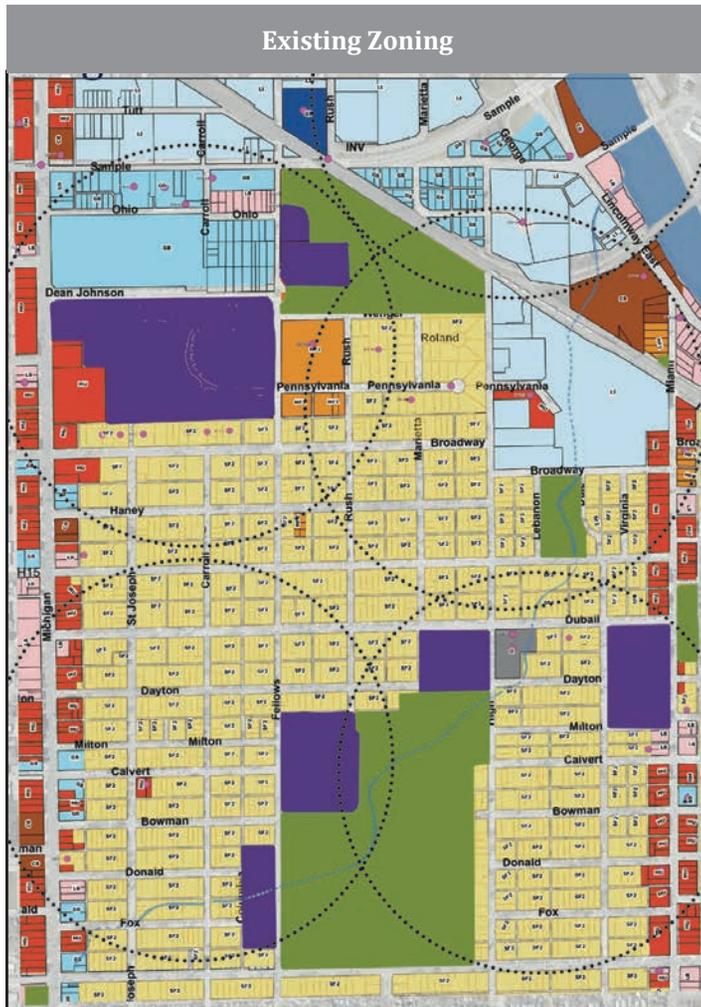


Chapter 4: Master Plan Recommendations

Based on the neighborhood analysis, guiding principles, and neighborhood & stakeholder feedback, recommendations for future activities in the Southeast Neighborhood have been developed.

4.1: Zoning & Land Use

When exploring opportunities to create a vibrant neighborhood, one must examine the existing zoning and land use of the area. A key to a thriving, healthy neighborhoods is having a mix of compatible land use types that allow people to live, work, shop, eat and play within



Key:

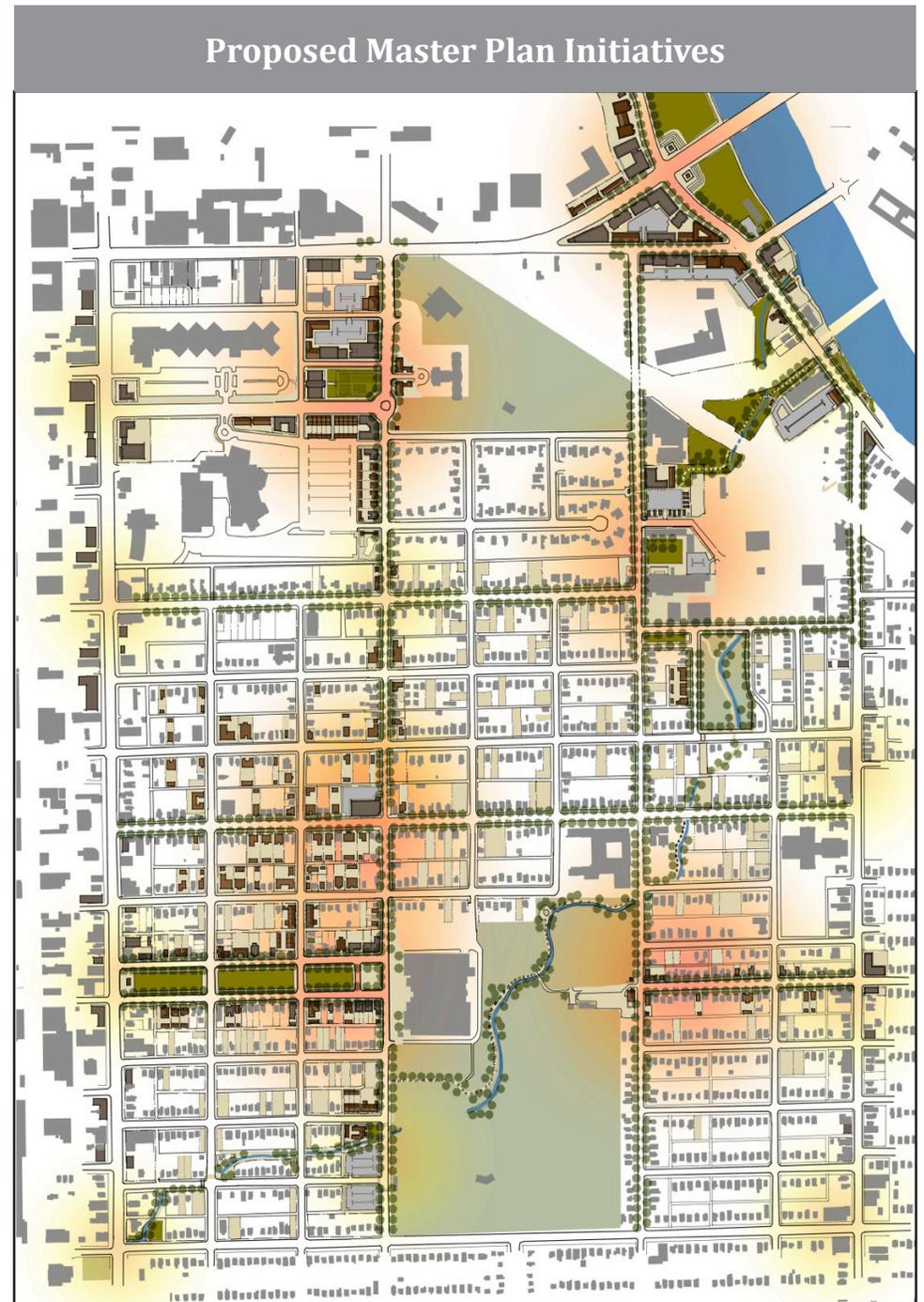
- Yellow: Low Density Residential
- Orange: Medium Density Residential
- Red: Mixed Use
- Dark Red: Commercial
- Purple: Institutional
- Grey: Light Industry
- Green: Greenspace / Parks

walkable distances. Zoning regulations need to support these functions as well as provide pedestrian friendly streets; create desirable environments for people live, work and visit; and provide needed services for nearby residents.

In the Southeast Neighborhood, future zoning should foster the development of amenities that serve the neighborhood; increased density at key intersections; and encourage a mix of uses. Future development should look to increase density through the introduction of some mixed use and multifamily residential along Fellows St. and along Calvert St. (between Michigan St. and Fellows St.). The current mixed use nature of Miami St. should be reinforced with small-scale, pedestrian-friendly, mixed use development that attracts retailers that provide for the day to day needs of residents. Larger scale commercial activities, which tend to have a more regional draw, should be focused along Michigan St. and Sample St. The proposed land use will help to create a network of vibrant neighborhood centers and supporting nodes that are all within walkable districts.

4.2: Initiatives

The Master Plan Initiatives are organized into four categories: civic centers, neighborhood nodes, community corridors, and neighborhood infill. The location of each initiative is denoted in pink on the Proposed Master Plan Initiatives map (to right).



4.2.1: Civic Centers

a) Calvert Boulevard

Riley High School is a great asset to the neighborhood. However, it is not highly visible within the neighborhood. Creating a boulevard along Calvert St., between Michigan St. and Fellows St., would provide a grand entrance to the school and would help with the drop-off/ pick-up traffic that occurs. As part of this project, or any other outlined in the Plan, the City would not use eminent domain or forcibly acquire any property. All acquisition would only proceed on a voluntary basis by the property owner.



Above: Aerial of existing Calvert St. and Milton St. facing toward Riley High School

Below: Existing Calvert St. facing toward Riley High School



Conceptual Plan for Calvert Boulevard between Michigan St. and Fellows St.

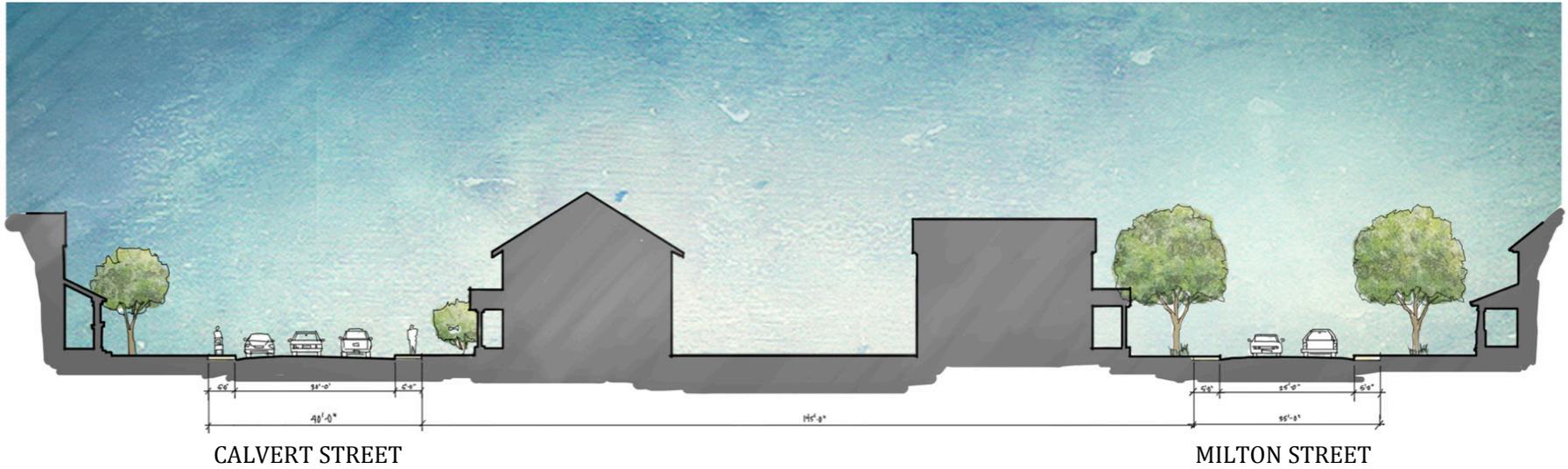




Above: Aerial of conceptual plan for Calvert Blvd. facing toward Riley High School

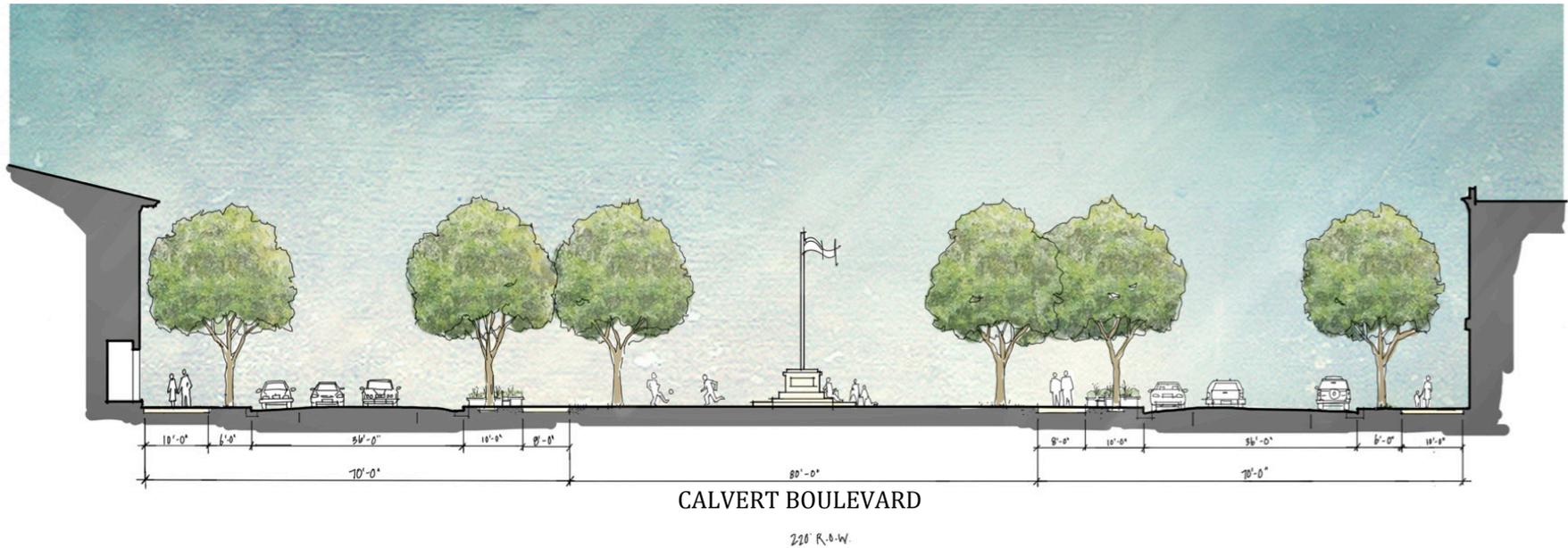
Below: Conceptual plan for Calvert Blvd. facing toward Riley High School





CALVERT STREET

MILTON STREET



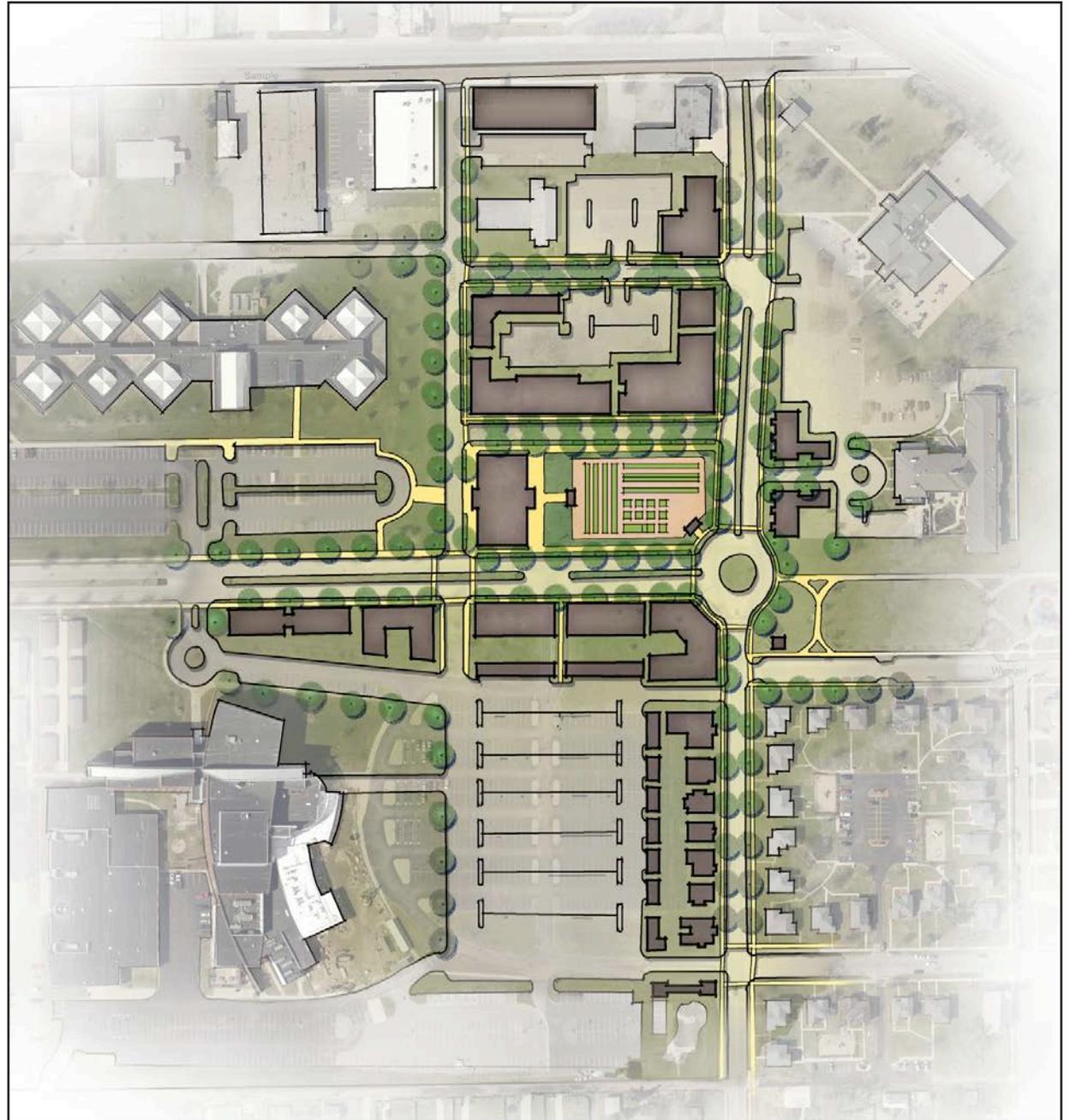
CALVERT BOULEVARD

220' R.O.W.

Above: Existing street cross-section of Calvert St. & Milton St.
 Below: Conceptual street cross-section of Calvert Boulevard

b) Community Center & Urban Garden

In the northern portion of the neighborhood, there are a number of agencies and organizations and they all have expressed a need for additional facilities. The Boys & Girls Club, Juvenile Justice Center (JJC) and Ivy Tech Community College are all within proximity of each other and should develop joint facilities where possible when looking at opportunities for additional facilities to meet their needs. The Boys & Girls Club expressed a desire for urban gardening and a recreational facility. JJC also noted the need for recreational facilities. And Ivy Tech Community College continues to need to expand its facilities including class room space, but could involve housing and recreational facilities. Future development should be in an urban format and pedestrian oriented in design along Fellows St. and Dean Johnson Blvd.



Left: Existing conditions in northwest area of neighborhood centered around Fellows St & Dean Johnson Blvd.
Above: Conceptual plan of community spaces along Fellows St. & Dean Johnson Blvd.



Left: Aerial of existing conditions in northwest portion of neighborhood centered around Fellows St & Dean Johnson Blvd.

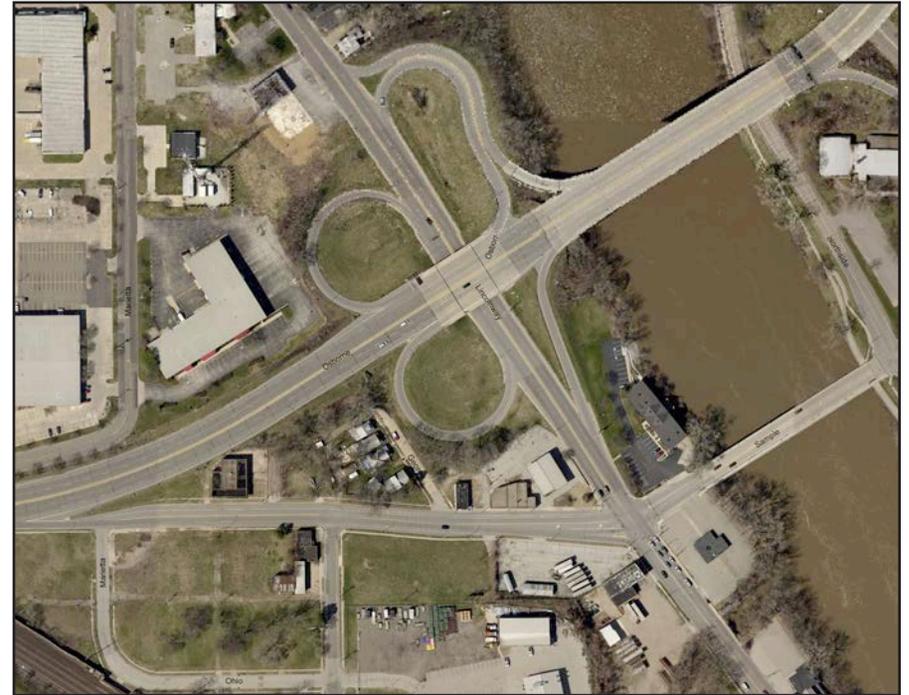
Below: Conceptual plan of community spaces along Fellows St. & Dean Johnson Blvd.



c) Riverfront Park

The northeastern portion of the neighborhood feels isolated and underutilized, causing the neighborhood as a whole to be disconnected from the natural asset of the St. Joseph River. This is greatly due to the circulation – including the railroad tracks and the State Road 23 clover leaf at Lincoln Way East which act as physical barriers. In addition, the dead end on Sample St at State Road 23 results in limited use of this two block section of Sample Street and ultimately underutilized land uses. By introducing an at-grade intersection of State Road 23 and Lincoln Way East, a number of things are accomplished:

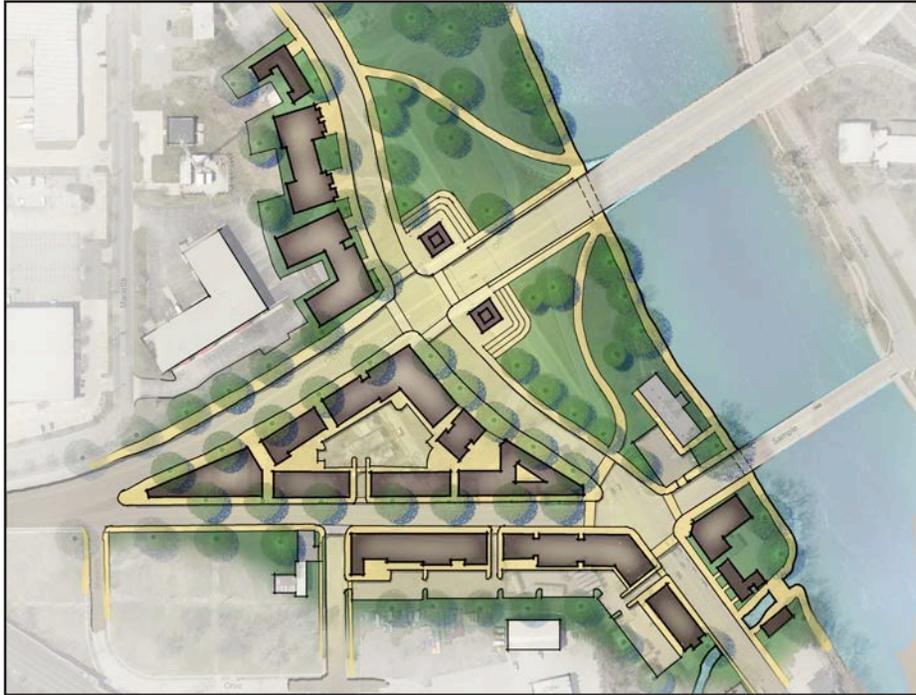
1. Creates open space directly on the St. Joseph River that will have a neighborhood and regional draw.
2. Land becomes available for additional development at a highly visible and desirable intersection.
3. Increases connectivity and is more pedestrian / bicycle friendly with access to the Riverwalk via the Sample St. Bridge. It also reinforces the use of High St. as an access point under the railroad tracks.
4. Provides an opportunity to create a sense of place and enhance the identity of the Southeast Neighborhood.



Above: Existing conditions at Lincolnway East, Sample St. and State Road 23

Below: Existing conditions at Lincolnway East, Sample St. and State Road 23





Left: Conceptual plan of park and development at Lincolnway East, Sample St. and State Road 23

Below: Conceptual plan of park and development at Lincolnway East, Sample St. and State Road 23



4.2.2: Neighborhood Nodes

a) Neighborhood Market

One of the guiding principles in developing a vision for the neighborhood is walkability. To encourage walking a destination is required. Introducing neighborhood scale retail which provides goods and services to the area residents will become a natural draw for community members. By locating the retail at the intersection of two community corridors, Fellows St. and Dubail St., it will be within a short walk for the majority of the neighborhood residents. Neighborhood scale retail can range from a small corner market to a coffee shop to a dry cleaner or laundry facility. Ideally, given its location and the neighborhood's need for more diverse housing options, the building will be developed as mixed-use, with apartments above the commercial space.

The development should be pedestrian oriented. The building should be placed on the corner of the property with on-street parking available and additional parking located in the rear of the building.



Conceptual plan of neighborhood retail at the corner of Fellows St. & Dubail St.



Above: Existing northwest corner of Fellows St. & Dubail St.

Below: Conceptual design of mixed-use building at the northwest corner of Fellows St. & Dubail St.



b) Local Retail Incubator

Many small start-up companies are emerging in the market – often started by young professionals with an entrepreneurial spirit. The neighborhood is poised to help provide space for these new businesses given its proximity to downtown South Bend, Ivy Tech Community College and Indiana University South Bend.

In addition, the Southeast Neighborhood already has an asset in LangLab. LangLab is a multiuse, co-workspace facility that offers a variety of amenities to the neighborhood and greater South Bend, including private and co-working office spaces, artist studio space, an art gallery and a flexible venue space that accommodates music, theater, and private events. LangLab has a number of small businesses using the space to grow – Purple Porch Co-Op, which now has a permanent home in the East Bank, started in LangLab. However, as it continues to help small businesses thrive, it has become apparent that there is a need for an intermediate incubator space in the community. This space would help bridge the gap between use of LangLab facilities and the new business having to buy or lease a more permanent retail space. Providing a local retail incubator space will offer small businesses an additional tool to help develop their business and improve success rates of local small business.

As businesses grow in the neighborhood, they will likely look first to the surrounding neighborhood for expansion opportunities - “graduating” to spaces on Miami St. or Michigan St. Co-locating the incubator space by LangLab will help reactivate industrial space in the northeastern area of the neighborhood and builds off the momentum already occurring in the neighborhood. When developing the incu-

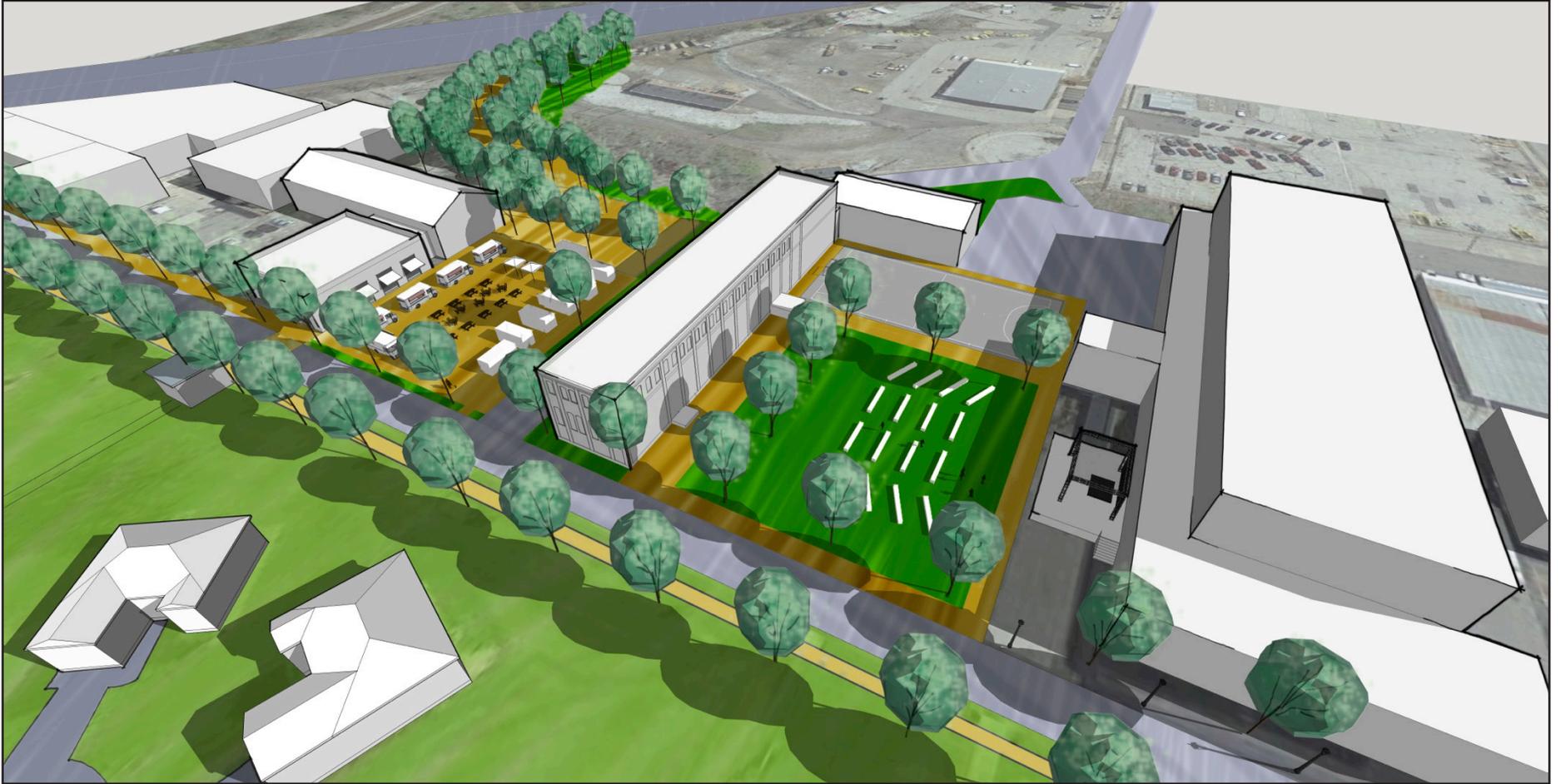
bator space, it will be important to provide a flexible community space that can be used by the businesses and patrons.



Left: Existing conditions of LangLab and surrounding property along High St.

Right: Conceptual plan of local retail incubator development near existing LangLab facilities.





Above: Conceptual plan for local retail incubator on High St.

Right: Examples of incubator spaces that provide opportunity for small businesses.

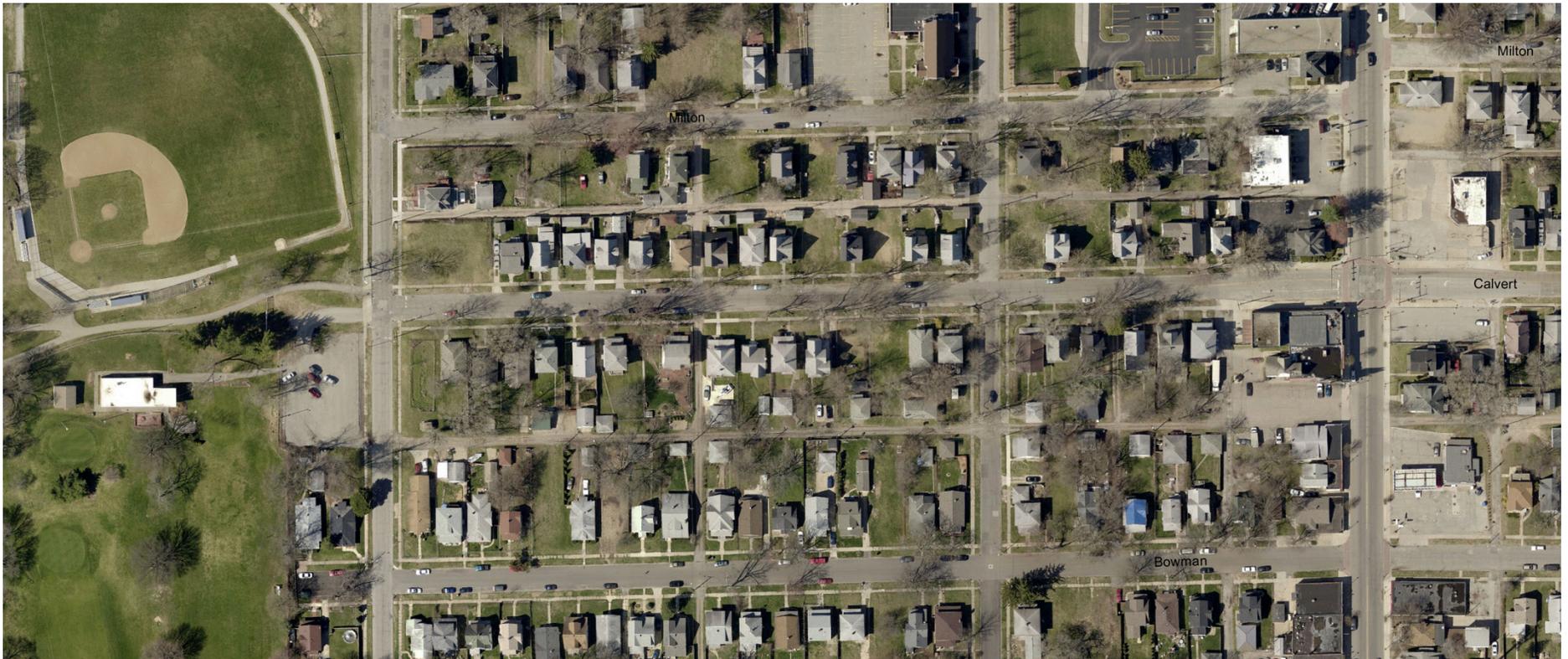


c) Studebaker Clubhouse

Studebaker Golf Course currently does not have a prominent entrance and the facility easily goes unnoticed. In order to improve the visibility of the golf course, improvements should be made to the entrance, including the construction of a golf clubhouse; alignment of the driveway entrance with Calvert St.; parking lot expansion and improvements; and infrastructure improvements along Calvert St. to help connect Maimi St. and the golf course. In implementing all of these projects, careful consideration should be given to place-making including visual and physical connectivity, and building placement. The design of any new buildings should be consistent with the surrounding neighborhood while providing for the practical requirements of a clubhouse. Ultimately, the increased visibility can assist the golf course to gain additional revenue and reinforce the facility as an amenity to the neighborhood and broader community.

Below: Existing Studebaker Golf Course entrance on High St. and Calvert St.

Right: Conceptual plan for improvements to the Studebaker Golf Course entrance, including a new clubhouse and pavillion.





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4.2.3: Community Corridors

a) Bowman Creek Corridor

Bowman Creek runs through the neighborhood and has the potential of being a neighborhood amenity that could draw people from the region to the area. However, the creek is largely hidden from view with much of it runs through a storm sewer pipe. In addition, the creek is in poor ecological condition due to pollutants and illegal dumping in the few segments that are above ground. By daylighting of the creek, where possible, and introducing a multiuse trail alongside it, there is an opportunity to embrace it as a natural asset, revive the creek ecosystem, and reestablish a connection between the neighborhood and the St. Joseph River. Not only would the new multiuse trail provide a recreational opportunity for neighbors, but it can be connected to the existing Riverwalk and bike routes to increase its accessibility and attract users from the broader region.

In addition to becoming a recreational amenity, there are opportunities to engage partners that can help with the creek's revitalization including the Bowman Creek Revitalization Group, which is working on restoration efforts; Riley High School & New Tech High School, which are interested in expanding opportunities for outdoor science laboratories; and the City's Department of Parks & Recreation since a portion of the creek runs through the City's Studebaker Golf Course.





Left: Cross-section of the conceptual plan for Bowman Creek Corridor, including multi-use trail, seating areas and bridges, as required.

Bottom left: Students from Riley High School sample water in Bowman Creek

Bottom right: The proposed Bowman Creek Corridor could be similar to Riverside Trail.



b) Streets: Fellows, Dubail & Miami

Fellows St. and Dubail St. are the key streets that provide internal neighborhood circulation. Fellows is the north/south connector that residents use to move around and in/out of the neighborhood, and is also used by Riley High School & New Tech High School faculty, students and buses throughout the school year. Given how the east/west Dubail St. is situated within the neighborhood – not heavily traveled by through traffic; and anchored by St. Matthew’s Cathedral Parish and School, Mount Carmel Missionary Baptist Church, Studebaker School, and the Memorial Southeast Neighborhood Clinic - it provides the opportunity to be closed off for special neighborhood events such as the Riley High School Homecoming parade and neighborhood block parties. Any improvements made along these streets should focus on providing a sense of place and improving walkability & bike-ability.

Miami St. serves as the neighborhood retail center and any changes made, including infrastructure and land use, should encourage a mixed use retail corridor. It also has the opportunity to be closed off for special events, like street festivals, which have a larger draw than neighborhood centered events.

When you overlay the proposed Bowman Creek improvements over Fellows, Dubail and Miami Streets, the resulting transportation network will improve the walkability and accessibility within and around the neighborhood.

Although Michigan St. is not highlighted as a community corridor, it is still an important corridor to the neighborhood. The City of South Bend is moving forward with plans to convert the street to two-way traffic in 2016 as part of the Smart Streets Initiative. This conversion will help create a more vibrant street with a stronger sense of place and identity.

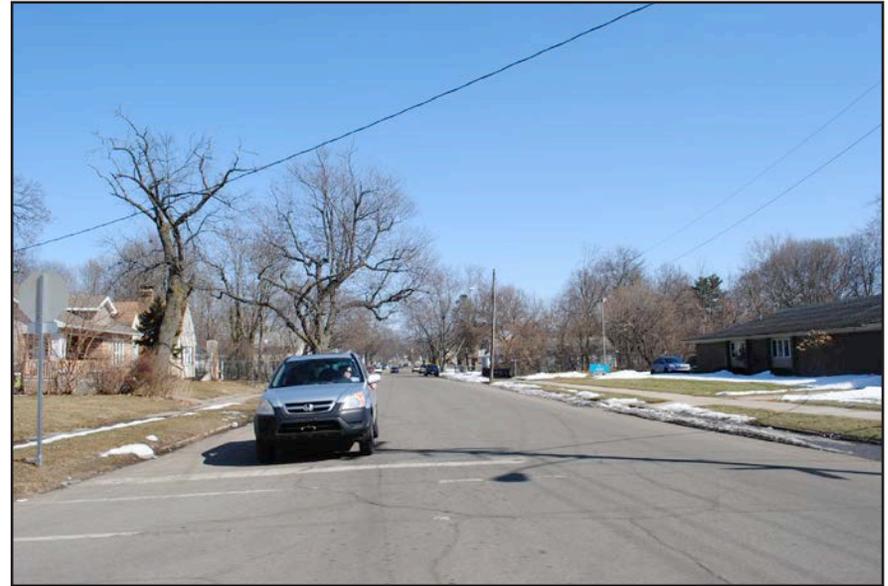
Proposed Community Corridor Network



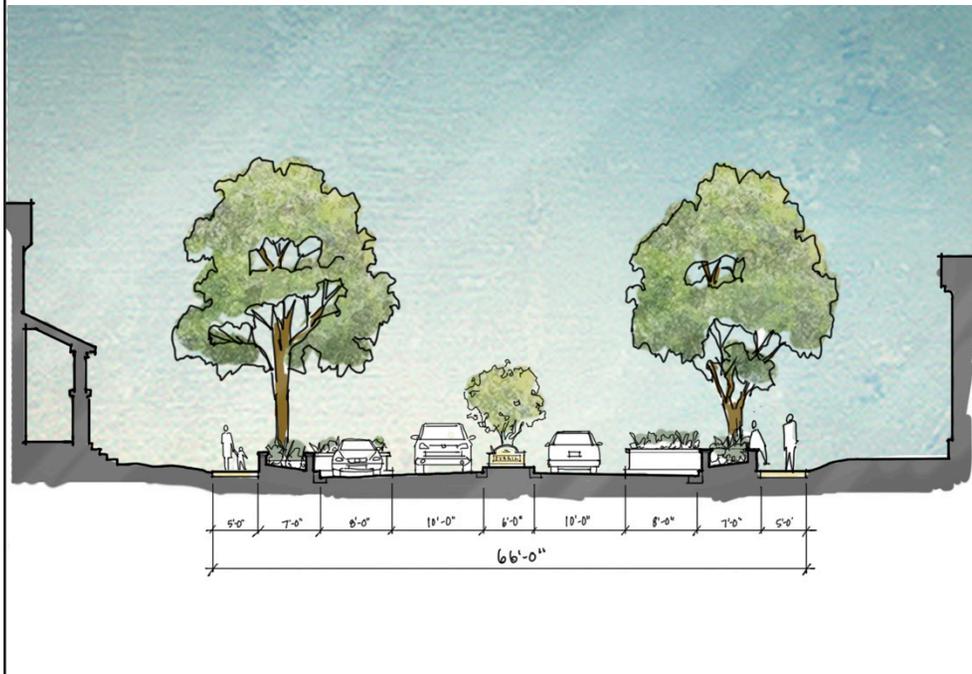
Fellow Street: Existing & Conceptual



Dubail Street: Existing & Conceptual



Above: Existing view of Dubail St.



Below: Conceptual improvements to Dubail St. will encourage its use for community events.





Left: Example of streetscape and mixed-use, pedestrian friendly building type that is desired on Miami St.

Above: Miami St. retail corridor offers an opportunity to be closed off for regional events.

c) Infrastructure Improvements

Opportunities to improve the overall aesthetics and sense of place within the neighborhood should be taken advantage of. Efforts should include amenities such as increased pedestrian friendliness through improved sidewalks; additional street lighting with a focus on pedestrian scale lighting; inclusion of benches and trash bins in key locations; incorporating bike facilities like sharrows, bike lanes, and bike parking into the streetscape; introducing rain gardens and green infrastructure to assist with rain water; and adding other hardscape improvements such as street medians where appropriate. Focus should first be in conjunction with identified projects but should be implemented in other areas of the neighborhood as the opportunity is available.



Bicycle facilities will improve bike-ability, walkability & safety as well as improving connections within the neighborhood. Top to bottom: bike lane; sharrows; bike parking.

What is a Rain Garden?

Nature's Water Filter: Rain gardens are shallow landscaped depressions that capture, clean and absorb stormwater runoff from roofs, parking lots and roads.



Other infrastructure improvements will improve walkability & safety the neighborhood. Top left, clockwise: rain garden; pedestrian-scaled lighting; benches and trash container.

4.2.4: Neighborhood Infill

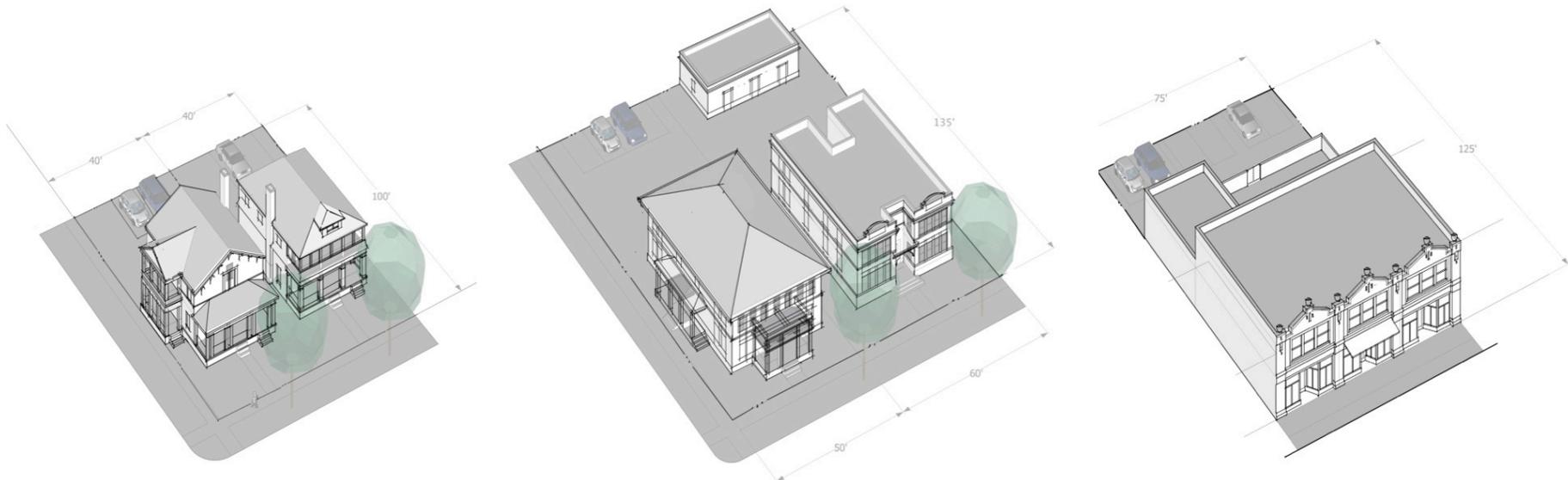
With the poor condition of some of the aging housing stock, there has been some demolition of dilapidated houses in the neighborhood. Some of these vacant lots offer an opportunity for new housing construction. Given housing market in South Bend there is a limited number of units that can currently be absorbed.

When developing new housing for the Southeast Neighborhood, consideration should be given to incorporating a mixed typology of housing – ranging from single-family detached houses and multi-unit single-family buildings to apartments and mixed use buildings with residential above a retail or office space storefront. Ultimately, there should be a range of housing types and

price points available in order to help keep the area a diverse, mixed-income neighborhood. Larger buildings should be designed so that massing and architectural features fit a human scale and blend well with the existing urban housing. Ideally these larger buildings should be located on corner lots when possible.

In all cases buildings should reflect the character of the neighborhood and fit into the surrounding context. Since the existing housing is older stock, with the majority built over 75 years ago, it will be important to develop new housing that incorporates the amenities currently desired as part of urban living – such as slightly larger lots, more than one bathroom, as well as additional closet & storage space.

Infill housing efforts should be focused in a targeted geography in order to ensure maximum impact. Over time the geography where infill is completed will expand. In the initial stages of infill development, should build off of existing stability and amenities. Given the stability provided by previous development activities and neighborhood institutions, infill development should begin in the northwest portion of the neighborhood. The housing developer(s) will need to complete a parcel level analysis in order to determine where to begin; the analysis will need to look at property ownership, ease of acquisition, existing conditions of property, and surrounding amenities among other things.



Single Family Housing Examples



Multi- Unit Building Examples



Other Housing Unit Type Examples

Mixed-Use



Carriage House



Chapter 5: Implementation

Strategic Implementation Matrix

The priority initiatives identified through the Master Plan process have been reviewed and further broken into implementation components. Each priority project has been analyzed, given an anticipated timeline for completion and most importantly the lead entity has been identified. The lead role is crucial for the implementation of each project. Neighborhood revitalization efforts take neighbors, multiple stakeholders and organizations, and government working together. No one entity can accomplish all efforts alone.

The Southeast Neighborhood is fortunate to have multiple organizations that are interested in making improvements in the area including the City of South Bend, 466 Works Community Development Corp., the Southeast Organized Area Residents (SOAR) Neighborhood Association and the Bowman Creek Revitalization Project. In addition these groups have expressed a strong desire to work together in order to accomplish neighborhood improvements. The neighborhood should capitalize on this momentum and focus on a number of strategies moving forward.

Strategy 1: Create pedestrian-friendly streetscapes along community corridors					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
1.1 Fellows Street streetscape work including new curb & sidewalk, paving, trees and street lighting	DCI, Public Works		x		
1.2 Michigan Street streetscape work including conversion to two-way traffic, trees and bike facilities	DCI, Public Works		x		
1.3 Dean Johnson Blvd streetscape to introduce permanent on-street parking and designated bike lane	DCI, Public Works		x		
1.4 Dubail Street streetscape work including new curb & sidewalk, paving, trees and street lighting	DCI, Public Works			x	

Strategy 2: Make the Bowman Creek Corridor a neighborhood asset					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
2.1 Develop pilot rain gardens in Bowman Creek watershed	Bowman Creek Educational Ecosystem Project Team		x		
2.2 Continue work toward revitalizing Bowman Creek, developing sensors, systems, and analyses that contribute to cleaner water and green infrastructure.	City of South Bend, University of Notre Dame		x	x	x
2.3 Continue to engage and educate neighbors about Bowman Creek and its benefits to the community	Bowman Creek Educational Ecosystem Project Team		x	x	x
2.4 Utilize Bowman Creek as an outdoor laboratory for area students	Bowman Creek Educational Ecosystem Project Team, SBCSC		x	x	x
2.5 Construct Bowman Creek bridge at Ravina Park	Bowman Creek Project Team	Parks, Public Works	x		
2.6 Pursue 319 Grant through the Army Corp of Engineers for Bowman Creek daylighting & improvements	Bowman Creek Project Team, DCI, Public Works		x	x	
2.7 Assemble properties, or portions of properties, for development of multi-use trail adjacent to Bowman Creek	DCI, Public Works		x	x	
2.8 Complete construction of Bowman Creek improvements	DCI, Public Works	Parks			x

Strategy 3: Develop sense of community through neighborhood engagement					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
3.1 Develop a neighborhood association	Residents	NRC, 466 Works	x		
3.2 Develop and maintain communication among neighbors (i.e. newsletter, listserv, Facebook page / group)	Residents	NRC	x	x	x
3.3 Hold neighborhood events	Residents	NRC, 466 Works	x	x	x

Strategy 4: Complete infrastructure projects to improve the aesthetics and sense of place within the neighborhood					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
4.1 Install additional street lights in southern portion of neighborhood as part of Light Up South Bend	Public Works, Common Council	AEP	x		
4.2 Evaluate lighting in neighborhood north of Indiana Ave	Public Works		x		
4.3 Install additional street lights in north of Indiana Ave as part of Light Up South Bend - Southeast Neighborhood Phase II	Public Works	AEP	x	x	
4.4 Incorporate adequate benches & trash bins in neighborhood parks	Parks Dept			x	
4.5 Introduce bike lanes & sharrows on neighborhood streets, as appropriate	DCI, Public Works		x	x	
4.6 Provide assistance to businesses to install bike racks / bike parking facilities	DCI, Public Works			x	

Strategy 5: Stabilize the neighborhood through housing development and preservation					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
5.1 Complete parcel level analysis to identify infill housing and/or housing rehabilitation target area(s)	466 Works		x		
5.2 Assemble property for future infill development and/or rehabilitation	466 Works		x	x	
5.3 Construct infill housing and/or rehabilitate houses	466 Works			x	x
5.5 Promote availability of homeowner repair assistance	Residents	DCI	x	x	x
5.4 Continue to demolish properties that are in serious disrepair	Code Enforcement		x	x	x

Strategy 6: Improve visibility of and access to Riley High School & New Tech High School					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
6.1 Acquire properties, through voluntary acquisition, for development of new Calvert Boulevard	DCI		x	x	x
6.2 Calvert Boulevard streetscape work - including new curb & sidewalk, paving, trees and street lighting - featuring a new greenspace	DCI, Public Works				x

Strategy 7: Introduce new neighborhood retail such as a market					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
7.1 Complete parcel level analysis to confirm infill neighborhood market location	466 Works		x		
7.2 Acquire property for neighborhood market development	466 Works	DCI	x	x	
7.3 Construct mixed-use development which includes neighborhood scale market or other retail	Developer, 466 Works	DCI		x	x

Strategy 8: Improve the visibility and amenities at Studebaker Golf Course					
Strategy & Action Steps	Lead Role	Potential Partners	1-2 Year	3-5 Years	5+ Years
8.1 Complete golf course entrance improvements including parking lot improvements and signage	Parks Dept., DCI			x	
8.2 Calvert Street streetscape work (between High St. and Miami St.) to improve visibility of golf course	DCI, Public Works				x

Key:

DCI - City of South Bend Department of Community Investment
 Public Works - City of South Bend Department of Public Works
 SBCSC - South Bend Community School Corp
 Parks Dept - City of South Bend Department of Parks & Recreation
 Code Enforcement - City of South Bend Department of Code Enforcement

Appendix I: Input Meeting

4/14/15 South Bend SE Neighborhood - feedback

Map Exercise Comments

Group 1

- Emphasize business
- Emphasize safety
- Lighting is a necessity
- Sidewalks are in horrible condition
- Michigan & Broadway: particularly problematic
- Desire for neighborhood community center @ Pennsylvania & Rush, and/or near Fellows, near the B&GC (because B&GC has panned out to serve a broader area than originally intended/anticipated)
 - o With offices & training facilities
- Parks! Dean Johnson Park is good; Honeymoon Park deserves further investment (all walks of life use it)
- Tear down remaining vacant homes
- Increase amount of eateries/restaurants

Group 2

- (presented by Lawrence)
- hopefully the investment will benefit everyone
- fix the food desert!
 - o Juice bars
 - o Fresh food
- increase the neighborhood's walkability to encourage people to **walk** to the Farmers Market
- retain the existing diversity
- create jobs
- maintain housing opportunities for lower-income residents
- open up Riley's facilities to neighbors?
- To fix the sidewalks might improve the health of residents
- More green spaces!

Group 3

- develop Bowman Creek
- connect the north side bike-walking trails to Ivy Tech & Ignition Park
- grab the Fire Department land for a pedestrian connection under the train tracks
- job training
- maintain accommodation for homeless & low-income
- program to develop an entry-level market for new home buyers
- Miami Street: more mixed-use
- Tutt Library - needs more parking
- Dubail & Fellows have a lot of vacant lots: this could be the focus of 466 Works' mixed-use infill

- Increase/enhance the green space across from Riley's front door (could it be maintained as a project by students?)
- Ivy Tech roundabout: sculpture or water feature?

Group 4

- (presented by Rhonda)
- Bowman Creek: bike & walking paths! Connect to the other bike paths
- Infrastructure improvements are essential
- More native flowers & trees
- Enhance the neighborhood for its **current** residents
- Tree-lined boulevard approach to Riley
- Don't tear down the existing homes!
- Grocery store
- Bike shop(?), Laundromat(?), Hair shops along Fellows
- Invest in upgrading **every** block's infrastructure
- Clinic services
- Mixed-use along the arteries
- Student housing at or near Ivy Tech

Group 5

- (presented by Rami)
- can we include Edgewater & Monroe in the visioning?
- Beautify Sample & Michigan
- Daylight Bowman Creek
- Load the northern/eastern edge with new parks
- Add vitality to the Miami Street corridor: maximize pedestrian-friendliness from St. Matthew's to the River
- Keep in mind that there is traffic coming to the site **both** from South Bend **and** from Mishawaka, to the east
- "playland" across from IUSB: is this a spot for concerts?
- Langlab-Crooked Ewe-Farmers Market corridor **could** be a great commercial center
- Use Bowman Creek as a **connection**
- Maybe Pepsi's siting/location should be reconsidered?

Notecard Comments

Weaknesses

- abandoned or absentee-landlord properties
- safety (though it has improved)
- appearance
- Need a community center: Ivy Tech to hold job fairs with local businesses to increase job placement
- Need more street lighting
- Vacant/abandoned homes
- Poorly-lit streets
- Run-down

- Dirty
- Unsafe
- Drugs
- Poor lighting
- Unsafe walkways
- Few homeowners
- Too many vacant lots
- Vacant houses/vacant lots
- Eyesore
- No community center
- Only one park
- No eatery
- Lack of neighborhood park
- Poor street lighting
- Vacant
- Food desert
- Sidewalks need repair
- Bad street lighting
- Few businesses
- Traffic
- Unsightly lots & homes
- Vacant/abandoned homes
- Food desert
- Fellows Street & High Street are narrow
- Parking on the streets make 2-way traffic impossible
- Lack of housing stock
- Lack of multi-unit housing
- Lack of local businesses
- Groups of at-risk residents: latch-key children, seniors, low-income residents, transients
- Lack of tax base
- Vacant housing
- Lack of home ownership
- No governmental support for ex-offenders
- Infrastructure
- Sidewalks
- Food desert
- Congestion by Riley
- Too many abandoned and blighted homes
- Pepsi company & trucks very noisy (revving of motors, horns blowing)
- Area being used for trash & debris near the gas company
- Noise from Pepsi plant
- People walk through private yards
- Low property values
- The housing from Fellows to Michigan, Ewing to Indiana or Broadway is blighted & will continue to degrade until they're taken down

- Not enough income/jobs
- Deteriorating houses & investment
- Handyman/yard work for seniors
- Streets need more lighting

Strengths

- Bowman Creek (if tended to)
- Housing/lot sizes
- Proximity to downtown & closeness to amenities to the south
- Good use of churches in the area
- The Creek is nice **north** of Indiana
- Many community-based small businesses
- Many educational opportunities
- Old houses full of character & potential
- Some solid/good businesses
- Schools/businesses
- Good infrastructure (roads)
- Opportunities for biking
- Roads are well-connected
- Unity of neighborhood
- Diversity
- Close to downtown
- Schools/church
- Good people
- Serving people
- The infrastructure of the streets & sidewalks is in place
- Plenty of trees
- Many ministries of aid to our homeless
- Diversity is a strength (African-American, Hispanic, White, etc)
- Young adult homebuyers
- Availability of affordable housing
- Economic diversity
- Houses of worship
- Vacant land
- Cohesive & family-oriented groups of residents (ie the Orthodox community), schools & organizations
- Ivy Tech students & faculty
- Diversity (all types)
- People who want to be involved
- Social Services – Churches
- Educational institutions
- Educational institutions
- Religious institutions
- Government institutions
- Nice neighborhood
- Close to many things

- Close to main arteries
- Not a high-crime area
- Close to downtown
- Fairly clean
- Not a lot of traffic
- Space
- Many long-term residents
- Diverse population
- friendly

Ideas

- Edgewater & Monroe Park ought to be included in the planning considerations
- Infill housing should include co-op housing (a la Southmore, Walnut Grove), to promote stability & a sense of residential investment
- Multi-use low-income housing
- Improve Fellows Street into a gateway
- Community Center
- Small retail/shop/business incubator
- Create a communication vehicle (web or print) just for the SE Neighborhood
- Are homeless vulnerable if the neighborhood is "coming up?"
- Streets need to be fixed
- Lights to make the neighborhood safer
- Help ex-offenders find homes, jobs & medication
- Like the idea of utilizing Bowman Creek as a "natural wandering park."
- A grand entrance to Riley from Michigan
- Eliminating housing on Calvert & Milton
- Disagree with focusing on Dubail: believe Indiana makes more sense for the concept
- Make sure lighting is made better on streets

20-year Visioning

- houses: multi-generational
- safety
- businesses
- intact neighborhood
- vibrant
- would like new housing
- more businesses, stores
- high property values
- low crime
- walking & biking trails
- no abandoned homes
- beautiful parks
- good area businesses
- should still be a very nice, viable area to live
- as residents grow older, area should still be safe to work in yard or walk
- increased walkability

- small scale, quality foods/store (for neighborhood)
- **arterial** use of Fellows; as gateway; mixed-use
- would like to see homes developed from old properties; make it easier to purchase defaulted home loans in order to provide transitional housing for ex-offenders
- Ivy Tech has student interns and faculty experts who want to be involved
- We need to be sure homeless/indigent aren't shoved out – but welcome – in the new vision
- Promenades
- Parks for children
- Encourage the Orthodox community
- Small businesses
- Save the housing that can be saved!!!
- Connect the neighborhood with the River & a river walk
- Connect park to Sample
- A lovely entry to Riley
- Walkable health food outlet
- Fellows Street to be widened/walk lanes/bike lanes
- Keep the same ethnic make-up
- New houses, new apartments
- Community center
- More local businesses
- Better homes
- Better lighting
- Better parks
- Festivals & functions to bring neighbors together
- Neighborhood website & facebook page for digital communication
- A close-knit community that knows each other; neighbors looking out for each other
- More parks & community centers
- The original old homes that are still intact should be refinished instead of torn down: no demolition of old homes!
- A neighborhood leadership that holds public community projects for educational & career opportunities
- More small businesses mixed in the area & some restaurants that will be utilized.
- More people employed in local jobs
- More people well-housed & secure
- Friendly, attractive green spaces
- Very walkable & bike-able
- Increased safety & sense of community
- Owner-occupied homes
- Beautiful tree-lawn & curb appeal (trees, plant life, lighting, etc)
- Connectivity to river walkways
- Concentrated commercial areas
- Increased density of single-family homes & residential areas
- Increased green space/small parks
- Improve appearance of commercial zones & major arteries (Michigan, Sample, Fellows, Miami, Indiana)

Map Exercise Color Dots Key

● LOW DENSITY RESIDENTIAL



Single-Family, Duplex, or Triplex Housing

● MEDIUM DENSITY RESIDENTIAL



Townhomes, Fourplex, 6+ Flat Buildings

● MIXED-USE BUILDINGS



A Mix of Commercial, Apartments, Small Shops, Cafes, Dance/Yoga/Art Studios or Office Uses

● PARKS AND OPEN SPACE



Neighborhood Parks, Playgrounds, Playfields, Urban Gardens, Natural Landscapes, Trails, Bioretention

● INFRASTRUCTURE IMPROVEMENTS



Street Trees, Lighting, Sidewalks, Bike Lanes, Crosswalks, Intersection Improvements, Traffic Calming, Alleys

SOUTHEAST NEIGHBORHOOD MASTER PLAN

MGLM ARCHITECTS 2015

Group 1 Map



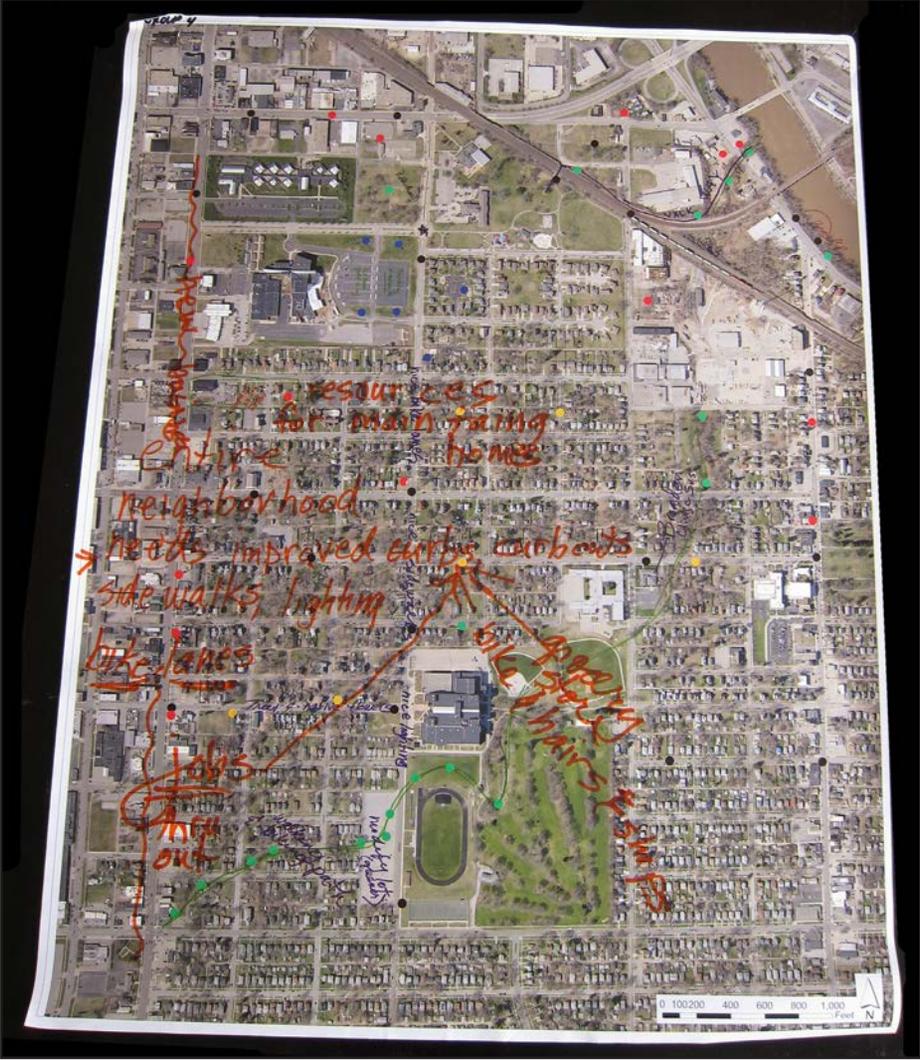
Group 2 Map



Group 3 Map



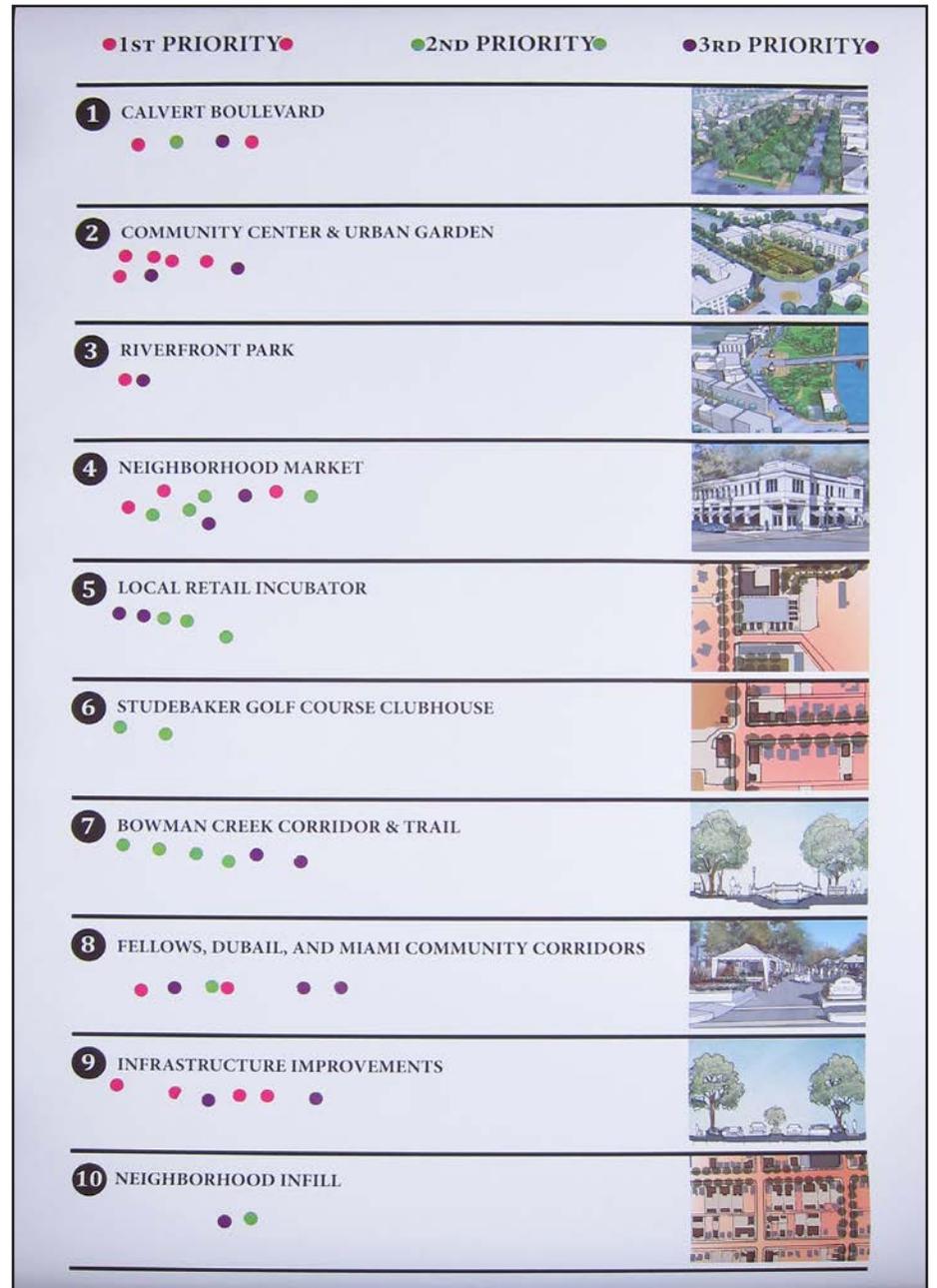
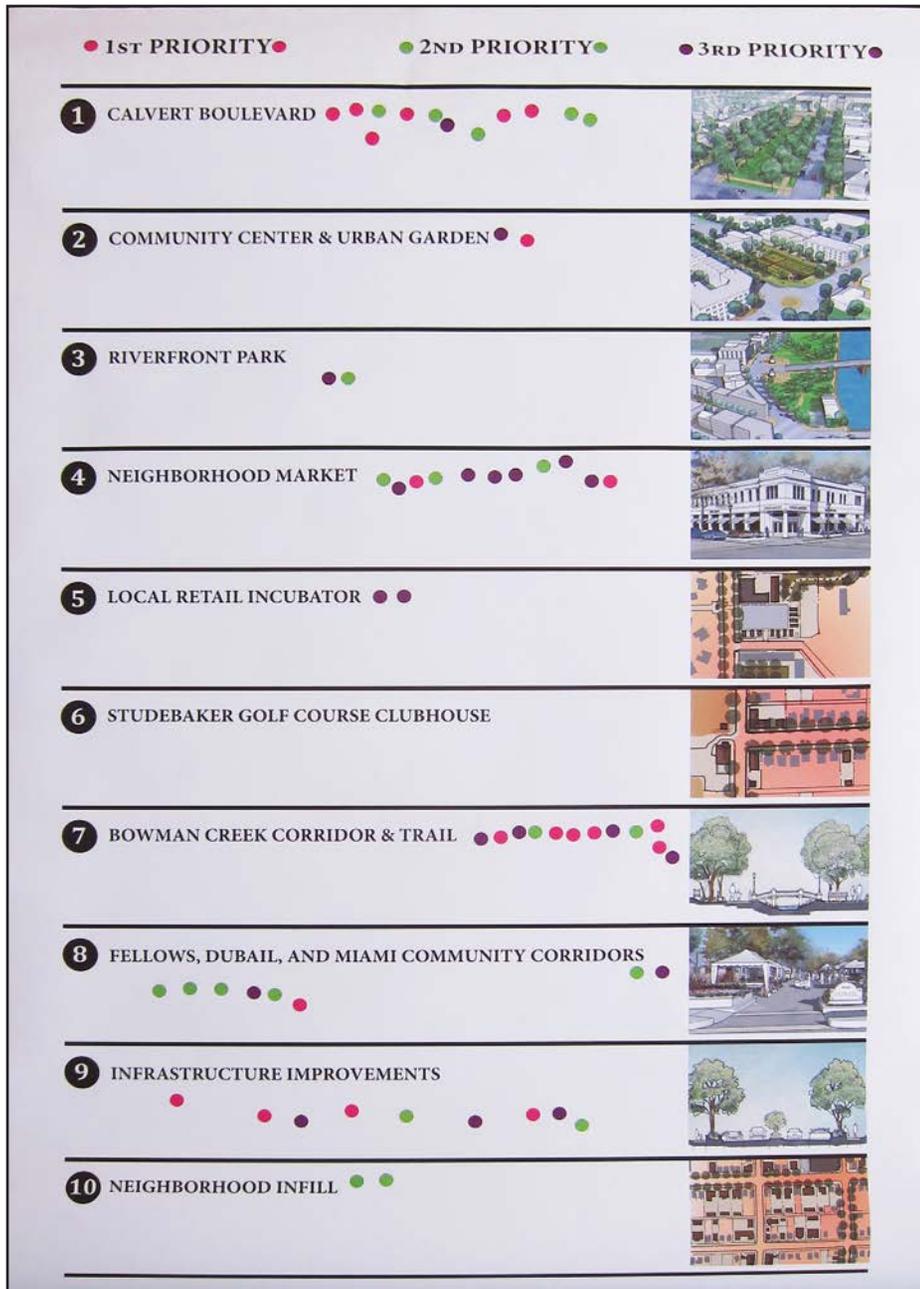
Group 4 Map



Group 5 Map



Appendix II: Feedback & Prioritization Meeting



Plan Initiative	1st Priority	2nd Priority	3rd Priority	Total Votes	Weighted
I. CIVIC CENTERS				29	66
1 Calvert Boulevard	8	6	2	16	38
2 Community Center & Urban Garden	6	0	3	9	21
3 Riverfront Park	1	1	2	4	7
II. NEIGHBORHOOD NODES				29	53
4 Neighborhood Market	5	7	8	20	37
5 Local Retail Incubator	0	3	4	7	10
6 Studebaker Clubhouse	0	2	2	2	6
III. COMMUNITY CORRIDORS				47	95
7 Bowman Creek Corridor	6	6	6	18	36
8 Streets: Fellows, Dubail, Miami	3	6	5	14	26
9 Infrastructure Improvements	8	2	5	15	33
IV. NEIGHBORHOOD INFILL				4	7
10 Neighborhood Infill	0	3	1	4	7

RANKING

1. Calvert Boulevard	38
2. Neighborhood Market	37
3. Bowman Creek Corridor	36
4. Infrastructure Improvements	33
5. Street: Fellows, Dubail, Miami	26
6. Community Center & Urban Garden	21
7. Local Retail Incubator	10
8. Riverfront Park	7
9. Neighborhood Infill	7
10. Studebaker Clubhouse	6

DRAFT

