

2013

Near Northwest Neighborhood
Quality of Life Plan



10/5/2013

Near Northwest
Neighborhood
INCORPORATED
Avenues • Homes • Neighbors
Where We Live!



Acknowledgements

Karen Ainsley
Julie Allee
Tom Anderson
Ed Baumgartner
Lisa Boyd
Steve Cantu
Ann Clark
Peggy Clark
Barbara Devereaux
Clark Glover
Ned Green
Catherine Griffin
Susan Gruetman
Brook Hardy
Michael Hebbeler
John Horton
Ronda Hughes
Michael Jindra
Amy Jonason
Steve Luecke
Elizabeth Maradik

Aaron Morris
John Mynsberge
Dustin New
Mike Penta
Nick Pittman
Ed Ruetz
Kathy Schuth
Tim Scott
Theresa Sedlack
Jeff Sobieralski
Jeff Stanifer
Mary Turgi
Lori Whaley
Linda Wolfe

Financial Support

Sisters of the Holy Cross
PNC Foundation
Martin's Supermarkets

Contents

Acknowledgements.....	0
Executive Summary.....	3
Process.....	3
Goals.....	4
Introduction.....	6
The Near Northwest Neighborhood Story	9
Boundaries.....	9
History	10
NNN, Inc.....	12
Demographic and Economic Story.....	13
Land Use.....	19
Existing Initiatives.....	21
Resident Stories	24
Assets	25
Opportunities and Challenges.....	26
Comprehensive Community Development Process.....	30
Vision.....	33
Action Plan.....	35
Connections & Communications.....	35
Quality Housing	37
Economic Opportunity & Redevelopment.....	45
Safety	48
Infrastructure & Connectivity.....	52

Youth & Families..... 60
Ready, Set, GO!..... 63
The First Steps 63
Every Year 63

Executive Summary

Every few years residents and stakeholders need to come together to affirm a vision for the neighborhood and identify a strategic direction for the neighborhood over the next five years. This Quality of Life planning ensures that there is an intentional process that brings more of the neighbors into the conversation and discusses the changing context of the neighborhood in terms of assets and opportunities, then identifies an approach to the next five years that will move the neighborhood forward. In 2013, the Near Northwest Neighborhood, Inc. (NNN) engaged in such a comprehensive community development process, leading to the development of this Quality of Life Plan.

Process

The process began with **organizing**. Resident leaders and stakeholders in the neighborhood were trained in the comprehensive community development process and in conducting one-on-one interviews with neighborhood residents. A target of 100 resident interviews was set. In the early months of 2013, the resident leaders and stakeholders set out to conduct those interviews, which resulted in the Report Back document and presentation. People were chosen to be interviewed if they were known to be a formal or informal leader in the neighborhood or were identified as someone who should be interviewed by another person who was being interviewed. The selection process was informal and based on networks of relationships rather than any formal sampling.

With relationships built and interviews conducted, the neighborhood moved into **deciding** the vision for the neighborhood and the work ahead of them in developing action plans. The vision was affirmed and ideas were developed around six key areas identified in the interviews: Connections and Communications, Quality Housing, Economic Opportunity & Redevelopment, Safety, Infrastructure and Connectivity, and Youth and Families. Action planning teams were formed and tasked with developing goals and action plans around the six key areas. With action plans complete, the neighborhood moved toward **action** – finalizing the Quality of Life Plan; rolling it out to the

[BY THE NUMBERS

1 NEIGHBORHOOD

4 HISTORIC DISTRICTS

130+ INTERVIEWS

6 KEY TOPICS

20 GOALS

99 ACTION STEPS

1 VISION]

neighborhood residents, business owners, and other stakeholders; and asking the City Council for approval of their efforts. Then the real work of implementation and evaluation begins.

Goals

Goals were established by resident-led action planning teams for each of the six key areas identified, the goals are presented here and can be found with their action plans in the Action Plan section of the document.

Connections & Communications

- Develop a new block captain program to facilitate increased positive interactions between neighbors, covering 90% (at 50) of the neighborhood by 2018.
- By October 2014, establish a landlord contact list with the intention of bringing landlords into better communication with the neighborhood, improving contact with new neighbors, keeping properties up to code, and raising awareness of the Quality of Life Plan among non-resident landlords.

Quality Housing

- Reduce the negative impact of at least 95 vacant and abandoned or substandard housing units in Census Tract 6 by strategic rehabilitation of single family homes, production of quality market rate and affordable rental housing, demolition and redevelopment and other measures by end of 2018.
- Increase the knowledge base and accountability of landlords and tenants in the neighborhood to improve rental property maintenance and reduce the number of nuisance rental properties.
- Improve the condition and appearance of 3-5 structurally sound properties through needed repairs and maintenance each year.

Economic Opportunity & Redevelopment

- Engage in the city's initiative for Lincoln Way West.
- Adopt a Portage Corridor Vision Plan with a particular focus on the area between Golden Avenue and Van Buren Avenue by 2015.
- Restore the Ford distribution building site at 906-908 Portage Avenue to provide affordable rental housing and first floor commercial development.

Safety

- Create a neighborhood campaign to add a working porch light and one motion activated security light to 100 households as part of a pilot program to deter property crimes throughout the near northwest by January 2015.
- Improve neighborhood safety by designing an awareness campaign (to launch by April 2014) to inform neighbors on street light operations and maintenance in the near northwest.
- Establish a quarterly 'crime awareness' training seminar program to teach neighbors how to be more observant of crimes and crime opportunities.

Infrastructure & Connectivity

- Improve connectivity within the neighborhood and between the near northwest and downtown South Bend and other South Bend points of interest through investment in bike and pedestrian infrastructure.
- Improve bike and pedestrian safety at key intersections throughout the near northwest by installing crosswalk safety features in 2016. Improve the character of the neighborhood by adding 10 park benches and planters to key locations by 2016.
- Establish a neighborhood tree planting initiative to encourage planting of certain flower, fruit, and heritage trees.
- Establish a long-term plan to identify and repair sidewalk and curb hazards in the neighborhood by July 2014.

Youth & Families

- Engage more neighborhood youth in structured activities in the neighborhood and broader community.
- Engage neighbors in activities to promote healthy lifestyles.
- Facilitate connections among diverse groups of the near northwest residents.

Introduction

The Near Northwest Neighborhood, Inc. has a long history of resident engagement and participation, collaboration within the neighborhood, addressing neighborhood needs, and building on the many assets of the neighborhood. In this way, the “theory of change” associated with comprehensive community development is already ingrained in the neighborhood. Every few years, though, residents and stakeholders need to come together to affirm a vision for the neighborhood and identify a strategic direction for the neighborhood over the next five years. This Quality of Life planning ensures that there is an intentional process that brings more of the neighbors into the conversation and discusses the changing context of the neighborhood in terms of assets and opportunities and then identifies an approach to the next five years that will move the neighborhood forward. In 2013, the NNN, Inc. engaged in such a comprehensive community development process, leading to the development of this Quality of Life Plan.

The process began in late 2012 with **organizing**. Resident leaders and stakeholders in the neighborhood were trained in the comprehensive community development process and in conducting one-on-one interviews with neighborhood residents. In the early months of 2013, the resident leaders and stakeholders set out to conduct more than 130 interviews, which resulted in the Report Back document and presentation held March 9th.

With relationships built and interviews conducted, the neighborhood moved into **deciding** the vision for the neighborhood and the work ahead of them in developing action plans. The vision was affirmed and ideas were developed around six key areas identified in the interviews: Connections and Communications, Quality Housing, Economic Opportunity & Redevelopment, Safety, Infrastructure and Connectivity, and Youth and Families. From the summit on May 11th action planning teams were formed and tasked with developing goals and action plans around the six key areas. The teams spent the summer developing those goals and action plans.

As fall was setting in, the neighborhood moved toward **action** – finalizing the Quality of Life Plan; rolling it out to the neighborhood residents, business owners, and other stakeholders; and asking the City Council for approval of their efforts. Then the real work of implementation and evaluation begins.

While much of the work identified in the action plans includes NNN, Inc. as a responsible party, the plan is not a work plan for the organization staff. Rather NNN, Inc. should serve as the coordinating organization that brings people together, through its committees, to do the work of the plan. In some cases this may mean new committees or expanding the membership of committees to accomplish the work of the action



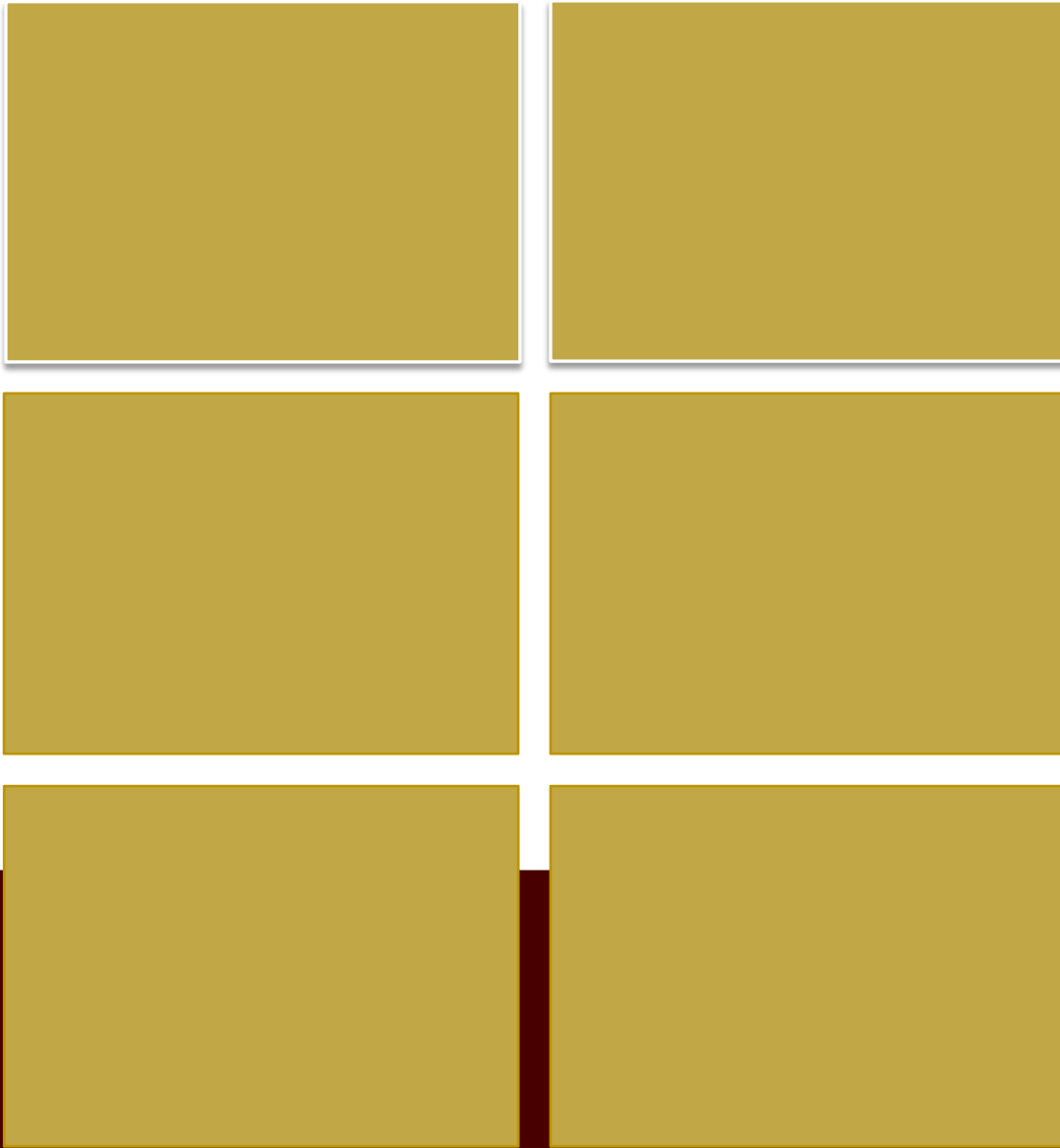


plans. Some of the work is simply carrying forward the work that NNN, Inc. already does and requires staff assistance or leadership. Even with some of these tasks there will need to be assistance from committees and other volunteers to make the plan a reality. There is also a substantive role for various parts of city government, particularly the Department of Community Investment, Department of Engineering, Department of Code Enforcement, and the Police Department and their assistance will be needed in order for the neighborhood to achieve its vision.

The Quality of Life Plan and the comprehensive community development process are dynamic, rather than static. Each year the NNN staff, board, and committees (as well as other responsible parties) should use the plan to develop their annual work plan. Each year progress toward goals should be evaluated to determine what has been done (and celebrate accomplishments), what has not been completed and why, and what changes are appropriate given the ever-changing context of the neighborhood.

During implementation of the plan new residents and business owners should be brought into the process, updated on the Quality of Life Plan, and encouraged to join in action on the plan. New and existing residents should have input into the ongoing implementation of the plan. New ideas and opportunities can be integrated into the plan as they become apparent and have support from the neighbors.

This plan is a plan of action, developed and led by the near northwest residents and stakeholders who have captured what they want to happen to improve the quality of life in the near northwest neighborhood. It begins with the story of the near northwest neighborhood and ends with detailed action plans for achieving the neighborhood vision.

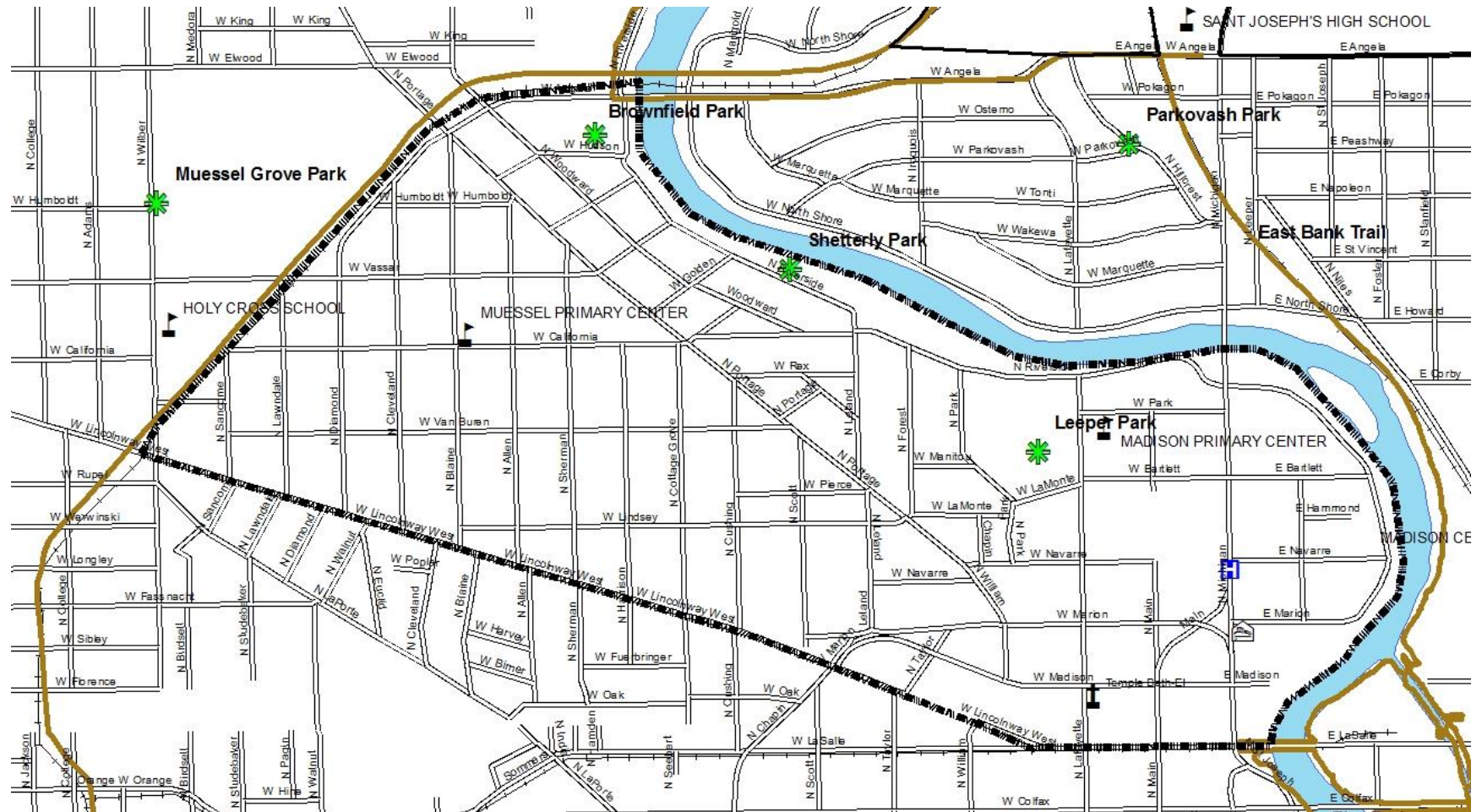


NEAR NORTHWEST STORY

The Near Northwest Neighborhood Story

Boundaries

The near northwest neighborhood is bounded by the St. Joseph River, LaSalle Street and Lincoln Way, and the railroad right-of-way/proposed rail-trail. It is just northwest of downtown South Bend.



History

Its history dates back to the late 1600s with the discovery of the St. Joseph River and creation of the Portage Trail, a major trade route used by French explorers and Native Americans who passed through the area. In 1820, the settler Pierre Navarre, the first European resident, built the first permanent dwelling in the current Leeper Park. Mr. Navarre was of French descent, well educated, and moved to St. Joseph Country from Monroe, Michigan in 1820. At the time of this move, Mr. Navarre was an agent for the American Fur Company. Prior to Mr. Navarre settling in St. Joseph County, he had trapped and traded furs among the Native Americans that lived in the area. But, in 1820 he decided to permanently reside in South Bend and open a standing trading post. Soon others followed and South Bend grew quickly. During the late 1800s and early 1900s the city expanded to incorporate the area we now know as the near northwest neighborhood.

The near northwest is home to **Leeper Park** with its fabulous scenic views of the St. Joseph River. Listed in the National Register of Historic Places in 2000, it is the City's first planned park and features a historic duck pond and a 14-court Tennis Center that is home to the citywide championships. Part of the City-Beautiful initiative the Michigan Street Bridge was designed by local engineer, Charles W. Cole, in 1914. It was designed to complement the development of Leeper Park. Crossing the St. Joseph River, the **Michigan Street Bridge** features wide arching spans with pier pilasters that rise from a pedestal base. The pilasters have decorative scrolls at the top and connect to open arch balustrade rails, adding to the beauty of the span. The decoration of the bridge is based on George



Kessler's designs. Kessler designed Leeper Park and other beautiful parks and bridges in the Midwest. The Bridge is constructed of cement and smooth-cut Bedford Limestone. Since 1967, the annual Leeper Park Art Fair has featured local, regional and national artists and artisans each June. Other neighborhood parks include Brownfield, Muessel Grove and Shetterley parks as well as the southern gateway to the Riverside Trail. **Brownfield Park**, named after the Brown family, is at the northern border of the Near Northwest along Angela Boulevard, and adjacent to the Riverside Historic District. It has a basketball court tucked in at one end, swing sets for the kids at the other end, and a large open meadow used for football and soccer practices. **Muessel Grove Park** is at the western edge of the near northwest along Vassar Ave. at Wilbur Street. The park is named for the family that operated a local brewery adjacent to it; in addition the family owned some of most prominent houses in our neighborhood. The park features a grove of tall oak trees providing shade for summertime activities. It also has two baseball diamonds, a basketball court, a pavilion and lots of picnic tables. The soccer field is



used by local schools and neighborhood children. **Shetterly Park** is located along Riverside Drive which connects one historic district to another. It is a quiet park to enjoy the panoramic views of the river.

This charming neighborhood features four historic districts, Chapin Park, Riverside Drive, North St. Joseph Street and River Bend. Each one features homes of different genres and architectural styles. **Chapin Park** is both a National and Local historic district and includes Gothic Revival, Second Empire, Shingle, Queen Anne, Prairie and Eclectic Revival architecture. It was home to the leading citizens of the day. Restored turn-of-the century mansions are now home to a diverse community of homeowners who enjoy the easy access to downtown, parks and the river. Old houses and young families flourish in the near-downtown neighborhood that was once called "The Gold Coast." Drive through the **Riverside Drive Historic District** and you will be engulfed by the beauty of this neighborhood on the northern edge of downtown. The sparkling river, lush river bank and elegantly designed historic homes are an absolute delight. Plus there are parks on each end and in the middle of the district, and you're within minutes of downtown. This neighborhood contains a variety of popular residential styles including Queen Anne, Prairie, Colonial Revival and other period revival structures. The oldest house in the neighborhood is the 1890s Chapin House, which was moved to 1007 Riverside Drive in 1912. The **North Saint Joseph Street** local historic district is adjacent to the River Bend District. It was established by the Common Council of South Bend in 1998. It is located immediately outside of the plat of the original town of South Bend. Throughout the 19th century it remained undeveloped, and marked by a steep hillside overlooking the bottomland where the failed Kankakee Mill Race emptied into the St. Joseph river. Until the 1870s, this vicinity was occupied by only a few agricultural buildings. By 1912 the neighborhood between St. Joseph Street and Marion Boulevard (now Riverside Drive) was nearly half full with 39 houses having been constructed. The **River Bend** local historic district was designated by ordinance in 1992. It is a collection of buildings reflective of a specific era of South Bend's architectural development - the commencement of the 20th century until just after World War II. The majority of the houses were built between 1903 and 1920. This district is located immediately to the north of the original town of South Bend. The area was platted in 1903 by real estate developers Leslie Whitcomb and Seth Hammond as Hammond & Whitcomb's Addition. This addition contains all of the area between Bartlett Street, Riverside Drive, Marion Street, and North Saint Joseph Street.





NNN, Inc.

The Near Northwest Neighborhood, Inc. (NNN) was founded in 1974 as a private not-for-profit 501(c)(3) tax exempt organization. NNN, Inc. is a community development corporation (CDC). It is also a member organization and membership is offered to all business and property owners as well as residents. Members are encouraged to participate in activities and committee work. Volunteers are a critical part of NNN's success as officers, board members, and committee members are not compensated.

The NNN Inc. residential development efforts include the acquisition of housing structures and adjoining lots. After extensive renovations of existing homes and new construction, its homes present a high quality product. NNN's affordably priced homes can be purchased using down payment and financial assistance programs.

Near Northwest Neighborhood Signature Events:

- Annual Meeting – Early each year the NNN holds its Annual Meeting & Breakfast with the Mayor. This popular and well attended event showcases NNN's accomplishments and provides an opportunity to interact with City officials, community businesses and neighbors.
- Adopt-a-Block – Held yearly in conjunction with Earth Day, this annual event is on a Saturday morning in mid-April. This resident driven litter reduction program provides the neighborhood with its yearly spring cleaning.
- Chili Supper – This event, held annually in March, is a great way to welcome spring, catch up with friends and meet new neighbors. The NNN Board and neighborhood residents are the “chili makers” for this delicious, fun event.
- Garden Walk – Held bi-annually in July, the NNN Garden Walk is bursting with color and creativity. Residents prune, coax and sweet talk their flower and vegetable gardens to be at their best. Neighborhood green space is also included.
- Arts Cafe - Annual event held the first Sunday of November each year. Arts Café opens up recently rehabilitated properties to showcase their character. The homes provide a unique backdrop for artists, musicians, and culinary specialists.

Mission

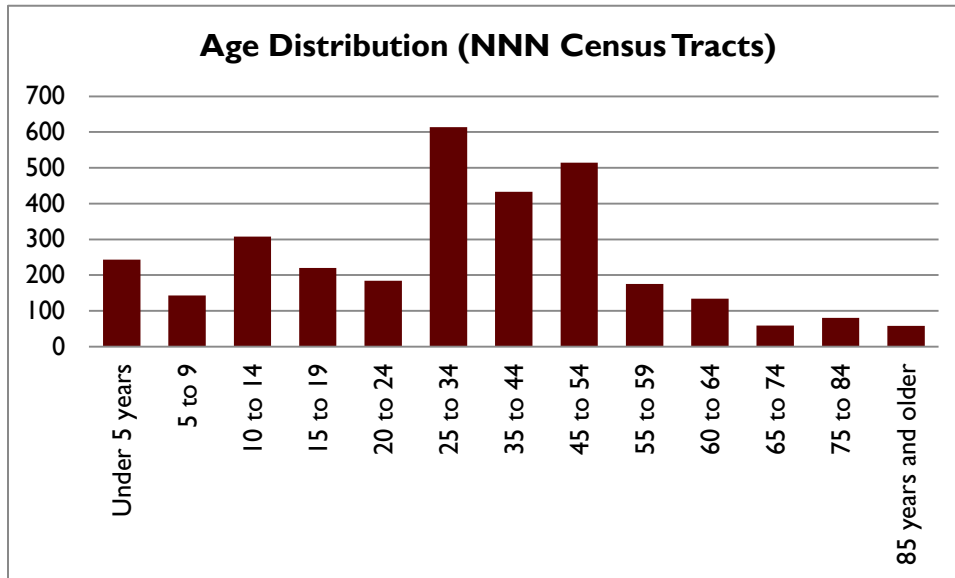
The Near Northwest Neighborhood, Inc. is an organization of citizens dedicated to the preservation and revitalization of the neighborhood through:

- providing affordable housing to low-moderate income households,
- organizing and empowering community residents, and
- promoting the neighborhood's interest within the neighborhood and the entire community.

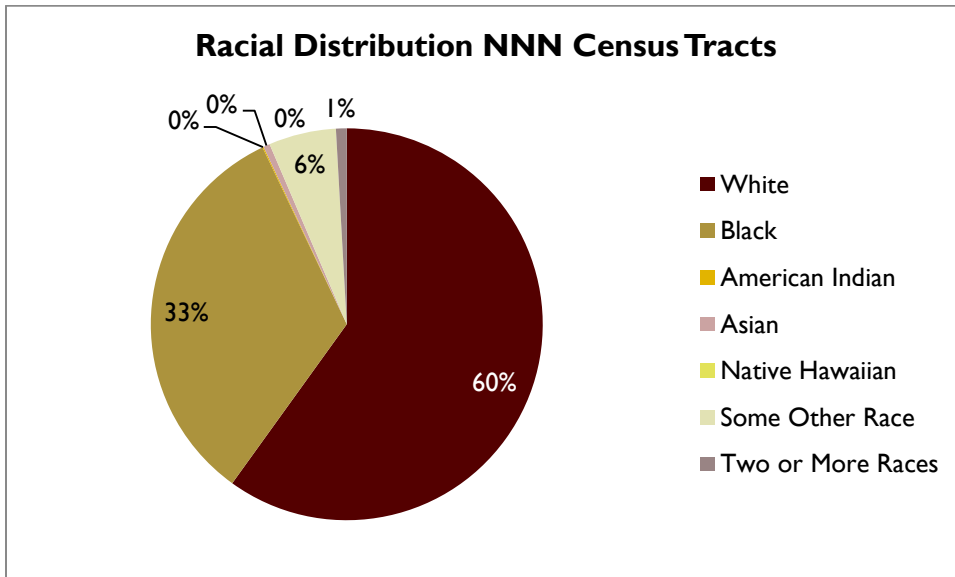
Demographic and Economic Story

Numbers alone don't tell the story of a neighborhood. However, they can provide useful insights on how the neighborhood may be viewed from the outside and some of the underlying facts behind what is actually happening in the neighborhood. The near northwest is different than many neighborhoods in how diverse it is in nearly every demographic, economic, and housing measure.

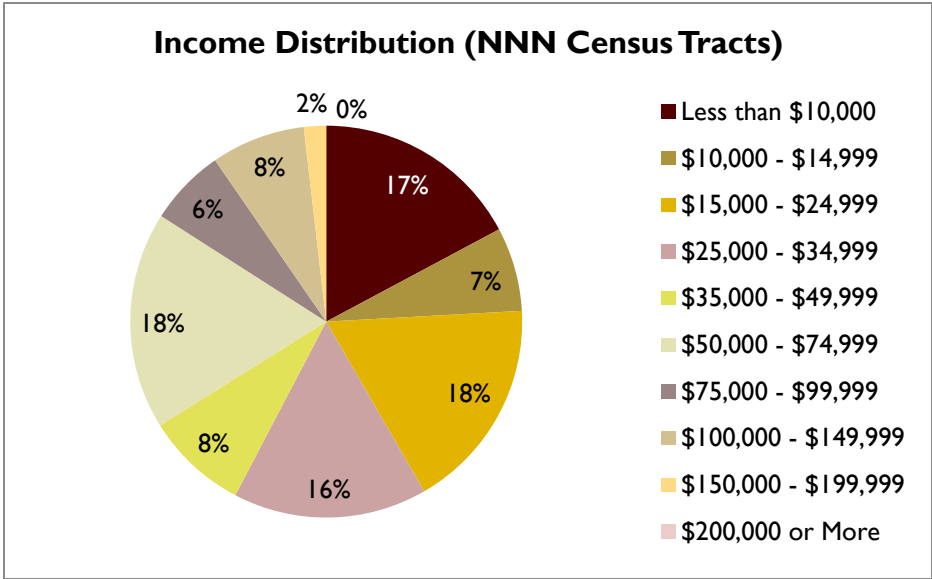
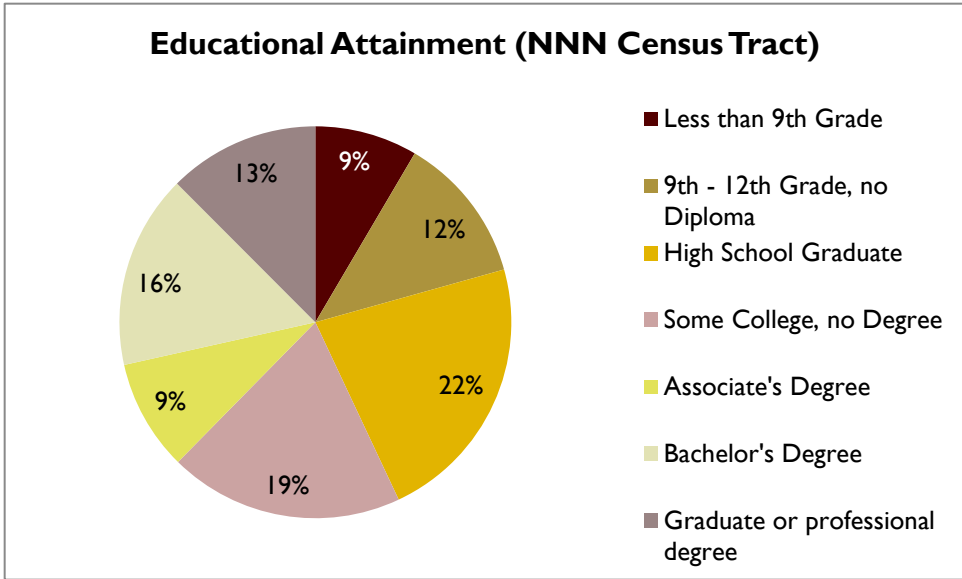
The near northwest has more working age adults than any other age group. Most of the residents in the neighborhood are between 25 and 64 years old. The largest single age group is 25 to 34, or young adults.



The near northwest is also a racially diverse neighborhood. Approximately 60 percent of the neighborhood is white, one-third is African-American, and 6 percent identifies as some other race. This is much more diverse than the city of South Bend as a whole. Anecdotally the neighborhood may not be as diverse as the numbers indicate as there are differences in the predominant race east and west of Portage.

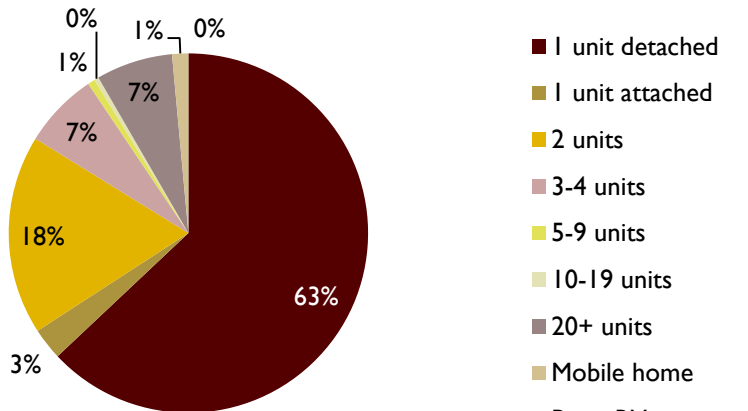


The educational attainment of adults over age 25 is fairly evenly distributed across categories. Some adults in the neighborhood lack a high school education. Together these groups account for 20 percent of the neighborhood. High school graduates are another fifth of the neighborhood adults. Nearly 30 percent of the adults in the neighborhood have a Bachelor's degree or higher. The remaining 30 percent of the neighborhood adults have some college experience, approximately a third of those having completed as Associate's degree.



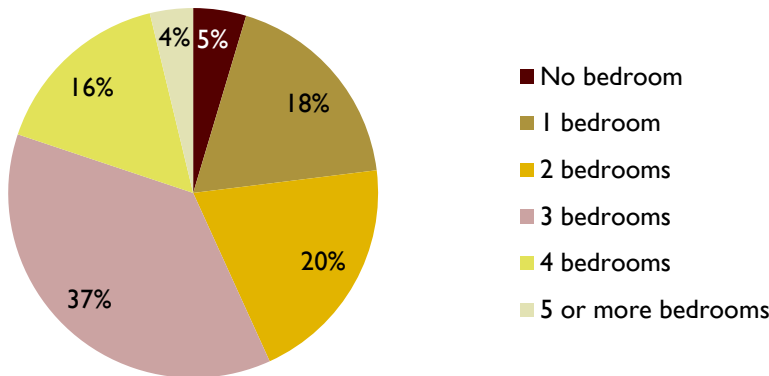
There is also a broad income range in the near northwest. 24% of households have an income under \$15,000 per year. A person working full time at a minimum wage job (currently \$7.25 per hour) would make approximately \$15,000 per year. 35 percent of the near northwest households have an annual income over \$50,000. In 2011, the poverty threshold for a two person household was \$14,657.

Units in Housing Structure (NNN Census Tracts)



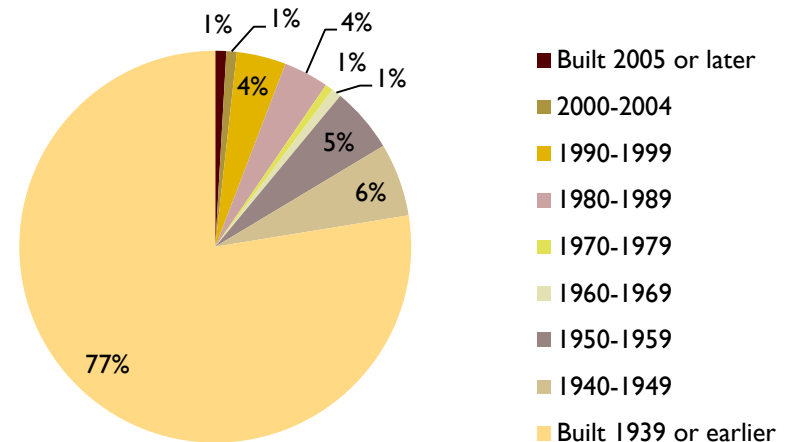
More than 60 percent of the housing units in the near northwest are single-family detached homes. Nearly 20 percent have two units per structure, which may include conventional duplexes or single-family homes divided into two apartments. The remainder is fairly evenly split between small multi-family buildings with 3-4 units and larger apartment or condo buildings with 20 or more units. Many Indiana communities have a larger percentage of single-family homes, however the near northwest neighborhood's proximity to downtown, the hospital, and Notre Dame explain the larger share of multi-family units.

Housing Size (NNN Census Tracts)



One of the most attractive elements of the near northwest neighborhood is the historic homes. Not surprisingly, 77 percent of homes in the neighborhood were built prior to 1940. While older homes are generally well built, they can have problems of deferred maintenance on major systems like roofing, heating and cooling, plumbing, and electrical that decreases the value of the property.

Housing Age (NNN Census Tracts)

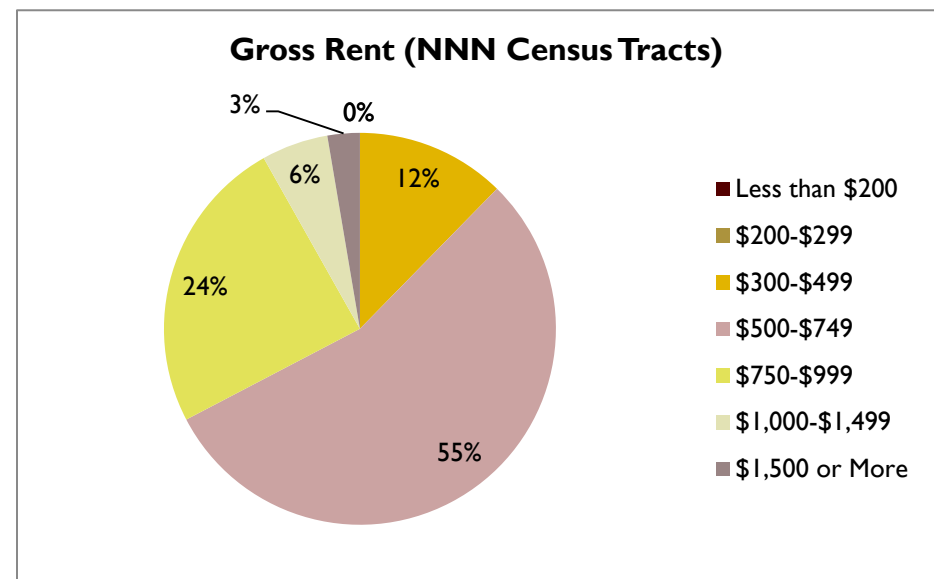
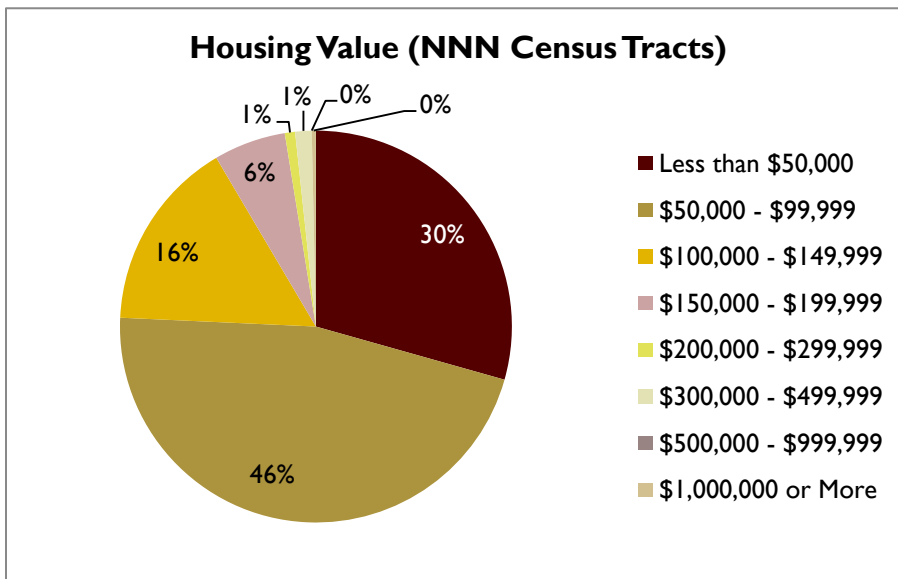
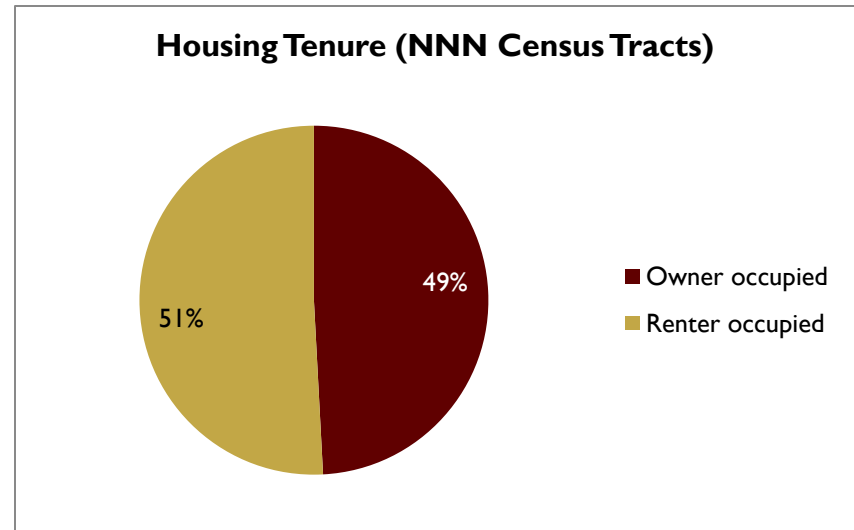


Two-and-three-bedroom homes are most prevalent in the near northwest, with three-bedroom being the most common. Homes are nearly evenly split between owner-occupied and renter-occupied.

Nearly half of the homes in the near northwest are valued between \$50,000 and \$99,999. Another 30% are valued below \$50,000. Homes valued over \$200,000 are rare in the near northwest despite the large, historic nature of many of the homes.

Common rents in the near northwest are between \$500 and \$749 per month (55% of units). Nearly a quarter of the housing units for rent have rents between \$750 and \$999 per month.

Nearly one-quarter of owner-occupied households (both with and without a mortgage) are cost-burdened, meaning they pay more than 30 percent of their household income for housing, taxes, insurance, and utilities. Nearly 60 percent of renters are cost burdened, paying more than 30 percent of their income for housing. Data from the National Low Income Housing Coalition demonstrates that there is need for more affordable housing units for low income households in the City of South Bend.





The homes in NNN are attractive and were built with great materials and quality construction.

Land Use

The dominant land use in the neighborhood is residential. As noted in the history section, much of the neighborhood is in one of four historic districts and there are many historic homes in the area. The development pattern in the area is primarily short blocks arranged in a grid pattern with large homes on relatively small urban lots. The block pattern varies somewhat in the area between the river and Portage Avenue, with a more rigid grid pattern between Portage Avenue and Lincoln Way West. Parking is generally in the rear of the home, rather than an attached front-loading garage.

Commercial uses are scattered along Portage Avenue and are the dominant land use on Lincoln Way West. Portage Avenue runs diagonally through the neighborhood, while Lincoln Way West forms the southern boundary of the neighborhood. The east side of the neighborhood is home to Memorial Hospital and South Bend Medical Foundation and its associated buildings and parking facilities.

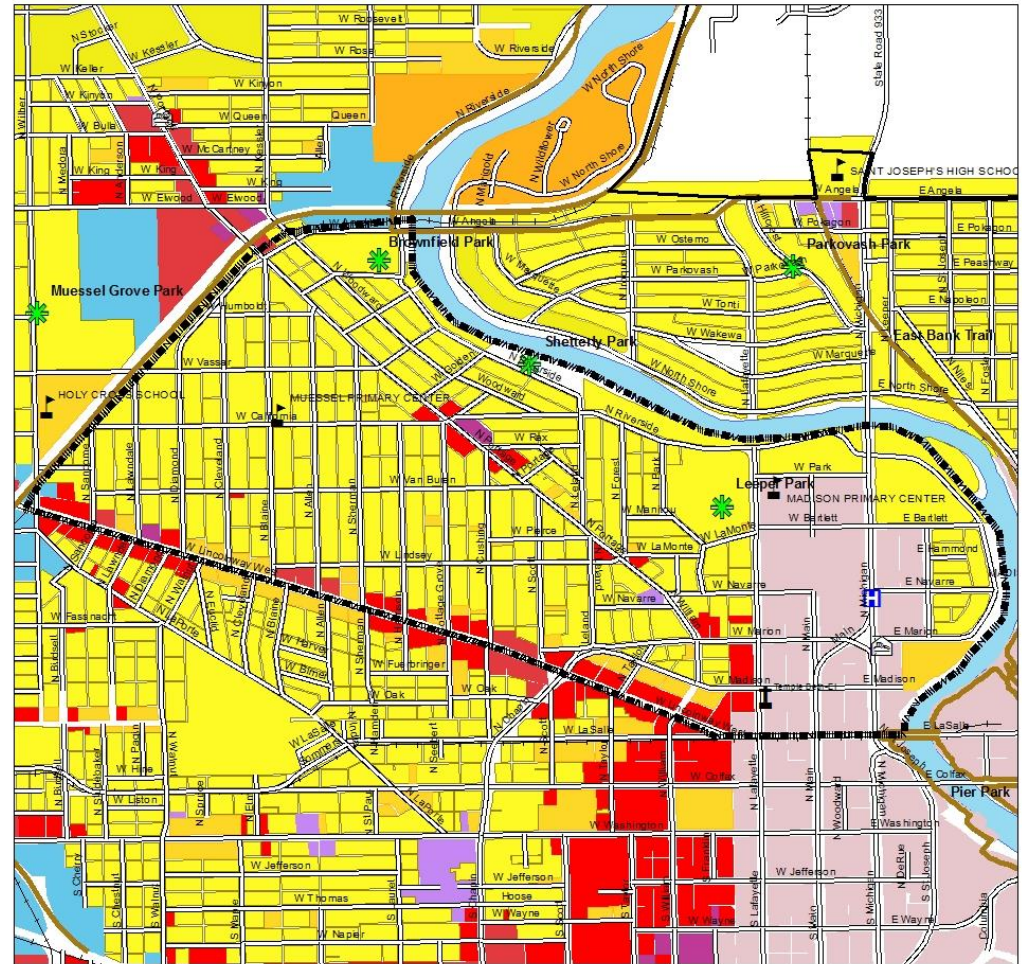
Leeper Park and the area along the south bank of the St. Joseph River are in park use. Madison Primary Center is a school located adjacent to Leeper Park. The western boundary of the neighborhood is the rail corridor that presents an opportunity for future rails to trails, parallel to Diamond Avenue.

Streets in the neighborhood generally have sidewalks and most of the neighborhood is very walkable. Downtown South Bend is within reasonable walking distance and there are sidewalks connecting the neighborhood to downtown.

South Bend Near Northwest Zoning

GENERAL USE DISTRICTS	SYMBOL
Residential Districts	
Single Family and Two Family	SF1
Single Family and Two Family	SF2
Multifamily - Urban Corridor	MF1
Multifamily - High Density	MF2
Commercial / Mixed Use Districts	
Office Buffer	OB
Mixed Use	MU
Office	O
Local Business	LB
Community Business	CB
Central Business District	CBD
General Business	GB
Industrial Districts	
Light Industrial	LI
General Industrial	GI
Planned Unit Developments	
	PUD
Overlay and Special Use Districts	
	HP, U

Legend	
Zoning	MF2
ZONING	MU
	CB
	CBD
	GB
	GI
	LI
	MF1
	O
	OB
	PUD
	SF1
	SF2
	U



Existing Initiatives

Vacant and Abandoned Properties

The issue of vacant and abandoned properties has been a major concern for South Bend and cities like us throughout the Midwest. The economic shocks of past decades, combined with population shifts and changes in the housing market, have combined to leave communities like ours with more homes than families can fill, and many teetering on the brink between demolition and rehabilitation.

In 2011, Mayor Pete Buttigieg convened a group of city and county officials, private sector practitioners, and neighborhood advocates to form a working group on this policy challenge. Co-chaired by academic expert Jim Kelly from the Law School of the University of Notre Dame, this group took on the dual challenge of analyzing the dimensions of South Bend’s problem, and assessing the elements of a comprehensive solution.

The result of this yearlong effort was the Vacant & Abandoned Properties Taskforce Report.

The City of South Bend’s Department of Code Enforcement conducted a citywide survey of all homes in the spring of 2011 to identify vacant and abandoned properties. Code Enforcement used the following definitions for its survey:

- Vacant property – no one has lived in the house for at least 90 days
- Abandoned property – the home is vacant (according to above definition) AND has a code violation that has not been addressed for more than 30 days.

South Bend Home Improvement Program

The South Bend Home Improvement program is available to homeowners whose income does not exceed 80 percent of the area median income on a one-time basis. This program may be used for roof repair, plumbing, heating, electrical, structural repair, or removal of lead-based paint for projects exceeding \$1,500.

South Bend Central Development Area

This redevelopment area includes the portion of the Near Northwest that is east of Lafayette. The area includes a Tax Increment Finance (TIF) district as the “Downtown Medical Services District” allocation area. Redevelopment areas are under the jurisdiction of the Redevelopment Commission.

Leeper Park Art Fair

The Leeper Park Art Fair is sponsored by The St. Joe Valley Watercolor Society. This event is held annually in June and draws many people to Leeper Park to view the work of 120 artists work in several media. The 2013 Art Fair was the 46th annual event.

Garden Walk

Held bi-annually in July, the NNN Garden Walk is bursting with color and creativity. Residents prune, coax and sweet talk their flower and vegetable gardens to be at their best. Neighborhood green space is also included in the walk.



Greenspace

The NNN, Inc. works to introduce new public green spaces, while maintaining existing green space. Its efforts include the maintenance of three neighborhood gardens. These include the Diamond Avenue Garden, Corner Garden at Lamonte Terrace and Lafayette Blvd. and the Triangle Garden on Portage Avenue. These public green spaces enhance the beauty of the neighborhood and improve the quality of life. They bring a feel of tranquility to the neighborhood. The Triangle Garden, a community flower garden, is in the center of the neighborhood; it is bordered by Portage, Sherman and Vassar Avenues. Designed by residents of the near northwest it offers spring, summer, and autumn color in the neighborhood.



Adopt-a-Block

Adopt-a-Block is held yearly by the NNN, Inc. in conjunction with Earth Day, on a Saturday morning in mid-April. This resident driven litter reduction program provides the neighborhood with its yearly spring cleaning.

Arts Café

Arts Café is an annual event held the first Sunday of November by the NNN, Inc. Arts Café opens up recently rehabilitated properties to showcase their character. The homes provide a unique backdrop for artists, musicians, and culinary specialists.

Chili Supper

The NNN Chili Supper held annually in March, is a great way to welcome spring, catch up with friends and meet new neighbors. The NNN Board and neighborhood residents are the “chili makers” for this delicious, fun event.



Resident Stories

Becky Kaiser

Fifty years in basically the same place! Yes, I can actually say that I've lived in the near northwest for 50 years. Some people would ask why. Roots run deep in the near northwest. I not only grew up in this neighborhood, but have made my home on Diamond Avenue for the past 30 years. I love the near northwest! Neighbors are a diverse group economically, racially and educationally, but we take advantage of every chance to come together to make this a safe, secure and lovely neighborhood. We may not always agree, but we listen to one another, as is evidenced by the Quality of Life planning initiative started this year.

We are a model of what can be done when neighbors to work together. I can't think of a place in South Bend that offers more advantages- its location to Downtown South Bend, Notre Dame, multiple museums and its parks and green spaces. Why do I live in the near northwest neighborhood? Because who wouldn't want to!

Linda Wolfe

Through the contagious enthusiasm of current near northwest neighbors, I was drawn to leave an affluent South Bend condominium complex one and one half years ago and purchase a home in the near northwest. This was one of the best decisions I have ever made for my life.

Living in the near northwest gives me the forum to express my passion for community life. The resident mix is comprised of diverse ages, nationalities, backgrounds and talents, all of which serve to make this an ideal location for living new experiences. We stay closely connected through conversations on our porches, street corners and community gatherings. We barter skills to meet our household needs. This is a neighborhood that takes care of each other.

Each and every day, I strive to do something that makes the neighborhood even better than it was the day before. Through endless opportunities for personal involvement, I am able to choose the areas of service in my community that reflect my personal interests. I am extremely proud to be a part of the near northwest neighborhood.

Assets

Assets are the physical, institutional, and social places and events in the neighborhood – the things that contribute to making the neighborhood a good place to live, work, and play.

There are a number of assets that are not places or events, which define the relationships in the neighborhood and what it means to be a neighbor. They are the assets of people or the neighborhood culture.

PHYSICAL

- Leeper Park
- Shetterly Park
- St. Joseph River
- Proximity to downtown
- Historic homes
- Multi-use trail (Riverside Trail)
- Brownfield Park

INSTITUTIONAL

- Memorial Hospital
- South Bend Medical Foundation
- Near Northwest Neighborhood, Inc.
- Proximity to Notre Dame
- Madison Primary Center
- Muessel Primary Center
- Notre Dame
- Charles Martin Youth Center

SOCIAL

- Leeper Park Art Fair
- Arts Café
- Adopt-a- Block
- Garden Walk

PEOPLE

- Informed citizenry
- People willing to be active
- People who are willing to work for change
- Diversity
- Neighbors watching neighbors to keep each other safe

Opportunities and Challenges

One of the questions asked during the one-on-one interviews in the neighborhood was what the opportunities were in the near northwest neighborhood. The comments made during the interviews were grouped and summarized into themes that communicate similar comments. The themes identified were:

- Near northwest residents and stakeholders believe many opportunities exist to **beautify, green and reinvent the neighborhood**. The neighbors believe there are opportunities in existing vacant lots, as well as the ones that will be created when vacant and abandoned homes are removed. Residents look forward to **creating green space for community gardens, side lots for homeowners, play areas for children** and opportunities for housing development. There is an additional desire to see rails to trails expanded through the abandoned railroad tracks and a connection to Riverside Trail established.
- Near northwest residents want to **participate in an array of community events**, from block parties, to events that draw community wide participation into the neighborhood. At the heart of the opportunities discussed, is social interaction and sharing in common interest and relationship with neighbors.
- Near northwest residents feel there are opportunities to cultivate interest in the neighborhood by marketing its many amenities. Some of the opportunities include promotion through local employers, such as Memorial Hospital and the South Bend Medical Foundation, the better use of social media, exposing more professors, faculty and staff at local universities to the neighborhood, and even the use of neighbors to write testimonials to market a personal perspective of the area.
- Near northwest residents see many opportunities to create vibrant business districts. Residents believe the following locations present opportunities, the Martin's plaza, the vacant lot in the 800 block of Portage, the commercial enterprises near Portage and Elwood, as well as Lincoln Way West commercial corridor. Residents see an opportunity to **create a walkable, friendly commercial node** that could provide a friendly shopping experience and gathering spots in coffee houses or restaurants.
- Near northwest residents and stakeholders would like to see neighborhood youth involved in a variety of positive activities. They feel opportunities exist to use the Kroc Center, to mentor youth, to engage the elderly to interact with youth, and create a recreation center at Pinhook park.
- The Mayor's Vacant and Abandoned Property Initiative brings an opportunity to **focus on the issue of vacant and abandoned properties** that are impacting the neighborhoods stability. Neighbors also value the opportunity and want to continue to create venues to meet city officials and department heads. Neighbors believe an opportunity exists to coordinate efforts with the county to purchase tax delinquent properties.
- Near northwest residents and stakeholders feel there is an abundance of opportunities to partner with a variety of local organizations. Residents believe there is an opportunity for neighborhood employers such as Memorial Hospital, South Bend Medical Foundation and Notre Dame to work with the NNN, Inc. to influence the city to revitalize the area. Additionally, residents feel the neighborhood has allies

in local organization such as Martin's Supermarket and South Bend Heritage Foundation. The idea of partnership makes sense to residents, because if the neighborhood improves it is good for everyone.

- Near northwest residents believe **more interaction with police** makes the neighborhood stronger. Residents feel the new police chief will bring experience and knowledge from other communities that will prove to be an opportunity for the neighborhood. Additionally, there is a desire for more educational opportunities, such as crime prevention techniques and information on how to set up a neighborhood watch program, as well as more frequent interaction with the police through bicycle patrols and possible police substations in existing neighborhood buildings.
- Near northwest residents and stakeholders feel there is an opportunity to make a positive change in the neighborhood through the **improvement of street, lighting, curbs and sidewalks**, similar to what recently occurred on Diamond Avenue. Neighbors feel park benches would be welcoming in parks and at various neighborhood locations, feeling they could be made by craftsmen in the neighborhood.
- To improve the neighborhood environment, neighbors believe grant opportunities should be identified and shared. Neighbors have interest in becoming aware of available resources to assist with things such as home improvement, voucher programs for schools, public internet access for residents, and grants to continue housing redevelopment in the neighborhood.
- Near northwest residents and stakeholders want to see improvements along major commercial corridors. They believe opportunities exist to **redevelop the area near Lincoln Way West, Portage Avenue, the Ford Distributing Building**, better utilize the South Bend Civic Theatre building and make infrastructure improvements in sidewalks and lighting that would enhance the existing business nodes.
- Near northwest residents feel the area is filled with caring individuals that want to make a difference in the neighborhood. Residents feel the opportunity for community involvement is high and that organizing residents around specific neighborhood improvement goals is needed.
- Near northwest residents and stakeholders want to have desirable rentals in the neighborhood. Residents see opportunities to identify market niches for prospective tenants, create incentives to live in the city and develop landlord inspection programs to assure housing is in good condition.
- Near northwest residents and stakeholders believe everyone should be valued and diversity celebrated. Opportunities to integrate programs such as Bridges out of Poverty and finding ways to reach out that cross over racial and economic boundaries is desired by residents.
- Near northwest residents want to support a local economy when they buy goods and services. Residents feel opportunities exist to support startup businesses and create sources that provide quality fresh local food products to the neighborhood.
- To improve the opportunities for the neighborhood, residents feel a community center is needed. Residents believe when the NNN Community Space is completed, it will provide a benefit to the area.
- Near northwest residents feel the realtors that work in the neighborhood should understand the benefits of the neighborhood and be in touch with the residents of the area. Residents feel there is an opportunity for realtors to reach out to minority populations.
- Near northwest residents believe opportunities exist for the area because of its close proximity to the river. Some of the opportunities mentioned were a public boat launch and the **extension of the River Walk** to provide connectivity to the neighborhood.

- Near northwest resident want a **walkable connection to amenities in downtown South Bend**. They believe an opportunity to develop safer walking and bike lanes would increase the foot traffic from the neighborhood into downtown.
- Near northwest residents believe there is a need for more support for parents raising children. Residents feel opportunities such as moms or parenting groups would help strengthen family values and provide support to parents with young children.

Those interviewed were also asked about threats to the neighborhood. Another way to consider threats is as challenges. The comments made during the interviews were grouped and summarized into themes that communicate similar comments. The themes identified were:

- Neighbors believe crime, drugs and prostitution create an environment that is unsafe for neighborhood residents and fear it threatens the neighborhoods ability to attract residents and businesses to the area.
- Neighbors believe the current high volume of **vacant and abandoned properties** in the neighborhood and throughout the entire community has created a level of disinvestment that threatens the neighborhood. They feel this coupled with the view that Code Enforcement is ineffective as an enforcement agency has led to lack of community pride.
- Neighbors feel there is a high amount of **substandard rental properties** and reluctance by those in ownership to maintain the properties. This combined with the lack of any actionable oversight has created a lack of basic property maintenance, is threatening the neighborhood environment and creating conditions for irresponsible investors and renters to thrive in the neighborhood.
- Neighbors believe the lack of job opportunities and businesses in the surrounding area threaten the economic vitality of the neighborhood.
- Neighbors and stakeholders believe that a lack of financial resources for neighborhood improvements threaten the potential revitalization efforts of the neighborhood.
- Neighbors believe there is a lack of support from city government and no plan for improvement of the neighborhood. Residents feel if it is not addressed it will threaten the neighborhoods future revitalization efforts and ability to transform.
- The **deteriorated condition of the neighborhood infrastructure such as curbs, sidewalks, streets and lighting** make residents feel that a message is being sent to the community that no one cares about the neighborhood and it is not worth investing in.
- Neighbors have observed a **lack of police presence and slow response time in the neighborhood**. Residents feel the perception of the police department is that the area is bad, so neighbors should not be surprised crime is occurring. A lack of understanding of the neighborhood environment and communication with the police department threaten its safety.
- Neighbors feel that diversity is a key value of the neighborhood. Without a concentrated effort to bridge the gap between race, social, economic, gender, age and cultural differences comprehensive neighborhood improvement will be threatened and gentrification could occur.
- Neighbors believe the opportunity for business development is occurring everywhere around the neighborhood, but feel threatened that the neighborhood is not considered in discussions of the vibrancy of downtown.

- Neighbors and stakeholders feel the negative perception of the neighborhood in the broader community is not aligned with reality of neighborhood life.
- Neighbors believe the lack of investment by those living and working in the neighborhood to care for one another and the physical environment needs to increase for the desired changes to occur in the neighborhood.
- Neighbors think the speed of traffic on both residential and major corridors in the neighborhood is excessive. This combined with street parking conflict with neighbors' desire of a pedestrian friendly neighborhood.
- Neighbors' and stakeholders' belief that South Bend Schools are substandard and that its students are perceived as poorly or undereducated is causing residents and potential residents to choose other areas of the community to raise a family.
- Neighbors feel property tax assessments are done arbitrarily and do not reflect the value of neighborhood properties. This needs to be corrected to maintain current residents' ability to stay in their homes and to attract new residents to the neighborhood.
- Neighbors believe pre-teen and teenagers in the neighborhood are experiencing a lack of parental oversight combined with an unstable home life. This threatens the neighborhood quality of life due to the trouble experienced when unsupervised youth wander the streets.

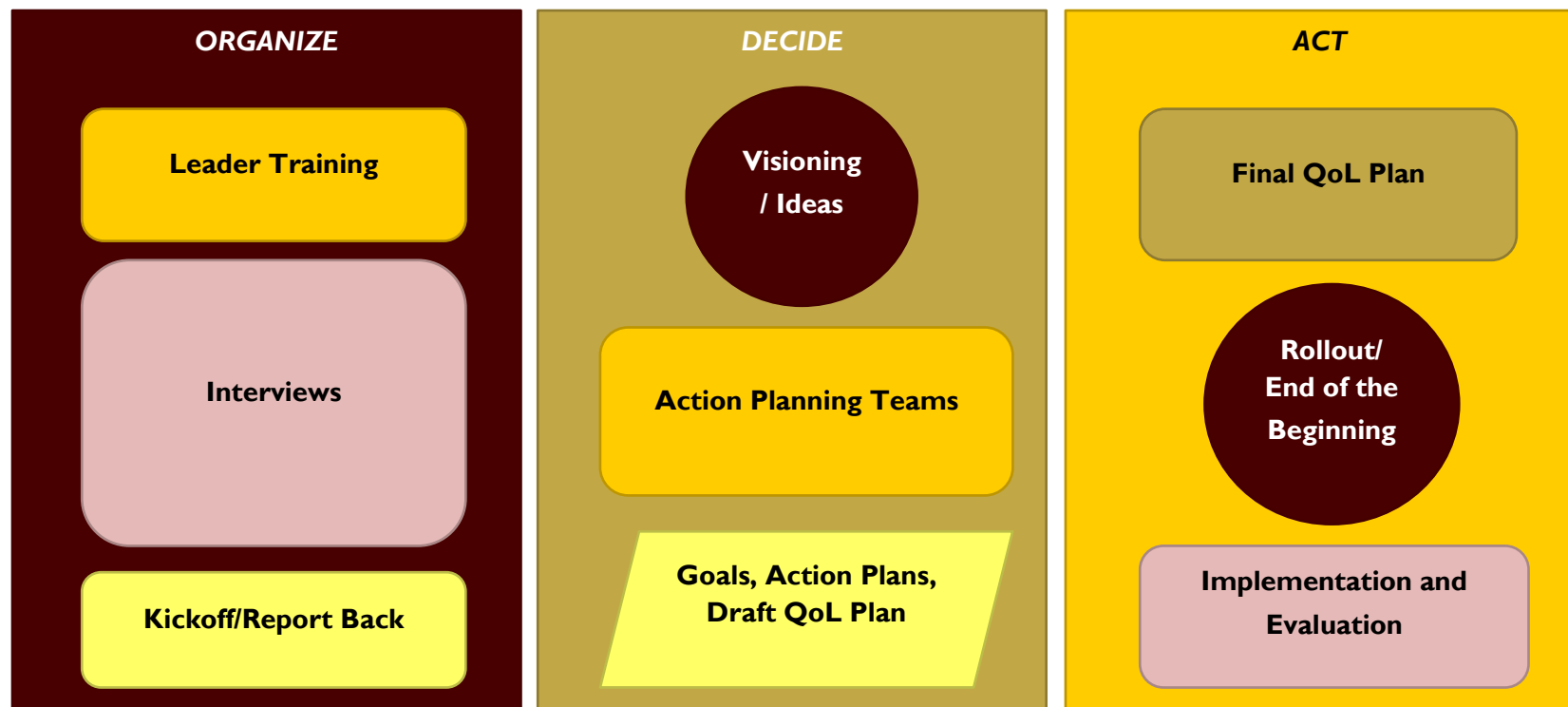
Comprehensive Community Development Process

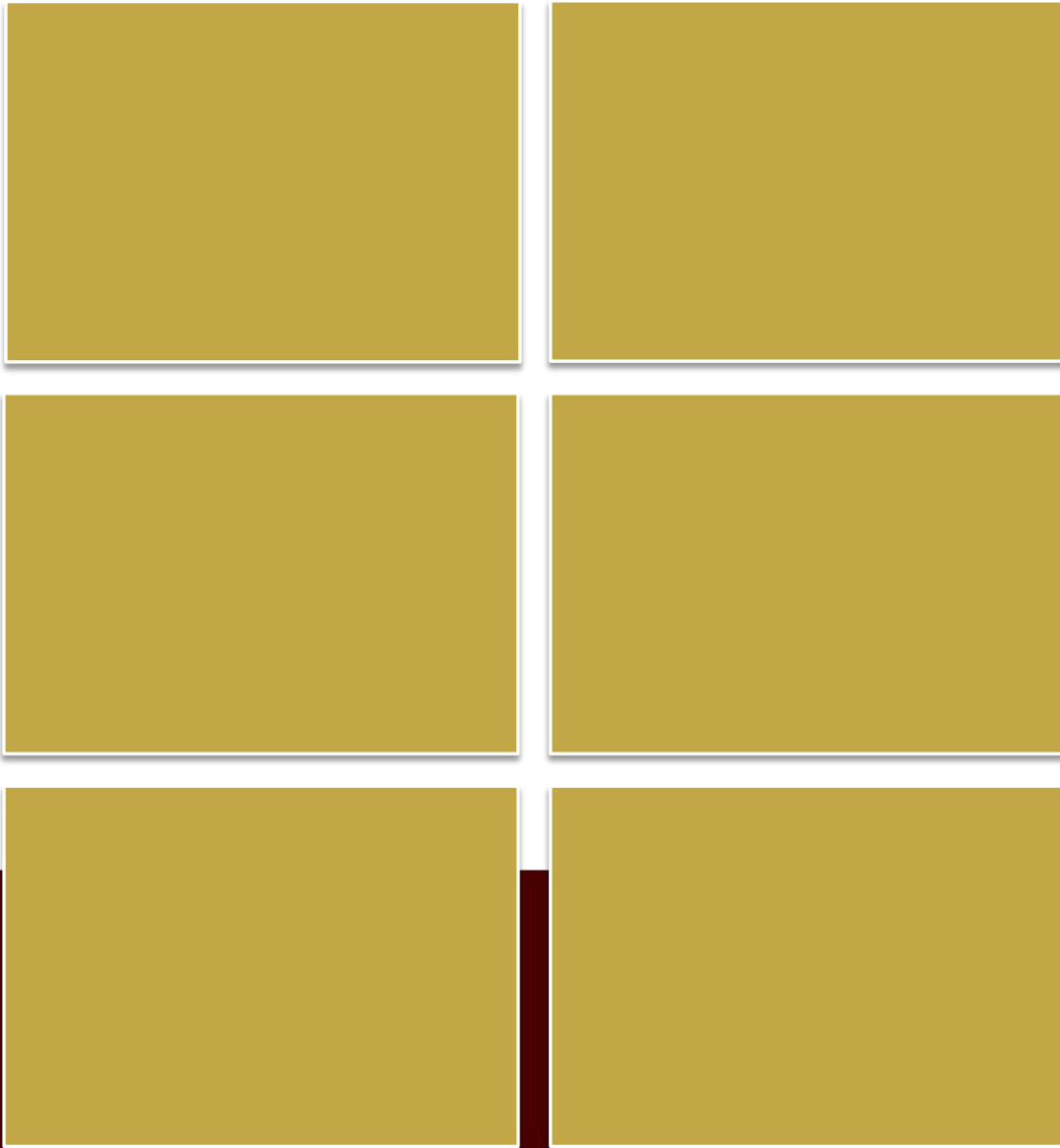
Comprehensive Community Development is designed to bolster efforts to improve quality of life, spur community building and guide dramatic transformation of a community that is facing challenges. It does so by capturing the vision of residents, turning goals into meaningful and measurable actions, and attracting the support of community development actors in implementing a resident-defined vision for the future of their community.

Three overarching concepts, each of which is essential to comprehensive community development, separate this approach from traditional community development approaches:

- Comprehensive Community Development is **holistic in nature**. Too often, community reinvestment efforts have been planned and executed without sufficient attempts to understand other efforts made by separate community development actors working to improve the very same communities. The result is often a scattered, patchwork approach that does not harness the collective energies and abilities of the many community economic development actors working in a particular geography. A coordinated, holistic approach by those community development actors already working within a community yields an impact that is greater than the sum of the many parts than could otherwise be achieved.
- Comprehensive Community Development is **based in a community's assets**. Asset Based Community Development (ABCD) is a philosophy championed by community development scholars Jody Kretzman and John McKnight. The nature of their research demonstrates that every community has innumerable assets in its people, social networks, institutional actors, physical assets, and modes of exchange that should be the foundational basis for any community reinvestment effort. Too often, communities are seen as being made up of issues or problems that need to be 'fixed' rather than dynamic places of strength that needs to be harnessed. Comprehensive community development recognizes the assets that exist in communities and supports the further development of those assets to support a basis of all community building efforts.
- Comprehensive Community Development is **resident-led**. Community revitalization and reinvestment efforts are only successful when hundreds or thousands of private individuals, acting in their own interest, make a private choice to invest in the future of their community; and while public and non-profit actors can take any number of actions to support the work of private individuals to improve their community, community revitalization only occurs when individual residents and business owners make the choice to invest in the future of their community. Too often, community reinvestment efforts do not achieve their anticipated outcomes because the good faith efforts made by actors within the community development arena fail to stimulate private residents and business owners to invest in their community; and many times, this is because the vision being implemented is not the vision of the residents but of the individual institutional actors. To achieve the fullest impact, a resident-led vision is needed to direct the efforts of the other actors that in turn will drive private decisions to invest in community.

The quality of life planning process is often recognized as three distinct and progressive stages. Communities first go through an **organizing process** through which the process is designed, relationships are built, assets and issues are identified, social capital is created, and momentum builds toward the planning process. The second stage of the process is **deciding upon the collective community vision** for the future of the community and the actionable strategies that will be taken to achieve that vision. The final stage of the process is **acting or implementing the goals, strategies and actions** identified in the planning process.



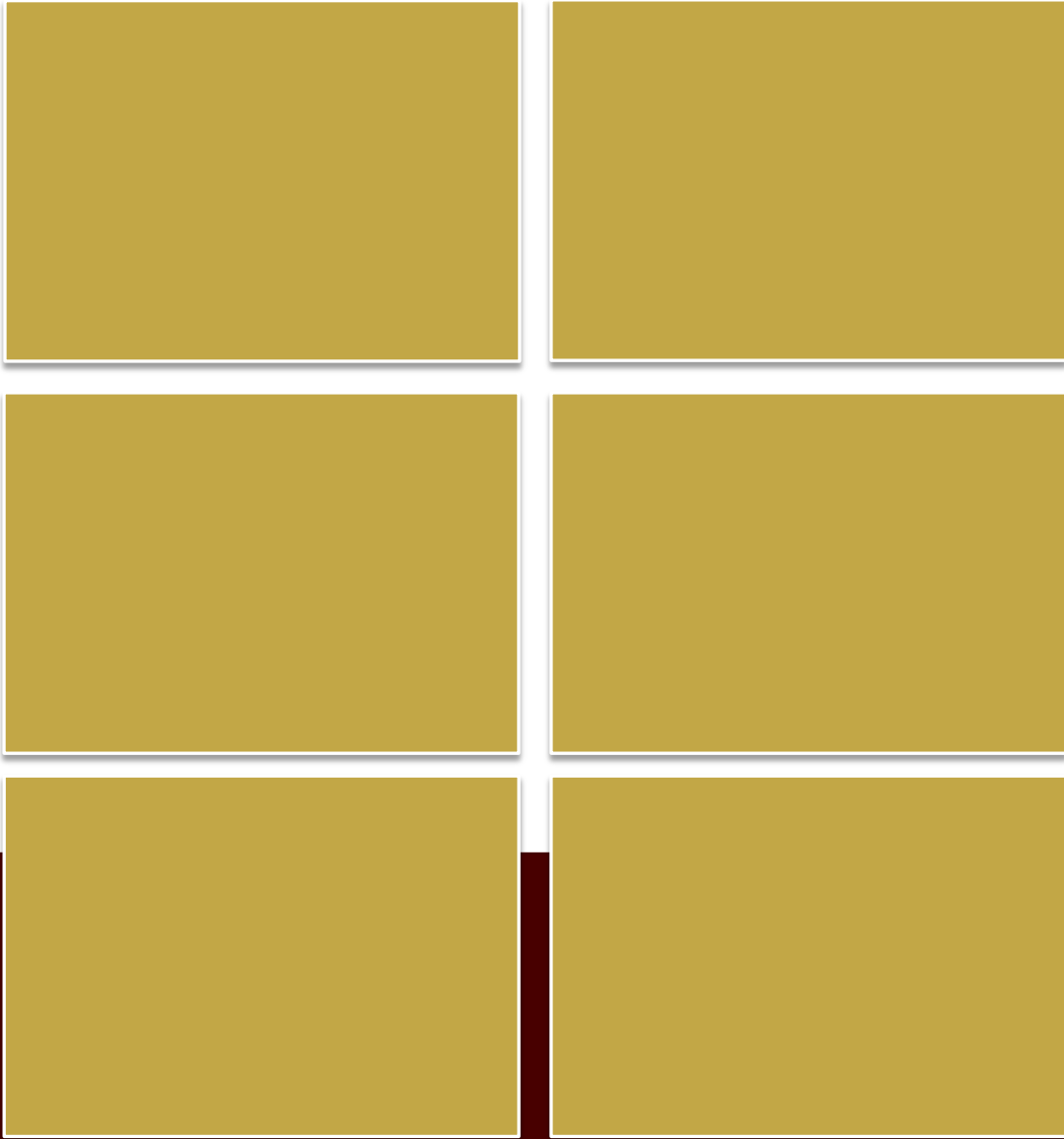


VISION

Vision

Near northwest neighborhood is a thriving, diverse, and **attractive neighborhood** with **vibrant business districts and corridors** providing local opportunities to work and build wealth, **active parks and open spaces** connected to the river, and numerous neighborhood and community events. It is a beautiful neighborhood that values and celebrates everyone, is **walkable** with strong connections between the neighborhood and jobs, and **celebrates its rich history** with the work of local craftsmen and entrepreneurs. Youth are fully engaged in the life of the neighborhood, as are institutional neighbors like Memorial Hospital and Notre Dame. Near northwest is a **neighborhood of choice** and seen as a highly desirable place to live, work, and play.

Near northwest is a neighborhood of choice and seen as a highly desirable place to live, work, and play



ACTION PLANS

Action Plan

Connections & Communications

- The block captain programs currently utilized are focused on litter reduction efforts and crime prevention.
- A newly formed and expanded block captain program would encourage block captains to interact with everyone on the block, spreading information, resolving conflicts, and developing a sense of connection and belonging. Neighborhood activities may be generated from relationships that are built through this program.

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Develop a new block captain program to facilitate increased positive interactions between neighbors, covering 90% (at 50) of the neighborhood by 2018.	Define block captain role/activities	• June 2014	• NNN Board	• Statement of block captain role and activities
	Identify current block captains	• August 2014	• NNN Board	• List of block captains with contact information
	Identify and recruit new block captains	• September 2014	• NNN Board	• At least 25 block captains identified
	Hold first (organizational) meeting of block captains	• December 2014	• NNN Board	• Meeting held with at least 20 block captain participants
	Continue to recruit block captains	• Ongoing to December 2017	• Block captains	• 90% of neighborhood blocks are covered

Goal:	Actions	Timeline	Responsible Party	Performance Measures
By October 2014, establish a landlord contact list with the intention of bringing landlords into better communication with the neighborhood, improving contact with new neighbors, keeping properties up to code, and raising awareness of the Quality of Life Plan among non-resident landlords.	Define uses of landlord list	<ul style="list-style-type: none"> January 2014 	<ul style="list-style-type: none"> NNN Landlord-Tenant Committee 	<ul style="list-style-type: none"> List defined
	Compile list of landlords in the near northwest	<ul style="list-style-type: none"> April 2014 	<ul style="list-style-type: none"> NNN Landlord-Tenant Committee 	<ul style="list-style-type: none"> List compiled
	Begin ongoing communication with landlords	<ul style="list-style-type: none"> Summer 2014 	<ul style="list-style-type: none"> NNN Landlord-Tenant Committee 	<ul style="list-style-type: none"> Quarterly communication with the landlord list

Quality Housing

- The Indiana Good Samaritan Law: The name is a slight misnomer as the Good Samaritan Law generally refers to the limitations of liability for people who help strangers in the case of medical emergency, but in this case refers to IC 34-30-26-5 which allows a person to do the following to a vacant or abandoned property: secure the property; remove trash or debris from the property; landscape, maintain, or mow the grounds; or, remove and paint over graffiti.
- The South Bend Chronic Nuisance Ordinance was passed in June 2013 and will be effective October 15, 2013. It is designed to reduce the number of chronic nuisance properties in the community by imposing fines for excessive police calls, citations, and verified complaints against a property.
- Census tracts are a geographic level in which the US Census Bureau releases data from the Decennial Census and the American Communities Survey. Census Tract 6 includes the area southwest of Portage Avenue, north of Lincoln Way West, and east of the former railroad right-of-way.
- With the release of the Vacant and Abandoned Properties Task Force Report, Mayor Buttigieg announced the 1,000 Homes in 1,000 Days initiative to impact 1,000 homes within three years through demolition or rehabilitation.
- Real Estate Investors' Association-North Central Indiana (REIA) was organized in order to protect the rights of investment property owners, to network and share information. The organization includes not just landlords, but also rehabbers, wholesalers, commercial real estate investors, contractors, vendors, and service providers who cater to the real estate investing industry.
- Real Services has the responsibility of planning, developing, implementing and administering a network of services that are of high standards, are known, available and used by older adults and low income households in north central Indiana (Elkhart, Kosciusko, LaPorte, Marshall and St. Joseph Counties). The ultimate objective of REAL Services is to assist in establishing a community in which those we serve can maintain their independence to the maximum degree possible and find meaning and satisfaction throughout their lives.
- The South Bend Home Improvement Program (SBHIP) provides assistance for home repairs based on the following order of priority:
 - Unsafe or hazardous conditions, including roof, electric, plumbing, heating, structural, and lead based paint
 - Handicapped accessible items
 - Gutters, doors, and windows

The SBHIP is available to an applicant one time only and to a home one time only. Applications are screened on a first come, first served basis. Each deeded owner must sign the SBHIP application and pay the \$5.00 fee. Once the completed application is received, the file is forwarded to the Program Processor for review.

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Develop a plan to support a comprehensive neighborhood redevelopment initiative in Census Tract 6.	Develop an objective assessment of housing stock throughout the neighborhood.	<ul style="list-style-type: none"> • 2014 	<ul style="list-style-type: none"> • NNN Property Development Committee 	<ul style="list-style-type: none"> • Assessment completed by the end of 2014
	Use the housing assessment to create a comprehensive and collaborative Near Northwest Redevelopment Initiative Plan to address neighborhood stabilization and revitalization.	<ul style="list-style-type: none"> • Completed by 2015 or sooner 	<ul style="list-style-type: none"> • NNN Staff • NNN Property Development Committee • City of South Bend Department of Community Investment 	<ul style="list-style-type: none"> • Completed Redevelopment Initiative Plan
	Coordinate implementation of the Redevelopment Initiative Plan.	<ul style="list-style-type: none"> • Ongoing from 2015 	<ul style="list-style-type: none"> • NNN Staff • NNN Property Development Committee 	<ul style="list-style-type: none"> • Timelines in the Redevelopment Initiative Plan are met

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Reduce the negative impact of at least 95 vacant and abandoned or substandard housing units in Census Tract 6 by strategic rehabilitation of single family homes, production of quality market rate and affordable rental housing, demolition and redevelopment and other measures by end of 2018.	Secure funding for developing the Redevelopment Initiative Plan and for ongoing rehabilitation and redevelopment by engaging major partners and stakeholders.	<ul style="list-style-type: none"> Begun in 2014, then ongoing 	<ul style="list-style-type: none"> NNN Staff 	<ul style="list-style-type: none"> Funding is secured from at least 2 new partners by the end of 2014
	Continue to develop new and rehabilitated high quality affordable housing.	<ul style="list-style-type: none"> 2014 and ongoing 	<ul style="list-style-type: none"> NNN Staff NNN Property Development Committee 	<ul style="list-style-type: none"> At least 4 properties are rehabilitated/constructed per year
	Aggressively monitor the City of South Bend's investment in Census Tract 6 through the <i>1,000 Homes in 1,000 days</i> initiative.	<ul style="list-style-type: none"> 2014 -2015 	<ul style="list-style-type: none"> NNN staff 	<ul style="list-style-type: none"> At least 87 properties are rehabilitated or demolished over 3 years with an average of 29 per year through the <i>1000 Homes in 1000 Days</i> program
	Organize neighbors to make use of the Good Samaritan Law for ongoing maintenance of vacant and abandoned properties or a maintenance "blitz" of a targeted area.	<ul style="list-style-type: none"> 2014 and ongoing 	<ul style="list-style-type: none"> NNN Environment Committee City of South Bend Code Enforcement 	<ul style="list-style-type: none"> At least 3 properties are impacted per year
	Code Enforcement Collaboration			
Encourage the Department of Community Investment to partner with Code Enforcement to ensure that demolition is done in a targeted way.	<ul style="list-style-type: none"> 2014 and ongoing 	<ul style="list-style-type: none"> NNN Staff 	<ul style="list-style-type: none"> Staff maintains contact with appropriate city officials 	

	<p>Encourage the city to utilize a Demolition Prioritization Process as a tool for targeted demolition.</p>	<ul style="list-style-type: none"> • 2014 and ongoing 	<ul style="list-style-type: none"> • NNN Staff 	<ul style="list-style-type: none"> • Staff maintains contact with appropriate City officials
	<p>Strengthen working relationships with Code Enforcement by conducting quarterly open neighborhood meetings with Code Enforcement officers to:</p> <ul style="list-style-type: none"> • Access updates and give feedback regarding both vacant and abandoned and nuisance properties; • convey information to residents regarding City Code and code enforcement issues to encourage active reporting of code violations; • inform residents of Code Enforcement tools and resources like the Chronic Nuisance Ordinance; and • Encourage resident participation in code violation hearings for key/targeted properties. 	<ul style="list-style-type: none"> • Summer 2014 and ongoing 	<ul style="list-style-type: none"> • NNN Staff • City of South Bend Code Enforcement • NNN Nuisance Property Committee • NNN Environment Committee 	<ul style="list-style-type: none"> • 4 meetings are conducted each year

Use of Commissioners' Sales

Continue to educate neighborhood residents regarding the Commissioners sale process to encourage resident redevelopment of vacant and abandoned properties.

- 2014 and ongoing
- NNN Property Development Committee
- NNN Staff
- Sale information is communicated annually (distributed various ways and displayed)
- An informational meeting is held every other year prior to the Commissioners' sale

Develop a pool of persons with working knowledge of the sale processes to assist interested buyers.

- Spring 2015
- NNN Staff
- NNN Property Development Committee
- Identification of 3-5 knowledgeable resource persons willing to assist others (volunteers as well as paid professionals)

Private Investment

Identify properties/areas that could be marketed to and developed by private developers.

- 2015 and ongoing
- NNN Staff
- NNN Property Development Committee
- 3 key properties/areas are identified for possible private redevelopment each year

Identify and establish working partnerships with private developers. (individuals or companies)

- 2015
- NNN Property Development Committee
- Relationship with 2 new private investors is developed each year

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Increase the knowledge base and accountability of landlords and tenants in the neighborhood to improve rental property maintenance and reduce the number of nuisance rental properties.	Tenant Rights & Responsibilities			
	Solicit interested residents and investors to form a NNN Landlord- Tenant Committee.	<ul style="list-style-type: none"> • 2014 	<ul style="list-style-type: none"> • NNN Staff 	At least 5 renters/investors are contacted to determine interest in forming a committee to address rental issues.
	Hold seminars to educate tenants about their rights and responsibilities at least once a year.	<ul style="list-style-type: none"> • 2015 and ongoing 	<ul style="list-style-type: none"> • NNN Landlord-Tenant Committee 	<ul style="list-style-type: none"> • Seminars are held once a year with an average of at least 10 participants
	Annually provide all residents with information about neighborhood communication channels (listserv, newsletters), communication with the City and <i>Our Neighborhood</i> brochure.	<ul style="list-style-type: none"> • 2014 and ongoing 	<ul style="list-style-type: none"> • NNN Marketing Committee 	<ul style="list-style-type: none"> • Information is distributed annually through the NNN listserv and NNN newsletters and other channels that arise.
	Landlord Rights & Responsibilities			
	Host landlord training sessions on finding and screening tenants, tenant rights, property maintenance, code enforcement, and policies like the Chronic Nuisance Ordinance.	<ul style="list-style-type: none"> • 2015 and ongoing 	<ul style="list-style-type: none"> • NNN Landlord-Tenant Committee and other appropriate partners 	<ul style="list-style-type: none"> • Appropriate partners (e.g. Real Estate Investors Association, Code Enforcement) are identified and recruited • Training sessions are held every other year with an average of at least 10 participants
	Nuisance Properties			
Train and organize neighbors to utilize the Chronic Nuisance Ordinance to address problematic properties.	<ul style="list-style-type: none"> • 2014 and ongoing 	<ul style="list-style-type: none"> • NNN Nuisance Property Committee • South Bend Code Enforcement • South Bend Police Department 	<ul style="list-style-type: none"> • Training meeting are held at least annually with an average of at least 10 participants 	

	<p>Facilitate meetings of landlords of nuisance properties and affected neighbors to discuss issues/concerns, offer assistance in constructing solutions and share best practices.</p>	<ul style="list-style-type: none"> • As requested by residents 	<ul style="list-style-type: none"> • NNN Nuisance Property Committee • Neighborhood residents 	<ul style="list-style-type: none"> • Meetings are held as problem properties are identified by neighbors
	<p>Develop incentives for good landlord behavior</p>			
	<p>Research best practices for influencing landlord behavior and develop incentives that encourage landlords to take responsibility for their properties.</p>	<ul style="list-style-type: none"> • 2016 and ongoing 	<ul style="list-style-type: none"> • NNN Nuisance Property Committee 	<ul style="list-style-type: none"> • At least 3 tools to provide incentives to landlords are identified and introduced by the end of 2018

Goal:	Actions	Timeline	Responsible Party	Performance Measures	
Improve the condition and appearance of 3-5 structurally sound properties through needed repairs and maintenance each year.	Resources				
	Identify programmatic, material, and financial resources (REAL services, SBHIP, etc.) available to help homeowners improve their properties and share the information through various NNN communication mechanisms. (newsletters, listserv, website, meetings).	<ul style="list-style-type: none"> 2014 and ongoing 	<ul style="list-style-type: none"> NNN Property Development Committee 	<ul style="list-style-type: none"> Resources are identified and publicized through NNN newsletters, listserv, and website and other vehicles. 	
	Maintain a list of recommended contractors based on neighbors' feedback and publicize it as a resource.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Chapin Park neighborhood volunteer 	<ul style="list-style-type: none"> The already existing list is updated via the Chapin Park listserv every two years and distributed via the NNN listserv 	
	Promote resident sharing of resources like tools and skills, and alternative exchange systems like bartering.	<ul style="list-style-type: none"> 2014 	<ul style="list-style-type: none"> NNN and volunteers already engaged in such activities 	<ul style="list-style-type: none"> Various ideas for resource sharing are described via NNN communication mechanisms at least once a year 	
	Property Maintenance Workshops				
	Identify prevalent property maintenance issues in neighborhood for the purpose of defining needed seminars.	<ul style="list-style-type: none"> 2014 and ongoing 	<ul style="list-style-type: none"> NNN South Bend Code Enforcement 	<ul style="list-style-type: none"> A list of prevalent issues is compiled and updated annually 	
	Conduct in-depth hands-on property maintenance seminars on selected prevalent home maintenance issues.	<ul style="list-style-type: none"> 2015 and ongoing 	<ul style="list-style-type: none"> NNN and appropriate skilled volunteers 	<ul style="list-style-type: none"> A seminar is held once every other year with an average of at least 7 participants 	
	Continue one-hour Fall/Spring Home Maintenance Workshops.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> NNN and partners such as Martin's Hardware and Home Depot 	<ul style="list-style-type: none"> Workshops are held in the Fall and Spring of each year with an average of at least 12 participants 	

Economic Opportunity & Redevelopment

- The Lincoln Way West corridor is one of the corridors included in the Request for Proposals the City of South Bend recently issued for a West Side Corridors Master Plan. The RFP does not specifically mention that there will be a steering committee, but the project is likely to have one. The RFP does address stakeholder involvement.
- The Portage Avenue Commercial Corridor Revitalization Action Plan was completed in 1999. A new Portage Corridor Vision Plan will address the current realities of the corridor and changes that have occurred in the area since 2000.
- Arts Café is a free walking tour of homes in the near northwest that includes local artists, music, and food along Cottage Grove Avenue.
- The Ford Distributing, Inc. building at 906-908 Portage Avenue is one of six tax delinquent parcels that did not sell at tax sale that will be transferred to local non-profit organizations.

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Engage in the city's initiative for Lincoln Way West.	NNN has representation on city's initiative to impact Lincoln Way West.	• 2015	• NNN Staff	• NNN representative are named to any steering committee formed
	NNN representatives participate in Steering Committee meetings.	• Duration of project	• NNN Representative	• Attendance at 80% of meetings
	Information disseminated to NNN board and residents as appropriate.	• Duration of project	• NNN Representative	• Announcements are made at board meetings • Information communicated to residents via listserv, newsletters and public meeting

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Adopt a Portage Corridor Vision Plan with a particular focus on the area between Golden Avenue and Van Buren Avenue by 2015.	Arts Café is used to attract potential businesses to the neighborhood.	<ul style="list-style-type: none"> Arts Café 2014 – ongoing 	<ul style="list-style-type: none"> NNN Arts Cafe Committee NNN Staff 	<ul style="list-style-type: none"> Potential new businesses are present at the Arts Café
	Notre Dame Students for a New Urbanism are approached to determine interest in creating a Corridor Vision Plan.	<ul style="list-style-type: none"> April 2014 	<ul style="list-style-type: none"> NNN Staff ND School of Architecture Notre Dame Students for a New Urbanism 	<ul style="list-style-type: none"> Agreement and Scope of Work for Corridor Vision Plan
	A positive vision for the area is created to empower local business owners.	<ul style="list-style-type: none"> May 2015 	<ul style="list-style-type: none"> Notre Dame Students for a New Urbanism NNN Staff 	<ul style="list-style-type: none"> Presentation and adoption of Corridor Vision Plan by the NNN Board
	Commercial node is identified and supported by the city.	<ul style="list-style-type: none"> December 2015 	<ul style="list-style-type: none"> City Department of Community Investment NNN Staff 	<ul style="list-style-type: none"> Action plan implemented and potential incentives explored for commercial business development
	New businesses are attracted through incentives.	<ul style="list-style-type: none"> March 2016 	<ul style="list-style-type: none"> NNN Staff City Department of Community of Investment 	<ul style="list-style-type: none"> 5 potential business partners approached
	Infrastructure to attract and maintain commercial enterprises are explored.	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> City Department of Public Works 	<ul style="list-style-type: none"> Feasibility of parking, sidewalk walkability and lighting has been researched
	Vacant buildings on Portage are reduced by 10%.	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> NNN Staff City Vacant and Abandoned Property Task Force Code Enforcement City Department of Community Investment 	<ul style="list-style-type: none"> Vacant buildings inventoried Plan for each vacant building developed Funding secured Buildings are rehabilitated or demolished

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Restore the Ford distribution building site at 906-908 Portage Avenue to provide affordable rental housing and first floor commercial development.	A vision for the building and/or site is created.	<ul style="list-style-type: none"> • Concept plan October 2013 	<ul style="list-style-type: none"> • NNN Property Development Committee • NNN Staff 	<ul style="list-style-type: none"> • Identify Co-Developer Partner • Plan presented • Approved by NNN Board
	Market study for the proposed redevelopment plan.	<ul style="list-style-type: none"> • October 2013 	<ul style="list-style-type: none"> • NNN Property Development Committee • Co-Developer Partner • NNN Staff 	<ul style="list-style-type: none"> • Determination of project feasibility
	Due diligence and property acquisition	<ul style="list-style-type: none"> • March 2015 	<ul style="list-style-type: none"> • NNN Property Development Committee • NNN Staff 	<ul style="list-style-type: none"> • Phase I (and Phase II if needed) environmental assessments are complete • Environmental clearance • Property is acquired
	Building is rehabbed based on developed plan.	<ul style="list-style-type: none"> • Early 2017 	<ul style="list-style-type: none"> • NNN Property Development Committee • Co-Developer Partner • NNN Staff 	<ul style="list-style-type: none"> • Building is rehabbed and any necessary new construction has occurred • Occupancy permits are granted • Preliminary marketing to create 95% residential occupancy on completion

Safety

- Cops & Coffee was created to bring neighborhood residents and business owners together with SBPD beat officers in a relaxed atmosphere to better get to know one another and enhance relationships in the community.

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Create a neighborhood campaign to add a working porch light and one motion activated security light to 100 households as part of a pilot program to deter property crimes throughout the near northwest by January 2015.	Create and distribute survey to estimate program participation.	<ul style="list-style-type: none"> • January 2014 	<ul style="list-style-type: none"> • NNN Safety Committee 	<ul style="list-style-type: none"> • Create survey • Door to door campaign to gauge interest in participation
	Create pilot program guidelines and submit for review by the NNN Board.	<ul style="list-style-type: none"> • March 2014 	<ul style="list-style-type: none"> • NNN Safety Committee • NNN Board 	<ul style="list-style-type: none"> • Program guidelines and design complete • Submitted to the NNN board
	Upon approval from the NNN Board, explore grant opportunities consistent with NNN Committee fundraising guidelines to pay for discounted light fixtures and CFL bulbs. Grant applications must be approved by NNN staff.	<ul style="list-style-type: none"> • March 2014 	<ul style="list-style-type: none"> • NNN Safety Committee 	<ul style="list-style-type: none"> • Submit list of 3-5 potential funders to NNN staff for review and approval
	With approval of NNN staff, identify local hardware stores willing to provide bulk-pricing or a discount for the program.	<ul style="list-style-type: none"> • May 2014 	<ul style="list-style-type: none"> • NNN Safety Committee 	<ul style="list-style-type: none"> • Initiate conversation with 3-4 potential providers approved by NNN staff
	Create awareness and contact form for neighbors to participate in program	<ul style="list-style-type: none"> • June 2014 	<ul style="list-style-type: none"> • NNN Safety Committee 	<ul style="list-style-type: none"> • Paper application form and brochure (approved by NNN staff) available at NNN office • Online information and form (approved by NNN staff) on the NNN webpage

	<p>Installation contracted through NNN for approved properties according to the NNN procurement policies and procedures.</p>	<ul style="list-style-type: none"> December 2014 	<ul style="list-style-type: none"> NNN Safety Committee 	<ul style="list-style-type: none"> Safety Committee approves properties that are appropriate according to program guidelines At least 25 properties are included in the pilot program
	<p>Track crime rate for property crimes in 6 month intervals.</p>	<ul style="list-style-type: none"> Track property crime rates every six months beginning January 2015 	<ul style="list-style-type: none"> NNN Safety Committee 	<ul style="list-style-type: none"> Property crimes are reduced by 1% in blocks where lights have been added

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Improve neighborhood safety through an awareness campaign (to launch by April 2014) to inform neighbors on street light operations and maintenance in near northwest.	Distribute magnets provided by City Department of Engineering to all the near northwest residents.	<ul style="list-style-type: none"> November 2013 – Distribute at Arts Cafe 	<ul style="list-style-type: none"> NNN Safety Committee Department of Engineering 	<ul style="list-style-type: none"> Contact the Department Engineering to get 500 magnets to distribute Estimate magnet distribution after Arts Café Promote magnet in NNN newsletter
	Post link on NNN site on how to add alley light near your property.	<ul style="list-style-type: none"> February 2014 	<ul style="list-style-type: none"> NNN Staff NNN Safety Committee 	<ul style="list-style-type: none"> Link posted to NNN website Publish average cost of service
	Inform the near northwest neighbors of current city codes relative to safety.	<ul style="list-style-type: none"> March 2014 	<ul style="list-style-type: none"> NNN Safety Committee NNN Staff 	<ul style="list-style-type: none"> Relevant information shared on NNN website and in newsletters Use of 311 contact with the city is promoted
	Determine average property crime rate before the campaign and at 6 month intervals.	<ul style="list-style-type: none"> May 2014 	<ul style="list-style-type: none"> NNN Safety Committee 	<ul style="list-style-type: none"> Baseline crime rate is estimated Reports are generated for quarterly comparison 1% reduction in auto-related crime rates is achieved

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Establish a quarterly 'crime awareness' training seminar program to teach neighbors how to be more observant of crimes and crime opportunities.	Contact SBPD Crime Prevention Unit re: reporting expectations	<ul style="list-style-type: none"> • March 2014 	<ul style="list-style-type: none"> • NNN Safety Committee • SBPD Crime Prevention Unit 	<ul style="list-style-type: none"> • Include 3 fold brochure with NNN newsletter once a year • Create stories through neighborhood interviews for newsletter publication regarding positive experiences reporting crime
	Engage in "Cops & Coffee" program to offer opportunities to meet local officers.	<ul style="list-style-type: none"> • July 2014 	<ul style="list-style-type: none"> • NNN Safety Committee • NNN Staff • SBPD beat officers 	<ul style="list-style-type: none"> • Average of at least 10 participants in NNN sponsored "Cops & Coffee" program
	Create a crime prevention meeting that is more proactive in focus.	<ul style="list-style-type: none"> • June 2014 	<ul style="list-style-type: none"> • NNN Safety Committee • SBPD 	<ul style="list-style-type: none"> • Average of at least 10 participants at meetings • Repeat attendance is measured • Participants report positive feedback through a meeting evaluation

Infrastructure & Connectivity

- A Rails to Trails Bike Path is proposed to connect the Riverside Trail to the MLK Community Center.
- North Riverside Walking Path would provide a pedestrian route along Riverside Avenue to the Riverside Trail. Currently in the City’s bike plan the route is a shared route with vehicles along Riverside and Lafayette.
- South Bend 50/50 Sidewalk Repair Program allows for partnership between the South Bend Department of Engineering and property owners for replacement of sidewalks. While there is a waiting list for the program currently, the program is one mechanism for sidewalks to be repaired/replaced in the neighborhood.

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Improve connectivity within the neighborhood and between the near northwest and downtown South Bend and other South Bend points of interest through investment in bike and pedestrian infrastructure.	Identification of high pedestrian traffic routes, key connector routes, and key points of interest.	<ul style="list-style-type: none"> • March 2014 	<ul style="list-style-type: none"> • NNN Infrastructure Committee 	<ul style="list-style-type: none"> • Develop a “working” map (living document) in digital and physical formats highlighting pedestrian traffic, bicycle traffic, connector routes, and points of interest.
	Host a presentation to inform neighbors of the current walking/bicycling routes within the neighborhood that offer ways to connect with the city. Promote new possible routes to improve accessibility to key areas of South Bend.	<ul style="list-style-type: none"> • July 2014 	<ul style="list-style-type: none"> • NNN Infrastructure Committee 	<ul style="list-style-type: none"> • Meeting has participation from the city • At least 20 people attend the meeting • Map is available in NNN office and online
	Host informational meetings about bike lanes with neighbors and property owners about how to bike safely in the lanes and how to drive safely when cyclists are using bike lanes.	<ul style="list-style-type: none"> • October 2014 	<ul style="list-style-type: none"> • NNN Infrastructure Committee 	<ul style="list-style-type: none"> • At least one information meeting is held with at least 25 participants • Support is demonstrated for bike lanes

	<p>Have construction drawings done for improvements within the existing right-of-way</p>	<ul style="list-style-type: none"> • December 2014 	<ul style="list-style-type: none"> • NNN Infrastructure Committee • Department of Public Works 	<ul style="list-style-type: none"> • Professional engineer completes construction drawings • Drawings are presented to Department of Public Works • Approval of proposed changes • Implementation of proposed changes
	<p>Advocate for “rail to bike path” and North Riverside walking path projects and provide support at city meetings.</p>	<ul style="list-style-type: none"> • December 2016 	<ul style="list-style-type: none"> • NNN Board • NNN Staff • NNN Residents 	<ul style="list-style-type: none"> • Letters of support for projects • Testimony at Public Works and City Council hearings

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Improve bike and pedestrian safety at key intersections throughout the near northwest by installing crosswalk safety features in 2016.	Identify key connector routes, potential special treatment crosswalk locations, and locations for demand-responsive pedestrian signals.	<ul style="list-style-type: none"> March 2014 	<ul style="list-style-type: none"> NNN Infrastructure Committee Department of Public Works 	<ul style="list-style-type: none"> Pedestrian crossing locations added to working map
	Solicit local artists to design custom crosswalk treatments to represent fun, family, and safety.	<ul style="list-style-type: none"> December 2014 	<ul style="list-style-type: none"> NNN Infrastructure Committee Department of Public Works 	<ul style="list-style-type: none"> Neighborhood vote is conducted to select the preferred crosswalk treatment design
	Propose crosswalk and pedestrian demand-responsive signals to the Department of Public Works.	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> NNN Infrastructure Committee Department of Public Works 	<ul style="list-style-type: none"> Proposal is presented to DPW with cost estimates and funding proposal
	Installation of crosswalks and demand-responsive signals.	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> Department of Public Works 	<ul style="list-style-type: none"> Installation is complete

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Improve the character of the neighborhood by adding 10 park benches and planters to key locations by 2016.	<ul style="list-style-type: none"> Identify key locations to install park benches. Identify areas to install planters/ hanging baskets. 	<ul style="list-style-type: none"> March 2015 	<ul style="list-style-type: none"> NNN Environment Committee 	<ul style="list-style-type: none"> Bench and planter locations are added to the working map
	<ul style="list-style-type: none"> Create pilot program guidelines and submit for review by the NNN Board. Research vendors and work with NNN staff to solicit quotes for park benches that are paintable, environmentally friendly, and designed to prevent sleeping. Research vendors and work with NNN staff to solicit quotes for large concrete planters. 	<ul style="list-style-type: none"> December 2015 	<ul style="list-style-type: none"> NNN Environment Committee NNN Staff 	<ul style="list-style-type: none"> Preferred bench manufacturer is selected consistent with NNN procurement policies Preferred planter manufacturer is selected consistent with NNN procurement policies
	<ul style="list-style-type: none"> Hold two fundraising campaigns to raise funds, consistent with NNN Committee fundraising guidelines, for benches, planters, and flowers. Solicit grant support for the pilot program. 	<ul style="list-style-type: none"> December 2016 	<ul style="list-style-type: none"> NNN Environment Committee NNN Staff NNN Board 	<ul style="list-style-type: none"> Sufficient funds are raised to make initial investment and fund two years' annual maintenance Develop a plan for ongoing maintenance, approved by NNN Board

Grant applications must be approved by NNN staff prior to submission.

- Establish an “adopt a bench” and “adopt a planter” program to solicit funds. The program must be consistent with NNN policies and procedures and approved by the NNN Board.

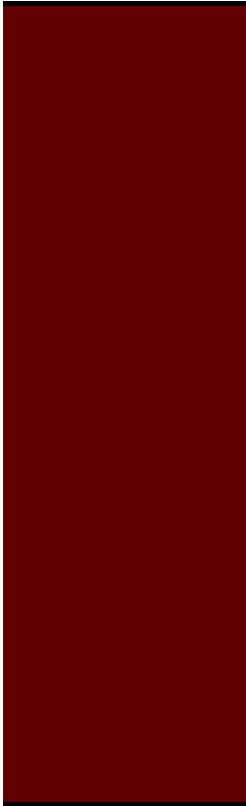
- Arrange for installation of benches and planters (volunteer or contract labor) consistent with NNN policies.
- Arrange for decoration of benches (fun, family theme) consistent with NNN policies.

- 1st park bench should be installed by 2016 Garden Walk.
- 2 park benches installed by December 2016
- By December 2017, all ten park benches should be installed and decorated.
- Initial planting Spring 2017

- NNN Environment Committee
- NNN Staff

- 10 benches installed
- Planters installed
- Initial planting
- Plan for ongoing maintenance

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Establish a neighborhood tree planting initiative to encourage planting of certain flower, fruit, and heritage trees.	<ul style="list-style-type: none"> Partner with local tree nurseries to identify appropriate trees for the neighborhood. All partnerships must be coordinated through NNN staff. Once appropriate trees are identified, the NNN Board and Committee will vote on a flower, fruit, and a “heritage” tree. The “heritage” tree will become a signature tree for the entire neighborhood. 	<ul style="list-style-type: none"> March 2014 	<ul style="list-style-type: none"> NNN Environment Committee NNN Board NNN Staff 	<ul style="list-style-type: none"> A flower, fruit, and “heritage” tree are selected for the neighborhood.
	<ul style="list-style-type: none"> Establish a partnership with a tree nursery to purchase the nominated trees at a discounted rate. All partnerships must be coordinated through NNN staff. Identify vacant lots within the neighborhood where trees would be a beneficial addition. Create a fundraiser with neighbors to purchase trees for vacant lots. 	<ul style="list-style-type: none"> Vacant lot identification April 2014 Fundraising by December 2014 	<ul style="list-style-type: none"> NNN Environment Committee NNN Staff 	<ul style="list-style-type: none"> Vacant lots identified Funds raised to purchase trees



- Contact local business, non-profits, and church groups to assist with the overall tree expenses. Funding from companies and agencies will reduce the cost to the neighbors. All contributions must be coordinated through NNN staff.

- Establish a date for the neighbors to plant the trees.
- Identify a distribution plan for the new trees.
- Coordinate planting with key volunteers who can provide instruction on proper tree planting.
- Enter into maintenance agreements with adjacent neighbors.

• April 2015

• NNN
Environment
Committee

- 100 trees are planted on vacant lots
- Agreements in place for maintenance

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Establish a long-term plan to identify and repair sidewalk and curb hazards in the neighborhood by July 2014.	<ul style="list-style-type: none"> Coordinate with the City Engineering Department on policies and procedures. Identify and mark sidewalk and curb hazards. Identify blocks for sidewalk and curb replacement. 	<ul style="list-style-type: none"> July 2014 	<ul style="list-style-type: none"> NNN Infrastructure Committee 	<ul style="list-style-type: none"> Hazards and blocks for replacement are identified on the working map Hazards are marked in compliance with the Engineering Department policies
	Host information sessions about the hazards in the neighborhood, property owner responsibility for sidewalks, and the City's financial assistance program for curbs and sidewalks.	<ul style="list-style-type: none"> July 2014 	<ul style="list-style-type: none"> NNN Infrastructure Committee 	<ul style="list-style-type: none"> At least one information session held At least 25 participants
	Partner with the Engineering Department on their 50/50 sidewalk repair program.	<ul style="list-style-type: none"> Within two to three years, high volume foot traffic sidewalks and key intersections are repaired. Within five to six years, the remaining neighborhood sidewalks are repaired. 	<ul style="list-style-type: none"> South Bend Engineering Department Property Owners NNN Infrastructure Committee 	<ul style="list-style-type: none"> 100% walkable sidewalks

Youth & Families

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Engage more neighborhood youth in structured activities in the neighborhood and broader community.	Develop a brochure of information about local youth-focused programs and available transportation.	<ul style="list-style-type: none"> • Summer 2014 	<ul style="list-style-type: none"> • NNN Youth and Families Committee • NNN Staff 	<ul style="list-style-type: none"> • Brochure is created identifying resources • 250 brochures are distributed to NNN households • Neighbors involvement is encouraged in existing program through NNN newsletter, listserv, and website
	Work with local organizations to utilize available youth mentoring programs and provide information on available resources.	<ul style="list-style-type: none"> • August 2014 	<ul style="list-style-type: none"> • NNN Youth and Families Committee • NNN Staff 	<ul style="list-style-type: none"> • Brochure is created identifying resources • Neighbors involvement is encouraged in existing program through NNN newsletter, listserv, and website
	Design and implement a community art project with neighborhood youth.	<ul style="list-style-type: none"> • Fall 2016 	<ul style="list-style-type: none"> • NNN Youth and Families Committee • NNN Staff 	<ul style="list-style-type: none"> • 10 youth are engaged in creating a public display of art and community pride

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Engage neighbors in activities to promote healthy lifestyles.	Offer free or low-cost activities to get people moving, within walking distance of residents, for at least one six-week period annually.	<ul style="list-style-type: none"> November 2013 – on-going through 2017 	<ul style="list-style-type: none"> NNN Youth and Families Committee 	<ul style="list-style-type: none"> Attendees will be asked to register to keep track of attendance Register 8 members for class.
	Assist with providing options for healthy foods for neighborhood residents.	<ul style="list-style-type: none"> Spring 2014 - 2017 	<ul style="list-style-type: none"> NNN Youth and Families Committee 	<ul style="list-style-type: none"> 25 residents are harvesting food locally from backyard gardens or a community garden Community garden on Harrison is producing a harvest and maintained by residents

Goal:	Actions	Timeline	Responsible Party	Performance Measures
Facilitate connections among diverse groups of NNN residents.	Facilitate an annual block party sponsored by neighborhood residents.	<ul style="list-style-type: none"> June 2014- once a year through 2017 	<ul style="list-style-type: none"> NNN Membership Committee NNN Youth and Families Committee 	<ul style="list-style-type: none"> Track attendance through a sign-in sheet
	Maintain and evaluate future development of pocket parks within the neighborhood.	<ul style="list-style-type: none"> Summer 2014 	<ul style="list-style-type: none"> NNN Environmental Committee NNN Staff 	<ul style="list-style-type: none"> Existing pocket parks are maintained a minimum of twice annually No unwanted vegetation is present in the gardens Increase capacity to maintain additional pocket parks
	Develop information identifying physical locations for youth activities within the neighborhood. (playgrounds, basketball courts, tennis facilities, bike trails, etc.)	<ul style="list-style-type: none"> Summer 2014 	<ul style="list-style-type: none"> NNN Youth and Families Committee NNN Staff 	<ul style="list-style-type: none"> Brochure is created identifying resources Neighbors involvement is encouraged in existing program through NNN newsletter, listserv, and website Analysis performed to determine if need is meeting demand

Ready, Set, GO!

Now that the Quality of Life Plan has been completed and shared with the neighborhood residents and stakeholders, it is time to begin the work of implementation.

The First Steps

- Share the Quality of Life Plan with each of the NNN, Inc. committees and highlight their role in implementation of the plan.
- Contact the residents and stakeholders who expressed interest in one of the key areas and engage them in the committee that will be responsible for the work.
- Decide how the NNN Board will track implementation of the plan each year and solicit input for plan revision. Models such as a Neighborhood Congress have been particularly successful.
- Each committee should develop a work plan by the end of 2013 that details what the committee is tasked with completing in 2014 and exactly how that work will be done and by whom. This is when it is appropriate to assign tasks to individual people.

Every Year

- Check in with the neighbors, committees, stakeholders, and NNN staff and Board (this could be at a Neighborhood Congress or the NNN Annual Meeting).
- Report what has been accomplished and celebrate the accomplishments!
- Develop a work plan for the next year, building on where work was left off the prior year:
 - What did get done?
 - What did not get done? Why? Is it still relevant? If yes, how will we tackle it this year?
 - Is there something else that needs to be done due to a change in the neighborhood? What needs to be done? Who will be responsible? When will it get done? How will we know when we are successful?
 - What will we do this year to move the plan forward?
- Continue to engage residents and stakeholders in the committee work, bringing new people into the work as their time, talent, and treasure allows.