

An aerial photograph of downtown Elkhart, Indiana, showing a dense urban area with various buildings, streets, and green spaces. A river is visible in the lower-left corner. The text is overlaid on the image.

The “Hart” of Downtown

ELKHART, IN

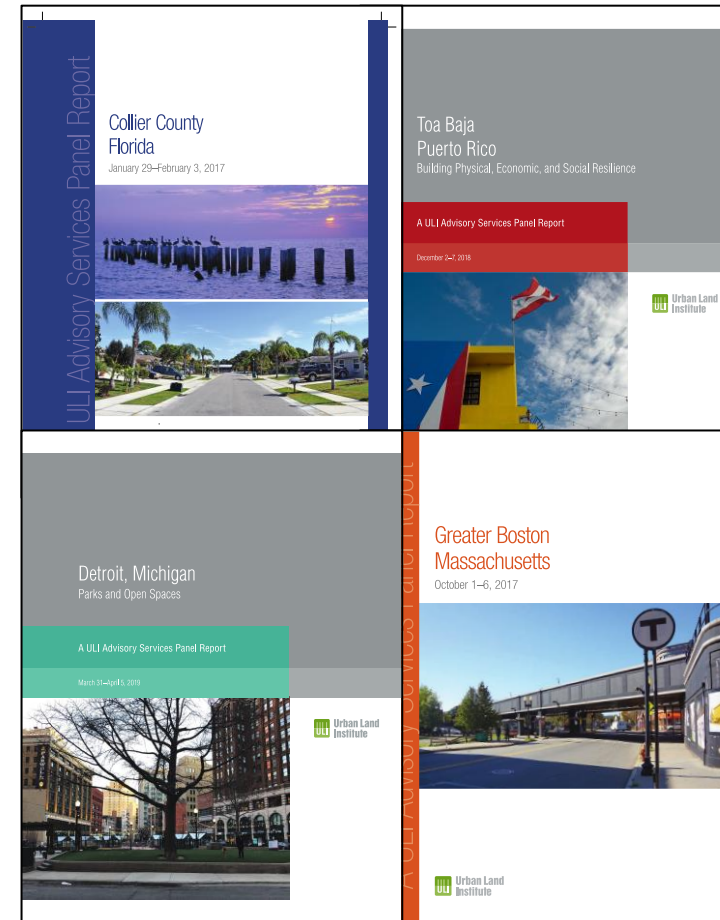
ULI ADVISORY SERVICES

JULY 29, 2021

About the Urban Land Institute

ULI Mission: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

- A multi-disciplinary membership organization with more than **48,000** members in private enterprise and public service
- Member driver organization sharing
- Urban Land Institute Activities:
 - Conduct Research
 - Provide a forum for sharing of **best practices**
 - Write, edit, and publish **books** and **magazines**
 - Organize and conduct **meetings**
 - Direct outreach programs
 - Conducts **Advisory Service Panels**



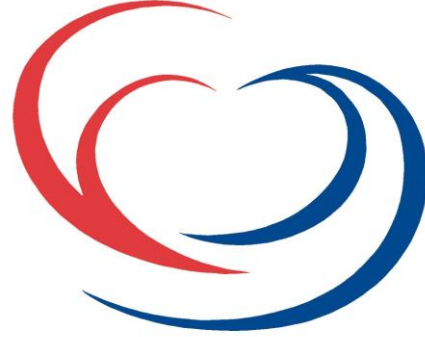


ADVISORY SERVICE PANELS

Since 1947, ULI's Advisory Services Program have helped more than 700 communities find independent, strategic, and practical solutions for the most challenging land use issues.



Thank you to our Sponsors!



City of Elkhart
city with a heart



**OBE
ADVISORS** LLC
Community Building

Thank you to the stakeholders!

- Andrew Wiand
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- Mike Higbee
- Natasha Kaufman
- Scott Ford
- Shelley Klug
- Shelley Moore
- Todd Samuelson
- Tom Housand
- Tonda Hines

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations



**Glenda Hood
(Panel Chair)**
Hood Partners
Orlando, FL



Faron Hill
Peregrine Oak
Atlanta, GA



Greg Stype
Barnes & Thornburg LLP
Columbus, OH



Daniel Anderton
Dewberry
Hampton, VA



Tom Murphy
ULI – the Urban Land Institute
Pittsburgh, PA



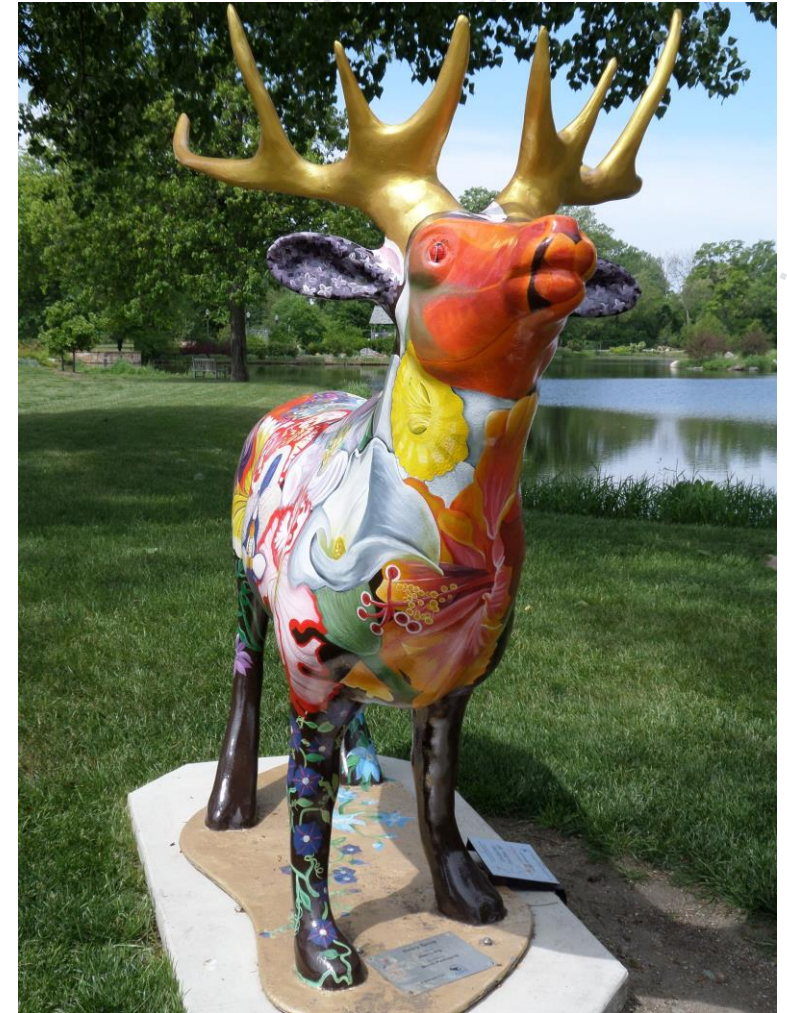
Nancy P. Whitworth
Greenville, SC

ULI Staff
Thomas Eitler
Senior Vice President, Advisory Services

David Zehr
Senior Associate, Advisory Services

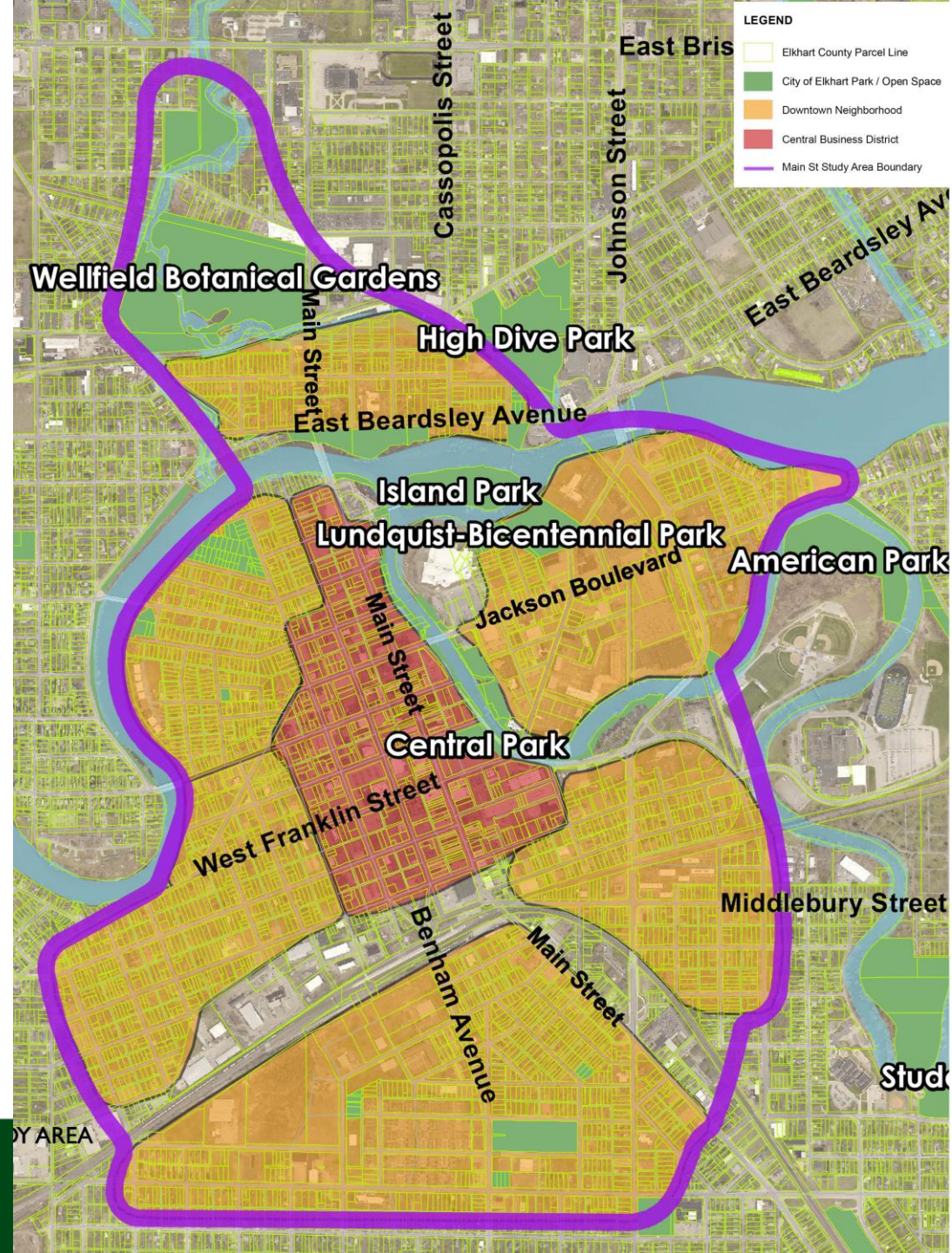
Elkhart Is

- Unique
- Diverse
- Vibrant



Why are we here?

One unified vision for downtown



Market Overview

Market Outline

- An Analysis of Residential Market Potential: The Downtown Elkhart Study Area by Zimmerman/Volk from September of 2017
- South Main Retail Market Analysis by the Gibbs Planning Group from Novembers of 2020
- Bureau of Labor Statistics
- ESRI Business Analyst



ULI believes that successful urban planning and land use policy can best be described as public action that generates a desirable, widespread, and sustained private market reaction.

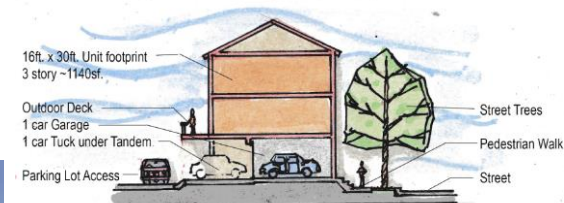
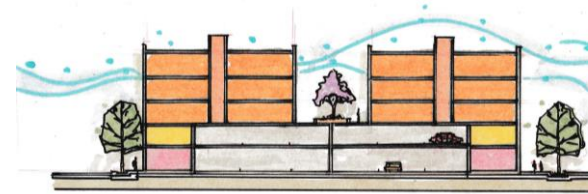
Elkhart's Demographics

- Population 53,000
- Economy Dominated by the RV Industry and Associated Manufacturing



Housing

- River District Study indicated demand for 680 to 880 rental and for-sale housing units
- ULI panel suggests considering an additional 500-600 Units in downtown over the next 5 years
- Consider new typologies
 - Small-lot singles
 - Cottage-style singles
 - Rowhomes (rental and for-sale)
 - Stacked townhouses
 - Quad, six and eight-plex units
 - Podium multi-family
- This housing stock should be primarily market-rate units with perhaps 20% available for those making 50-80% of the Area Median Income.



Retail

- Gibbs study indicated the need for approximately 23,500 square feet of new retail and restaurant space
- New Vision for Downtown should generate an additional 20,000 square feet of retail and restaurants
- Re-tenanting the existing space
- Building new mixed-use buildings
- Ties back to the creative and performing arts and culture focus



Connecting Downtown

Streets

- Gateway Corridors: These corridors provide the first impression of downtown and should be welcoming and attractive.
 - Focus on these key corridors
- Downtown Streetscapes: Elkhart has initiated significant streetscape improvements to key streets and intersections. Continue this work to connect major downtown anchors such as the Lerner Theatre, Hotel Elkhart, museums, parks, river front and other destinations.
- Street Grid: Explore converting one-way streets to two and when possible, provide wider sidewalks, additional streetscape, parking and bike lanes to better support retail, restaurants and entertainment venues.



Trails

- The desirability of a city is now more than ever linked to outdoor activities. Properties connected to trails can command some of the highest value. Trails and bike lanes also provide another form of transportation.
- Elkhart has an established trail system and expand to provide additional connections:
 - Along the river front
 - River to downtown
 - Downtown to surrounding neighborhoods
- Explore additional opportunities for dedicated bike lanes and/or shared lanes



Wayfinding

- Innovative and creative signage can be a fun and useful way to direct the pedestrian and driver to various points of interest in downtown. It is also an essential part of marketing the downtown.
- Develop a wayfinding program that reflects the brand and personality of Downtown Elkhart



Pedestrian Bridge Connection to South Side

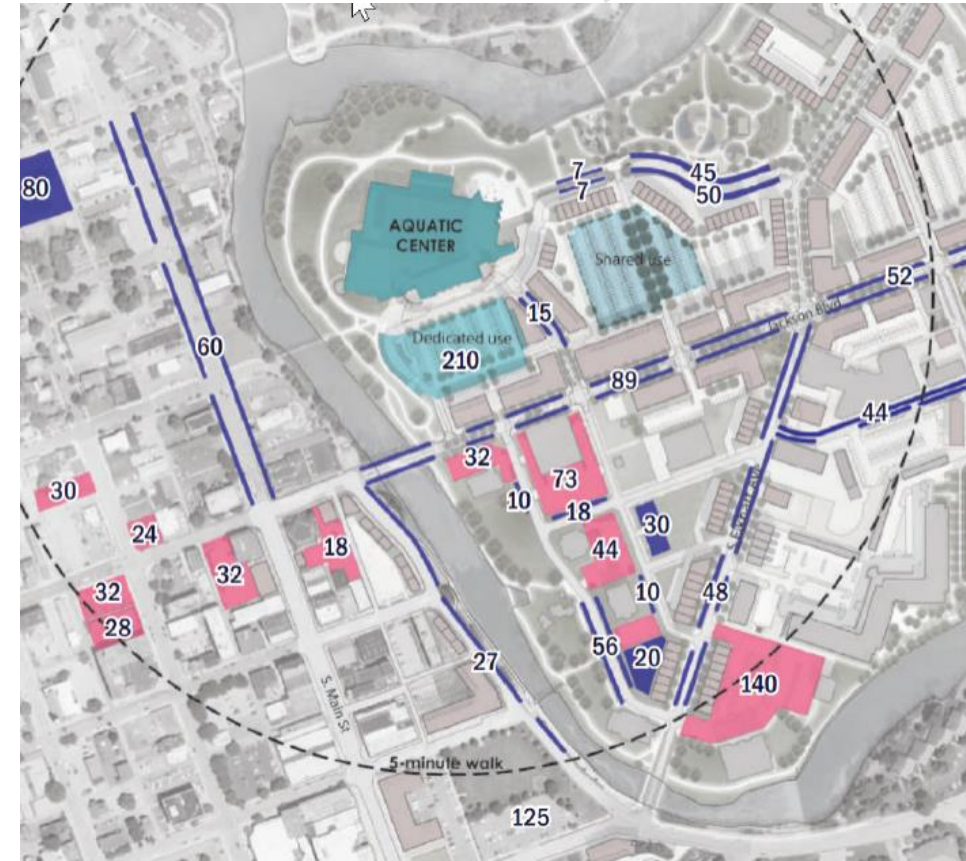
- The Pierre Moran / Tolson neighborhood south of the railroad tracks is disconnected from the downtown and creates a pedestrian barrier for expanding the downtown.
- An iconic pedestrian bridge would provide a needed connection and further stimulate development opportunities and connections for the residents.



Programs

Parking

- Downtown Elkhart has a significant amount of surface parking.
- These lots have a negative visual impact and impede the pedestrian experience.
- Explore strategic locations for structured parking to support a variety of uses and any displaced parking.
- Offer the vacated surface lots for redevelopment.



Housing

- Successful downtowns provide a variety of residential choices.
 - Make downtown Elkhart “the place of choice”!
- The addition of housing into downtown Elkhart will provide the critical mass to support additional retail, restaurant and entertainment prospects.
- There are ample options throughout downtown for a variety of housing types and price points.
- The river front is an exceptional location for residential and mixed uses.



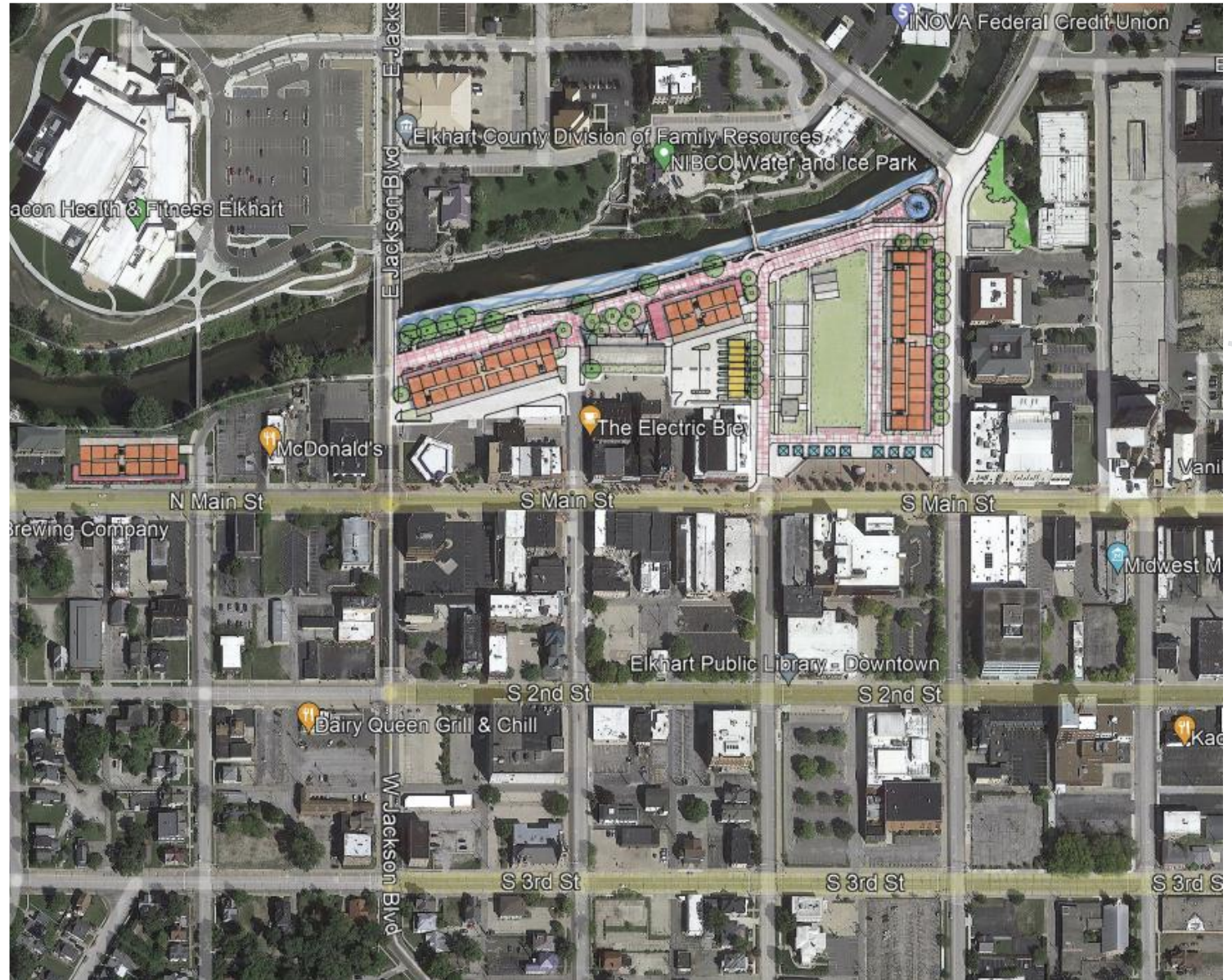
Nine Block Focus Area

- Waterfront
- City Plaza and Central Park
- South Main Street
- 3rd Street Hierarchy
- 2nd Street Hierarchy
- Streetscape Upgrades
- Block Infill
- Parking Consolidation



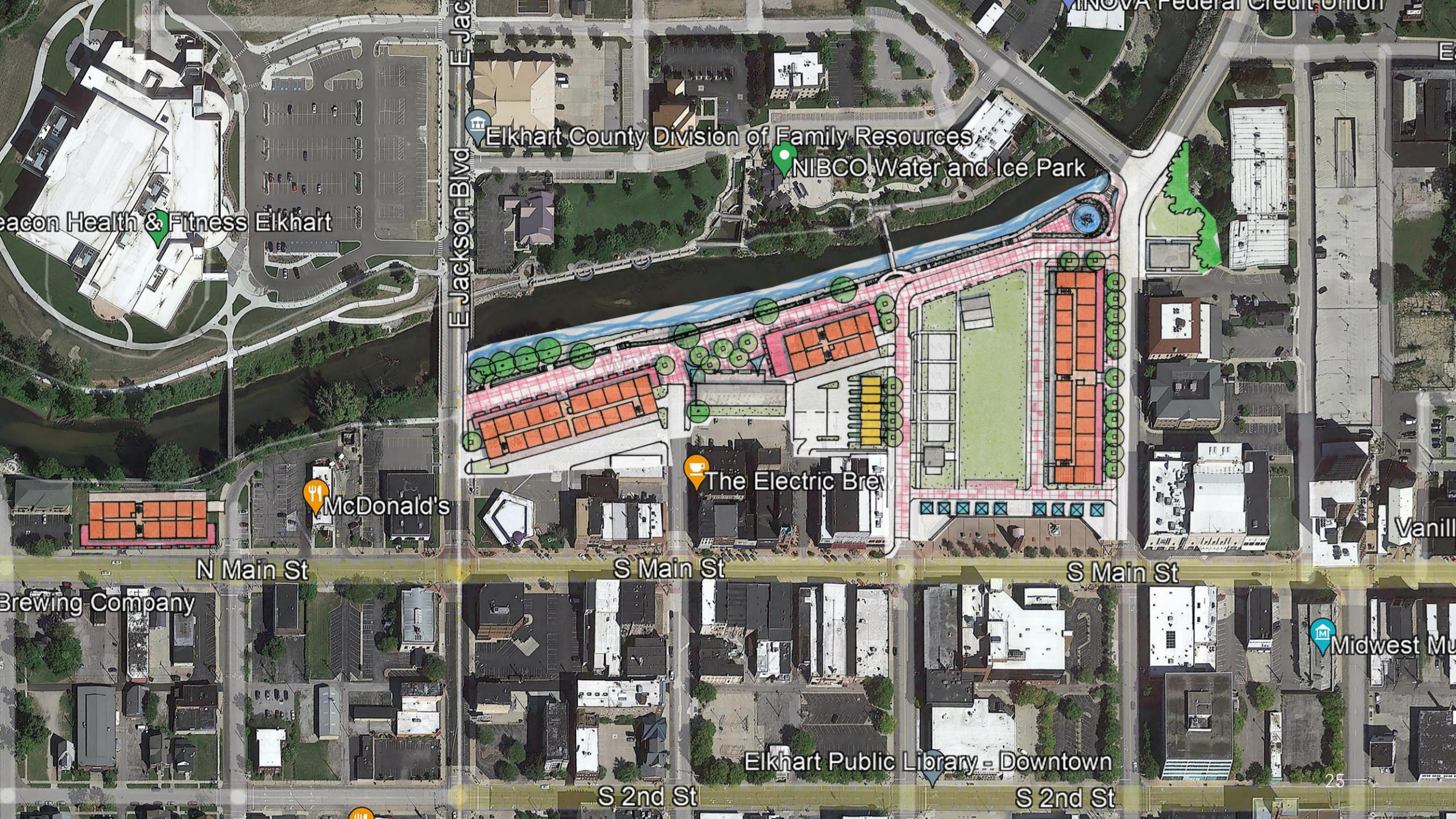
Waterfront Plan

- East Entrance Focal Point
- Framing and Upgrade of Civic Plaza and Central Park
- World Class Pedestrian Street
- Plaza Design
- Housing Units on Water - 280 Units
- 36,000 Square foot of Commercial
- Site Lines along Franklin, High and Lexington to the Elkhart River





Columbus Crossing



Season Health & Fitness Elkhart

E Jackson Blvd

Elkhart County Division of Family Resources

NIBCO Water and Ice Park

McDonald's

The Electric Brew

Vanilla

N Main St

S Main St

S Main St

Brewing Company

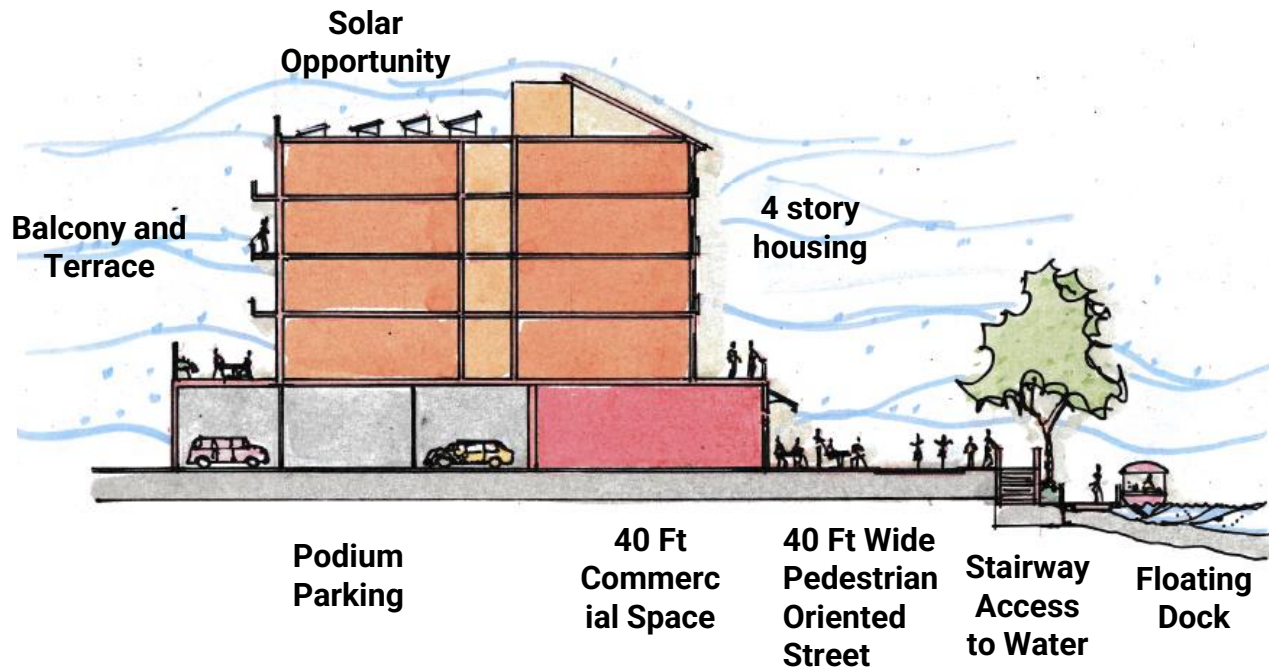
Midwest Mu

Elkhart Public Library - Downtown

S 2nd St

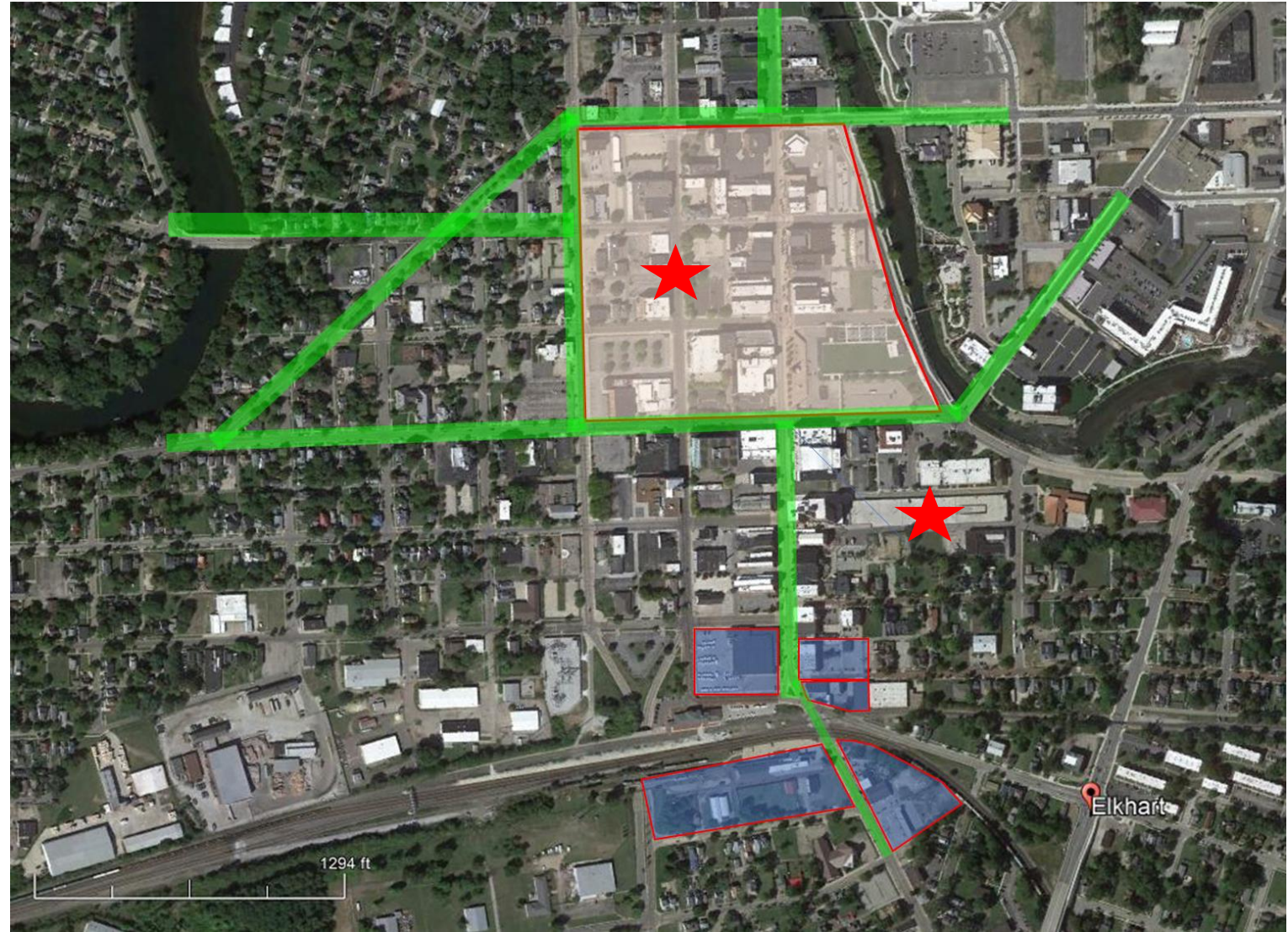
S 2nd St

Section of Waterfront



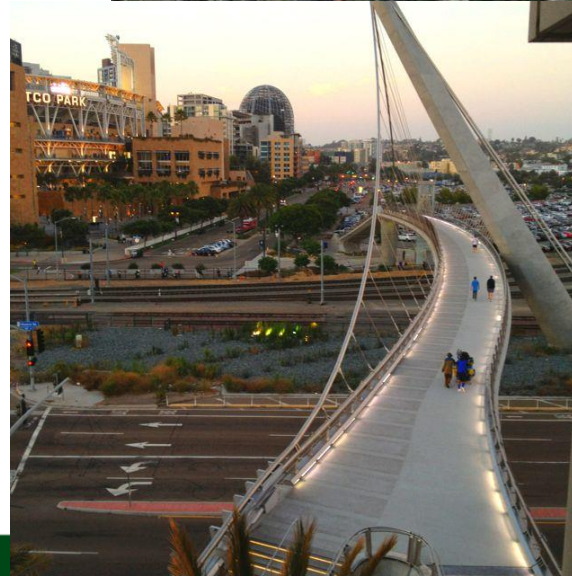
Parking

- Existing and Proposed Parking
- Entry Corridor Upgrades

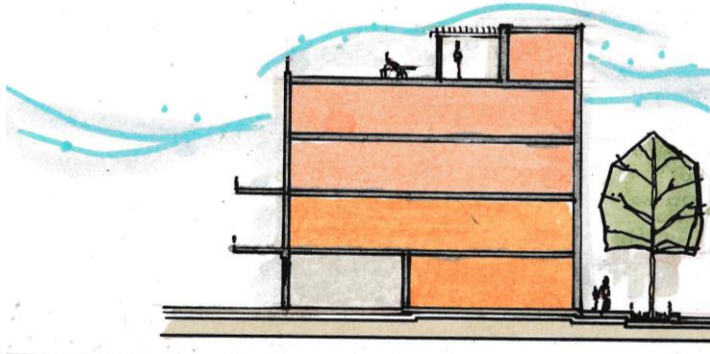


South Main Street

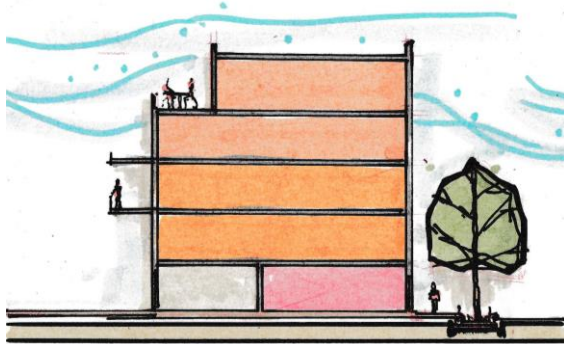
- Stronger Connection to South Neighborhoods
 - Train Station
 - Train Museum
 - Post Office
 - Pedestrian Bridge
 - Unique Destinations



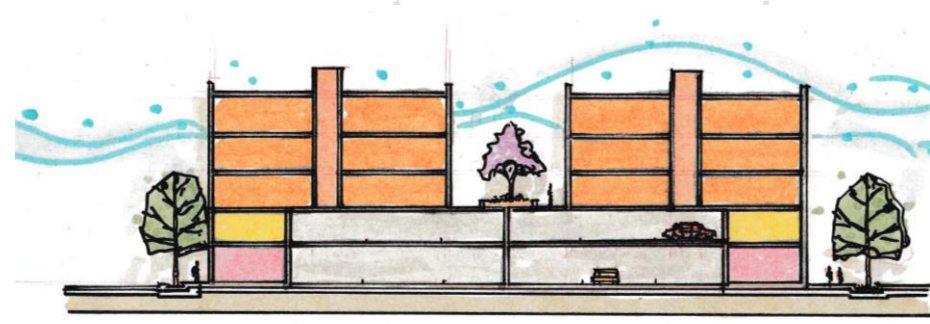
Product Types



2 over 2 Stacked Unit



Live Work Rowhouse



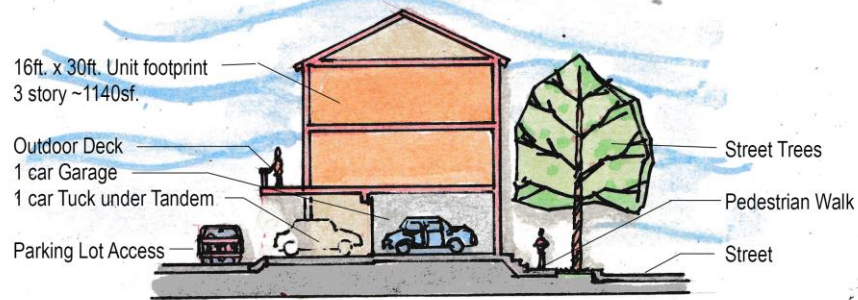
Wrapped Podium Multi-Family w/ Retail



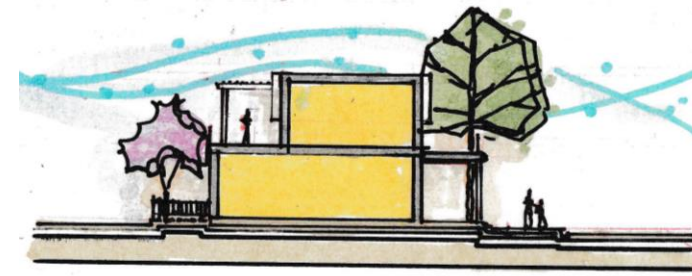
Product Types



Urban Rowhouse



Rowhouse



1 1/2 story Cottage



The background features several large, overlapping geometric shapes. A light blue shape is at the top, a dark green shape is on the right, and a grey shape is at the bottom. The text is centered in the white space between these shapes.

The Nine Block Creative Village - A Place of Magic



Creative and Performing Arts

- Proximity to the Lerner Theatre
- Regional attraction
- Regular curriculum plus a full array of arts, music, and cultural courses
- Music, arts and food are universal connectors of young people

Innovation center

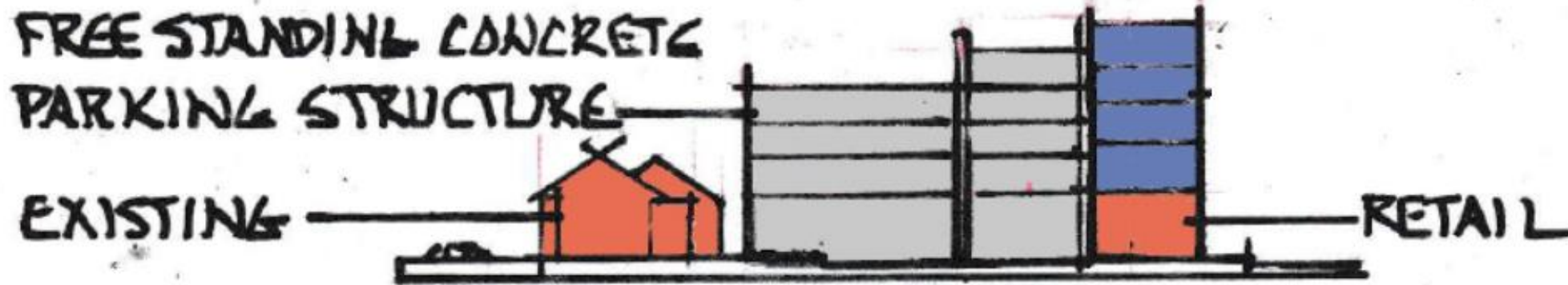
Greenville, SC

- Building on your Entrepreneurial culture
- An Entrepreneurial Center
- The creation of an early-stage venture fund
- Provides support, mentors, and courses



Maker space

- Availability of makerspaces
- For both artist and tech
- Visible public spaces





Artist live/work space

Reno, NV

- Create a live/work artist space of 50 units
- Partner with Artspace or some other entity to build and manage

Restaurant Incubator, Culinary Arts and Community Catering/Events Kitchen

- Locate a food incubator/galley with at least 6 kitchens
- Partner with a Culinary Institute
- Incubator for Culinary Arts (Trinity Grove)
- Food Court Style Shared Restaurant (EPIQ Food Hall Style)
- Works with existing restauranter on a mentorship program
- Shared Community Kitchen



EPIQ Food Hall, Woodbridge VA



Trinity Grove Dallas TX



Market South, Chattanooga, TN



Attract headquarters or office users downtown

- Recruit a company headquarters into downtown
- Recruit/retain additional office users - lawyers, doctors, insurance companies, banks, etc.
- Selling Downtown Elkhart, building on momentum and doing deals!





Who does this?
Elkhart Downtown Revitalization Corporation

Elkhart Downtown Revitalization Corporation

- Basis for Recommendation
 - Private-public partnership
 - Provides sustained leadership on Downtown
 - Downtown is its sole purpose and focus

[Details that follow reflect consistently observed features of successful similar corporations in other cities that can be adjusted, as appropriate, for Elkhart.]

Corporate Form

- Corporation would be:
 - Indiana not-for-profit corporation (not a public body)
 - Tax exempt 501c3 under Internal Revenue Code
- Corporate form provides flexibility/nimbleness
- Accountability and transparency to the public and City maintained by:
 - Public board meetings
 - Providing public updates on its agenda and projects
 - Financial reporting and audits
 - Accountability to City as appointing authority for Board members
 - Ethics and conflict of interest policy for Board members

Board Appointment/Composition

- Corporation will be governed by 7-to-13-member Board
- Board members appointed by City from the private and nonprofit sectors in the City
- Board members selected based on:
 - Demonstrated interest in downtown revitalization; and
 - To represent existing downtown residents and businesses; or
 - Connect to the downtown key businesses in the City not located in the Downtown
- Board members appointed by the City for overlapping 4-to-6-year terms to provide continuity.
- Mayor or Mayor's designee would serve as ex-officio non-voting member and attend Board meetings.

Staffing Functions/Roles

- **Full Time President/CEO**
 - Hired by and answerable to the Board
 - Knowledgeable about real estate development
 - Wakes up every day thinking about revitalizing the Downtown
- **Full-Time CFO**
- **Communications Director** to provide:
 - Regular direct communications to the public and other downtown stakeholders
 - Maintain a robust, continually updated website and social media
- **Events Director**
 - Maintains/continually updates a Downtown Events Calendar on website and publicizes downtown events
 - Coordinates events with existing downtown entities (i.e., Lerner Theatre, museums, Farmer's Market, Jazz Festival, etc.)
 - Proactive outreach to fill open times in calendar
 - Coordinates events with City (i.e., permits, street closures, etc.)
- The Corporation is staffed to (i) create a vibrant Downtown, and (ii) bring developers and financing together through RFPs and other processes, negotiate development agreements and work with developers and the city to facilitate projects.

Funding

- **Operating funding** of the Corporation will be provided by a combination of the City and private and nonprofit sources.
 - The Corporation should start out with commitments of operating funding for five years to assure sustainability.
- **Land Assembly Fund** – The Corporation should have ready/immediate access to funding for opportunistic acquisition of sites in the Downtown if and as they become available (and are not otherwise subject to acquisition by the City through delinquent tax foreclosure, etc.). This funding capacity should be in the range of \$2.5 to \$5 million.
- **Project Funding** – The Corporation will marshal and coordinate existing and new public and private funding sources in support of Downtown revitalization projects.

Financing

Financing

- Fundamental investment decisions
 - Supply and demand
 - Risk analysis
 - Market trends
 - Yield expectations
- Consistent decision making and execution for all transactions!

Financing

- Multiple options:
 - Tax Allocation Districts
 - Public Private Partnerships
 - Foundations
 - Private capital and investors
- Philanthropic spirit:
 - The We Impact Group
 - Community Foundation
 - The Gateway Mile, Aurora Capital Loan Fund, Elkhart Facade Restoration Fund, etc.



Financing

Downtown Development Fund

- Single point of contact
- Brownfield sites (7) and Federal Qualified Opportunity Zones (QOZ)
- South Bend, IN, Washington, DC, and El Paso, TX
- For your consideration:
 - Cincinnati, OH – 3CDC; \$50M revolving loan fund for the development of the Rhine neighborhood
 - Pittsburgh, PA – \$60M Urban Redevelopment Authority revolving fund
 - Erie, PA – \$30M Erie Downtown Development Corp for the redevelopment of downtown

Financing

- TIF and TAD programs should be RENEWED, and possibly adjusted.
- Re-allocation of deployed capital, strategic planning and investment.
- In summary, a single point of contact with an agency, group, or individual is critical. This group should act as a clearinghouse in a sense. In order of priority, the maximum use of all available federal and state funds is first. Next, the most efficient manner of adding private capital (We Impact Group, Community Foundation, etc.) to achieve maximum benefit for each transaction is the best outcome.

What makes an exciting and vibrant Downtown Elkhart?

- Connectivity
- Thoughtful Design and Activation of Places and Spaces
- Creative, Performing and Culinary Arts
- Variety of Housing and Retail
- New Businesses and Jobs
- Private/Public Partnerships
- Financing
- Community Engagement
- Communication
- Celebration



What is most important for success?

- One Unified Vision for Downtown
- Bold Leadership
- Develop the Waterfront Plan
- One Independent Downtown Revitalization Organization



Q&A

Thank you!

www.uli.org/advisoryservices