

# Video

## Elkhart, IN: A Virtual Advisory Services Panel

Date: July 29, 2021

00:00:05 --> 00:00:06: First of  
00:00:06 --> 00:00:07: all, again  
00:00:07 --> 00:00:08: I want  
00:00:08 --> 00:00:09: to extend  
00:00:09 --> 00:00:11: our thanks to  
00:00:11 --> 00:00:12: the Urban Land  
00:00:12 --> 00:00:17: Institute and the panel that has participated in this process.  
00:00:17 --> 00:00:19: I know it  
00:00:19 --> 00:00:20: is a  
00:00:20 --> 00:00:26: work intensive and a lot of effort.  
00:00:26 --> 00:00:28: Packed in a couple of days  
00:00:28 --> 00:00:29: and so I  
00:00:29 --> 00:00:32: appreciate the work that you've done preparing  
00:00:32 --> 00:00:36: and both for this panel and the work that  
00:00:36 --> 00:00:39: you've done in the interviews and coming up  
00:00:39 --> 00:00:41: with your recommendation.  
00:00:41 --> 00:00:42: We're excited to  
00:00:42 --> 00:00:43: learn what  
00:00:43 --> 00:00:46: you've come up with. We're anxious to get  
00:00:46 --> 00:00:48: going on our efforts  
00:00:48 --> 00:00:49: around downtown  
00:00:49 --> 00:00:52: development, so I don't want to hold us up  
00:00:52 --> 00:00:55: anymore. Let's let's move forward with  
00:00:55 --> 00:00:58: a. What do you have to say?  
00:00:58 --> 00:01:01: Good morning, I'm Glenda Hood from Orlando,  
00:01:01 --> 00:01:05: FL and I'm serving as the panel chair during this  
00:01:05 --> 00:01:06: 2 1/2 days.  
00:01:06 --> 00:01:10: Let's begin with talking a little bit about what the  
00:01:10 --> 00:01:12: Urban Land Institute is.

00:01:14 --> 00:01:19: Our mission is to provide leadership in responsible land use  
00:01:19 --> 00:01:23: as well as in creating and sustaining thriving communities  
across  
00:01:23 --> 00:01:24: the globe.  
00:01:24 --> 00:01:29: We're a membership organization of 45,000 plus members  
from the  
00:01:29 --> 00:01:33: private sector as well as the public sector.  
00:01:33 --> 00:01:37: We do research and education and one of our outstanding  
00:01:37 --> 00:01:40: programs is advisory services panels.  
00:01:40 --> 00:01:45: Advisory services panels have been around since 1947 and  
we  
00:01:45 --> 00:01:50: have helped more than 700 communities find that  
independent strategic  
00:01:50 --> 00:01:54: and practical solution to very challenging land use issues that  
00:01:54 --> 00:01:57: they have in their communities.  
00:01:59 --> 00:02:01: Let me thank our sponsors.  
00:02:01 --> 00:02:03: You really prepared us well for our work.  
00:02:03 --> 00:02:07: These two and a half days and we are very  
00:02:07 --> 00:02:09: grateful to you for that.  
00:02:09 --> 00:02:12: And then I would also like to thank all the  
00:02:12 --> 00:02:16: stakeholders you took the time to interview with our panel  
00:02:16 --> 00:02:20: and you gave us your very candid thoughts and that's  
00:02:20 --> 00:02:23: extremely helpful as we put together our recommendations.  
00:02:23 --> 00:02:27: Let me introduce the panel to you.  
00:02:27 --> 00:02:31: This is a group of subject matter experts that volunteer  
00:02:31 --> 00:02:37: their time and they provide objective recommendations to the  
community.  
00:02:37 --> 00:02:40: First, fair and hill from Atlanta,  
00:02:40 --> 00:02:42: GA. Greg Stipe from Columbus,  
00:02:42 --> 00:02:45: OH. Daniel Anderton from Hampton,  
00:02:45 --> 00:02:48: VA, Tom Murphy from Washington DC,  
00:02:48 --> 00:02:50: Nancy Whitworth from Greenville, SC.  
00:02:50 --> 00:02:53: And from the Urban Land Institute staff.  
00:02:53 --> 00:02:59: Tom Itler from Washington DC and David Sayre from  
Washington  
00:02:59 --> 00:02:59: DC.  
00:02:59 --> 00:03:04: Although David's hometown is Elkhart IN.  
00:03:04 --> 00:03:06: Elkhart describes itself as unique,  
00:03:06 --> 00:03:11: diverse and vibrant elkhart's, unique history and bellwether  
for the  
00:03:11 --> 00:03:15: Midwest make prep all the residents very proud and elkhart's  
00:03:15 --> 00:03:20: diversity of peoples brings richness and A cause for  
celebration.  
00:03:20 --> 00:03:25: Elkhart's vibrancy around the manufacturing industry and

collaborative partnerships of  
**00:03:26 --> 00:03:30:** all kinds provide the foundation for realizing new potential  
and  
**00:03:30 --> 00:03:32:** opportunities for the future.  
**00:03:32 --> 00:03:34:** Our panel in the last two and a half days  
**00:03:34 --> 00:03:38:** has observed that the city of Elkhart has Great Expectations  
**00:03:38 --> 00:03:41:** and hand in hand with those or a plethora of  
**00:03:41 --> 00:03:44:** ideas and plans to create the new legacy for the  
**00:03:44 --> 00:03:45:** city.  
**00:03:45 --> 00:03:47:** All good all important. However,  
**00:03:47 --> 00:03:51:** too much too soon. Questions a capacity issue.  
**00:03:51 --> 00:03:53:** Scattered leadership who's in charge?  
**00:03:53 --> 00:03:58:** And the inability to sustain and balance energy over the  
**00:03:58 --> 00:03:58:** long term.  
**00:03:58 --> 00:04:04:** It's necessary for the city to prioritize these expectations and  
**00:04:04 --> 00:04:08:** push certain ones to other organizations or even into the  
**00:04:08 --> 00:04:09:** future.  
**00:04:09 --> 00:04:13:** There needs to exist one unified vision around which the  
**00:04:13 --> 00:04:16:** community rallies and promotes one vision.  
**00:04:16 --> 00:04:20:** That's the foundation of focus for the city for its  
**00:04:20 --> 00:04:23:** partners in the community as a whole.  
**00:04:23 --> 00:04:26:** One vision that sustained over the long term through  
inevitable  
**00:04:26 --> 00:04:31:** leadership changes and through both financial and  
circumstantial ups and  
**00:04:31 --> 00:04:31:** downs.  
**00:04:31 --> 00:04:35:** And there needs to be one entity as keeper of  
**00:04:35 --> 00:04:38:** that vision with authority to bring together,  
**00:04:38 --> 00:04:44:** organize, implement. And monitor particular aspects of the  
vision.  
**00:04:44 --> 00:04:47:** So you may ask, why are we here?  
**00:04:47 --> 00:04:50:** Well, are you alive? Panel was invited to look at  
**00:04:50 --> 00:04:52:** the challenges in downtown Elkhart.  
**00:04:52 --> 00:04:56:** We're going to specifically focus on a 9 block area  
**00:04:56 --> 00:04:59:** that you'll hear more about during the presentation.  
**00:04:59 --> 00:05:02:** We realized that in anticipation of the panels work,  
**00:05:02 --> 00:05:05:** that there were other ask made of us to look  
**00:05:05 --> 00:05:08:** in detail at the neighborhood to the South,  
**00:05:08 --> 00:05:11:** as well as the East and West industrial quadrants of  
**00:05:11 --> 00:05:12:** the city.  
**00:05:12 --> 00:05:16:** And these additional ask are certainly more than we can  
**00:05:16 --> 00:05:18:** cover in a 2 1/2 day panel,  
**00:05:18 --> 00:05:20:** so we do encourage you to invite us back in

00:05:20 --> 00:05:25: the near future so that adequate attention and recommendations to

00:05:25 --> 00:05:28: those significant areas of the city can be given.

00:05:28 --> 00:05:31: While we chose to stay focused on the requests for

00:05:31 --> 00:05:32: downtown,

00:05:32 --> 00:05:35: the panel did feel it was important to make comment

00:05:35 --> 00:05:39: related to the neighborhood to the South of downtown.

00:05:39 --> 00:05:43: Through strengthening of connecting corridors and pedestrian linkage to provide

00:05:43 --> 00:05:47: accessibility to amenities that support residents desired quality of life

00:05:47 --> 00:05:49: can be a catalyst for additional positive change in the

00:05:49 --> 00:05:54: area and you'll hear a little bit more about this

00:05:54 --> 00:05:55: from Nancy.

00:05:55 --> 00:06:00: Downtowns are the cultural and economic centers of their communities.

00:06:00 --> 00:06:03: When downtown struggle, the community feels it,

00:06:03 --> 00:06:07: and when downtowns boom, the community thrives around the world.

00:06:07 --> 00:06:11: The most prosperous and successful cities have focused their development

00:06:11 --> 00:06:13: from the city center outward.

00:06:13 --> 00:06:16: They've worked on the heart of their city.

00:06:16 --> 00:06:21: First, Elkhart's downtown is again beginning to feel its heartbeat,

00:06:21 --> 00:06:25: and downtown is where that one unified vision must focus.

00:06:25 --> 00:06:29: With your new amenities like the Aquatic Center and Hotel Elkhart,

00:06:29 --> 00:06:30: Elkhart,

00:06:30 --> 00:06:34: adding to the other venues of pride such as the

00:06:34 --> 00:06:35: Lerner Theater,

00:06:35 --> 00:06:37: your Central Park, Riverwalk Museums,

00:06:37 --> 00:06:42: Lundquist Park, those successful large festivals and events like the

00:06:42 --> 00:06:44: Jazz Festival and Go Kart races,

00:06:44 --> 00:06:46: your churches, restaurants and retailers,

00:06:46 --> 00:06:51: elkhart's downtown is capturing more residents and inviting more visitors.

00:06:51 --> 00:06:55: The panel recommends the strong need to address better connections

00:06:55 --> 00:06:59: between these wonderful spaces that will knit together the downtown

00:06:59 --> 00:07:00: fabric.

00:07:00 --> 00:07:04: Walkability cleanliness, safety and fully program streets promote a healthy

00:07:04 --> 00:07:05: downtown,  
00:07:05 --> 00:07:10: but it also enables significant actions to attract new businesses  
00:07:10 --> 00:07:12: and jobs to downtown.  
00:07:12 --> 00:07:16: Attention to trails, recreation and sports and the arts are  
00:07:16 --> 00:07:19: positive attractors in a downtown as well.  
00:07:19 --> 00:07:21: People will want to live,  
00:07:21 --> 00:07:24: work and play in downtown Elkhart.  
00:07:24 --> 00:07:28: To get people in their families to make that investment  
00:07:28 --> 00:07:30: in and commitment to downtown,  
00:07:30 --> 00:07:33: the city must also support quality schools,  
00:07:33 --> 00:07:36: deal with transportation gaps and parking issues,  
00:07:36 --> 00:07:38: and address social service needs.  
00:07:38 --> 00:07:43: The panel will provide recommendations for a revived downtown around  
00:07:43 --> 00:07:48: the creative and deeply ingrained entrepreneurial spirit in Elkhart while  
00:07:48 --> 00:07:51: leveraging the deep sense of philanthropy in the city.  
00:07:51 --> 00:07:55: You'll also hear development ideas around housing,  
00:07:55 --> 00:07:57: retail, the arts and financing,  
00:07:57 --> 00:08:00: and it goes without saying.  
00:08:00 --> 00:08:03: All of this requires time and patience.  
00:08:03 --> 00:08:07: Political will coordinated leadership and robust civic engagement,  
00:08:07 --> 00:08:09: so let's get started first.  
00:08:09 --> 00:08:14: Tom Mitler will present information about the current market situation,  
00:08:14 --> 00:08:15: Tom.  
00:08:16 --> 00:08:20: Thanks Glenda next slide please.  
00:08:20 --> 00:08:23: Uhm, we appreciate the time that you've given us to  
00:08:23 --> 00:08:27: to look at this you'll I believes that successful urban  
00:08:27 --> 00:08:31: planning and land use policy can best be described as  
00:08:31 --> 00:08:33: public action that generates a desirable,  
00:08:33 --> 00:08:37: widespread and sustained private market reaction in our evaluation of  
00:08:37 --> 00:08:38: downtown Elkhart,  
00:08:38 --> 00:08:41: we were lucky to have two recent studies,  
00:08:41 --> 00:08:43: one from Zimmerman and Vulcan,  
00:08:43 --> 00:08:47: 2017, about the residential market potential and the other one  
00:08:47 --> 00:08:49: from the Gibbs planning group.  
00:08:49 --> 00:08:51: Regarding the. Retail market analysis.  
00:08:51 --> 00:08:54: Our evaluation also looked at the Bureau of Labor Statistics  
00:08:54 --> 00:08:57: numbers as well as Esri business analyst and then very

00:08:57 --> 00:08:58: importantly,  
00:08:58 --> 00:09:01: the interviews that we did and thank you for for  
00:09:01 --> 00:09:04: putting the right folks in front of us so we  
00:09:04 --> 00:09:07: could hear from them about where the market stands.  
00:09:07 --> 00:09:12: Next. Slide please. I don't need to tell you that.  
00:09:12 --> 00:09:15: I mean the the the biggest interesting piece for ULI  
00:09:15 --> 00:09:18: and for members who serve on these panels is that  
00:09:18 --> 00:09:22: Elkhart is unique from the perspective of where their  
employment  
00:09:22 --> 00:09:25: is. Your dominated by the manufacturing industry and that  
informed  
00:09:25 --> 00:09:28: us about what recommendations we should make.  
00:09:28 --> 00:09:33: Next slide, please. So from the housing perspective,  
00:09:33 --> 00:09:37: the River District study done by Zimmerman and bulk  
indicated  
00:09:37 --> 00:09:40: a need for 600 and 82880 rental units and for  
00:09:40 --> 00:09:44: sale housing units that development on in the River District  
00:09:44 --> 00:09:48: has been really successful. You have full occupancy of the  
00:09:48 --> 00:09:50: two new buildings that are down there.  
00:09:50 --> 00:09:54: The UI panel suggests considering an additional 5 to 600  
00:09:54 --> 00:09:57: units in downtown over the next five years.  
00:09:57 --> 00:10:00: There's strong pent, up demand for residential,  
00:10:00 --> 00:10:04: but we're suggesting you. Consider and and Dan Anderton  
will  
00:10:04 --> 00:10:07: talk a little bit more about this about the types  
00:10:07 --> 00:10:08: of units,  
00:10:08 --> 00:10:10: the typology, small lot singles,  
00:10:10 --> 00:10:13: cottage singles, rowhomes, podium, multifamily whole idea  
being.  
00:10:13 --> 00:10:16: Let's offer something more to folks who are interested in  
00:10:16 --> 00:10:20: being downtown rather than the typical single family homes  
or  
00:10:20 --> 00:10:21: apartment buildings.  
00:10:21 --> 00:10:24: We also indicate that this housing stock needs to be  
00:10:24 --> 00:10:26: primarily market rate units,  
00:10:26 --> 00:10:30: and with perhaps 20% available 4 at the 50 to  
00:10:30 --> 00:10:30: 80%  
00:10:30 --> 00:10:34: of the. Am I in the area?  
00:10:34 --> 00:10:37: Next slide, please. With regard to retail,  
00:10:37 --> 00:10:41: the Gibbs study indicated a need for 23,500 square feet  
00:10:41 --> 00:10:43: of new retail and restaurant space.  
00:10:43 --> 00:10:46: Now you already have over 500,000 square feet in the  
00:10:47 --> 00:10:50: whole market area of retail and and there is some

00:10:50 --> 00:10:51: vacant properties.

00:10:51 --> 00:10:53: As you know, ground floor retail,

00:10:53 --> 00:10:57: our new vision for downtown especially focused on the arts

00:10:57 --> 00:10:57: and culture,

00:10:57 --> 00:11:00: focus to try to bring people into downtown.

00:11:00 --> 00:11:04: We're suggesting an additional 20,000 square feet of retail

00:11:04 --> 00:11:04: and

00:11:04 --> 00:11:04: restaurant.

00:11:04 --> 00:11:06: Part of that will be.

00:11:06 --> 00:11:09: The re tenanting of the existing spaces and the other

00:11:10 --> 00:11:12: part of it will be new mixed use buildings so

00:11:12 --> 00:11:15: we we have more coming in our report about the

00:11:15 --> 00:11:18: market, but this informed the panel in the in the

00:11:18 --> 00:11:19: making of their recommendations.

00:11:19 --> 00:11:22: So with that I'm going to turn it over to

00:11:22 --> 00:11:25: Nancy who's going to talk about connecting downtown.

00:11:28 --> 00:11:32: Thank you Tom and one of the most important things

00:11:32 --> 00:11:37: in a downtown is making sure that everything is connected

00:11:37 --> 00:11:38: so next slide.

00:11:38 --> 00:11:42: So first we're going to concentrate on the streets.

00:11:42 --> 00:11:45: You have some gateway quarters that provide the first

00:11:45 --> 00:11:49: impression

00:11:45 --> 00:11:49: of downtown and these should be welcoming and attractive.

00:11:49 --> 00:11:52: So focus on these key quarters and not just the

00:11:52 --> 00:11:53: street itself,

00:11:53 --> 00:11:56: but really pay close attention to the buildings.

00:11:56 --> 00:11:59: And I know there's there's going to be a a

00:12:00 --> 00:12:03: number of vacant buildings and try to explore.

00:12:03 --> 00:12:06: Make sure they're well maintained and explore some.

00:12:06 --> 00:12:10: Maybe some alternative uses, and until they can be totally

00:12:10 --> 00:12:11: repurposed.

00:12:11 --> 00:12:14: Downtown has done a great.

00:12:14 --> 00:12:18: You guys have done a great job of initiating significant

00:12:18 --> 00:12:23: streetscape improvements to your key streets and your

00:12:23 --> 00:12:27: intersections.

00:12:23 --> 00:12:27: Continue this work is Glenda was talking about.

00:12:27 --> 00:12:31: You have some incredible assets in downtown and what you

00:12:31 --> 00:12:34: really need to do is is make sure that those

00:12:35 --> 00:12:37: anchors are well connected,

00:12:37 --> 00:12:40: because what they can do is serve as catalyst to

00:12:41 --> 00:12:44: really stimulate additional development.

00:12:44 --> 00:12:46: And look at your grid system,

00:12:46 --> 00:12:51: uhm? One way streets aren't designed to move traffic

quickly,  
00:12:51 --> 00:12:55: and that's not what you want to have in a  
00:12:55 --> 00:12:56: downtown.  
00:12:56 --> 00:13:00: So explore converting. There's one way streets to two and  
00:13:01 --> 00:13:03: when whenever it's possible.  
00:13:03 --> 00:13:07: And provide wider sidewalks. Additional streetscape.  
00:13:07 --> 00:13:11: That would include the the tree canopy and the landscaping  
00:13:12 --> 00:13:16: parking and also bike lanes to better support the retail,  
00:13:16 --> 00:13:21: restaurants, entertainment venues that you already have and  
we hope  
00:13:21 --> 00:13:23: to see more of next slide please.  
00:13:26 --> 00:13:31: Trails. The wonderful thing about trails is that the desirability  
00:13:31 --> 00:13:34: of a city is now more than ever linked to  
00:13:34 --> 00:13:40: outdoor activities properties to connected to trails can  
command some  
00:13:40 --> 00:13:43: of the highest value, and I can tell you from  
00:13:44 --> 00:13:49: personal experience having worked in Greenville and some  
other cities.  
00:13:49 --> 00:13:51: Now that I'm I'm working with,  
00:13:51 --> 00:13:54: the trails are an incredible asset.  
00:13:54 --> 00:13:58: That is where the offices want to locate the creative  
00:13:58 --> 00:13:59: and tech.  
00:13:59 --> 00:14:02: Related companies gravitate to those trails.  
00:14:02 --> 00:14:05: That's where the restaurants. That's where the  
entertainment.  
00:14:05 --> 00:14:09: It's amazing. If you had told me 15 years ago,  
00:14:09 --> 00:14:12: it would have been the case in Greenville,  
00:14:12 --> 00:14:15: I would not have believed how.  
00:14:15 --> 00:14:19: How much of a difference it has made the good  
00:14:19 --> 00:14:23: thing that you have is she's got a good trail  
00:14:23 --> 00:14:25: system already started.  
00:14:25 --> 00:14:29: So expand those to additional,  
00:14:29 --> 00:14:35: provide additional connections along the riverfront which.  
00:14:35 --> 00:14:39: Actually it it is one of your greatest assets.  
00:14:39 --> 00:14:42: But you need to get the trails back from the  
00:14:42 --> 00:14:48: river to downtown to fully maximize the opportunities in  
downtown.  
00:14:48 --> 00:14:51: And it's just important to get those trails connected to  
00:14:51 --> 00:14:53: surrounding neighborhoods.  
00:14:53 --> 00:14:55: Now I know this takes time,  
00:14:55 --> 00:15:01: but it's really an important consideration that you need to  
00:15:01 --> 00:15:01: do.  
00:15:01 --> 00:15:07: And then also explore opportunities for dedicated bike lanes



and  
00:15:07 --> 00:15:08: shared links.  
00:15:08 --> 00:15:12: It's always important to look at alternative.  
00:15:12 --> 00:15:19: Uhm, transportation options. Wayfinding, innovative and creative signage can be  
00:15:19 --> 00:15:23: a fun and useful way to direct the pedestrian to  
00:15:23 --> 00:15:27: various points of interest in downtown.  
00:15:27 --> 00:15:32: It's also an essential part of marketing the downtown and  
00:15:32 --> 00:15:37: so develop a wayfinding program that reflects the brand and  
00:15:37 --> 00:15:40: personality of downtown Elkhart.  
00:15:40 --> 00:15:46: Next slide. Now we, we recognized,  
00:15:46 --> 00:15:50: and Glenda had alluded to this before,  
00:15:50 --> 00:15:53: we recognize that the railroad.  
00:15:53 --> 00:15:58: Is an important part of the history of Elkhart.  
00:15:58 --> 00:16:02: But it does provide a barrier,  
00:16:02 --> 00:16:05: particularly between the Pierre Morin.  
00:16:05 --> 00:16:09: And told some neighborhoods South of the railroad tracks.  
00:16:09 --> 00:16:13: It's disconnected and creates that pedestrian barrier that impacts not  
00:16:14 --> 00:16:17: only downtown but the South side neighborhoods as well.  
00:16:17 --> 00:16:21: So what bold idea to think about is an iconic  
00:16:21 --> 00:16:22: pedestrian bridge,  
00:16:22 --> 00:16:25: which would not only provide a needed connection,  
00:16:25 --> 00:16:29: and but it would also further.  
00:16:29 --> 00:16:34: Stimulate development opportunities and connections for the residents and Dan  
00:16:34 --> 00:16:38: in just a few minutes is going to elaborate a  
00:16:38 --> 00:16:40: little bit more on that.  
00:16:40 --> 00:16:44: Next slide. Well, we've talked about doing the street improvements.  
00:16:44 --> 00:16:46: We've talked about some physical things,  
00:16:46 --> 00:16:49: but I will tell you that making a place pretty  
00:16:49 --> 00:16:52: isn't necessarily going to make things happen.  
00:16:52 --> 00:16:56: So you really have to then take that next step  
00:16:56 --> 00:16:59: and look at what is it going to take to  
00:16:59 --> 00:17:03: really make things happen in the way that you want  
00:17:03 --> 00:17:06: them to happen. So one of the first things that  
00:17:06 --> 00:17:09: we're going to take a look at is parking.  
00:17:09 --> 00:17:12: Now I know that parking is the bank.  
00:17:12 --> 00:17:15: Of anybody who's ever worked in the downtown,  
00:17:15 --> 00:17:17: you either have too much you have too little,  
00:17:17 --> 00:17:21: it's too expensive, it's not where it needs to be.  
00:17:21 --> 00:17:25: But one thing you have is a significant amount of

00:17:25 --> 00:17:27: surface parking.

00:17:27 --> 00:17:32: However, these lots have a negative visual impact and can

00:17:32 --> 00:17:35: really impede the pedestrian experience.

00:17:35 --> 00:17:42: So explore strategic locations for structured parking to support a

00:17:42 --> 00:17:48: variety of different uses and also will replace that displaced

00:17:48 --> 00:17:49: parking.

00:17:49 --> 00:17:52: And then what you have is the opportunity to take

00:17:52 --> 00:17:55: those vacant lights for redevelopment.

00:17:55 --> 00:17:59: And again you can just see perhaps all of the

00:17:59 --> 00:18:04: surface lots and really begin thinking about not only structured

00:18:04 --> 00:18:08: parking that can can move to different locations,

00:18:08 --> 00:18:13: but also even those lots can provide perhaps an opportunity

00:18:13 --> 00:18:18: to do some mixed use development that incorporates parking on

00:18:18 --> 00:18:19: those lots as well.

00:18:19 --> 00:18:24: Next slide, please. Now we heard loud and clear from

00:18:24 --> 00:18:26: the stakeholders that.

00:18:26 --> 00:18:31: Parking the bet housing is needed in downtown and the

00:18:31 --> 00:18:35: good thing is you've heard from Tom is that.

00:18:35 --> 00:18:42: The research supports that. And successful downtowns provide a variety

00:18:42 --> 00:18:44: of residential choices.

00:18:44 --> 00:18:49: So make downtown Elkhart the place of choice.

00:18:49 --> 00:18:54: The addition of housing into downtown Elkhart will provide the

00:18:54 --> 00:18:58: critical mass to support the additional retail,

00:18:58 --> 00:19:02: restaurant, entertainment and even office prospects.

00:19:02 --> 00:19:07: There are ample options throughout downtown for variety of housing

00:19:07 --> 00:19:09: types and price points,

00:19:09 --> 00:19:13: and I want to emphasize in looking at the various

00:19:13 --> 00:19:17: housing types that the price points are going to be

00:19:17 --> 00:19:19: important as well,

00:19:19 --> 00:19:22: because one thing you want downtown to be is everybody's

00:19:22 --> 00:19:23: neighborhood.

00:19:25 --> 00:19:29: The riverfront is obviously one of the most exceptional locations

00:19:29 --> 00:19:31: for residential and mixed use,

00:19:31 --> 00:19:35: and I think it's going to be important to really

00:19:35 --> 00:19:37: think about making sure,

00:19:37 --> 00:19:40: and this this is what Dan is going to be

00:19:40 --> 00:19:41: talking about.

00:19:41 --> 00:19:45: A little more in depth in just one moment.

00:19:45 --> 00:19:49: It's important to make sure that that river really remains

00:19:49 --> 00:19:53: accessible to the public because that is an asset that

00:19:53 --> 00:19:56: again everyone needs to enjoy and so with that.

00:19:56 --> 00:19:58: I will turn it over to Dan to take a

00:19:58 --> 00:20:03: look at a further elaboration of the recommendations and

visual

00:20:03 --> 00:20:04: representations.

00:20:06 --> 00:20:09: It's good to be with you guys and I want

00:20:09 --> 00:20:13: you to take a moment and dream with me.

00:20:13 --> 00:20:15: That's what I love to do is to dream about

00:20:15 --> 00:20:20: possibilities and hopefully these possibilities that we're

dreaming about.

00:20:20 --> 00:20:24: That I mentioned are valuable to you and also acceptable

00:20:24 --> 00:20:25: as places to explore.

00:20:25 --> 00:20:29: We're going to look at things in and around this

00:20:29 --> 00:20:30: nine block area,

00:20:30 --> 00:20:33: but we're going to concentrate a lot on the waterfront

00:20:33 --> 00:20:36: or the waterfall drive as a possible catalyst.

00:20:36 --> 00:20:40: For increased waterfront activation and creating more

memorial a memorable

00:20:41 --> 00:20:43: place on the West side of the river and an

00:20:43 --> 00:20:46: extension of the Main Street activity and create stronger ties

00:20:46 --> 00:20:49: to activities that are occurring on the east side of

00:20:49 --> 00:20:50: the river.

00:20:50 --> 00:20:53: East Side looks great. Look at some ways to help

00:20:53 --> 00:20:54: the West side.

00:20:54 --> 00:20:57: We're going to also look at some ideas for the

00:20:57 --> 00:21:00: Civic Plaza and Central Park to the stuff that's been

00:21:00 --> 00:21:02: done there is excellent.

00:21:02 --> 00:21:05: It's wonderful. I see that there's some possibilities for creating

00:21:05 --> 00:21:07: a little stronger sense of place.

00:21:07 --> 00:21:09: And some ways to increase daily activations.

00:21:09 --> 00:21:12: So I've got some ideas for that.

00:21:12 --> 00:21:16: Uh, we'll look at St hierarchy a little bit and

00:21:16 --> 00:21:19: just mention it while we're looking at it on this

00:21:19 --> 00:21:20: slide.

00:21:20 --> 00:21:24: That your Main Street has gone through a vitalization you've

00:21:24 --> 00:21:26: been working hard on it.

00:21:26 --> 00:21:28: It looks great. There's it's basically.

00:21:28 --> 00:21:32: It's your business and shopping St and want to take

00:21:32 --> 00:21:37: a look at increasing St activity through the addition of

00:21:37 --> 00:21:38: color and detail.  
00:21:38 --> 00:21:41: So ideas like banners, tables and chairs,  
00:21:41 --> 00:21:45: placards, bank wall murals, plants in pots and planters in  
00:21:45 --> 00:21:46: front of stores,  
00:21:46 --> 00:21:50: hanging signs above shops. And they have possibility to  
allow  
00:21:50 --> 00:21:54: for conversion of parking spaces to outside restaurant  
seating where  
00:21:54 --> 00:21:54: appropriate.  
00:21:54 --> 00:21:58: All of those things add color and detail to the  
00:21:58 --> 00:22:01: street and it makes it feel more activated and thus  
00:22:01 --> 00:22:03: more people activated.  
00:22:03 --> 00:22:06: I also wanted to look at 3rd St and its  
00:22:06 --> 00:22:08: hierarchy death.  
00:22:08 --> 00:22:11: Definitely it needs to be a two way street,  
00:22:11 --> 00:22:14: but it can become your multimodal St.  
00:22:14 --> 00:22:17: It could be the street focus.  
00:22:17 --> 00:22:19: That's four cars, car lanes,  
00:22:19 --> 00:22:23: bike lanes, just basically moving traffic from the North and  
00:22:23 --> 00:22:26: the South where 2nd St in its hierarchy.  
00:22:26 --> 00:22:30: It appears that it should be more of a service  
00:22:30 --> 00:22:31: St focus.  
00:22:31 --> 00:22:34: It's more slow moving. It's where you're allowing access.  
00:22:34 --> 00:22:39: The parking access for service trucks and things to feed  
00:22:39 --> 00:22:40: the Main St.  
00:22:40 --> 00:22:44: All of the blocks need to be assessed and reviewed  
00:22:44 --> 00:22:46: for things like block and St frontage.  
00:22:46 --> 00:22:51: Infill for housing and it needs to be reviewed for  
00:22:51 --> 00:22:52: Street Street,  
00:22:52 --> 00:22:55: streetscape upgrades, parking, consolidation and distribution,  
00:22:55 --> 00:22:59: and looking for opportunities in around those streets to create  
00:23:00 --> 00:23:01: activity and presidents.  
00:23:01 --> 00:23:06: Presence of residents and tourists who come to Elkhart.  
00:23:06 --> 00:23:10: You want to create memorable places and places worthy of  
00:23:10 --> 00:23:14: seeking out and returning to and all of those streets  
00:23:14 --> 00:23:16: need to be looked at,  
00:23:16 --> 00:23:19: upgraded, and how the same focus it on them as  
00:23:19 --> 00:23:22: you have put onto your Main Street.  
00:23:22 --> 00:23:26: So let's go on to the next slide and concentrate  
00:23:26 --> 00:23:28: on a couple of things.  
00:23:28 --> 00:23:32: The Civic Plaza and Central Park area.  
00:23:32 --> 00:23:34: Is it's great as I mentioned,

00:23:34 --> 00:23:36: what we'd like to propose,  
 00:23:36 --> 00:23:39: or some ideas to think about is changing the streets  
 00:23:40 --> 00:23:44: around the Central Park to become special clay pavers  
 instead  
 00:23:44 --> 00:23:45: of asphalt.  
 00:23:45 --> 00:23:49: Basically to slow traffic and allow for Closings of large  
 00:23:49 --> 00:23:53: activity so it becomes more of a Plaza space.  
 00:23:53 --> 00:23:56: And adds to your existing Civic Plaza.  
 00:23:56 --> 00:23:59: Like to take and add a housing element and you  
 00:23:59 --> 00:24:02: can see it on this plan that you're looking at  
 00:24:02 --> 00:24:05: as an element to frame and capture the space that's  
 00:24:05 --> 00:24:08: already been created. Basically, it's taking out that event,  
 00:24:08 --> 00:24:11: parking and putting that event parking someplace else and  
 we'll  
 00:24:11 --> 00:24:13: talk about the existing parking lot.  
 00:24:13 --> 00:24:16: But the whole idea is you don't put event parking  
 00:24:16 --> 00:24:18: space where the event is.  
 00:24:18 --> 00:24:21: You put it a little further away so that pedestrians  
 00:24:21 --> 00:24:24: and people go through your Main Street and they go  
 00:24:24 --> 00:24:27: past the shops and the stores and the restaurants and  
 00:24:27 --> 00:24:31: they start to activate those things as they go to  
 00:24:32 --> 00:24:33: and from events.  
 00:24:33 --> 00:24:37: Looking at adding a paving service and access system for  
 00:24:37 --> 00:24:38: food trucks,  
 00:24:38 --> 00:24:42: Bender, tents and pedestrian movements at large events so  
 in  
 00:24:43 --> 00:24:47: front of that multi family building you're seeing on the  
 00:24:47 --> 00:24:50: on the center Parkside is is a wide paved.  
 00:24:50 --> 00:24:54: Basically a wide paved walkway that goes up to the  
 00:24:54 --> 00:24:55: Civic Plaza area.  
 00:24:55 --> 00:24:59: You're also seeing it at the bottom of the civic  
 00:25:00 --> 00:25:00: Plaza,  
 00:25:00 --> 00:25:04: down lower. You're seeing the potential for temporary tents.  
 00:25:04 --> 00:25:06: And I put would propose it.  
 00:25:06 --> 00:25:09: You move your farmers market up into that area and  
 00:25:09 --> 00:25:11: you use that area for the farmers market.  
 00:25:11 --> 00:25:14: You use it for other.  
 00:25:14 --> 00:25:20: Podesta, other. Craft shows maker shows all those kinds of  
 00:25:20 --> 00:25:20: events.  
 00:25:20 --> 00:25:25: You'll also notice on this particular drawing the idea of  
 00:25:25 --> 00:25:30: creating a focal entrance to the core from the corridor  
 00:25:30 --> 00:25:31: coming from.  
 00:25:33 --> 00:25:37: The waterfall and Franklin and Elkhart those streets but

creating

00:25:37 --> 00:25:39: something there and all of your corridors.

00:25:39 --> 00:25:42: You need to look at some way to introduce people

00:25:42 --> 00:25:44: to the downtown area.

00:25:44 --> 00:25:46: This, this one shows a fountain.

00:25:46 --> 00:25:48: It doesn't have to be found.

00:25:48 --> 00:25:49: It could be a sculpture.

00:25:49 --> 00:25:52: It could be assigned. Could be anything,

00:25:52 --> 00:25:56: but that's use that as part of a ramp system

00:25:56 --> 00:25:58: to get down to the water.

00:25:58 --> 00:26:02: So next slide. This is an example.

00:26:03 --> 00:26:06: It's Colombia's Columbus crossing. You might be familiar with it.

00:26:06 --> 00:26:08: It's not that far too far away from you,

00:26:08 --> 00:26:10: but it it's amazingly, it has a lot of the

00:26:10 --> 00:26:13: same characteristics of what you've already created.

00:26:13 --> 00:26:14: It has a Plaza space.

00:26:14 --> 00:26:16: It has a garden space.

00:26:16 --> 00:26:18: It has an event space and and a stage,

00:26:18 --> 00:26:21: and this kind of shows how that housing could frame

00:26:21 --> 00:26:21: it.

00:26:21 --> 00:26:24: Think of it as a it's a mirror image of

00:26:24 --> 00:26:25: what we're looking at,

00:26:25 --> 00:26:27: and it's a little bit bigger scale,

00:26:27 --> 00:26:29: but it's kind of the similar.

00:26:29 --> 00:26:32: The idea the advantage you have is down at your

00:26:32 --> 00:26:32: stage.

00:26:32 --> 00:26:34: If you look beyond it,

00:26:34 --> 00:26:36: you see the the Elkhart River.

00:26:36 --> 00:26:38: So this is just an example of of what we're

00:26:38 --> 00:26:41: talking about here and how the scale and the proportions

00:26:41 --> 00:26:42: work.

00:26:42 --> 00:26:46: Next, slide. Now, zooming in a little bit further into

00:26:46 --> 00:26:51: this waterfront and Waterfall drive area and design ideas.

00:26:51 --> 00:26:55: One thing that's really important to keep focus on is

00:26:55 --> 00:26:59: everything I've shown here continues to keep the sight lines

00:26:59 --> 00:27:03: that go front to the Elkhart River from Franklin High

00:27:03 --> 00:27:08: and Lexington. Those views needed to be maintained and

00:27:08 --> 00:27:12: retained

00:27:08 --> 00:27:12: so that people can see what's happening at the river

00:27:12 --> 00:27:14: and across the river.

00:27:14 --> 00:27:19: It's also showing in the middle at the.

00:27:19 --> 00:27:22: At Lexington and Waterfall, is the idea of taking that  
 00:27:22 --> 00:27:26: existing building that's there and revitalizing it and then out  
 00:27:26 --> 00:27:27: in front of it,  
 00:27:27 --> 00:27:30: creating a Plaza that has a possible.  
 00:27:30 --> 00:27:32: It could be a possible beer garden.  
 00:27:32 --> 00:27:35: It could be a an entertainment Plaza.  
 00:27:35 --> 00:27:38: There could be a stage area hooked onto that for  
 00:27:38 --> 00:27:39: you know band,  
 00:27:39 --> 00:27:42: small band small activity onto that building.  
 00:27:42 --> 00:27:45: The building, the side of the building could have a  
 00:27:45 --> 00:27:49: huge art mural on it so that becomes a gathering.  
 00:27:49 --> 00:27:54: Place a smaller venue than the the larger stage venue  
 00:27:54 --> 00:27:56: at the Civic Park.  
 00:27:56 --> 00:28:01: So that's one idea. There's also the idea of.  
 00:28:01 --> 00:28:03: Putting the housing along the water,  
 00:28:03 --> 00:28:07: there's a next slide. If you'll go there for just  
 00:28:08 --> 00:28:08: a second.  
 00:28:08 --> 00:28:12: That housing allows for the possibility of having retail on  
 00:28:12 --> 00:28:13: the 1st floor,  
 00:28:13 --> 00:28:16: which you can see in that section.  
 00:28:16 --> 00:28:17: Parking behind it. Podium parking,  
 00:28:17 --> 00:28:21: four stories of housing above it and then out in  
 00:28:21 --> 00:28:22: front of that.  
 00:28:22 --> 00:28:26: It's taking and basically creating a more pedestrian oriented  
 00:28:26 --> 00:28:27: St  
 00:28:27 --> 00:28:31: out of waterfall.  
 00:28:27 --> 00:28:31: It's creating special pavers. It's creating activity spaces on  
 00:28:31 --> 00:28:31: 9/8  
 00:28:31 --> 00:28:31: in.  
 00:28:31 --> 00:28:35: Copenhagen is a really good example of that and that's  
 00:28:35 --> 00:28:37: what the slides on the right or showing.  
 00:28:37 --> 00:28:40: It's very colorful. It's very bright,  
 00:28:40 --> 00:28:44: it's very comfortable, but down on the street it's a.  
 00:28:44 --> 00:28:47: It's a combination St. It can be used for sitting  
 00:28:47 --> 00:28:48: pavilions.  
 00:28:48 --> 00:28:53: It can be used for pedestrians and bikes.  
 00:28:53 --> 00:28:57: The design of this with 40 feet wide allows for  
 00:28:57 --> 00:29:01: a 20 foot clear space for truck service trucks or  
 00:29:01 --> 00:29:02: you know,  
 00:29:02 --> 00:29:06: emergency. Response those kinds of things,  
 00:29:06 --> 00:29:09: so it becomes a very much a pedestrian oriented street  
 00:29:09 --> 00:29:12: that allows for things to happen.  
 00:29:12 --> 00:29:15: It's it's a proposal to take in route the majority

00:29:15 --> 00:29:18: of the traffic on other streets,  
00:29:18 --> 00:29:21: besides water waterfall. You could also see the idea of  
00:29:21 --> 00:29:26: taking what you've got now and completing the section that  
00:29:26 --> 00:29:26: has.  
00:29:26 --> 00:29:29: It's just gravel. It could be even a floating dock  
00:29:29 --> 00:29:30: in that area,  
00:29:30 --> 00:29:34: but cleaning completing that, connect connection and then  
providing stairway  
00:29:34 --> 00:29:36: access down to the water in more locations.  
00:29:36 --> 00:29:39: It has the ramp and direct access,  
00:29:39 --> 00:29:42: but a lot more stairway access down to it would  
00:29:42 --> 00:29:46: allow for a lot more interaction with the water and  
00:29:46 --> 00:29:48: it would allow for any kind of boating.  
00:29:48 --> 00:29:51: You know the kayaks, the.  
00:29:51 --> 00:29:52: Uh, even a small uh,  
00:29:52 --> 00:29:56: you know water, taxi or something like that to occur  
00:29:56 --> 00:29:58: on the water and then have access up to this  
00:29:59 --> 00:29:59: space.  
00:29:59 --> 00:30:03: If you flip back one slide again.  
00:30:03 --> 00:30:07: OK, this is also showing the idea of alternative types  
00:30:07 --> 00:30:10: of housing starting to occur in the blocks and this  
00:30:10 --> 00:30:12: nine and block area and others.  
00:30:12 --> 00:30:16: And this is showing some townhouses that face on a  
00:30:16 --> 00:30:16: row,  
00:30:16 --> 00:30:19: houses that face onto the park.  
00:30:19 --> 00:30:23: And become part of that enclosure or sense of closure,  
00:30:23 --> 00:30:27: and so it's really trying to humanize and personalized these  
00:30:28 --> 00:30:30: spaces make it more pedestrian friendly,  
00:30:30 --> 00:30:34: and also make them more memorable so that they are  
00:30:34 --> 00:30:35: more noticeable.  
00:30:35 --> 00:30:38: The housing that you're seeing here,  
00:30:38 --> 00:30:42: including the ones that are up across from the Aquatic  
00:30:42 --> 00:30:42: Center,  
00:30:42 --> 00:30:47: represent about 280 units, and there's approximately 36,000  
of commercial  
00:30:47 --> 00:30:50: potential commercial on those first floors.  
00:30:50 --> 00:30:52: Uh, it's one idea. OK,  
00:30:53 --> 00:30:57: next slide. And then one more.  
00:30:57 --> 00:30:59: So in relation to parking,  
00:30:59 --> 00:31:02: Nancy brought up the the need for it and we  
00:31:02 --> 00:31:04: got thinking about you.  
00:31:04 --> 00:31:07: Have you have the existing parking structure that's to the



00:31:07 --> 00:31:08: South?

00:31:08 --> 00:31:11: But this one with a star on it there and

00:31:11 --> 00:31:13: we heard comments at about that.

00:31:13 --> 00:31:15: They didn't feel totally safe.

00:31:15 --> 00:31:18: It was interesting when we drove by it to see

00:31:18 --> 00:31:21: all the police cars on that first floor.

00:31:21 --> 00:31:25: So here's some ideas that I was thinking about of

00:31:25 --> 00:31:28: how to make that parking structure more desirable.

00:31:28 --> 00:31:31: And for example, you could take and spread out the

00:31:31 --> 00:31:35: police cars on both levels instead of having all parked

00:31:35 --> 00:31:35: in one area,

00:31:35 --> 00:31:39: you could increase the video presence.

00:31:39 --> 00:31:43: Uh, you could also. Provide access gates and maybe a

00:31:43 --> 00:31:44: parking attendant,

00:31:44 --> 00:31:46: not necessarily charged for it,

00:31:46 --> 00:31:48: but have a parking attendant on site so there's,

00:31:48 --> 00:31:51: uh, a physical presence of somebody there.

00:31:51 --> 00:31:54: And then this picture as it shows,

00:31:54 --> 00:31:56: is the idea of if the top feels too hot

00:31:57 --> 00:32:00: and everybody doesn't want to park up there,

00:32:00 --> 00:32:03: maybe you probably put solar canopy's up there and you

00:32:03 --> 00:32:05: get the benefit of solar plus.

00:32:05 --> 00:32:08: Also, you get shade canopy's for the parking.

00:32:08 --> 00:32:12: It's in that area. The new parking up in the

00:32:12 --> 00:32:14: area of the nine block area,

00:32:14 --> 00:32:17: we're showing approximately a location where a parking

structure could

00:32:17 --> 00:32:18: occur,

00:32:18 --> 00:32:22: but there's really the whole idea of that you're trying

00:32:22 --> 00:32:23: to create.

00:32:23 --> 00:32:25: A parking that would take care of the needs up

00:32:25 --> 00:32:28: in that area and the southern parking takes care of

00:32:28 --> 00:32:31: the needs and they all feed together into the into

00:32:31 --> 00:32:34: the center of town. But that in order to do

00:32:34 --> 00:32:37: any kind of parking structure or any kind of consolidation

00:32:37 --> 00:32:40: of parking up there so that you can start to

00:32:40 --> 00:32:42: fill in the missing teeth.

00:32:42 --> 00:32:45: There needs to be a cooperative effort with the private

00:32:45 --> 00:32:45: owners.

00:32:45 --> 00:32:47: A lot of those parking areas,

00:32:47 --> 00:32:49: summer public summer are private,

00:32:49 --> 00:32:51: but a lot of them is not.

00:32:51 --> 00:32:54: They're not. They don't seem to be shared.

00:32:54 --> 00:32:57: They're not sharing their resources and so one may be

00:32:57 --> 00:32:58: over park one,

00:32:58 --> 00:33:01: maybe under parks. So private businesses in the city need

00:33:01 --> 00:33:05: to work together to create a shared parking scenario based

00:33:05 --> 00:33:06: on employee and client need.

00:33:06 --> 00:33:09: And in that way then it will start to be

00:33:09 --> 00:33:13: identifiable as to where that parking structure could occur

and

00:33:13 --> 00:33:15: be the best place to for it to occur next

00:33:15 --> 00:33:20: slide. So lastly, I'll just mention this whole idea of

00:33:20 --> 00:33:22: the entry corridors.

00:33:22 --> 00:33:26: Those entry corridors need to be identifiable and have a

00:33:26 --> 00:33:27: memorable character.

00:33:27 --> 00:33:30: They entered court is also need to be concentrated on

00:33:30 --> 00:33:32: filling in the missing teeth,

00:33:32 --> 00:33:34: the missing housing, the missing spaces,

00:33:34 --> 00:33:37: the vacant lots. And then those corridors they need to

00:33:37 --> 00:33:38: be upgraded.

00:33:38 --> 00:33:40: They need to have upgraded streetscape.

00:33:40 --> 00:33:43: They need to have full size shade trees to canopy

00:33:43 --> 00:33:45: over those streets.

00:33:45 --> 00:33:49: They need to add bike paths if it's possible.

00:33:49 --> 00:33:52: Some of them may be able to accept the central

00:33:52 --> 00:33:54: median with trees if that's possible,

00:33:54 --> 00:33:57: but mostly important. What's really important is that there

needs

00:33:57 --> 00:33:58: to be consistent maintenance,

00:33:58 --> 00:34:00: including both on the roads,

00:34:00 --> 00:34:01: but including the planting strips.

00:34:01 --> 00:34:04: For consistency, they need to be mowed.

00:34:04 --> 00:34:05: They need to be weed.

00:34:05 --> 00:34:07: They need to be fertilized,

00:34:07 --> 00:34:09: fertilized so that those corridors are beautiful,

00:34:09 --> 00:34:14: and if that means. The city getting involved and working

00:34:14 --> 00:34:15: on those,

00:34:15 --> 00:34:17: those planting strips and helping to beautify.

00:34:17 --> 00:34:19: And you know, maybe it's picket.

00:34:19 --> 00:34:22: Fences are in the front or something,

00:34:22 --> 00:34:26: just they need to establish their character and also to

00:34:26 --> 00:34:29: look to the look well maintained.

00:34:29 --> 00:34:32: I will mention also the South main area.

00:34:32 --> 00:34:36: Use these three stars on their three potentials.

00:34:36 --> 00:34:40: Uh, things that could occur that post office site is  
00:34:40 --> 00:34:44: what a perfect block for some type of revitalization if  
00:34:44 --> 00:34:47: it were possible to make it available.  
00:34:47 --> 00:34:51: There's also the train station that's there in needs to  
00:34:51 --> 00:34:54: be made more visible and more noticeable,  
00:34:54 --> 00:34:58: and then across the tracks is the train museum.  
00:34:58 --> 00:35:00: I threw a picture in here of.  
00:35:00 --> 00:35:02: They train museum which is,  
00:35:02 --> 00:35:05: you know above the out of the you know out  
00:35:05 --> 00:35:08: of this world I I don't know if that's the  
00:35:08 --> 00:35:09: correct term,  
00:35:09 --> 00:35:12: but it's fantastic. It's actually this one is in Tokyo  
00:35:12 --> 00:35:13: I believe.  
00:35:13 --> 00:35:16: But a world class train station to celebrate your history  
00:35:16 --> 00:35:19: of trains would be would be great and it would  
00:35:19 --> 00:35:21: be a draw for people.  
00:35:21 --> 00:35:24: And the whole idea of this and the pedestrian bridge  
00:35:24 --> 00:35:27: that was mentioned is the idea of making it so  
00:35:27 --> 00:35:30: people want to go to the South which will make  
00:35:30 --> 00:35:33: it. Easier for the people in the South to go  
00:35:33 --> 00:35:36: to the north and the interaction would increase,  
00:35:36 --> 00:35:39: so those three sites and also the other sites that  
00:35:39 --> 00:35:42: are owned by the city down there in the South  
00:35:42 --> 00:35:45: need to have they need to become unique destinations.  
00:35:45 --> 00:35:49: They need to be. Types of businesses or types of  
00:35:49 --> 00:35:54: of museums or something that will create a destination for  
00:35:54 --> 00:35:57: people to go to and want to go to and  
00:35:57 --> 00:36:01: that would help make it easier to get the crossing  
00:36:01 --> 00:36:04: and to justify the bridge and the crossing.  
00:36:04 --> 00:36:07: And I think that's it for me.  
00:36:07 --> 00:36:11: No, it's not. Sorry, I forgot I'm supposed to.  
00:36:11 --> 00:36:15: I needed to talk about some product types and this  
00:36:15 --> 00:36:16: will be quick,  
00:36:16 --> 00:36:20: but these product types are alternatives to just thinking,  
00:36:20 --> 00:36:23: multifamily or single family detached or maybe rowhouse.  
00:36:23 --> 00:36:28: And So what you're seeing is just diagrams of different  
00:36:28 --> 00:36:28: ones.  
00:36:28 --> 00:36:31: There's the wrapped podium, multifamily with retail,  
00:36:31 --> 00:36:36: which is a combination of a podium and a freestanding  
00:36:36 --> 00:36:37: structure with.  
00:36:37 --> 00:36:39: The the retail on the edges.  
00:36:39 --> 00:36:41: It's a great urban type product.

00:36:41 --> 00:36:43: You're also seeing a 2 /  
 00:36:43 --> 00:36:46: 2 stacked unit, which is basically a town over a  
 00:36:46 --> 00:36:49: town or a row house over a row house so  
 00:36:49 --> 00:36:52: you have a unit above and a unit below they  
 00:36:52 --> 00:36:54: both park in the back on an alley.  
 00:36:54 --> 00:36:57: The one below it is the live work row house  
 00:36:57 --> 00:37:00: where you have two above 2 ball with retail on  
 00:37:00 --> 00:37:01: the 1st floor.  
 00:37:01 --> 00:37:03: Parking in the back next slide.  
 00:37:05 --> 00:37:08: And then you're seeing bottom left.  
 00:37:08 --> 00:37:11: LRO House typical rowhouse, which are very familiar with  
 above  
 00:37:11 --> 00:37:11: it.  
 00:37:11 --> 00:37:15: There's an urban row house which is more geared towards  
 00:37:15 --> 00:37:16: urban living.  
 00:37:16 --> 00:37:19: Has the outdoor terrace has has that kind of spaces,  
 00:37:19 --> 00:37:22: and then at the very top is a 1 1/2  
 00:37:22 --> 00:37:23: story cottage.  
 00:37:23 --> 00:37:27: It's a small infill type cottage for small spaces and  
 00:37:27 --> 00:37:30: we've used it and talked about it in different places.  
 00:37:30 --> 00:37:32: It becomes a parking lot.  
 00:37:32 --> 00:37:36: Facer see date basically take out of Bay of parking  
 00:37:36 --> 00:37:37: or half of you.  
 00:37:37 --> 00:37:41: Keep the. The driveway is an alley and then you  
 00:37:41 --> 00:37:44: have you turn the parking area into a unit which  
 00:37:44 --> 00:37:48: faces onto the street so it's a facer for parking  
 00:37:48 --> 00:37:50: lots. Then I now I think that's it.  
 00:37:52 --> 00:37:55: Thanks dad. I'm Tom Murphy.  
 00:37:55 --> 00:37:57: Thank you for having us here.  
 00:37:57 --> 00:38:01: You've heard some wonderful ideas already and I'm gonna  
 give  
 00:38:01 --> 00:38:05: you 3 words that are really important in this conversation.  
 00:38:05 --> 00:38:09: Bold partnerships and entrepreneurial. Why do I say bold?  
 00:38:09 --> 00:38:12: Because we're suggesting a way for Elkhart to become  
 something  
 00:38:12 --> 00:38:14: different than any other community.  
 00:38:14 --> 00:38:18: More so than you already are of any other community  
 00:38:18 --> 00:38:19: around.  
 00:38:19 --> 00:38:23: And I want to go through a couple of ideas,  
 00:38:23 --> 00:38:26: we think. That you could do to add to the  
 00:38:26 --> 00:38:28: live work and play Dan,  
 00:38:28 --> 00:38:30: as as Glenda said earlier,  
 00:38:30 --> 00:38:33: live work, work and play builds a vibrancy and throughout

00:38:33 --> 00:38:37: all of our interviews we heard an important word quality  
00:38:37 --> 00:38:37: of place.  
00:38:37 --> 00:38:40: How do you build that quality of place?  
00:38:40 --> 00:38:43: You have a great beginning as the as he mentioned  
00:38:43 --> 00:38:47: with the trails and some of the parks that you  
00:38:47 --> 00:38:50: have in the Aquatic Center and what we're going to  
00:38:50 --> 00:38:53: suggest now is some other things that you might want  
00:38:54 --> 00:38:54: to consider.  
00:38:54 --> 00:38:59: To build that place of magic and we want to  
00:38:59 --> 00:39:03: think of the nine block as a creative village,  
00:39:03 --> 00:39:08: not just a place that lived in wonderful buildings as  
00:39:08 --> 00:39:09: as then outlined,  
00:39:09 --> 00:39:13: but a place that brings vibrancy and activity.  
00:39:13 --> 00:39:17: Go ahead. The first thing we want to talk about  
00:39:17 --> 00:39:21: is the possibility of creating a creative,  
00:39:21 --> 00:39:25: creative and performing arts. Middle and high school.  
00:39:25 --> 00:39:28: In downtown the picture you see on the left is  
00:39:28 --> 00:39:33: that that that middle and Kappa is a performing arts  
00:39:33 --> 00:39:34: and creative arts.  
00:39:34 --> 00:39:38: Middle and high school in downtown Pittsburgh and in a  
00:39:38 --> 00:39:43: formerly vacant office building that actually had a strip joint  
00:39:43 --> 00:39:47: in the first floor and partnering with the school board  
00:39:47 --> 00:39:49: and private investors and the city,  
00:39:49 --> 00:39:54: we were able to create a remarkable Performing Arts Center  
00:39:54 --> 00:39:55: and Creative Arts Center.  
00:39:55 --> 00:39:59: That draws people not only from the Pittsburgh School  
00:40:00 --> 00:40:00: district  
00:40:00 --> 00:40:00: threat,  
00:40:00 --> 00:40:03: but from all other surrounding school districts.  
00:40:03 --> 00:40:05: So it's a regional attraction.  
00:40:05 --> 00:40:07: Its curriculum is the regular,  
00:40:07 --> 00:40:09: middle and high school curriculum,  
00:40:09 --> 00:40:13: but adding a full array of arts and music and  
00:40:13 --> 00:40:17: cultural courses that you know you probably have,  
00:40:17 --> 00:40:20: I've learned in my life that music,  
00:40:20 --> 00:40:24: arts, and food or the universal connectors for young people  
00:40:24 --> 00:40:26: imagining putting hundreds of teenagers.  
00:40:26 --> 00:40:29: In the downtown on the street,  
00:40:29 --> 00:40:31: you want to build vibrancy.  
00:40:31 --> 00:40:33: That's how you do it.  
00:40:33 --> 00:40:36: Go ahead. Next slide. You have a remarkable story of  
00:40:37 --> 00:40:41: entrepreneurship with you within the RV industry and we also

00:40:41 --> 00:40:45: were the other big things that we heard about in  
00:40:45 --> 00:40:47: in the our discussions and interviews.  
00:40:47 --> 00:40:50: Was that diversify your economy and we believe that you  
00:40:51 --> 00:40:54: need to think about building on your entrepreneurial history.  
00:40:54 --> 00:40:57: Partnering with the Ethos, Innovation Center.  
00:40:57 --> 00:41:02: Created an entrepreneur entrepreneurial center in in the  
downtown area  
00:41:02 --> 00:41:06: with data center connected to an early stage venture capital  
00:41:06 --> 00:41:10: fund to provide early stage financing for a promising ideas  
00:41:10 --> 00:41:14: from young entrepreneurs, it provide a place for support  
mentors  
00:41:14 --> 00:41:17: and courses for entrepreneurs that against sitters.  
00:41:17 --> 00:41:20: The opportunity for work in downtown.  
00:41:20 --> 00:41:24: Along with that, we would suggest that you think about  
00:41:25 --> 00:41:27: in a very intentional way,  
00:41:27 --> 00:41:29: creating some makerspace. Go on,  
00:41:29 --> 00:41:32: go go next and and dance development.  
00:41:32 --> 00:41:36: You might, as you might have seen in Greenville if  
00:41:36 --> 00:41:40: you did the trip where Greenville took a,  
00:41:40 --> 00:41:42: uh, was uh, a parking garage.  
00:41:42 --> 00:41:46: The 1st floor of a parking garage that was just  
00:41:46 --> 00:41:51: a concrete wall opened it up at each parking space  
00:41:51 --> 00:41:55: 10 to 15 on the 1st floor became artists workspaces  
00:41:55 --> 00:41:59: that became maker spaces that but also became.  
00:41:59 --> 00:42:02: A place where tourists would go and see artists at  
00:42:02 --> 00:42:03: work.  
00:42:03 --> 00:42:06: So you might want to think about how to make  
00:42:06 --> 00:42:10: makerspaces both for tech companies as well as the artistic  
00:42:10 --> 00:42:12: community in the area.  
00:42:12 --> 00:42:15: Continue on next check. The other is.  
00:42:15 --> 00:42:18: And again, this is all a partnership with developers.  
00:42:18 --> 00:42:22: There is an organization out of Minnesota called the nonprofit  
00:42:22 --> 00:42:25: organization that works with cities to create work,  
00:42:25 --> 00:42:29: live spaces for artists there in about 25 or 30  
00:42:29 --> 00:42:30: cities.  
00:42:30 --> 00:42:32: And they provide apartments in art,  
00:42:32 --> 00:42:35: work in IT workspace for artists inability.  
00:42:35 --> 00:42:37: They typically take older buildings.  
00:42:37 --> 00:42:41: You might want to think about partnering with one of  
00:42:41 --> 00:42:45: them in one of your buildings in downtown that provides  
00:42:45 --> 00:42:48: opportunity with great light for artists to it,  
00:42:48 --> 00:42:52: again, bringing that vitality that art brings to a community

00:42:52 --> 00:42:55: right into the downtown area continue one.

00:42:55 --> 00:42:59: What is becoming hugely popular all over the country are

00:42:59 --> 00:43:00: food galley's.

00:43:00 --> 00:43:02: Uh incubators, and so a.

00:43:02 --> 00:43:06: Typically it is a place with six or so kitchens.

00:43:08 --> 00:43:10: Potential shafts coming nice the space.

00:43:10 --> 00:43:14: There's a common drinking area and then you don't go

00:43:14 --> 00:43:17: and mix and match between the kitchens.

00:43:17 --> 00:43:21: Try them out, they they turn over at a regular

00:43:21 --> 00:43:25: basis and normally they're six to six months to a

00:43:25 --> 00:43:25: year.

00:43:25 --> 00:43:29: It it creates a place where people don't want to

00:43:29 --> 00:43:33: go to eat because there's a whole variety of food

00:43:33 --> 00:43:34: and again you could.

00:43:34 --> 00:43:38: They are celebrating the ethnic mix of of Elkhart by.

00:43:38 --> 00:43:42: Inviting people that think about opening restaurants there for

00:43:42 --> 00:43:43: six

00:43:42 --> 00:43:43: months or a year.

00:43:43 --> 00:43:45: Maybe they're so successful they were opened a permit at

00:43:45 --> 00:43:46: restaurant.

00:43:46 --> 00:43:49: Again, this is a series of partnerships you would can't

00:43:49 --> 00:43:52: create with a developer or somebody in a shaft or

00:43:52 --> 00:43:53: somebody it create.

00:43:53 --> 00:43:55: That kind of space again,

00:43:55 --> 00:43:58: it could be in one of the first floors of

00:43:58 --> 00:44:02: some of the buildings were suggesting you do go on.

00:44:02 --> 00:44:08: And finally, this is building a city 101.

00:44:08 --> 00:44:12: You need to attract work really hard to attract one

00:44:12 --> 00:44:16: or more of the headquarters of some of the really

00:44:16 --> 00:44:20: successful companies in and around Elkhart that recruit them

00:44:20 --> 00:44:24: to

00:44:20 --> 00:44:24: come downtown to either a new building or one of

00:44:24 --> 00:44:27: the existing buildings that could be retained.

00:44:27 --> 00:44:31: You also need the focus everyday on recruiting and retaining

00:44:31 --> 00:44:31: lawyers,

00:44:31 --> 00:44:36: doctors, insurance companies and banks to bring people

00:44:36 --> 00:44:36: everyday downtown

00:44:36 --> 00:44:36: to work.

00:44:36 --> 00:44:39: Who's doing that? Who's selling downtown?

00:44:39 --> 00:44:42: Alcohol, who's building that momentum and doing deals

00:44:39 --> 00:44:42: Greg's going

00:44:42 --> 00:44:44: to give you the answer,

00:44:44 --> 00:44:46: Greg. Thank

00:44:46 --> 00:44:52: you Tom. So. This is a vast array of exciting  
00:44:53 --> 00:44:53: ideas,  
00:44:53 --> 00:44:57: but the question becomes who does all of this?  
00:44:57 --> 00:45:00: That's particularly pertinent, pertinent question.  
00:45:00 --> 00:45:04: For those of you who will already have your plates  
00:45:04 --> 00:45:06: full with other things,  
00:45:06 --> 00:45:10: we think the answer from the experience of other cities  
00:45:10 --> 00:45:15: is in our organization that we call here the Elkhart  
00:45:15 --> 00:45:19: Downtown Revitalization Corporation next slide.  
00:45:19 --> 00:45:23: The basis for this recommendation is the experience of  
others.  
00:45:23 --> 00:45:28: First, this is a public private partnership that brings together  
00:45:28 --> 00:45:32: all of the supportive elements in the city who have  
00:45:32 --> 00:45:34: an interest in the downtown.  
00:45:34 --> 00:45:38: Importantly, it provides sustained leadership focused on  
downtown,  
00:45:38 --> 00:45:40: and that's in large measure.  
00:45:40 --> 00:45:45: Because this will be this organization sole purpose and  
focus,  
00:45:45 --> 00:45:49: a lot of other organizations that have something to do.  
00:45:49 --> 00:45:53: But downtown have a lot of other agenda items and  
00:45:53 --> 00:45:56: priorities on their plates as well.  
00:45:56 --> 00:46:00: This organization would be solely focused on downtown.  
00:46:00 --> 00:46:03: The details in the following slides reflect what we've  
observed  
00:46:03 --> 00:46:07: elsewhere in consistently successful corporations and other  
cities,  
00:46:07 --> 00:46:11: and they can be adjusted as appropriate for Elkhart,  
00:46:11 --> 00:46:15: but we think it helps put some substance behind this.  
00:46:15 --> 00:46:18: We think it's advisable that this be in the form  
00:46:19 --> 00:46:22: of a not for profit corporation that would be tax  
00:46:22 --> 00:46:25: exempt under section 501 C.  
00:46:25 --> 00:46:28: Three of the Internal Revenue Code.  
00:46:28 --> 00:46:31: The corporate form is attractive.  
00:46:31 --> 00:46:35: Because it provides flexibility and nimbleness to act,  
00:46:35 --> 00:46:40: but it doesn't sacrifice accountability and transparency to the  
public  
00:46:40 --> 00:46:44: and the city that can be maintained by public board  
00:46:44 --> 00:46:50: meetings by providing public updates regarding the  
Corporation's agenda and  
00:46:50 --> 00:46:55: projects by regular financial reporting and audits by  
accountability to  
00:46:55 --> 00:46:59: the city as the appointing authority for board members.  
00:46:59 --> 00:47:04: And because private. Individuals will be involved on this



board,  
00:47:04 --> 00:47:07: a clear ethics and conflict of interest policy for board  
00:47:07 --> 00:47:08: members.  
00:47:08 --> 00:47:13: Next place. Uh, the board appointment in composition.  
00:47:13 --> 00:47:18: The corporations that we've seen are generally governed by  
a  
00:47:18 --> 00:47:20: 7 to 13 member board.  
00:47:20 --> 00:47:24: You can start small and grow the board as additional  
00:47:24 --> 00:47:27: interests need to be represented on the board.  
00:47:27 --> 00:47:31: The board members are appointed by the city from the  
00:47:31 --> 00:47:35: private and nonprofit sectors of the city and the board  
00:47:35 --> 00:47:40: members generally have a couple of characteristics first of  
all.  
00:47:40 --> 00:47:44: You want people on this board who have a demonstrated  
00:47:44 --> 00:47:49: interest in downtown revitalization and clearly from the  
stories we've  
00:47:49 --> 00:47:49: heard,  
00:47:49 --> 00:47:53: there are a number of people in Elkhart right now  
00:47:53 --> 00:47:56: who have demonstrated that interest.  
00:47:56 --> 00:47:59: And then they are appointed to represent.  
00:47:59 --> 00:48:02: I think one of two key perspectives,  
00:48:02 --> 00:48:06: either to represent existing downtown residents and  
businesses,  
00:48:06 --> 00:48:11: or. To connect. To the downtown key businesses in the  
00:48:11 --> 00:48:15: city that are not currently located in the downtown.  
00:48:15 --> 00:48:19: Because as we've said, they have an interest in a  
00:48:19 --> 00:48:23: successful downtown because it drives the success of the  
entire  
00:48:23 --> 00:48:24: city,  
00:48:24 --> 00:48:28: we recommend board members be appointed by the city to  
00:48:28 --> 00:48:30: overlapping four to six year terms.  
00:48:30 --> 00:48:34: This provides continuity that extends beyond any changes in  
city  
00:48:35 --> 00:48:38: government and then the mayor or the mayor's designee  
could  
00:48:38 --> 00:48:39: serve.  
00:48:39 --> 00:48:42: As an ex officio non voting member of the board  
00:48:42 --> 00:48:46: and attend board meetings as could any member of the  
00:48:46 --> 00:48:49: public or the board meetings that are public.  
00:48:49 --> 00:48:52: The corporation itself is a bit of an empty shell  
00:48:52 --> 00:48:56: without some very important staff functions and roles.  
00:48:56 --> 00:49:00: First, you will need a full time President,  
00:49:00 --> 00:49:02: Chief Executive officer of this organization.  
00:49:02 --> 00:49:07: That person should be hired by and answerable to the

00:49:07 --> 00:49:07: board.

00:49:07 --> 00:49:12: It will be very helpful if they are knowledgeable about

00:49:12 --> 00:49:14: real estate development.

00:49:14 --> 00:49:19: But their most important credential is they will wake up

00:49:19 --> 00:49:24: every day thinking about revitalizing the downtown as their

00:49:24 --> 00:49:26: top

00:49:24 --> 00:49:26: and perhaps only priority.

00:49:26 --> 00:49:32: Uh, the organization will need a full time Chief Financial

00:49:32 --> 00:49:32: Officer.

00:49:32 --> 00:49:37: The organization will need a communications director to

00:49:32 --> 00:49:37: provide regular

00:49:37 --> 00:49:42: direct communications to the public and other downtown

00:49:37 --> 00:49:42: stakeholders,

00:49:42 --> 00:49:47: and this is very important to maintain a robust and

00:49:42 --> 00:49:47: continually updated website and social media presence.

00:49:47 --> 00:49:52: And then there needs to be an events director.

00:49:52 --> 00:49:56: This person would maintain and continually updated

00:49:52 --> 00:49:56: downtown events calendar

00:49:56 --> 00:50:01: on a website and publicize those downtown events.

00:50:01 --> 00:50:04: They would coordinate events with existing downtown

00:50:04 --> 00:50:08: entities like the

00:50:08 --> 00:50:09: theater,

00:50:08 --> 00:50:09: the museums, farmers market, the chat Festival,

00:50:09 --> 00:50:12: Jazz Festival. They'd be very proactive in their outreach to

00:50:12 --> 00:50:17: fill open times on the calendar,

00:50:17 --> 00:50:19: so there's a sense of.

00:50:19 --> 00:50:22: Activity cons being constant in the downtown and they would

00:50:22 --> 00:50:26: coordinate events with the city for items like permits and

00:50:27 --> 00:50:31: St closures and other things that are necessary to make

00:50:31 --> 00:50:35: the events successful. This corporation staffing is designed

00:50:35 --> 00:50:40: to 1st

00:50:40 --> 00:50:44: create a vibrant downtown and 2nd bring developers and

00:50:40 --> 00:50:44: financing

00:50:44 --> 00:50:49: together through RFPs and other processes to negotiate

00:50:44 --> 00:50:49: development agreements

00:50:49 --> 00:50:52: and work with developers and the city.

00:50:52 --> 00:51:01: To facilitate projects next. And this organization also needs

00:50:52 --> 00:51:01: funding.

00:51:01 --> 00:51:04: And we focus on three categories here.

00:51:04 --> 00:51:08: First of all, the corporation will need operating funding

00:51:04 --> 00:51:08: typically

00:51:08 --> 00:51:12: provided by a combination of city contributions in private and

00:51:12 --> 00:51:14: nonprofit sources.

00:51:14 --> 00:51:18: It's very helpful if the corporation could start out with

00:51:18 --> 00:51:21: commitments for operating funding for five years.

00:51:21 --> 00:51:27: That assures and gives people a sense of sustainability.

00:51:27 --> 00:51:31: We think a separate category of funding that is important

00:51:31 --> 00:51:33: is some kind of land assembly fund.

00:51:33 --> 00:51:37: The corporation should have ready and immediate access to funding

00:51:37 --> 00:51:41: anytime there's an opportunity to acquire a site in the

00:51:41 --> 00:51:41: downtown.

00:51:41 --> 00:51:45: Those sites can come up for sale at very quickly,

00:51:45 --> 00:51:49: and you need an organization that's nimble and has the

00:51:49 --> 00:51:52: resources at the ready to make appropriate acquisitions.

00:51:52 --> 00:51:56: It is appropriate to think of this funding capacity in

00:51:56 --> 00:51:57: the.

00:51:57 --> 00:52:01: Range of 2.5 to \$5 million.

00:52:01 --> 00:52:05: And finally, project funding. The corporation will have a role

00:52:05 --> 00:52:09: marshaling and coordinating existing and new public and private funding

00:52:09 --> 00:52:13: sources and support of downtown revitalization projects and fair and

00:52:13 --> 00:52:17: is going to tell you more about that.

00:52:20 --> 00:52:22: Thank you Greg. Good afternoon everyone.

00:52:22 --> 00:52:25: I'm fair and Hill and I like to speak to

00:52:25 --> 00:52:29: a little bit about financing and what we're thinking from

00:52:30 --> 00:52:31: that perspective.

00:52:31 --> 00:52:35: In thinking about all of the alternatives and ideas that

00:52:35 --> 00:52:37: have been presented to you,

00:52:37 --> 00:52:39: the fundamentals around supply and demand,

00:52:39 --> 00:52:43: risk and yield expectations on invested capital are critical drivers

00:52:43 --> 00:52:45: for real estate investment decisions.

00:52:45 --> 00:52:49: We all know that industrial property development and leasing is

00:52:49 --> 00:52:53: an interact as an attractive investment opportunity opportunity in Elkhart.

00:52:53 --> 00:52:57: Currently, the desire for the development of traditional market rate,

00:52:57 --> 00:53:01: housing, retail and other asset types or what brings us

00:53:01 --> 00:53:01: together.

00:53:01 --> 00:53:08: This afternoon the creation of the Elkhart Downtown Revitalization Corporation.

00:53:08 --> 00:53:13: Will allow Elkhart to focus its efforts on a consistent

00:53:13 --> 00:53:13: theme,

00:53:13 --> 00:53:16: project execution and financing alternatives,

00:53:16 --> 00:53:20: regardless of the size of the project or opportunity.

00:53:20 --> 00:53:27: Next slide. Elkhart is unique for a number of reasons.

00:53:27 --> 00:53:30: The one that stands out the most for me is

00:53:30 --> 00:53:33: the plethora of financing tools at its disposal.

00:53:33 --> 00:53:36: There are the standard alternatives that we see across markets.

00:53:36 --> 00:53:38: Some of those are listed here.

00:53:38 --> 00:53:41: In the absence of a single point of contact.

00:53:41 --> 00:53:46: These tools are most likely underutilized or not used at

00:53:46 --> 00:53:47: all.

00:53:47 --> 00:53:50: Elkhart has a vibrant philanthropic community.

00:53:50 --> 00:53:54: The commitment to the continued private capital investment in the

00:53:54 --> 00:53:56: Community by the We impact group.

00:53:56 --> 00:53:59: The Community Foundation of Elkhart.

00:53:59 --> 00:54:04: Are to be applauded. Along with other organizations as well.

00:54:04 --> 00:54:07: The willingness of these groups to take on projects at

00:54:07 --> 00:54:11: below market yields is a vital component to the continued

00:54:11 --> 00:54:12: redevelopment of downtown.

00:54:12 --> 00:54:16: These groups should support and seek to work in partnership

00:54:16 --> 00:54:20: with the Downtown Revitalization Corporation that we suggested.

00:54:20 --> 00:54:24: The work completed in your Elkhart 2040 economic plan highlights

00:54:24 --> 00:54:28: viable alternatives for smaller transactions as well,

00:54:28 --> 00:54:32: the Gateway Mile Aurora Capital Loan Fund and Elk Heart

00:54:32 --> 00:54:38: facade Restoration Program provide valuable options for owner user properties.

00:54:38 --> 00:54:42: Along with those options, we would encourage the development of

00:54:42 --> 00:54:46: a venture fund or early stage Development Fund for entrepreneurs.

00:54:46 --> 00:54:50: This could be key in developing the Food food hall

00:54:50 --> 00:54:53: concept pointed out by my colleague Tom Murphy and some

00:54:53 --> 00:54:55: of the other ideas as well.

00:54:55 --> 00:54:59: There are seven brownfields and a large portion of our

00:54:59 --> 00:55:03: study area we found is located within a federal qualified

00:55:03 --> 00:55:04: opportunity zone.

00:55:04 --> 00:55:07: The maximum financial benefit for the owners,

00:55:07 --> 00:55:13: developers and the city will require professional expertise well versed

00:55:13 --> 00:55:14: in these areas.

00:55:14 --> 00:55:17: It is imperative that as a part of this new

00:55:17 --> 00:55:18: organization,

00:55:18 --> 00:55:22: that individuals who are well versed in these areas are

00:55:22 --> 00:55:26: engaged in order to maximize the benefit of these programs.  
00:55:26 --> 00:55:29: South Bend IN Washington DC and El Paso,  
00:55:29 --> 00:55:32: TX or cities that were suggested in one of your  
00:55:32 --> 00:55:37: plans for consideration in future study with respect to  
previous  
00:55:37 --> 00:55:39: reports shared with this group,  
00:55:39 --> 00:55:43: we would encourage you to consider the following examples  
as  
00:55:44 --> 00:55:44: well.  
00:55:44 --> 00:55:49: Cincinnati, OH. Their three CDC successfully raised \$50  
million for  
00:55:49 --> 00:55:52: the redevelopment of the Rhine neighborhood.  
00:55:52 --> 00:55:57: Pittsburgh, PA there Urban Redevelopment Authority raised  
\$60 million for  
00:55:57 --> 00:55:59: revolving loan fund and Erie,  
00:55:59 --> 00:56:05: PA. Their downtown Development Corporation raised \$30  
million successfully with  
00:56:05 --> 00:56:08: a focus on redeveloping their downtown.  
00:56:08 --> 00:56:11: What's most important about each of these examples is that  
00:56:11 --> 00:56:13: they are all public private partnerships,  
00:56:13 --> 00:56:17: and they were all executed under the same structure or  
00:56:17 --> 00:56:21: or a structure somewhat similar to what we are suggesting  
00:56:21 --> 00:56:22: as well.  
00:56:22 --> 00:56:30: Next slide. Uhm? Your tab and Tiflin funding programs.  
00:56:30 --> 00:56:33: There is a exploration or funding horizon on those which  
00:56:33 --> 00:56:36: will be realized over the next few years.  
00:56:36 --> 00:56:39: We strongly encourage you to renew those programs.  
00:56:39 --> 00:56:41: While they may not be favored presently,  
00:56:41 --> 00:56:45: there is always an opportunity to use those for other  
00:56:45 --> 00:56:45: things.  
00:56:45 --> 00:56:48: At some point in time in the future.  
00:56:48 --> 00:56:52: And who knows, based on the activity that comes as  
00:56:52 --> 00:56:55: a result of this exercise and other activities,  
00:56:55 --> 00:56:58: it may present an opportunity to use those.  
00:56:58 --> 00:57:01: Funding mechanisms for other projects.  
00:57:04 --> 00:57:07: At an appropriate time as well,  
00:57:07 --> 00:57:10: you may want to consider adjusting the scope or focus  
00:57:11 --> 00:57:12: of those programs also,  
00:57:12 --> 00:57:16: to complement or go along with additional changes that you  
00:57:16 --> 00:57:20: may see while new activity is taking place.  
00:57:20 --> 00:57:24: In summary, a single point of contact with an agency,  
00:57:24 --> 00:57:26: group or individual is critical.  
00:57:26 --> 00:57:30: This group should act as a clearinghouse in a sense,

**00:57:30 --> 00:57:34:** in order of priority. The maximum use of all available  
**00:57:34 --> 00:57:37:** federal and state funds should be first,  
**00:57:37 --> 00:57:42:** next, the most efficient manner of adding private capital from  
**00:57:42 --> 00:57:45:** organizations currently have and possibly others.  
**00:57:45 --> 00:57:49:** Listed here we we impact Group and the Community  
 Foundation  
**00:57:49 --> 00:57:53:** to achieve maximum benefit for each transaction and the  
 best  
**00:57:53 --> 00:57:56:** possible outcome for the city and the benefit of its  
**00:57:56 --> 00:58:01:** citizens. With that I will hand off to Glenda for  
**00:58:01 --> 00:58:02:** our conclusion.  
**00:58:02 --> 00:58:05:** Thank you. Thank  
**00:58:05 --> 00:58:07:** you very much, fair and well,  
**00:58:07 --> 00:58:09:** you've. You've heard a lot.  
**00:58:09 --> 00:58:13:** A long list of recommendations from our panel for what  
**00:58:13 --> 00:58:16:** it's going to take to revitalize your downtown and make  
**00:58:17 --> 00:58:20:** it that destination for everyone to enjoy and the exciting  
**00:58:20 --> 00:58:23:** place where people want to live,  
**00:58:23 --> 00:58:26:** work and play. You have the chance to preserve the  
**00:58:26 --> 00:58:30:** positives of what has been accomplished in the past,  
**00:58:30 --> 00:58:33:** yet you have the perfect time and our panel believes  
**00:58:33 --> 00:58:35:** collective can do attitude.  
**00:58:35 --> 00:58:39:** To build a future that continues to be uniquely Elkhart  
**00:58:39 --> 00:58:42:** with something for everyone.  
**00:58:42 --> 00:58:46:** As our panel heard over and over during our interviews  
**00:58:46 --> 00:58:48:** with key stakeholders.  
**00:58:48 --> 00:58:52:** So what makes an exciting and vibrant downtown Elkhart?  
**00:58:52 --> 00:58:57:** Well, you've heard a lot connectivity throughout downtown  
 and two  
**00:58:57 --> 00:58:59:** downtown has to be top priority.  
**00:58:59 --> 00:59:04:** That thoughtful and appropriate design standards to protect  
 the downtown  
**00:59:04 --> 00:59:07:** character must be insured along with activation.  
**00:59:07 --> 00:59:11:** Of places and spaces in the downtown area,  
**00:59:11 --> 00:59:15:** but the incorporation of the creative performing and culinary  
 arts  
**00:59:15 --> 00:59:19:** can add an exciting new dimension to downtown life.  
**00:59:19 --> 00:59:23:** Seizing the potential for a variety of housing and retail  
**00:59:23 --> 00:59:27:** in the downtown and attracting new businesses that create  
 jobs  
**00:59:27 --> 00:59:29:** will be critical.  
**00:59:29 --> 00:59:33:** And building upon the ability to create those public private  
**00:59:33 --> 00:59:40:** partnerships while also exploring available all available  
 financing options is

00:59:40 --> 00:59:40: key.

00:59:40 --> 00:59:43: Inviting robust community engagement will solidify,

00:59:43 --> 00:59:49: buy in and broad support over the long term.

00:59:49 --> 00:59:54: And communicate, communicate, communicate and often and celebrate always the

00:59:54 --> 00:59:55: successes,

00:59:55 --> 01:00:00: both large and small. Keep people anticipating what's next and

01:00:00 --> 01:00:04: excited about the progress that they see.

01:00:04 --> 01:00:09: Next slide. But what is the most important thing for

01:00:09 --> 01:00:13: success and how do you get started right now?

01:00:13 --> 01:00:17: Well, Community leadership has to come together around that one.

01:00:17 --> 01:00:21: Unified Vision reflecting the entrepreneurial spirit and the creative culture

01:00:21 --> 01:00:22: for downtown.

01:00:22 --> 01:00:26: As downtown goes, so goes the entire community and the

01:00:26 --> 01:00:28: region for that matter.

01:00:28 --> 01:00:30: Success does require bold leadership,

01:00:30 --> 01:00:32: and when we say bold leadership,

01:00:32 --> 01:00:36: we mean leadership that doesn't dwell on who gets the

01:00:36 --> 01:00:37: credit.

01:00:37 --> 01:00:41: These are long term and continuous efforts to bring about

01:00:41 --> 01:00:44: and in the end the downtown and the entire Community

01:00:44 --> 01:00:47: will benefit from a successful downtown.

01:00:47 --> 01:00:51: And the accolades should belong to everyone.

01:00:51 --> 01:00:56: Our panel believes the catalyst for downtown revitalization will be

01:00:56 --> 01:01:00: that development of the waterfront plan that was presented by

01:01:00 --> 01:01:01: Dan.

01:01:01 --> 01:01:05: And the most important tool for success is the creation

01:01:05 --> 01:01:10: of that one independent revitalization organization for downtown.

01:01:10 --> 01:01:16: This is an organization without conflicts or encumbrances or competing

01:01:16 --> 01:01:16: agendas.

01:01:16 --> 01:01:20: It's the organization that keeps that vision for downtown.

01:01:20 --> 01:01:24: It has the voice and the full authority to make

01:01:24 --> 01:01:25: things happen.

01:01:25 --> 01:01:29: You heard the details from Greg and we can't emphasize

01:01:29 --> 01:01:33: enough that this is the number one thing needs to

01:01:33 --> 01:01:36: be put in place as soon as possible.

01:01:36 --> 01:01:40: Those of us from cities that have these development corporations

01:01:40 --> 01:01:44: in place know how very important it is and how

01:01:44 --> 01:01:47: successful and vital it is for the future of our

01:01:47 --> 01:01:51: downtowns. Our panel sincerely wishes you every success in your

01:01:51 --> 01:01:52: efforts ahead,

01:01:52 --> 01:01:56: but most of all, we thank you for giving us

01:01:56 --> 01:01:59: the opportunity to get to know Elkhart.

01:01:59 --> 01:02:03: We hope that the recommendations will provide the foundation that

01:02:03 --> 01:02:06: you need to move forward and we all have agreed

01:02:06 --> 01:02:10: that we look forward to returning to Elkhart in person

01:02:10 --> 01:02:12: next time to celebrate your uniqueness,

01:02:12 --> 01:02:15: your diversity, and your vibrancy in downtown,

01:02:15 --> 01:02:18: so thank you for being with us this morning.

01:02:18 --> 01:02:22: And at this time we're going to open it up

01:02:22 --> 01:02:27: for questions and I see that we already have several

01:02:27 --> 01:02:28: in the queue.

01:02:28 --> 01:02:32: Then I will. Pull up here.

01:02:32 --> 01:02:38: Uhm? Well, John Hunsberger has lots of questions.

01:02:40 --> 01:02:44: Black, Linda. I think maybe we should see if Shelly

01:02:44 --> 01:02:45: or Mike or danger that

01:02:45 --> 01:02:47: start with Shelly and Mike.

01:02:49 --> 01:02:52: Invite the panelists to turn their videos on as well.

01:02:56 --> 01:02:57: Can

01:02:57 --> 01:02:58: you hear

01:02:58 --> 01:02:59: us? Yes we

01:02:59 --> 01:03:00: can. Mike OK,

01:03:00 --> 01:03:00: great.

01:03:01 --> 01:03:03: Uh, probably should start

01:03:03 --> 01:03:06: with the city and see if the mayor or Dana

01:03:06 --> 01:03:10: have any comments or questions before we jump in.

01:03:10 --> 01:03:11: A mayor or Dana.

01:03:15 --> 01:03:18: So I ask hard. I'll start up.

01:03:18 --> 01:03:22: First of all, this was a wonderful presentation.

01:03:22 --> 01:03:24: Uhm, I think it brought

01:03:24 --> 01:03:25: forward a

01:03:25 --> 01:03:26: lot of good

01:03:26 --> 01:03:29: new ideas for us to be able to kind of

01:03:29 --> 01:03:31: jumpstart our effort.

01:03:31 --> 01:03:35: And it also reinforced some of the thoughts that we've

01:03:35 --> 01:03:36: had.



01:03:36 --> 01:03:40: And so this, I think this will be very helpful  
01:03:40 --> 01:03:41: in us getting going  
01:03:41 --> 01:03:43: on, changing the the face  
01:03:43 --> 01:03:47: of downtown and its connections to the neighborhoods.  
01:03:47 --> 01:03:48: Surrounding  
01:03:48 --> 01:03:49: downtown, I see  
01:03:49 --> 01:03:51: the mayor's face has popped up.  
01:03:51 --> 01:03:55: I don't know if he wants to add to that.  
01:03:56 --> 01:04:00: No, I, uh, first of all,  
01:04:00 --> 01:04:04: thank you. Pam listen, uh ULIA,  
01:04:04 --> 01:04:09: for the thoughtful presentation and the focus in the areas  
01:04:09 --> 01:04:15: that I think really gives us some kickstart towards some  
01:04:15 --> 01:04:20: of the ideas that we've we've germinated already.  
01:04:20 --> 01:04:26: But to be able to provide some substantive rationale.  
01:04:26 --> 01:04:30: As to what those outcomes could be once once we  
01:04:30 --> 01:04:35: do plant those ideas is a wonderful way to conclude  
01:04:35 --> 01:04:36: this.  
01:04:36 --> 01:04:40: This this first portion of where our downtown could could  
01:04:41 --> 01:04:42: be could be led,  
01:04:42 --> 01:04:46: and so I'd like to save a couple more comments  
01:04:46 --> 01:04:51: towards the end of the question and answer period.  
01:04:51 --> 01:04:55: But up until now I thought that what you presented  
01:04:55 --> 01:04:56: was riveting.  
01:04:56 --> 01:05:01: Uh, and and and very very timely based on where  
01:05:01 --> 01:05:02: we are right now.  
01:05:06 --> 01:05:08: That's what we thought. Mike,  
01:05:08 --> 01:05:10: yeah, I might jump  
01:05:10 --> 01:05:11: in with a quick question.  
01:05:11 --> 01:05:15: It you know one possible take away and I'd be  
01:05:15 --> 01:05:18: curious to see if this is a takeaway we should  
01:05:18 --> 01:05:21: we should have or not is that it sounds like  
01:05:21 --> 01:05:26: housing is a pretty. A low hanging fruit opportunity that  
01:05:26 --> 01:05:28: it might be an early driver  
01:05:28 --> 01:05:29: of some, some  
01:05:29 --> 01:05:31: reconfiguring of real estate  
01:05:31 --> 01:05:36: that currently needs to be in a better position than  
01:05:36 --> 01:05:37: it is.  
01:05:37 --> 01:05:39: And you had a real focus on the riverfront,  
01:05:39 --> 01:05:41: which I think is really exciting.  
01:05:41 --> 01:05:44: I turned over to a young person sitting next to  
01:05:44 --> 01:05:47: me and told her she's never going to leave Elkhart.  
01:05:47 --> 01:05:49: If all of that is realized.

01:05:49 --> 01:05:50: Uhm,  
01:05:50 --> 01:05:51: but the riverfront for housing,  
01:05:51 --> 01:05:52: do you  
01:05:52 --> 01:05:56: see some other locations in the downtown area that are  
01:05:56 --> 01:05:58: conducive to some housing development?  
01:05:58 --> 01:06:02: Or do you think the the early start should be  
01:06:02 --> 01:06:03: along the river?  
01:06:04 --> 01:06:06: Dan, you want to take that one?  
01:06:09 --> 01:06:09: Sure,  
01:06:09 --> 01:06:13: we saw a lot of opportunities for housing throughout.  
01:06:13 --> 01:06:15: It's all. It's all under the category,  
01:06:15 --> 01:06:19: the missing teeth, but one of the things we heard  
01:06:19 --> 01:06:22: was the idea of housing in mass or a place  
01:06:22 --> 01:06:26: to put housing that has a large enough quantity to  
01:06:26 --> 01:06:29: make it so that a developer would be interested in  
01:06:29 --> 01:06:30: picking it up.  
01:06:30 --> 01:06:34: The best choices in the downtown seemed to be along  
01:06:34 --> 01:06:35: the waterfront,  
01:06:35 --> 01:06:37: which gave us the ability to.  
01:06:37 --> 01:06:40: Activate it through. You know people being there,  
01:06:40 --> 01:06:44: which is why we took the approach of improving waterfall.  
01:06:44 --> 01:06:46: Changing the character of waterfall,  
01:06:46 --> 01:06:49: putting housing along there. Great views,  
01:06:49 --> 01:06:53: great places to live, easy access to the downtown and  
01:06:53 --> 01:06:55: then with the addition of retail,  
01:06:55 --> 01:06:58: it helps to create an activation corridor there.  
01:06:58 --> 01:07:02: So my point of view is that you need all  
01:07:02 --> 01:07:05: kinds of housing downtown to activate it.  
01:07:05 --> 01:07:07: That was the easy choice because.  
01:07:07 --> 01:07:10: It's available that lands owned by the city.  
01:07:10 --> 01:07:14: There looked like the possibility of making deals where the  
01:07:14 --> 01:07:17: other infills will take longer and more time.  
01:07:19 --> 01:07:20: Thank you  
01:07:20 --> 01:07:22: this is this is Dana.  
01:07:22 --> 01:07:22: I  
01:07:22 --> 01:07:23: a question  
01:07:23 --> 01:07:24: had  
01:07:23 --> 01:07:23: if  
01:07:23 --> 01:07:24: it's OK  
01:07:24 --> 01:07:26: come in during your presentation.  
01:07:26 --> 01:07:29: Dan, it seems like you had identified a couple of  
01:07:30 --> 01:07:34: potential locations for parking structures and and I just

wanted

01:07:34 --> 01:07:37: to know what you based those locations off.

01:07:38 --> 01:07:40: I was looking for, well,

01:07:40 --> 01:07:43: we kind of all all looked at it together but

01:07:43 --> 01:07:46: we had and you have an existing parking structure.

01:07:46 --> 01:07:48: It's basically a simple one,

01:07:48 --> 01:07:51: but we heard comments about safety but it would handle

01:07:51 --> 01:07:53: a lot of that traffic for specific Plaza,

01:07:53 --> 01:07:57: that kind of thing if it was a desirable place.

01:07:57 --> 01:08:00: So we looked at the idea of making it more

01:08:00 --> 01:08:01: desirable.

01:08:01 --> 01:08:03: Yeah, as a desirable place to park,

01:08:03 --> 01:08:07: we actually showed across from the police station that corner

01:08:07 --> 01:08:10: and taking out the parking on that corner and becoming

01:08:10 --> 01:08:13: a park that people could get through.

01:08:13 --> 01:08:16: From that parking lot over to the Civic Plaza in

01:08:16 --> 01:08:17: the in the park.

01:08:17 --> 01:08:21: But then in regards to a new parking structure,

01:08:21 --> 01:08:24: what we realize is that there's all kinds of private

01:08:24 --> 01:08:25: parking spread out,

01:08:25 --> 01:08:28: at least in that nine block area.

01:08:28 --> 01:08:31: We assume it happens everywhere and it's how can we

01:08:31 --> 01:08:34: take and get fill in the teeth,

01:08:34 --> 01:08:37: make the streets better and deal with the private parking

01:08:37 --> 01:08:38: issues.

01:08:38 --> 01:08:41: And so that's the comments on there needs to be

01:08:41 --> 01:08:45: a parking structure up in that area to handle the

01:08:45 --> 01:08:47: load that's being taken off.

01:08:47 --> 01:08:50: From filling in teeth. And so working with the private

01:08:50 --> 01:08:54: and public working together to create some type of parking

01:08:54 --> 01:08:57: structure will offload all of those streets that have parking

01:08:57 --> 01:09:00: lots adjacent to them and make it possible so that

01:09:00 --> 01:09:03: they can start to be filled in with buildings and

01:09:03 --> 01:09:05: complete the streets.

01:09:05 --> 01:09:08: As far as the the character and the and what

01:09:08 --> 01:09:09: they look like,

01:09:09 --> 01:09:10: that's the logic.

01:09:13 --> 01:09:15: One question I

01:09:15 --> 01:09:19: have is you made the recommendation around the

01:09:19 --> 01:09:19: Development Corporation

01:09:19 --> 01:09:19: and

01:09:19 --> 01:09:20: another really

01:09:20 --> 01:09:21: project that  
01:09:21 --> 01:09:22: I did. I  
01:09:22 --> 01:09:25: think we in the one breakout session that I had  
01:09:26 --> 01:09:30: attended on the West neighborhood development the nine  
block area  
01:09:30 --> 01:09:35: that you're suggesting there has been discussion in  
developing that.  
01:09:35 --> 01:09:39: And of course the the waterfront the River District obviously  
01:09:39 --> 01:09:40: being underway.  
01:09:40 --> 01:09:42: And then as you know,  
01:09:42 --> 01:09:44: in the 2040 plan. Really,  
01:09:45 --> 01:09:47: a neighborhood hub on the South side along with some  
01:09:47 --> 01:09:51: industrial revitalization which would include like the  
Manufacturing Center of  
01:09:51 --> 01:09:53: Excellence that you've mentioned and a  
01:09:53 --> 01:09:54: lot of components  
01:09:54 --> 01:09:55: that are really tying  
01:09:55 --> 01:09:58: into what we do in one of the comments that  
01:09:58 --> 01:10:01: I think Linda mentioned at the beginning is,  
01:10:01 --> 01:10:02: you know you  
01:10:02 --> 01:10:03: could be doing too  
01:10:03 --> 01:10:04: much too soon.  
01:10:04 --> 01:10:08: And then there's the the role of the leadership and  
01:10:08 --> 01:10:11: the capacity from different domains to make all of these  
01:10:11 --> 01:10:12: happen at once.  
01:10:12 --> 01:10:14: And I'm kind of curious from.  
01:10:15 --> 01:10:17: A city leadership perspective. Maybe some of the  
01:10:17 --> 01:10:20: mayors and so forth. When you look at all  
01:10:20 --> 01:10:22: the initiatives we have going on,  
01:10:22 --> 01:10:22: you  
01:10:22 --> 01:10:24: know how do we  
01:10:24 --> 01:10:25: look at prioritization  
01:10:25 --> 01:10:26: and funding? And you know,  
01:10:26 --> 01:10:29: obviously we, we have been thinking about,  
01:10:29 --> 01:10:32: you know, downtown, being kind of the place to start.  
01:10:32 --> 01:10:33: But we  
01:10:33 --> 01:10:34: do have a lot  
01:10:34 --> 01:10:35: of initiatives outside  
01:10:35 --> 01:10:38: of that. And so how do you view our capacity?  
01:10:38 --> 01:10:41: I guess both in terms of of people and financial  
01:10:41 --> 01:10:42: resources,  
01:10:42 --> 01:10:44: to  
01:10:42 --> 01:10:43: be able to

01:10:43 --> 01:10:44: take on everything  
01:10:44 --> 01:10:46: that we are right now.  
01:10:48 --> 01:10:50: Tom, you want to start with that?  
01:10:50 --> 01:10:51: Yeah, I'll follow  
01:10:51 --> 01:10:54: up I I think that one of the key roads  
01:10:54 --> 01:10:58: there Shelly is partnerships is that if you in a  
01:10:58 --> 01:11:02: in a way or not doing any of the developments,  
01:11:02 --> 01:11:06: you're facilitating your building partnerships with private  
developers that do  
  
01:11:06 --> 01:11:06: the housing.  
01:11:06 --> 01:11:09: Maybe the school board? You're in this?  
01:11:09 --> 01:11:11: I mean, my view is successful.  
01:11:11 --> 01:11:16: Cities need to be able to get control of land.  
01:11:16 --> 01:11:20: And so we talk about that Development Fund that will  
01:11:20 --> 01:11:22: permit you to do that.  
01:11:22 --> 01:11:25: Successful cities need need to have that money,  
01:11:25 --> 01:11:28: but they need to have the control of the land.  
01:11:28 --> 01:11:31: And then they need sophisticated developers.  
01:11:31 --> 01:11:35: Cities on the City side of sophisticated people that  
understand  
  
01:11:35 --> 01:11:36: how to get a deal done.  
01:11:36 --> 01:11:40: And that's I think what we see the Development Corporation  
01:11:40 --> 01:11:44: playing is that bringing as fair and has talked about  
01:11:44 --> 01:11:46: that there's a whole menu of financial.  
01:11:46 --> 01:11:49: Resources available, but somebody needs to package them,  
01:11:49 --> 01:11:52: and so each deal looks different and I.  
01:11:52 --> 01:11:54: And that's why we. I mean,  
01:11:54 --> 01:11:57: you know, I ran a city and we,  
01:11:57 --> 01:11:59: you know one. I mean,  
01:11:59 --> 01:12:03: one minute you're talking about police and the next minute  
01:12:03 --> 01:12:05: you're talking about 15 different things.  
01:12:05 --> 01:12:08: We had a redevelopment authority that we focus all the  
01:12:08 --> 01:12:09: development on,  
01:12:09 --> 01:12:12: so they held the money they acquired.  
01:12:12 --> 01:12:14: The land. They work with private developers,  
01:12:14 --> 01:12:17: so I think you think of these.  
01:12:17 --> 01:12:21: Each is private, is a partnership or somebody so that  
01:12:21 --> 01:12:24: you're not doing the work and the key is I  
01:12:24 --> 01:12:24: I.  
01:12:24 --> 01:12:28: I believe you guys have the capacity of tested yourself  
01:12:28 --> 01:12:31: with the Aquatic Center with the river housing I.  
01:12:31 --> 01:12:34: I think now what we're suggesting to you is that

01:12:34 --> 01:12:37: you have you've done wonderful things.  
01:12:37 --> 01:12:41: Now you need to move to be able to do  
01:12:41 --> 01:12:43: six of those at one time.  
01:12:43 --> 01:12:45: That one at a time,  
01:12:45 --> 01:12:46: but six of those. It's at,  
01:12:46 --> 01:12:49: you know they're going to move in different times.  
01:12:49 --> 01:12:51: Some are going to happen in a year or so.  
01:12:51 --> 01:12:54: We're going to happen in five years but but but  
01:12:54 --> 01:12:55: you need to.  
01:12:55 --> 01:12:58: You can't do. Do be one project at a time.  
01:12:58 --> 01:12:59: You need to be doing multiple projects.  
01:12:59 --> 01:13:01: People need to see that happening.  
01:13:01 --> 01:13:03: They need to feel that vision,  
01:13:03 --> 01:13:06: and then it becomes much easier to get people that  
01:13:06 --> 01:13:08: say I want to be part of this.  
01:13:08 --> 01:13:11: That's why that momentum becomes really important.  
01:13:12 --> 01:13:16: Well and Shelly, I think you asked about timing as  
01:13:16 --> 01:13:16: well,  
01:13:16 --> 01:13:19: and that's why I've said that you know and it  
01:13:19 --> 01:13:21: goes back to partnerships.  
01:13:21 --> 01:13:24: You do need to push some of those things as  
01:13:24 --> 01:13:28: far as the lead over to other organizations or in  
01:13:28 --> 01:13:29: your prioritization save.  
01:13:29 --> 01:13:33: You know, we can't really check this off first.  
01:13:33 --> 01:13:36: It has to be second or third depending on what  
01:13:36 --> 01:13:37: it is,  
01:13:37 --> 01:13:41: but your resources will become strange if you try and  
01:13:41 --> 01:13:42: do too much and the.  
01:13:42 --> 01:13:44: Energy, well, you know Wayne,  
01:13:44 --> 01:13:48: you won't get those people to the table and then  
01:13:48 --> 01:13:51: other things will come on the table as well that  
01:13:52 --> 01:13:54: tend to move up on the priority list.  
01:13:54 --> 01:13:58: So that's why you know having that one entity which  
01:13:58 --> 01:14:01: we had in Orlando and we could just as Tom  
01:14:01 --> 01:14:05: was saying we could push everything over related to  
downtown  
01:14:05 --> 01:14:09: to that redevelopment authority. We did the same thing when  
01:14:09 --> 01:14:12: we had the closure of our Naval Training Center,  
01:14:12 --> 01:14:16: we. Put in place a redevelopment authority and it's it's  
01:14:16 --> 01:14:17: very similar.  
01:14:17 --> 01:14:21: Everything related to you. Know that more than 1000 acres  
01:14:21 --> 01:14:25: went to that group and it made things happen quicker.

01:14:25 --> 01:14:28: It brought more partnerships to the table for us.  
01:14:28 --> 01:14:31: It made us able to do a good job on  
01:14:31 --> 01:14:36: the essential things that we as a city needed to  
01:14:36 --> 01:14:37: focus on as well.  
01:14:39 --> 01:14:41: I just felt Shelly one last.  
01:14:41 --> 01:14:44: You know we were we were a city that did  
01:14:44 --> 01:14:46: not have any market.  
01:14:46 --> 01:14:47: We lost half our population.  
01:14:47 --> 01:14:49: People didn't want to invest.  
01:14:49 --> 01:14:51: You're nowhere near where we were,  
01:14:51 --> 01:14:53: but you have a relatively weak market,  
01:14:53 --> 01:14:56: right? Downtown and. And so when we began to see  
01:14:56 --> 01:14:59: things happen developers would come and say,  
01:14:59 --> 01:15:02: may I have a great idea for you and we  
01:15:02 --> 01:15:05: would say you tell us why it's a great idea  
01:15:05 --> 01:15:06: for you,  
01:15:06 --> 01:15:09: and we'll decide whether it's a great idea.  
01:15:09 --> 01:15:11: For us and our self interests come together,  
01:15:11 --> 01:15:14: we'll figure out how to be a good partner with  
01:15:14 --> 01:15:17: you that assumed we knew what we wanted.  
01:15:17 --> 01:15:20: And that's why it's Linda mentioned the very first one  
01:15:20 --> 01:15:23: vision you need to know that both what you want  
01:15:23 --> 01:15:25: and the quality of what you want,  
01:15:25 --> 01:15:29: not it'll do kind of approach and so and then  
01:15:29 --> 01:15:33: the other thing I want to say is that.  
01:15:33 --> 01:15:34: People cities always say well,  
01:15:34 --> 01:15:35: we'd love to do this,  
01:15:35 --> 01:15:37: but we don't have the money.  
01:15:37 --> 01:15:41: There's always the money. You're talking to a mayor that  
01:15:41 --> 01:15:42: build a baseball park,  
01:15:42 --> 01:15:46: a football saving, a Convention Center that had no money.  
01:15:46 --> 01:15:48: You can figure out how to get the money.  
01:15:48 --> 01:15:50: If it's a great idea.  
01:15:50 --> 01:15:54: And I think what you guys showed that with the  
01:15:54 --> 01:15:57: the Aquatic Center. Yeah, I think what you're saying time.  
01:15:57 --> 01:16:01: You need to scrutinize what those projects are that come  
01:16:01 --> 01:16:05: to you because you want to make sure they're quality,  
01:16:05 --> 01:16:09: that they fit into your city fabric that they're appropriate  
01:16:09 --> 01:16:10: for the time.  
01:16:10 --> 01:16:13: And that's very important when you're making decisions you  
know.  
01:16:13 --> 01:16:16: Tom often points out to me he was from a

01:16:16 --> 01:16:19: city that was losing population,  
01:16:19 --> 01:16:22: and I'm. The one that ran the city that continued  
01:16:22 --> 01:16:24: to grow and grow in population.  
01:16:24 --> 01:16:29: However, we still had some of the same issues that  
01:16:29 --> 01:16:31: we had to deal with.  
01:16:31 --> 01:16:31: I  
01:16:31 --> 01:16:35: think this is Greg. I would just add that these  
01:16:35 --> 01:16:39: corporations start one place and they can evolve over time.  
01:16:39 --> 01:16:43: We've seen that progression here in Columbus where we  
started  
01:16:43 --> 01:16:45: in one section of the downtown,  
01:16:45 --> 01:16:49: met those needs and moved on to another section of  
01:16:49 --> 01:16:50: the downtown.  
01:16:50 --> 01:16:53: But to Tom's point, when we say I think the  
01:16:53 --> 01:16:55: keywords are capacity and focus,  
01:16:55 --> 01:16:59: and I think that's less about financial capacity because I  
01:16:59 --> 01:17:01: think our panel is is struck.  
01:17:01 --> 01:17:05: That there are great financial resources available to Elkhart.  
01:17:05 --> 01:17:09: I think it's about the capacity that people have for  
01:17:09 --> 01:17:13: time and being able to focus and not have competing  
01:17:13 --> 01:17:17: interests intrude on that time is time is the one  
01:17:17 --> 01:17:21: fixed limiting factor and that's why we talked about staffing.  
01:17:24 --> 01:17:27: I have a question, uhm.  
01:17:27 --> 01:17:32: A team. I know that you focused on 9 blocks.  
01:17:32 --> 01:17:37: Can you give us a an idea of why those  
01:17:37 --> 01:17:38: nine?  
01:17:38 --> 01:17:43: Obviously downtown exists a little bit north and a little  
01:17:43 --> 01:17:46: bit South of those nine,  
01:17:46 --> 01:17:50: and I, I thought the the the the focus was  
01:17:50 --> 01:17:56: was great and and but I wondered why those nine  
01:17:58 --> 01:18:00: Dan do you want to answer that?  
01:18:02 --> 01:18:06: Sure. Uh, as we got into this and got overwhelmed  
01:18:06 --> 01:18:11: with everything that we could potentially have looked at.  
01:18:11 --> 01:18:14: Well, we came to the conclusion was is that if  
01:18:14 --> 01:18:17: we chose a representative area at this point in time,  
01:18:17 --> 01:18:20: then we could talk about.  
01:18:20 --> 01:18:23: Those a lot of those characteristics that would transfer out  
01:18:24 --> 01:18:24: from there,  
01:18:24 --> 01:18:27: so we narrowed ourselves down to 9 blocks and I  
01:18:27 --> 01:18:31: wouldn't say that other than their connections to the  
waterfront  
01:18:31 --> 01:18:35: and their connections and directness to what you've already  
done



01:18:35 --> 01:18:39: in on Main Street. That kind of pulled us into  
01:18:39 --> 01:18:40: that direction.  
01:18:40 --> 01:18:44: But I really recognize that there's a lot of blocks  
01:18:44 --> 01:18:48: in areas beyond those nine that need to be addressed,  
01:18:48 --> 01:18:51: and so it was hopes of taking a lot of  
01:18:51 --> 01:18:56: those characteristics and identifying with the nine as  
specifics,  
01:18:56 --> 01:18:59: and then letting them go beyond the nine as being  
01:18:59 --> 01:19:00: characteristic.  
01:19:00 --> 01:19:03: So like the corridors and the need for streetscape and  
01:19:03 --> 01:19:06: the need for infilling pieces.  
01:19:07 --> 01:19:08: Tom.  
01:19:10 --> 01:19:13: I am mayor. I also wanted to say that I  
01:19:14 --> 01:19:18: think we were focused on how do you get to  
01:19:18 --> 01:19:20: a scale of activity.  
01:19:20 --> 01:19:23: And in part it you can put all these things  
01:19:23 --> 01:19:26: and they could be scattered all over Elkhart.  
01:19:26 --> 01:19:29: But you're trying to get to a scale of activity  
01:19:29 --> 01:19:33: that creates the kind of vibrancy and day to day  
01:19:33 --> 01:19:35: to day activity on the street.  
01:19:35 --> 01:19:39: And so and so. I think that's what make great  
01:19:40 --> 01:19:41: cities is.  
01:19:41 --> 01:19:43: Having that center with a lot of things going on  
01:19:43 --> 01:19:46: and people want to just go down and hang out  
01:19:46 --> 01:19:48: because it's a great place to go without any plan  
01:19:48 --> 01:19:50: and and I think so.  
01:19:50 --> 01:19:52: That's why we were trying to get to that and  
01:19:52 --> 01:19:54: we focused on that nine blocks,  
01:19:54 --> 01:19:55: and I think frankly, also,  
01:19:55 --> 01:19:58: we thought we were going to be overwhelmed if we  
01:19:58 --> 01:20:00: tried to deal with a broader view of Elkhart and  
01:20:00 --> 01:20:02: all the surrounding neighborhoods.  
01:20:02 --> 01:20:03: I think that's a whole other conversation.  
01:20:03 --> 01:20:06: Maybe you will invite us back to have with you.  
01:20:07 --> 01:20:10: And I think if you can see that nine block  
01:20:10 --> 01:20:15: area if you can connect everything within that area activates  
01:20:15 --> 01:20:18: some of the ideas that we've put on the table,  
01:20:18 --> 01:20:21: then that excitement in the community will grow and people  
01:20:22 --> 01:20:23: will see those successes.  
01:20:23 --> 01:20:26: And then they'll want to be part of it.  
01:20:26 --> 01:20:29: And those businesses will want to come downtown.  
01:20:29 --> 01:20:32: And those people will want to live downtown and people

01:20:32 --> 01:20:36: will want to come down for the recreational activities.  
01:20:36 --> 01:20:38: And then that spreads out.  
01:20:38 --> 01:20:40: From there, and that's why I said,  
01:20:40 --> 01:20:44: you know, successful cities really do start from the heart  
01:20:44 --> 01:20:48: and workout and build that density that's so positive and  
01:20:49 --> 01:20:51: and so you know that is just,  
01:20:51 --> 01:20:54: you know, a reinforcement of why we decided to focus  
01:20:55 --> 01:20:56: in this area.  
01:20:58 --> 01:21:01: I might ask another question if you don't mind,  
01:21:01 --> 01:21:04: then hopefully there's some others that are on the line  
01:21:04 --> 01:21:06: that might have a question or two,  
01:21:06 --> 01:21:09: but isn't all of you on the panel have been  
01:21:09 --> 01:21:13: involved in marketing downtowns and making investment  
happen in downtown?  
01:21:13 --> 01:21:14: So you looked at  
01:21:14 --> 01:21:19: Elkhart as a panel? Were there any  
01:21:19 --> 01:21:23: impediments used? All that would give a developer pause as  
01:21:23 --> 01:21:26: far as investing in the downtown area?  
01:21:26 --> 01:21:30: Anything that you think that we should be aware of  
01:21:30 --> 01:21:33: that we need to make sure to address to make  
01:21:33 --> 01:21:38: this an attractive investment market for for developers and  
and  
01:21:38 --> 01:21:40: future stakeholders for downtown?  
01:21:41 --> 01:21:44: Nancy, could I ask you to start on the answer  
01:21:44 --> 01:21:47: to that since I know some of the folks have  
01:21:47 --> 01:21:49: visited Greenville recently?  
01:21:50 --> 01:21:54: Sure, well First off, I think some of the recommendations  
01:21:54 --> 01:21:55: about you know,  
01:21:55 --> 01:22:00: continuing to make downtown as attractive as it can be.  
01:22:00 --> 01:22:02: That's something that that's really important,  
01:22:02 --> 01:22:05: and that's what investors look at.  
01:22:05 --> 01:22:08: They look at at a city.  
01:22:08 --> 01:22:10: How well are you taking care,  
01:22:10 --> 01:22:14: particularly attention to the public spaces that is important,  
01:22:14 --> 01:22:18: and I think creating the opportunity one big thing.  
01:22:18 --> 01:22:23: And I think this has been addressed through the  
recommendation  
01:22:23 --> 01:22:25: of how to staff downtown.  
01:22:25 --> 01:22:30: You've got to have someone that is representing the city.  
01:22:30 --> 01:22:33: Representing the public interest through a corporation,  
01:22:33 --> 01:22:37: however, but it has to be someone who.  
01:22:37 --> 01:22:40: As we talked about who wakes up and thinks about  
01:22:40 --> 01:22:41: downtown,

01:22:41 --> 01:22:43: who builds relationships who understand.

01:22:43 --> 01:22:46: So when a developer is looking at your downtown,

01:22:46 --> 01:22:49: you've got to be able to talk to them and

01:22:49 --> 01:22:53: understand not just the public side of putting a public

01:22:53 --> 01:22:55: private partnership together,

01:22:55 --> 01:22:59: but you have to understand it from the private perspective

01:22:59 --> 01:23:00: as well,

01:23:00 --> 01:23:03: and building that credibility is is important.

01:23:03 --> 01:23:06: It's it was important in how we revitalize downtown

Greenville.

01:23:06 --> 01:23:09: I can tell you that.

01:23:09 --> 01:23:13: And it's also important, and when you look at the

01:23:13 --> 01:23:18: you you've got to be able to communicate and be

01:23:18 --> 01:23:21: able to to be clear about what you can do,

01:23:21 --> 01:23:25: what you can't do and and thinking about those things

01:23:25 --> 01:23:27: that from the public side.

01:23:27 --> 01:23:31: What are the public improvements that that can be made

01:23:31 --> 01:23:36: to stimulate the economic development that you want to see

01:23:36 --> 01:23:36: happen?

01:23:36 --> 01:23:39: So it's really about building those relationships.

01:23:39 --> 01:23:42: So that there is a point of contact where the

01:23:42 --> 01:23:45: private side feels comfortable working with.

01:23:48 --> 01:23:49: I

01:23:49 --> 01:23:52: just say Glenda. Also, we heard from the developers who

01:23:52 --> 01:23:55: were in the area at the two things that got

01:23:55 --> 01:23:57: them were sort of the IT is the same thing.

01:23:57 --> 01:24:00: Nancy said the continuity of the people that they had

01:24:00 --> 01:24:03: to negotiate with the folks were talking about having to

01:24:03 --> 01:24:05: deal with three different administrations.

01:24:05 --> 01:24:07: They were happy to do what they did and they

01:24:07 --> 01:24:09: like what they got done.

01:24:09 --> 01:24:12: But they they said that continuity was important and I

01:24:12 --> 01:24:14: think the organization suggested was the other thing.

01:24:14 --> 01:24:18: Mike on your issue. Regarding what what is keeping

developers

01:24:18 --> 01:24:21: away or what potentially would keep him away was I

01:24:21 --> 01:24:25: think what Dan said to is the availability of larger

01:24:25 --> 01:24:28: properties. Right now you have a lot of smaller properties.

01:24:28 --> 01:24:31: There is a way to accommodate them by by this

01:24:31 --> 01:24:35: organization that we're suggesting acquiring and and

consolidating properties that

01:24:35 --> 01:24:38: make a three or four or five acre piece available

01:24:38 --> 01:24:41: as opposed to a 10,000 square foot lot.

01:24:41 --> 01:24:44: So those were two things that were mentioned specifically by  
01:24:44 --> 01:24:46: several of the developers that we interviewed.  
01:24:47 --> 01:24:50: I think one thing I want to reinforce that Nancy  
01:24:50 --> 01:24:53: said you have to think like a developer so you  
01:24:53 --> 01:24:57: have to have someone in charge making those decisions  
with  
01:24:57 --> 01:25:00: the authority that thinks like a developer because to them  
01:25:01 --> 01:25:01: time is money.  
01:25:01 --> 01:25:05: And so expediting the process that they have to go  
01:25:05 --> 01:25:06: through and.  
01:25:06 --> 01:25:09: And in Orlando we we kind of reorganized things.  
01:25:09 --> 01:25:13: And we looked at it like going into a bank.  
01:25:13 --> 01:25:17: And you have your one person at the bank that  
01:25:17 --> 01:25:20: you're always going to deal with and.  
01:25:20 --> 01:25:23: And that's the way we reorganize things so that those  
01:25:23 --> 01:25:26: permits all the paperwork could be expedited.  
01:25:26 --> 01:25:30: And then of course, because we had to do that,  
01:25:30 --> 01:25:34: then the development authority. Was able to do other things  
01:25:34 --> 01:25:36: so you know we you have to think like a  
01:25:36 --> 01:25:37: developer.  
01:25:37 --> 01:25:40: You have to think like the private sector and realize  
01:25:40 --> 01:25:42: that time is money for them.  
01:25:48 --> 01:25:54: Another question. I know we have some in the queue  
01:25:54 --> 01:25:56: that are already have been  
01:25:56 --> 01:25:58: submitted through the  
01:25:58 --> 01:26:01: question and answer. Yeah no.  
01:26:01 --> 01:26:03: One or two of those Glenda,  
01:26:03 --> 01:26:05: and then yeah, we we did not build out a  
01:26:05 --> 01:26:07: pro forma for a recommendation,  
01:26:07 --> 01:26:08: so that's an easy answer.  
01:26:12 --> 01:26:17: Was there a discussion of phasing for implementation?  
01:26:17 --> 01:26:21: No, we did not get into details on that.  
01:26:23 --> 01:26:26: Let's see. One  
01:26:26 --> 01:26:29: about zoning at the bottom with did we can get  
01:26:29 --> 01:26:31: into the detail of zoning we did not.  
01:26:31 --> 01:26:32: We understood your zoning ordinance.  
01:26:32 --> 01:26:34: Permits a wide variety of units,  
01:26:34 --> 01:26:37: but you probably are going to have to look at  
01:26:37 --> 01:26:40: that if you're going to consider some of the of  
01:26:40 --> 01:26:43: those prototype units that that we suggested for the other  
01:26:43 --> 01:26:45: blocks that are out there.  
01:26:46 --> 01:26:50: Yeah, here's one question. Thoughts on losing the County

Courthouse?

01:26:50 --> 01:26:55: What that will mean and will something need to happen  
01:26:55 --> 01:26:59: in the 2nd and 3rd St area before the court  
01:26:59 --> 01:27:01: leaves in a few years?  
01:27:01 --> 01:27:05: And any specific suggestions for that area?  
01:27:05 --> 01:27:08: We had some discussion, but let me ask who would  
01:27:08 --> 01:27:10: like to chime in on that?  
01:27:15 --> 01:27:17: I'd be happy to if you want me  
01:27:17 --> 01:27:18: to news. Sure, thanks.  
01:27:20 --> 01:27:21: You are a. I mean,  
01:27:21 --> 01:27:24: it's a loss because you lose not only the people  
01:27:24 --> 01:27:26: that go to the courthouse every day to work,  
01:27:26 --> 01:27:30: but the people that. You know,  
01:27:30 --> 01:27:32: support the court, the lawyers and others.  
01:27:33 --> 01:27:36: So part of what we mentioned is working very hard  
01:27:36 --> 01:27:39: to retain the lawyers and others that might go to  
01:27:39 --> 01:27:41: where the courthouse is.  
01:27:41 --> 01:27:44: How do you keep them there and part of it  
01:27:44 --> 01:27:46: is building a great place.  
01:27:46 --> 01:27:49: The other is the courthouse provides begins to present an  
01:27:49 --> 01:27:51: opportunity for reuse of that building,  
01:27:51 --> 01:27:53: and I'm assuming that is,  
01:27:53 --> 01:27:55: you know, since it's own publicly,  
01:27:55 --> 01:27:57: you have an opportunity to get it,  
01:27:57 --> 01:27:59: and so whether it's for housing.  
01:27:59 --> 01:28:02: Or that creative and performing arts school?  
01:28:02 --> 01:28:05: Or it it provides a good opportunity to to begin  
01:28:05 --> 01:28:07: to move forward on one of these ideas,  
01:28:07 --> 01:28:09: and that that, might you know,  
01:28:09 --> 01:28:11: since it's going to be available,  
01:28:11 --> 01:28:14: you might want to think about moving on something like  
01:28:14 --> 01:28:16: that sooner rather than later.  
01:28:16 --> 01:28:19: It gives people confidence that it's just not going to  
01:28:19 --> 01:28:22: be a dead area of the city then for years,  
01:28:22 --> 01:28:25: but it's going to be something.  
01:28:25 --> 01:28:26: Really active yeah?  
01:28:26 --> 01:28:31: And our old courthouse in Orlando is now our History  
01:28:31 --> 01:28:36: Museum and that was a partnership that we were able  
01:28:36 --> 01:28:38: to put in place.  
01:28:38 --> 01:28:42: Our old post office is now the headquarters for the  
01:28:42 --> 01:28:43: Catholic diocese,  
01:28:43 --> 01:28:48: so another partnership that we were able to negotiate

through  
01:28:48 --> 01:28:51: our Downtown Redevelopment Corporation.  
01:28:51 --> 01:28:56: You know the there is an opportunity and you have  
01:28:56 --> 01:28:58: to look at it that way,  
01:28:58 --> 01:29:00: but it's also lessons learned.  
01:29:00 --> 01:29:03: I think for the future to make sure that there's  
01:29:03 --> 01:29:07: that coordinated leadership across jurisdictional boundaries,  
01:29:07 --> 01:29:11: and that when there's an issue like this or there's  
01:29:11 --> 01:29:16: a possible loss coming to downtown that the city is  
01:29:16 --> 01:29:20: very much at the table and that that discussion makes  
01:29:20 --> 01:29:24: sure that the city you know puts their cards on  
01:29:24 --> 01:29:28: that table and that it can be negotiated differently,  
01:29:28 --> 01:29:29: hopefully in the  
01:29:29 --> 01:29:33: future with one less road again to underline the vision  
01:29:33 --> 01:29:34: thing,  
01:29:34 --> 01:29:36: this is this is, I mean,  
01:29:36 --> 01:29:39: people will come to you with ideas,  
01:29:39 --> 01:29:41: but this is also you potentially,  
01:29:41 --> 01:29:45: proactively deciding what you want there and going after it.  
01:29:45 --> 01:29:49: And so maybe Headquarters Bank in Chicago is looking to  
01:29:49 --> 01:29:52: put it back office operations somewhere.  
01:29:52 --> 01:29:56: Uh, and or some other company that will employ hundreds  
01:29:56 --> 01:29:56: of people.  
01:29:56 --> 01:29:59: Maybe that space now that you have available,  
01:29:59 --> 01:30:02: you know is going to be available to you becomes  
01:30:02 --> 01:30:05: an opportunity for you to go and proactively begin to  
01:30:05 --> 01:30:09: have a conversation with that with that company about  
locating  
01:30:09 --> 01:30:12: employees in downtown, that that that's the that's the idea  
01:30:12 --> 01:30:14: of a Development Corporation.  
01:30:14 --> 01:30:17: It's not sort of waiting for people to come knock  
01:30:17 --> 01:30:18: on the door,  
01:30:18 --> 01:30:22: but they're going. They're going out and knocking on doors.  
01:30:22 --> 01:30:23: And  
01:30:23 --> 01:30:25: and this is Greg's type date.  
01:30:25 --> 01:30:29: Other thing I would suggest is from the perspective of  
01:30:29 --> 01:30:31: a lawyer on this panel.  
01:30:31 --> 01:30:34: I've practiced law for more than 35 years.  
01:30:34 --> 01:30:37: I have been to the courthouse three times.  
01:30:37 --> 01:30:42: There are lots of lawyers who don't need a courthouse  
01:30:42 --> 01:30:45: proximate to them to practice law,  
01:30:45 --> 01:30:49: and so don't write off the legal profession when you

01:30:49 --> 01:30:51: write off the courthouse,  
 01:30:51 --> 01:30:55: give them other reasons to stay and be downtown.  
 01:30:57 --> 01:31:02: So since we do have our attorney in residence on  
 01:31:02 --> 01:31:04: the panel Greg,  
 01:31:04 --> 01:31:08: there's a question related to the terminology.  
 01:31:08 --> 01:31:11: We've used, redevelopment Authority, Redevelopment  
 Commission,  
 01:31:11 --> 01:31:14: you know, legal definition, but I,  
 01:31:14 --> 01:31:19: I think I'd like to ask you again to reinforce  
 01:31:19 --> 01:31:21: what we're recommending.  
 01:31:21 --> 01:31:26: Something that has full authority over the development in the  
 01:31:26 --> 01:31:28: downtown area.  
 01:31:28 --> 01:31:30: So if you could reinforce  
 01:31:30 --> 01:31:35: that place sure blenda authority and with it flexibility in  
 01:31:35 --> 01:31:36: for that reason,  
 01:31:36 --> 01:31:42: most cities have gravitated toward a not for profit corporation  
 01:31:43 --> 01:31:48: form because it has more flexibility and ability to act.  
 01:31:48 --> 01:31:53: Terms like redevelopment authority and Redevelopment  
 Commission are usually specific  
 01:31:53 --> 01:31:56: creatures and the law of one of the states that  
 01:31:56 --> 01:31:57: you're dealing with here.  
 01:31:57 --> 01:32:01: We think something broader and more flexible is the key,  
 01:32:01 --> 01:32:04: but it has to have the staff support and it  
 01:32:05 --> 01:32:09: has to provide the continuity and point of contact that  
 01:32:09 --> 01:32:10: we we talked about.  
 01:32:10 --> 01:32:13: It's it's your intake. It's your front door,  
 01:32:13 --> 01:32:17: and once people come in the front door,  
 01:32:17 --> 01:32:20: they need to feel like the welcome mat.  
 01:32:20 --> 01:32:22: It is meaningful and the staff is there to help  
 01:32:22 --> 01:32:25: them find their way through whatever process they need to  
 01:32:25 --> 01:32:26: find their way through.  
 01:32:27 --> 01:32:30: Thank you, are there any other questions?  
 01:32:30 --> 01:32:33: I know we're bumping up against our time here,  
 01:32:33 --> 01:32:35: but I want to make sure there.  
 01:32:35 --> 01:32:39: Now there was one question about whether this presentation  
 is  
 01:32:39 --> 01:32:40: going to be made available.  
 01:32:40 --> 01:32:44: It's being recorded. We leave it behind with the sponsor  
 01:32:44 --> 01:32:45: and am I correct?  
 01:32:45 --> 01:32:48: David and saying that it'll be up to the sponsor  
 01:32:48 --> 01:32:51: for how it would be distributed or available.  
 01:32:51 --> 01:32:54: We give we give a copy to the  
 01:32:54 --> 01:32:55: sponsor once we

01:32:55 --> 01:32:58: clean it up a bit and then it's.

01:32:58 --> 01:33:00: Posted on your website as

01:33:00 --> 01:33:05: well. OK, thank you. Are there any other final questions?

01:33:05 --> 01:33:07: May or did you say that you would have some

01:33:08 --> 01:33:09: concluding remarks for us?

01:33:11 --> 01:33:12: Uh,

01:33:12 --> 01:33:16: first of all, I, as I said earlier,

01:33:16 --> 01:33:21: I thought the the information that was given was timely,

01:33:21 --> 01:33:26: substantive, and spoke accurately to who we were as a

01:33:26 --> 01:33:27: city.

01:33:27 --> 01:33:32: So thank you for getting the noise so quickly and

01:33:32 --> 01:33:37: providing insight that I think that is actionable 222.

01:33:37 --> 01:33:43: To a large degree, I look forward to reviewing some

01:33:43 --> 01:33:49: of the information that you provided with our team and

01:33:49 --> 01:33:54: seeing exactly what is germane for the next six months

01:33:54 --> 01:33:59: to to A to a year and and really begin

01:33:59 --> 01:34:01: to to flesh out.

01:34:01 --> 01:34:06: Or how they link to our 2040 plan or thrive

01:34:06 --> 01:34:11: plan as we've as we've we've already articulated,

01:34:11 --> 01:34:15: I'm interested in having further discussion,

01:34:15 --> 01:34:21: obviously with the mayors around some of not just

01:34:21 --> 01:34:26: terminology,

01:34:26 --> 01:34:29: but linkages as it relates to building metropolitan areas,

01:34:29 --> 01:34:32: transparency in leadership between City County,

01:34:32 --> 01:34:38: not just dealing with annexation.

01:34:38 --> 01:34:44: We're dealing with the infrastructure necessary to to build out

01:34:44 --> 01:34:48: that relationship so that our downtown becomes a core for

01:34:48 --> 01:34:55: a larger area than just the city limits I.

01:34:55 --> 01:34:59: Right now is is taking that transformational step,

01:34:59 --> 01:35:01: especially with leadership and speaking to some of the

01:35:01 --> 01:35:06: continuity

01:35:06 --> 01:35:07: pieces that you talked about.

01:35:07 --> 01:35:11: Going from one leadership to another is something that I

01:35:11 --> 01:35:16: want to ensure.

01:35:16 --> 01:35:21: Doesn't miss a beat, so I I thank you.

01:35:21 --> 01:35:24: All of you for for for the work that you've

01:35:24 --> 01:35:28: done and for the the work yet left to be

01:35:28 --> 01:35:29: seen.

01:35:29 --> 01:35:31: Uh, as we as we move forward.

01:35:31 --> 01:35:33: Yeah, we've we've learned that Elkhart is a pretty

01:35:33 --> 01:35:35: extraordinary

01:35:35 --> 01:35:37: place.

01:35:37 --> 01:35:39: And as I said, we agreed.



**01:35:31 --> 01:35:33:** We hope that you will.  
**01:35:33 --> 01:35:37:** I is invited back to look at some of the  
**01:35:37 --> 01:35:40:** other areas that are important to the city.  
**01:35:40 --> 01:35:45:** And congratulations on your leadership and I'll speak for you,  
**01:35:45 --> 01:35:49:** Tom Murphy and myself that we would be more than  
**01:35:49 --> 01:35:52:** happy to have a conversation with you.  
**01:35:52 --> 01:35:56:** Side to talk about any of these issues or to  
**01:35:56 --> 01:35:59:** give you any support that you may need.  
**01:35:59 --> 01:36:03:** So thank you and thank everybody who's participated with us  
**01:36:03 --> 01:36:05:** and we will call it a day.

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