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

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 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 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 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 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 St
00:28:26 --> 00:28:27: out of waterfall.
00:28:27 --> 00:28:31: It's creating special pavers. It's creating activity spaces on 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 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 galleys.
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 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 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 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 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 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 provide regular
00:49:37 --> 00:49:42: direct communications to the public and other downtown stakeholders,
00:49:42 --> 00:49:47: and this is very important to maintain a robust and
00:49:47 --> 00:49:52: continually updated website and social media presence.
00:49:52 --> 00:49:56: And then there needs to be an events director.
00:49:56 --> 00:50:01: This person would maintain and continually updated downtown events calendar
00:50:01 --> 00:50:04: on a website and publicize those downtown events.
00:50:04 --> 00:50:08: They would coordinate events with existing downtown entities like the
00:50:08 --> 00:50:09: theater,
00:50:09 --> 00:50:12: the museums, farmers market, the chat Festival,
00:50:12 --> 00:50:17: Jazz Festival. They'd be very proactive in their outreach to
00:50:17 --> 00:50:19: fill open times on the calendar,
00:50:19 --> 00:50:22: so there's a sense of.
00:50:22 --> 00:50:26: Activity cons being constant in the downtown and they would
00:50:27 --> 00:50:31: coordinate events with the city for items like permits and
00:50:31 --> 00:50:35: St closures and other things that are necessary to make
00:50:35 --> 00:50:40: the events successful. This corporation staffing is designed to 1st
00:50:40 --> 00:50:44: create a vibrant downtown and 2nd bring developers and financing
00:50:44 --> 00:50:49: together through RFPs and other processes to negotiate 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 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 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 Elkhardt 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 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 terminology,
01:34:21 --> 01:34:26: but linkages as it relates to building metropolitan areas,
01:34:26 --> 01:34:29: transparency in leadership between City County,
01:34:29 --> 01:34:32: not just dealing with annexation.
01:34:32 --> 01:34:38: We're dealing with the infrastructure necessary to to build out
01:34:38 --> 01:34:44: that relationship so that our downtown becomes a core for
01:34:44 --> 01:34:48: a larger area than just the city limits I.
01:34:51 --> 01:34:55: Right now is is taking that transformational step,
01:34:55 --> 01:34:59: especially with leadership and speaking to some of the continuity
01:34:59 --> 01:35:01: pieces that you talked about.
01:35:01 --> 01:35:06: Going from one leadership to another is something that I
01:35:06 --> 01:35:07: want to ensure.
01:35:07 --> 01:35:11: Doesn't miss a beat, so I I thank you.
01:35:11 --> 01:35:16: All of you for for for the work that you've
01:35:16 --> 01:35:21: done and for the the work yet left to be
01:35:21 --> 01:35:21: seen.
01:35:21 --> 01:35:24: Uh, as we as we move forward.
01:35:24 --> 01:35:28: Yeah, we've we've learned that Elkhart is a pretty extraordinary
01:35:28 --> 01:35:29: place.
01:35:29 --> 01:35:31: 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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