

# Video

## Hammond, Indiana: A Virtual Advisory Services Panel Presentation

Date: March 25, 2021

00:00:09 --> 00:00:12: Hi, my name is Africa Tara Brown,  
00:00:12 --> 00:00:15: executive director of Planning and Development and I'd like  
to  
00:00:15 --> 00:00:18: welcome you to the Urban Land Institute's final presentation.  
00:00:18 --> 00:00:20: At this time, I like to thank Chris Kurtz,  
00:00:20 --> 00:00:23: who serves as chairperson for the Hammond panel as well  
00:00:23 --> 00:00:26: as the industry leaders and policy makers of Urban Land  
00:00:26 --> 00:00:30: Institute for that their leadership role in that dynamic  
revitalization.  
00:00:30 --> 00:00:32: Transformation of our wonderful downtown Hammond area.  
00:00:32 --> 00:00:35: So at this time I would like to invite Chris  
00:00:35 --> 00:00:37: to begin the final presentation.  
00:00:38 --> 00:00:41: Africa, thank you very much.  
00:00:41 --> 00:00:43: Thank you for inviting you all.  
00:00:44 --> 00:00:47: I in the panel to Ham and we're delighted to  
00:00:47 --> 00:00:48: be here virtually.  
00:00:48 --> 00:00:52: You allies of 70 year old volunteer organization dedicated to  
00:00:52 --> 00:00:54: the best use of land.  
00:00:54 --> 00:00:58: Uli's been doing advisory panels for over 40 years.  
00:00:58 --> 00:01:02: Giving unbiased, expert advice on a host of real estate  
00:01:02 --> 00:01:04: and related issues.  
00:01:07 --> 00:01:09: The ham and ulip analyst.  
00:01:09 --> 00:01:11: Are the best of the best.  
00:01:11 --> 00:01:15: The Creme de la Crema in the country?  
00:01:15 --> 00:01:17: For those of us on the panel,  
00:01:17 --> 00:01:19: this is like going to fantasy basketball camp.  
00:01:19 --> 00:01:22: And you get to play with LeBron James.  
00:01:22 --> 00:01:24: I mean, everybody on here is just.  
00:01:24 --> 00:01:28: Really top notch. Thank you to Anne Anderson,  
00:01:28 --> 00:01:32: Africa and the rest of the city government for all

00:01:32 --> 00:01:32: your work.

00:01:32 --> 00:01:36: Is that a facilitating the panel and the work you've

00:01:36 --> 00:01:38: done to revitalize downtown Hammond?

00:01:38 --> 00:01:39: Thank you to the stakeholders.

00:01:39 --> 00:01:43: The folks who are nice enough to be interviewed.

00:01:43 --> 00:01:46: We appreciate your time and patience.

00:01:46 --> 00:01:50: And also thank you to the John Bucksbaum Foundation.

00:01:50 --> 00:01:55: His foundation has been a major sponsor of advisory panels,

00:01:55 --> 00:01:59: including this one. Please hold your questions until all the

00:02:00 --> 00:02:02: panelists to finish speaking,

00:02:02 --> 00:02:05: and we have plenty of time for Q&A at the

00:02:05 --> 00:02:05: end.

00:02:07 --> 00:02:10: You asked us to address 3 questions.

00:02:12 --> 00:02:15: An assessment of city owned properties and how best to

00:02:15 --> 00:02:16: repurpose them.

00:02:16 --> 00:02:21: An evaluation of the Citifinancial toolbox and how to leverage

00:02:21 --> 00:02:24: the resources available to the city as well as how

00:02:24 --> 00:02:29: to appropriately spread your financial resources among

00:02:29 --> 00:02:32: projects and 3rd

00:02:32 --> 00:02:36: a plan to attract retail.

00:02:36 --> 00:02:39: In your first floor and vacant space.

00:02:39 --> 00:02:43: Your plans are very good.

00:02:43 --> 00:02:44: The panel's job, in addition to answering your three specific

00:02:44 --> 00:02:44: questions,

00:02:44 --> 00:02:51: is to provide some observations and recommendations to

00:02:51 --> 00:02:53: take the

00:02:53 --> 00:02:58: plan from good to wow.

00:02:58 --> 00:02:59: Much has changed since the city first unveiled its master

00:02:59 --> 00:03:03: plan in November 2019.

00:03:03 --> 00:03:06: Over his accelerated trends and challenged Long held beliefs

00:03:06 --> 00:03:09: in

00:03:09 --> 00:03:12: what makes great real estate and great places.

00:03:12 --> 00:03:16: Most importantly, the old adage location,

00:03:16 --> 00:03:21: location, location is passe and experience,

00:03:21 --> 00:03:25: experience experience has taken its place.

00:03:25 --> 00:03:27: In 1990, decisions about workshopping playing and living all

00:03:27 --> 00:03:31: revolves

00:03:31 --> 00:03:33: around choosing a location where these things happen.

00:03:33 --> 00:03:36: Build it and they will come.

00:03:36 --> 00:03:39: Today these things can happen anywhere an you the

00:03:39 --> 00:03:42: consumer

00:03:42 --> 00:03:45: can choose where to place yourself to work,

00:03:45 --> 00:03:48: play, eat, sleep and be entertained.

00:03:36 --> 00:03:40: A great example this morning is where our panelists are  
00:03:40 --> 00:03:42: right this very moment.  
00:03:42 --> 00:03:49: Tampa, Baltimore. Washington, Virginia Chicago Dallas  
Silver Spring,  
00:03:49 --> 00:03:54: MD and Yakima, WA. Yet here we all are in  
00:03:54 --> 00:03:56: Hammond IN.  
00:03:56 --> 00:03:59: Providing a compelling experience is now fundamental for  
living,  
00:03:59 --> 00:04:01: working, shopping, eating, and being entertained.  
00:04:01 --> 00:04:06: Just being in the right location does not cut it  
00:04:06 --> 00:04:06: anymore.  
00:04:06 --> 00:04:10: And experience is a combination of where you are and  
00:04:10 --> 00:04:12: what is happening around you.  
00:04:12 --> 00:04:15: The wear must support the what?  
00:04:15 --> 00:04:18: In real estate terms, this means the physical space must  
00:04:18 --> 00:04:22: be conducive to and supportive of the programming for the  
00:04:22 --> 00:04:23: space.  
00:04:23 --> 00:04:26: The city of Hammond has finished the planning of the  
00:04:26 --> 00:04:27: physical space.  
00:04:27 --> 00:04:31: It's now time to create the experiences through programming  
and  
00:04:31 --> 00:04:35: tailor the physical space to the programs to optimize the  
00:04:35 --> 00:04:36: experience.  
00:04:36 --> 00:04:38: That said, at the end of the day,  
00:04:38 --> 00:04:42: no amount of programming or financial incentives in a space  
00:04:42 --> 00:04:44: will work if the use is not profitable.  
00:04:44 --> 00:04:46: If there's no market for the use,  
00:04:46 --> 00:04:49: it's not going to work.  
00:04:49 --> 00:04:52: There are many great places already downtown.  
00:04:52 --> 00:04:54: The Charter school arts venues,  
00:04:54 --> 00:04:56: the hospital, the Federal Courthouse,  
00:04:56 --> 00:04:59: the toll theater much is planned,  
00:04:59 --> 00:05:02: the rail spur. The downtown train station,  
00:05:02 --> 00:05:07: new resident residential development. But no amount of  
downtown Hammond  
00:05:07 --> 00:05:11: development will create enough of a market to sustain a  
00:05:11 --> 00:05:13: vibrant downtown.  
00:05:13 --> 00:05:17: People outside of downtown and outside of Hammond have  
to  
00:05:17 --> 00:05:19: be enticed to come downtown.  
00:05:19 --> 00:05:24: Have a great experience, spend money and go home.  
00:05:24 --> 00:05:27: The gold is straightforward. Feet on the streets,  
00:05:27 --> 00:05:31: the more the better. So here's how to put the

00:05:31 --> 00:05:35: feats on the streets and go from good to wow.  
 00:05:35 --> 00:05:39: Juanita is going to talk about your vision in the  
 00:05:39 --> 00:05:40: creative place,  
 00:05:40 --> 00:05:42: making necessary to create the programming,  
 00:05:42 --> 00:05:46: which in turn creates the all important experiences.  
 00:05:46 --> 00:05:47: Juanita  
 00:05:49 --> 00:05:50: thank you. Thank you so much,  
 00:05:50 --> 00:05:52: Chris. And thank you today again.  
 00:05:52 --> 00:05:56: How much pleasure to be here with you today?  
 00:05:56 --> 00:06:01: I'm going to talk about the vision as Chris has  
 00:06:01 --> 00:06:05: just said and he's giving you a lot of a  
 00:06:05 --> 00:06:06: lot of content.  
 00:06:06 --> 00:06:09: Context of framework for this discussion,  
 00:06:09 --> 00:06:13: the city is embarking upon a bold vision,  
 00:06:13 --> 00:06:18: quite bold, and the express well in its master plan.  
 00:06:18 --> 00:06:22: The Mayor McDermott spoke about the focus and the interest  
 00:06:22 --> 00:06:26: in renewed interest in the downtown core.  
 00:06:26 --> 00:06:29: And for perhaps for the city of Ham,  
 00:06:29 --> 00:06:33: and that's the area downtown along Homan Ave and the  
 00:06:33 --> 00:06:37: surrounding area and a lot is envisioned as my colleague  
 00:06:38 --> 00:06:42: and our leader Chris just discussed multi family housing with  
 00:06:42 --> 00:06:46: with retail on the ground floor and adaptive reuse of  
 00:06:46 --> 00:06:50: some of the flagship buildings that are there.  
 00:06:50 --> 00:06:53: A transformation of Holman to the Grand Blvd.  
 00:06:53 --> 00:06:56: An art alley that connects us.  
 00:06:56 --> 00:07:01: Civilian and Fayette Streets and many other components that  
 00:07:01 --> 00:07:05: are  
 00:07:01 --> 00:07:05: represented in the in the graphic that you see there  
 00:07:05 --> 00:07:07: transportation,  
 00:07:07 --> 00:07:10: a new commuter train, public spaces,  
 00:07:10 --> 00:07:13: walkable bypass. So a lot is there.  
 00:07:13 --> 00:07:18: Next slide and a good news and observation is that  
 00:07:18 --> 00:07:22: the city's master plan embodies.  
 00:07:22 --> 00:07:25: All of the things that you think about when you  
 00:07:25 --> 00:07:27: think of a healthy,  
 00:07:27 --> 00:07:29: thriving community as you can see,  
 00:07:29 --> 00:07:32: the graphic shows in the circle some of the various  
 00:07:33 --> 00:07:34: components of a healthy,  
 00:07:34 --> 00:07:38: healthy community that has access to food and housing and  
 00:07:38 --> 00:07:38: all that.  
 00:07:38 --> 00:07:42: Some of the things that we just talked about,  
 00:07:42 --> 00:07:45: an arts and culture, and you note that art and

00:07:46 --> 00:07:50: culture appears in a different color in the graphic on  
00:07:50 --> 00:07:52: the on the on the left.  
00:07:52 --> 00:07:56: Because this is showing up as a component in that  
00:07:56 --> 00:07:56: graphic.  
00:07:56 --> 00:08:00: But when you look on the right it is also  
00:08:00 --> 00:08:03: touching all of the other elements.  
00:08:03 --> 00:08:07: Because art and culture interventions can enhance.  
00:08:07 --> 00:08:12: Can enhance the. The various other components,  
00:08:12 --> 00:08:15: each one of them. That's one of its unique features.  
00:08:15 --> 00:08:19: It is both a component of a healthy community and  
00:08:19 --> 00:08:22: it is a strategy for achieving a healthy community.  
00:08:22 --> 00:08:24: And it's a strategy for achieving it.  
00:08:24 --> 00:08:27: Now, one week that one thing that we learned many  
00:08:27 --> 00:08:30: things we learned through the interviews,  
00:08:30 --> 00:08:34: but the many of the folks that we talked to  
00:08:34 --> 00:08:36: talked about the robust.  
00:08:36 --> 00:08:42: Oh robots are community that exists in Hammond and that  
00:08:42 --> 00:08:48: is an asset that can be leveraged as the city  
00:08:48 --> 00:08:51: of Hammond moves forward.  
00:08:51 --> 00:08:53: To realize this bold vision.  
00:08:53 --> 00:08:59: Next slide please. That is that the leverage of art  
00:08:59 --> 00:09:04: and culture can help to create that wow factor that  
00:09:04 --> 00:09:07: Chris talked about earlier.  
00:09:07 --> 00:09:12: Art and culture interventions when you integrate with great  
00:09:12 --> 00:09:14: design,  
00:09:14 --> 00:09:16: some of the design we  
00:09:16 --> 00:09:17: talked about in the master Plan  
00:09:17 --> 00:09:21: and Samsung of  
00:09:21 --> 00:09:25: enhancements that you may hear from my from you will  
00:09:25 --> 00:09:27: hear from my colleagues what we call creative placemaking  
00:09:27 --> 00:09:32: can  
00:09:32 --> 00:09:36: enhance components of that.  
00:09:36 --> 00:09:38: Master plan and it's art and cultural access touch each  
00:09:38 --> 00:09:43: aspect of of the master plan as suggested in the  
00:09:43 --> 00:09:46: graphic on the left.  
00:09:46 --> 00:09:48: Creative placemaking we know has been proven to attract  
00:09:48 --> 00:09:52: people  
00:09:52 --> 00:09:53: to places and that is where you look at art  
00:09:53 --> 00:09:57: and cultural interventions,  
00:09:57 --> 00:09:59: and it's best done when you optimize it through best  
00:09:59 --> 00:09:59: practices.  
00:09:59 --> 00:09:59: There are 10 best practices that have been identified.  
00:09:59 --> 00:09:59: Increased placemaking in real estate.

00:09:59 --> 00:10:03: They are described in the document that you see the  
00:10:03 --> 00:10:04: sources you like.  
00:10:04 --> 00:10:08: Publication that came out in 2020 call creative placemaking  
00:10:08 --> 00:10:09: sparking  
00:10:08 --> 00:10:09: development.  
00:10:09 --> 00:10:13: I'm honest have been while the authors are back publication  
00:10:13 --> 00:10:15: an works for many years on your life.  
00:10:15 --> 00:10:19: Creative placemaking initiatives. I'm going to highlight three  
00:10:19 --> 00:10:20: of those  
00:10:19 --> 00:10:20: best practices,  
00:10:20 --> 00:10:24: but before I go as it relates to this,  
00:10:24 --> 00:10:28: creating a wow factor that we talked about and contributing  
00:10:28 --> 00:10:29: to the master plan.  
00:10:29 --> 00:10:33: Vision before going there, let's talk about one of the  
00:10:33 --> 00:10:35: components of the master plan,  
00:10:35 --> 00:10:36: which is the art alley.  
00:10:36 --> 00:10:39: Can we go to the next slide,  
00:10:39 --> 00:10:46: please? Next line and also talk about engagement and  
00:10:46 --> 00:10:51: communication.  
00:10:46 --> 00:10:51: But this sacrament alley that connects Sibley and Fayette St  
00:10:52 --> 00:10:54: as you can see there it is.  
00:10:54 --> 00:10:58: I will be an attractive to the city it will  
00:10:58 --> 00:11:02: be and it can be animated by other surrounding access  
00:11:02 --> 00:11:04: that old theater.  
00:11:04 --> 00:11:09: Paul Henry's art Gallery. It is a vibrant.  
00:11:09 --> 00:11:12: It can be a place whole,  
00:11:12 --> 00:11:17: but this vibrant community, our community that I talked about  
00:11:17 --> 00:11:18: about earlier.  
00:11:18 --> 00:11:22: And it will contribute to the vibrancy of downtown.  
00:11:22 --> 00:11:25: It'll attract visitors for its atmosphere.  
00:11:25 --> 00:11:29: This is something that came through the interviews that just  
00:11:29 --> 00:11:34: putting residential housing downtown retail downtown won't  
00:11:34 --> 00:11:38: be enough.  
00:11:34 --> 00:11:38: There needs to be atmosphere and the the art alley  
00:11:38 --> 00:11:40: will contribute to that.  
00:11:40 --> 00:11:43: It will showcase Hammers, great talk,  
00:11:43 --> 00:11:45: creative community, and it will.  
00:11:45 --> 00:11:49: It will also provide needed.  
00:11:49 --> 00:11:54: Studio space for artists, but the Art Alley alone is  
00:11:54 --> 00:11:59: one of many opportunities that the city has that it  
00:11:59 --> 00:12:03: can capitalize on with art and culture.  
00:12:03 --> 00:12:05: Next slide also where we start.  
00:12:05 --> 00:12:07: How do you capitalize with activities?

00:12:07 --> 00:12:11: When will you start is from the at the beginning?

00:12:11 --> 00:12:15: Art engage design. So one of the best practices is

00:12:15 --> 00:12:18: bringing artists and designers into the project.

00:12:18 --> 00:12:20: At the beginning of the project,

00:12:20 --> 00:12:22: working hand in hand art,

00:12:22 --> 00:12:26: artists, architects and designers in the design of the various

00:12:26 --> 00:12:27: components of that master plan,

00:12:27 --> 00:12:31: the artist can provide input to things like historical markers,

00:12:31 --> 00:12:33: public art and so forth.

00:12:33 --> 00:12:36: The image you see there on the on,

00:12:36 --> 00:12:40: the on the right. The bottom image is an artist

00:12:40 --> 00:12:41: painting the Magic track.

00:12:41 --> 00:12:45: Magic trails called along the rail trail in Charlotte,

00:12:45 --> 00:12:49: NC. This was a trail that deserves access.

00:12:49 --> 00:12:53: Rd to the new commuter train that's now footpath and

00:12:53 --> 00:12:54: walking Path.

00:12:54 --> 00:12:58: So that's one of many examples that the city can

00:12:58 --> 00:12:58: employ,

00:12:58 --> 00:13:02: and as you're doing this as you're getting artists engaged,

00:13:02 --> 00:13:07: get the community engaged, get their input because they have

00:13:07 --> 00:13:07: the history.

00:13:07 --> 00:13:12: They bring the culture. Hammond has a rich cultural diversity.

00:13:12 --> 00:13:15: That can be leveraged in this process.

00:13:15 --> 00:13:19: Celebrate that seems cultural diversity as well as explore international

00:13:20 --> 00:13:24: because it has a large international based new Purdue University.

00:13:24 --> 00:13:26: So that's one point. Next slide,

00:13:26 --> 00:13:30: please. Another best practice, as you alluded to,

00:13:30 --> 00:13:36: it is bringing the communicates bringing the community into the

00:13:36 --> 00:13:37: process.

00:13:37 --> 00:13:40: People are aware and understand what the design,

00:13:40 --> 00:13:43: what's in the Masters on what's envisioned,

00:13:43 --> 00:13:46: what we heard from a number of interviewees.

00:13:46 --> 00:13:49: If they want to be kept informed,

00:13:49 --> 00:13:53: and some fields that they're not in the note.

00:13:53 --> 00:13:58: They said people better Endino are kept informed they want

00:13:58 --> 00:14:01: to be in the know the entire community.

00:14:01 --> 00:14:05: Yeah, it should be in the notes so community wants

00:14:05 --> 00:14:06: to be kept informed.

00:14:06 --> 00:14:08: One point another point we heard.

00:14:08 --> 00:14:11: It's not everybody's bought into the design and a Third  
00:14:11 --> 00:14:15: Point is they're not clear about the implementation plan.  
00:14:15 --> 00:14:18: When things start, how their starts and that can be  
00:14:18 --> 00:14:19: addressed through effective,  
00:14:19 --> 00:14:24: comprehensive communications. These questions can be  
00:14:24 --> 00:14:26: addressed because a lot  
00:14:26 --> 00:14:28: of it may be from just lack of awareness of  
00:14:28 --> 00:14:30: lack of understanding.  
00:14:30 --> 00:14:34: The communication needs to be two way,  
00:14:34 --> 00:14:39: not just. Sending information out but also seeking input.  
00:14:39 --> 00:14:43: Getting the community engage understanding what their  
00:14:43 --> 00:14:43: wants and needs  
00:14:43 --> 00:14:47: are adding to the vision and making everyone feel apart  
00:14:47 --> 00:14:51: of it.  
00:14:51 --> 00:14:51: Example, you see here we Love Street Bridge.  
00:14:51 --> 00:14:55: The leaders got the community involved very early in the  
00:14:55 --> 00:14:57: process.  
00:14:57 --> 00:15:02: They were involved in that they held 200 stakeholder  
00:15:02 --> 00:15:05: meetings  
00:15:05 --> 00:15:09: before they hired an architect,  
00:15:09 --> 00:15:12: for example. By the time they were.  
00:15:12 --> 00:15:17: It's raised enough money to pay for the bridge.  
00:15:17 --> 00:15:20: They got additional funding that exceeded that amount to pay  
00:15:20 --> 00:15:25: because of their community engagement activity.  
00:15:25 --> 00:15:26: So next line. And then third best practice that I'll  
00:15:26 --> 00:15:29: talk about is the need for program.  
00:15:29 --> 00:15:33: Ongoing program in keeping people engaged the need to  
00:15:33 --> 00:15:37: activate  
00:15:37 --> 00:15:41: the public spaces,  
00:15:41 --> 00:15:46: maintain vibrancy on the side,  
00:15:46 --> 00:15:50: sidewalks in the classes. In the book Pass Make plan  
00:15:50 --> 00:15:54: that ensures ongoing activity on a daily,  
00:15:54 --> 00:15:58: weekly, monthly basis as well as yearly events,  
00:15:58 --> 00:16:02: festivals, and so forth, and that suggests a dedicated staff.  
00:16:02 --> 00:16:05: So all of these things getting the community engaged.  
00:16:05 --> 00:16:09: Helps to not only bring your going to bring people  
00:16:09 --> 00:16:13: in from the outside and we want to attract the  
00:16:13 --> 00:16:15: people,  
00:16:15 --> 00:16:15: visitors to the city of handling downtown,  
00:16:15 --> 00:16:15: but you want to bring your community in as well  
00:16:15 --> 00:16:15: because the community can be a very important part of  
00:16:15 --> 00:16:15: that foot traffic and celebrate that diversity.  
00:16:15 --> 00:16:15: So I want to begin.



00:16:15 --> 00:16:19: I want to conclude where I began and that is  
00:16:19 --> 00:16:21: to say that the.  
00:16:21 --> 00:16:23: The city is embarking upon a bold.  
00:16:23 --> 00:16:27: Vision is a bold. Vision is a doable vision.  
00:16:27 --> 00:16:30: You've heard some ideas on how to create that wow  
00:16:30 --> 00:16:31: factor.  
00:16:31 --> 00:16:35: You'll be hearing more ideas contributing to a wow factor  
00:16:35 --> 00:16:36: that the city seeks,  
00:16:36 --> 00:16:38: how we applied the city,  
00:16:38 --> 00:16:41: offer acceptance with cited for you,  
00:16:41 --> 00:16:44: and so with that I'd like to turn it over  
00:16:44 --> 00:16:48: to my colleagues Walt and Chad to talk about economics  
00:16:48 --> 00:16:50: in the market context.  
00:16:50 --> 00:16:51: Thank you.  
00:16:55 --> 00:16:55: Thank  
00:16:55 --> 00:16:59: you so much Juanita. The first steps that we do  
00:16:59 --> 00:17:02: in the panel process is really take a real close  
00:17:02 --> 00:17:06: look at the local market and what the demand drivers  
00:17:06 --> 00:17:08: are. Where we've come from,  
00:17:08 --> 00:17:10: where we are and where we're potentially going.  
00:17:10 --> 00:17:14: For me that comes down to looking at population and  
00:17:14 --> 00:17:14: jobs.  
00:17:14 --> 00:17:17: In this slide you have population trends for Lake County.  
00:17:17 --> 00:17:20: Hammond is an interesting area because it's part of  
suburban  
00:17:20 --> 00:17:21: Chicago.  
00:17:21 --> 00:17:24: So looking at the Chicago area doesn't really tell us  
00:17:24 --> 00:17:27: all that much because it's so large relative to what's  
00:17:27 --> 00:17:29: happening in our local.  
00:17:29 --> 00:17:32: Our local area, so we looked at Lake County and  
00:17:32 --> 00:17:35: as you can see from this chart it's it's pretty  
00:17:35 --> 00:17:36: straightforward.  
00:17:36 --> 00:17:39: Population peaked in the 1970s it came down a bit  
00:17:39 --> 00:17:43: into the 1990s and it's been pretty stable since then.  
00:17:43 --> 00:17:45: Maybe going up a tiny little bit.  
00:17:45 --> 00:17:48: That's a great piece because.  
00:17:48 --> 00:17:51: It shows that we're no longer losing losing people,  
00:17:51 --> 00:17:53: but at the same time we have a very small  
00:17:53 --> 00:17:56: scale and that has some implications on what the local  
00:17:56 --> 00:17:58: market demand drivers are.  
00:17:58 --> 00:18:03: Next slide. We looked at employment as well.  
00:18:03 --> 00:18:06: To my surprise, I thought I wouldn't see a little

00:18:06 --> 00:18:08: bit more change in employment,  
00:18:08 --> 00:18:11: but since 2015 employment's been pretty steady.  
00:18:11 --> 00:18:15: That's actually. This is pre covid so we didn't take  
00:18:15 --> 00:18:17: into consideration that,  
00:18:17 --> 00:18:20: but one of the challenges with this is that.  
00:18:20 --> 00:18:23: It's it has minimal apparent growth and that's that's a  
00:18:23 --> 00:18:25: challenge 'cause you look at the total numbers and you  
00:18:26 --> 00:18:27: know well nothing's really happening,  
00:18:27 --> 00:18:30: but if you look a little bit more deeply into  
00:18:30 --> 00:18:32: the numbers for the next slide.  
00:18:36 --> 00:18:39: There is things happening in Lake County if you look  
00:18:39 --> 00:18:41: at the individual industries.  
00:18:41 --> 00:18:44: There has been some growth and has been some some  
00:18:44 --> 00:18:45: losses.  
00:18:45 --> 00:18:47: Sectors that have been growing have been administration,  
00:18:47 --> 00:18:51: accommodations and food. This is growth over the last 2015  
00:18:51 --> 00:18:52: to 2019 period.  
00:18:52 --> 00:18:55: Accommodations and food that's mostly casino related in the  
00:18:55 --> 00:18:57: like  
00:18:57 --> 00:18:59: construction logistics for transport,  
00:18:59 --> 00:19:02: transportation, warehousing and health and healthcare.  
00:19:03 --> 00:19:06: I've circled a few items there because one of the  
00:19:06 --> 00:19:07: challenges we have and that we have to acknowledge is  
00:19:07 --> 00:19:10: that.  
00:19:10 --> 00:19:14: The things that propel the typical traditional downtown  
00:19:14 --> 00:19:18: workforce.  
00:19:18 --> 00:19:21: The office workers have been not growing as much or  
00:19:21 --> 00:19:26: actually been a little bit in decline over this period,  
00:19:26 --> 00:19:29: and that poses a unique challenge for us.  
00:19:29 --> 00:19:33: Next slide. We also looked at number of establishments to  
00:19:33 --> 00:19:35: see how that was changing,  
00:19:35 --> 00:19:39: and surprisingly it was about stable over that same period.  
00:19:39 --> 00:19:43: Another challenge we have is that 83%  
00:19:43 --> 00:19:44: of the companies in Lake County are under 20 workers,  
00:19:44 --> 00:19:49: so we have a few big companies like the hospital  
00:19:49 --> 00:19:53: and others,  
00:19:53 --> 00:19:56: but mostly smaller smaller companies and so that makes for  
00:19:56 --> 00:19:57: an interesting challenge in how we move ahead in this.  
00:19:59 --> 00:20:00: So I know you're all asking going wow with all  
00:20:00 --> 00:20:02: this limited these limited drivers.  
00:20:02 --> 00:20:05: What where do we  
00:20:05 --> 00:20:07: go with this? And our team is going to be  
00:20:07 --> 00:20:09: talking about those opportunities as we go forward.

00:20:05 --> 00:20:08: One of the important things to take away from this

00:20:08 --> 00:20:09: is that.

00:20:09 --> 00:20:11: Hammond is at a unique position right now we're seeing

00:20:11 --> 00:20:14: an economic beginnings of an economic rebound post covid,

00:20:14 --> 00:20:16: which is a good thing.

00:20:16 --> 00:20:17: But in addition to that,

00:20:17 --> 00:20:20: Hammond has put in a lot of early work in

00:20:20 --> 00:20:22: terms of downtown planning,

00:20:22 --> 00:20:24: which is why we're here today.

00:20:24 --> 00:20:27: The rail station and interesting affordability that happens

00:20:27 --> 00:20:30: more affordable

00:20:30 --> 00:20:30: than then Cook County in terms of taxes and like

00:20:30 --> 00:20:30: so,

00:20:30 --> 00:20:32: because we're part of suburban Chicago,

00:20:32 --> 00:20:35: there may be a nice influx of people coming here.

00:20:35 --> 00:20:38: Again, going back to my earlier colleagues feeds on the

00:20:38 --> 00:20:40: streets is what's important.

00:20:40 --> 00:20:44: With that said, downtown is in a unique place for

00:20:44 --> 00:20:47: all of this to come to fruition.

00:20:47 --> 00:20:51: My colleague is going to talk about those opportunities and

00:20:51 --> 00:20:52: how we move forward,

00:20:52 --> 00:20:55: but one of the things that we see is good

00:20:55 --> 00:20:59: opportunity in the downtown right now for things that are

00:20:59 --> 00:21:00: already in the plant,

00:21:00 --> 00:21:04: multifamily housing, potentially some townhouse single family

00:21:04 --> 00:21:05: housing that that

00:21:05 --> 00:21:09: could be put on the periphery.

00:21:09 --> 00:21:12: We see good opportunities for retail and restaurants and

00:21:12 --> 00:21:13: business

00:21:13 --> 00:21:16: sectors to get more feats on the streets because of

00:21:16 --> 00:21:17: these things,

00:21:17 --> 00:21:19: I'm going to turn the conversation over now to my

00:21:19 --> 00:21:22: colleague Chad.

00:21:22 --> 00:21:23: He's going to talk a little bit more of those

00:21:23 --> 00:21:23: opportunities and some of the challenges we go forward for

00:21:23 --> 00:21:23: those property types,

00:21:23 --> 00:21:25: Chad.

00:21:25 --> 00:21:25: Yeah, thanks

00:21:25 --> 00:21:29: well it's important to note kind of your your senses

00:21:29 --> 00:21:30: kind of demographic data,

00:21:30 --> 00:21:34: obviously because you know the housing and job growth and

00:21:34 --> 00:21:35: the demand factors.

00:21:35 --> 00:21:37: They all kind of interplay.

00:21:37 --> 00:21:40: So we did a bit of a market analysis system

00:21:40 --> 00:21:44: of the existing inventory and we just want to cite

00:21:44 --> 00:21:45: this is from Costar,

00:21:45 --> 00:21:48: Commercial M L S data source and we were kind of

00:21:48 --> 00:21:52: looking at the three city trade area as community members

00:21:52 --> 00:21:56: have mentioned that they live in Hammond work next door.

00:21:56 --> 00:21:57: Visit family in East Chicago.

00:21:57 --> 00:22:01: Shop in Whiting and back and forth so.

00:22:01 --> 00:22:05: Obviously, as part of the Greater Chicago market and then

00:22:05 --> 00:22:08: the Lake and Porter County region of Northwest Indiana,

00:22:08 --> 00:22:13: we obviously segmented here by the three specific towns

00:22:13 --> 00:22:14: and

00:22:13 --> 00:22:14: so.

00:22:14 --> 00:22:16: Just quit gloss over the numbers.

00:22:16 --> 00:22:21: Just if you were solely look at the vacancy figure

00:22:21 --> 00:22:25: and and hearing from some of our our panel discussions,

00:22:25 --> 00:22:29: it appears that you know demand is outpacing supply in

00:22:29 --> 00:22:34: certain sectors and then some of the existing markets stocks

00:22:34 --> 00:22:36: suffers from functional obsolescence.

00:22:36 --> 00:22:41: So we're not seeing scary high vacancy rates in the

00:22:41 --> 00:22:44: retail sector office sector.

00:22:44 --> 00:22:48: So we understand that in certain areas the retail vacancy

00:22:48 --> 00:22:49: rate is quite low,

00:22:49 --> 00:22:52: so that could indicate you know we may not be

00:22:52 --> 00:22:56: seeing the total picture from this data source if certain

00:22:56 --> 00:23:01: spaces are not necessarily marketed properly in the broader

00:23:01 --> 00:23:04: channels.

00:23:01 --> 00:23:04: But another thing to point out is that in terms

00:23:04 --> 00:23:08: of the data and some of our anecdotal conversations with

00:23:09 --> 00:23:13: some of the investors and players and developers in the

00:23:13 --> 00:23:15: market that obviously getting true comps.

00:23:15 --> 00:23:19: ANAN market data. To support underwriting and prove out

00:23:19 --> 00:23:22: that

00:23:19 --> 00:23:22: the market will tolerate a new build at you know,

00:23:22 --> 00:23:25: rents above X to earn an appropriate yield.

00:23:25 --> 00:23:29: And so my next couple of slides will kind of

00:23:29 --> 00:23:32: touch on the three main Office 3 main products of

00:23:32 --> 00:23:33: office,

00:23:33 --> 00:23:37: retail, and multifamily. And then we can kind of touch

00:23:37 --> 00:23:40: on some of the tactical strategies for each of those

00:23:40 --> 00:23:41: asset classes,

00:23:41 --> 00:23:45: with our main goal of getting feats on the streets.

00:23:45 --> 00:23:48: And filling some of those spaces and creating investments and

00:23:48 --> 00:23:50: jobs in the community.

00:23:50 --> 00:23:54: And we can move on to the next slide here.

00:23:54 --> 00:23:58: So from an office perspective and again bigger picture in terms of,

00:23:59 --> 00:23:59: you know some of the megaregions like the Chicago Downtown

00:23:59 --> 00:24:04: Office sector.

00:24:05 --> 00:24:06: Yeah, it's it's. When looking at our stats again,

00:24:06 --> 00:24:09: we're not seeing a very high and this is real

00:24:09 --> 00:24:13: time data.

00:24:13 --> 00:24:14: We're not seeing a shockingly high office vacancy rate in

00:24:14 --> 00:24:18: Hammond like you would see in other major cities like

00:24:18 --> 00:24:21: New York or even Chicago with with massive soublis vacancies.

00:24:21 --> 00:24:25: So we we see that if Hammond were to be

00:24:25 --> 00:24:28: positioned as a suburban submarket of Greater Chicago,

00:24:28 --> 00:24:32: we see those suburban areas as being well positioned as capturing.

00:24:32 --> 00:24:36: Demand for office users that could be migrating out of

00:24:36 --> 00:24:37: urban dense areas and skyscrapers in Chicago.

00:24:37 --> 00:24:40: That low rise stock walk up or two stories is

00:24:40 --> 00:24:43: pretty well positioned to capture some of that demand,

00:24:43 --> 00:24:47: and then we obviously are familiar with kind of Illinois's

00:24:47 --> 00:24:51: business climate and the competitive advantage to Indiana can offer

00:24:51 --> 00:24:54: from that angle,

00:24:54 --> 00:24:59: so next slide. Yeah so.

00:24:59 --> 00:25:00: Obviously one of the main components,

00:25:00 --> 00:25:07: especially the this, is really where we're going to be

00:25:07 --> 00:25:09: talking.

00:25:09 --> 00:25:13: The goal is to get experiential and kind of dining

00:25:13 --> 00:25:14: and some services based retail.

00:25:14 --> 00:25:17: Obviously the existing stock has great bones and great

00:25:17 --> 00:25:19: character,

00:25:19 --> 00:25:23: but again thinking back to some of the functional

00:25:23 --> 00:25:27: obsolescence

00:25:27 --> 00:25:30: of space is not necessarily being in move in ready

00:25:30 --> 00:25:31: condition.

00:25:31 --> 00:25:33: Whether that could be just dated,

00:25:33 --> 00:25:35: lack of lack of investment,

00:25:35 --> 00:25:39: or an just potentially lack of marketing and exposure to

00:25:39 --> 00:25:40: some of the spaces.

00:25:40 --> 00:25:44: When we when we see where.

00:25:44 --> 00:25:48: Whittings court order quite thriving and we think there's a

00:25:48 --> 00:25:49: lot of interplay.

00:25:49 --> 00:25:52: And how can we recreate some of that along home

00:25:52 --> 00:25:56: and and later in the discussion will touch on some

00:25:56 --> 00:26:00: of our our restaurant row concept and the other concepts

00:26:00 --> 00:26:02: such as shared kitchen incubator space,

00:26:02 --> 00:26:07: next slide. In the final property type that we will

00:26:07 --> 00:26:09: touch on is just the multifamily.

00:26:09 --> 00:26:13: Obviously the job growth an the retail aspect helps draw

00:26:13 --> 00:26:16: in the multi family and so it's really a circular

00:26:16 --> 00:26:19: effect where there where they all enter play off of

00:26:19 --> 00:26:22: each other. But we think it's important to have residents

00:26:22 --> 00:26:23: downtown.

00:26:23 --> 00:26:26: It's not just a daytime nine to five office population,

00:26:26 --> 00:26:29: but folks there other nights and weekends living there

00:26:29 --> 00:26:33: walking

00:26:33 --> 00:26:36: their dogs on the street supporting those local businesses,

00:26:36 --> 00:26:36: but also potentially being being able to walk to work

00:26:36 --> 00:26:36: so.

00:26:36 --> 00:26:40: A couple sites obviously within the spec plan that we've,

00:26:40 --> 00:26:43: you know, think. We'd like to focus on for multifamily

00:26:43 --> 00:26:44: perspective.

00:26:44 --> 00:26:47: Are the bank Calument building as an adaptive reuse play

00:26:47 --> 00:26:50: an or as well as ground up development at JCPenney

00:26:51 --> 00:26:51: site,

00:26:51 --> 00:26:54: so those are obviously from the brand new product to

00:26:54 --> 00:26:56: an adaptive re use,

00:26:56 --> 00:26:58: probably? And really, the Class A price points,

00:26:58 --> 00:27:02: but a different concept and different floor plan layout.

00:27:02 --> 00:27:05: You know, those are the things we like to like

00:27:05 --> 00:27:06: to see move forward,

00:27:06 --> 00:27:13: next slide. And so from a tactical real estate perspective,

00:27:13 --> 00:27:15: we think that you know sometimes businesses,

00:27:15 --> 00:27:19: if they want to be in Hammond and they need

00:27:19 --> 00:27:20: they want to need space,

00:27:20 --> 00:27:23: they're going to go to other submarkets or neighborhoods or

00:27:23 --> 00:27:25: little corridors rather than downtown.

00:27:25 --> 00:27:29: Maybe that's a perception that this space is not move

00:27:29 --> 00:27:32: in ready or it would be prohibitive to make it

00:27:32 --> 00:27:35: move in ready and so later touch on some of

00:27:35 --> 00:27:39: the financial tools in our financial toolbox as well as

00:27:39 --> 00:27:42: City resources that can kind of help bridge that gap.

00:27:42 --> 00:27:45: Whether that is for you know,

00:27:45 --> 00:27:48: financing tools to help get spaces in a make ready

00:27:49 --> 00:27:49: condition.

00:27:49 --> 00:27:53: Kind of bridging that capital specially for legacy buildings that

00:27:53 --> 00:27:58: need significant maybe code related and life safety and mechanical

00:27:58 --> 00:27:58: work.

00:27:58 --> 00:28:01: And we want to think about it from a landlord

00:28:01 --> 00:28:06: perspective of the investors and developers that are in the

00:28:06 --> 00:28:08: community as well as occupiers.

00:28:08 --> 00:28:13: Whether those are local businesses or maybe larger employers that

00:28:13 --> 00:28:15: are coming into the market from.

00:28:15 --> 00:28:18: Outside and kind of what they perceive of of

00:28:19 --> 00:28:22: the market of the available inventory and how do they

00:28:22 --> 00:28:23: get it from?

00:28:23 --> 00:28:26: You know, vacant space with maybe no leasing or no

00:28:27 --> 00:28:30: availability sign in the front window to a finished product

00:28:30 --> 00:28:31: with renderings,

00:28:31 --> 00:28:33: floor plans, and certificate of occupancy.

00:28:33 --> 00:28:40: Next slide. And I'll wrap up that you know,

00:28:40 --> 00:28:43: we obviously want to have outreach to whether that's the

00:28:43 --> 00:28:46: real estate brokers marketing this space that are active in

00:28:46 --> 00:28:49: this community as well as developers that are already engaged

00:28:49 --> 00:28:51: with the city that are already.

00:28:51 --> 00:28:54: You know, some of the members of this panel.

00:28:54 --> 00:28:56: These folks, are they only.

00:28:56 --> 00:28:59: They obviously have have shared with us their concerns and

00:28:59 --> 00:29:01: their perspectives on things,

00:29:01 --> 00:29:04: and so we want to listen to them and see

00:29:04 --> 00:29:07: what maybe is a hang up or a delay impacting

00:29:07 --> 00:29:09: them from moving forward.

00:29:09 --> 00:29:12: As well as when we talk about talk about the

00:29:12 --> 00:29:15: occupiers we have again we will discuss this further,

00:29:15 --> 00:29:18: but we have some specific like playbooks for how to

00:29:18 --> 00:29:21: get let's make some spec office space in a make

00:29:22 --> 00:29:23: ready moving condition.

00:29:23 --> 00:29:27: Let's get some retail space again we're not talking huge

00:29:27 --> 00:29:30: numbers but a couple of 1000 square foot units that

00:29:30 --> 00:29:33: could be in a vanilla box condition that could be

00:29:33 --> 00:29:37: move in ready within a 30 to 90 day period.

00:29:39 --> 00:29:42: Great, so this is our overhead view of the home

00:29:42 --> 00:29:43: and corridor,

00:29:43 --> 00:29:47: so we did want to kind of touch on that.

00:29:47 --> 00:29:49: We're going to highlight a handful buildings,

00:29:49 --> 00:29:53: which we think will serve as a catalyst for jumpstarting

00:29:53 --> 00:29:56: activity and development and investment along this corridor.

00:29:56 --> 00:29:59: Couple of these we've highlighted.

00:29:59 --> 00:30:03: Obviously, complementing the spec plan in the urban design plan,

00:30:03 --> 00:30:07: and then we're kind of expanding on those and really

00:30:07 --> 00:30:10: kind of dialing in on some of the ideal targeted

00:30:10 --> 00:30:13: uses for these areas to activate them.

00:30:13 --> 00:30:17: So number one obviously along home in Street is our

00:30:17 --> 00:30:22: restaurant incubator and community catering and events kitchen.

00:30:22 --> 00:30:26: One of the plans with that site we can get

00:30:26 --> 00:30:27: it.

00:30:27 --> 00:30:31: Yeah, there we go. You know again from a tactical,

00:30:31 --> 00:30:34: an execution standpoint. We think that if again,

00:30:34 --> 00:30:37: we're not exactly sure if that will be city funds

00:30:37 --> 00:30:41: or otherwise that could be used to maybe make some

00:30:41 --> 00:30:45: of that space into a make ready condition with black

00:30:45 --> 00:30:49: iron mechanical upgrades to have a food incubator space that

00:30:49 --> 00:30:53: can help emerging chefs and restaurant towards get into.

00:30:53 --> 00:30:56: The box with lower initial capital outlays and let them

00:30:56 --> 00:31:00: focus on running their business and Andrew and serving food

00:31:00 --> 00:31:02: and that sort of thing.

00:31:02 --> 00:31:05: We also have the adjacent Arts Alley,

00:31:05 --> 00:31:10: which will be an important linkage between the downtown performance

00:31:10 --> 00:31:10: venue.

00:31:10 --> 00:31:14: And that it's important that performance venues is a different

00:31:14 --> 00:31:17: product than what we have at the great existing product

00:31:17 --> 00:31:18: out of Wolf Lake.

00:31:18 --> 00:31:20: This is could be a year round venue,

00:31:20 --> 00:31:25: but also have an indoor outdoor component to really draw

00:31:25 --> 00:31:25: in.

00:31:25 --> 00:31:27: Smaller crowds and what we would see.

00:31:27 --> 00:31:30: It will Flake 1 to 3000 folks here,

00:31:30 --> 00:31:31: but important for the programming.

00:31:31 --> 00:31:35: And we'll talk about the Community programming and events



angle

00:31:35 --> 00:31:37: as well as the art angle in other parts of

00:31:37 --> 00:31:39: the discussions of next slide.

00:31:42 --> 00:31:45: Downtown performance venue again kind of touched on that,

00:31:45 --> 00:31:48: but just a few ideas here to Spark Spark.

00:31:48 --> 00:31:51: The idea of what we envision that to be as

00:31:51 --> 00:31:53: a community space.

00:31:53 --> 00:31:59: Next slide. Restaurant incubator again kind of kind of touched

00:31:59 --> 00:32:04: on that already with again some of the the goal

00:32:04 --> 00:32:10: here is to leverage some of Hammond's existing cultural dining

00:32:10 --> 00:32:13: dining features. Whether that's Latina food,

00:32:13 --> 00:32:17: Polish, food, Jamaican, whatever, we have a lot of existing.

00:32:17 --> 00:32:21: There's an existing base in Sin City already and we'd

00:32:21 --> 00:32:25: like to leverage that as well as bring in new

00:32:25 --> 00:32:26: groups,

00:32:26 --> 00:32:30: which again, something we've heard that groups have a.

00:32:30 --> 00:32:34: Capital Hurdle to get up and running in restaurant space

00:32:34 --> 00:32:37: and so having something in a more of a movement

00:32:37 --> 00:32:41: ready condition with some of the initial investment taking care

00:32:41 --> 00:32:44: of can help expedite that next time.

00:32:47 --> 00:32:52: The bank calument building. We touched on this earlier with

00:32:52 --> 00:32:53: our.

00:32:53 --> 00:32:57: With our multifamily strategy, this again would be an adaptive

00:32:57 --> 00:32:58: reuse play.

00:32:58 --> 00:33:01: It's got great. Existing bones obviously needs a lot of

00:33:01 --> 00:33:02: capital,

00:33:02 --> 00:33:05: but in a 60 to 75 unit base,

00:33:05 --> 00:33:09: we think that this is targeted towards a urban millennial

00:33:09 --> 00:33:12: type tenant base of studio to two bedrooms,

00:33:12 --> 00:33:17: and obviously we'd like to activate that ground floor retail

00:33:17 --> 00:33:20: playing back into that as a it's really a marquee

00:33:20 --> 00:33:23: potential restaurant and dining.

00:33:23 --> 00:33:26: Event venue there as well as art space or some

00:33:26 --> 00:33:30: type of retail marquee space in that as well.

00:33:30 --> 00:33:35: Next slide. In the Indiana building,

00:33:35 --> 00:33:37: again from a tactical perspective,

00:33:37 --> 00:33:40: we think this could be quickly brought to market and

00:33:40 --> 00:33:44: the upper floors would be great for that office use,

00:33:44 --> 00:33:48: but the downstairs activating that street level and bring in

00:33:48 --> 00:33:52: folks with something like a quick service retail this guy

00:33:52 --> 00:33:55: pretty high volume as well as a coffee type venue

00:33:55 --> 00:33:59: to really serve as a community anchor there.

00:33:59 --> 00:34:04: Next slide. Any hotel the South?

00:34:04 --> 00:34:08: This is one of the buildings that we'd like to

00:34:08 --> 00:34:09: partner with.

00:34:09 --> 00:34:13: One of our large community office occupiers such as the

00:34:13 --> 00:34:14: hospital or Purdue.

00:34:14 --> 00:34:18: Again probably having some ground floor retail or community

00:34:18 --> 00:34:20: amenities on that first floor,

00:34:20 --> 00:34:24: but you know an emerging thing again with Covid is

00:34:24 --> 00:34:26: this trend of travel nurses.

00:34:26 --> 00:34:31: Some of these these? These folks move around and they

00:34:31 --> 00:34:33: may be in a community for.

00:34:33 --> 00:34:35: Three to six months, but they need.

00:34:35 --> 00:34:39: They don't need hotel housing or air BNB housing,

00:34:39 --> 00:34:42: but they like something in a studio or micro housing

00:34:42 --> 00:34:43: component.

00:34:43 --> 00:34:45: Even just you were looking at financing strategy,

00:34:45 --> 00:34:49: having the hospital or produce produce some type of a

00:34:49 --> 00:34:53: master lease for a quarter or a half of that

00:34:53 --> 00:34:56: building to plug in 20 to 50 of their residents

00:34:56 --> 00:34:59: and give some income guarantees to that developer to do

00:34:59 --> 00:35:00: financing.

00:35:00 --> 00:35:03: We think that's a great strategy for getting.

00:35:03 --> 00:35:09: Some folks living, living or working in that downtown area.

00:35:09 --> 00:35:14: Next slide. And the home and home and building a

00:35:14 --> 00:35:20: pin code billing again great great bones for office.

00:35:20 --> 00:35:24: Again, this is something we just feel it needs.

00:35:24 --> 00:35:28: Needs the marketing exposure and again targeting small

00:35:28 --> 00:35:28: businesses for

00:35:28 --> 00:35:28: that.

00:35:28 --> 00:35:33: For those professional jobs in the upper floors as well

00:35:33 --> 00:35:36: as ground floor retail activation.

00:35:36 --> 00:35:39: Next well, he's alright now,

00:35:39 --> 00:35:41: thanks and I'll hand this off to my

00:35:41 --> 00:35:43: next speaker. OK, thanks a lot,

00:35:43 --> 00:35:48: Chad. We talked earlier about how Covid's accelerated

00:35:48 --> 00:35:52: trends and

00:35:52 --> 00:35:56: change thinking in real estate and the importance of tailoring

00:35:56 --> 00:36:00: our physical space to maximize the experience.

00:36:00 --> 00:36:05: In the master plan. Mayor Tom McDermott is quoted as

00:36:05 --> 00:36:05: calling for Townsquare Experience with retail,

00:36:05 --> 00:36:10: public spaces and restaurants. The mayor's right.

00:36:10 --> 00:36:14: The plan needs a town square big enough to accommodate

00:36:14 --> 00:36:16: creative placemaking.

00:36:16 --> 00:36:19: The best place for this to happen is at the

00:36:20 --> 00:36:23: northwest corner of Holman and Rimbach.

00:36:23 --> 00:36:28: The proposed residential project. In that space needs to be

00:36:28 --> 00:36:32: pulled back to the West from home and by about

00:36:32 --> 00:36:36: 80 feet from Rimbach to Sibley to create a large

00:36:36 --> 00:36:40: town square. That will include the Dome and provide room

00:36:40 --> 00:36:43: for all sorts of outdoor events including ice skating,

00:36:43 --> 00:36:45: Kitty soccer games, farmers markets,

00:36:45 --> 00:36:48: band and orchestra concerts, beatlefest car shows,

00:36:48 --> 00:36:51: dog shows and antique marks.

00:36:51 --> 00:36:54: Motorists driving by need to see the park,

00:36:54 --> 00:36:58: see the experiences and make a mental note to return.

00:37:00 --> 00:37:04: The impacted residential development can be slid West over

00:37:04 --> 00:37:05: the

00:37:05 --> 00:37:10: surface parking,

00:37:10 --> 00:37:11: creating one level of covered parking with the apartments on

00:37:11 --> 00:37:15: top.

00:37:15 --> 00:37:16: You would with that strategy you would not lose any

00:37:16 --> 00:37:19: apartment units.

00:37:19 --> 00:37:22: If you wanna go nuts.

00:37:22 --> 00:37:26: Consider terminating rimbach before the Dome.

00:37:26 --> 00:37:29: That will increase the size of the town square.

00:37:29 --> 00:37:31: Keep the Dome where it is and simplify the intersection

00:37:31 --> 00:37:35: of home and Rambachan Fayette.

00:37:35 --> 00:37:39: It's not necessary, it's just a thought.

00:37:39 --> 00:37:44: With Covid we have rediscovered the fun of outdoor dining.

00:37:44 --> 00:37:45: Such a feature is now a requirement for any serious

00:37:45 --> 00:37:49: restaurant.

00:37:49 --> 00:37:52: The plan is, it now sits calls for 1/5 foot

00:37:52 --> 00:37:55: wide sidewalk on one side of Holman and 1/8 foot

00:37:55 --> 00:37:58: sidewalk on the other side.

00:37:58 --> 00:38:01: A total of 13 feet.

00:38:01 --> 00:38:05: These widths are non starters.

00:38:05 --> 00:38:08: The rule of thumb is that a modern sidewalk with

00:38:08 --> 00:38:12: ground floor retail needs to be wide enough for two

00:38:12 --> 00:38:15: double strollers to comfortably pass each other.

00:38:15 --> 00:38:18: That comes to about 10 feet.

00:38:18 --> 00:38:22: To attract a restaurant, you need to add a minimum

00:38:22 --> 00:38:25: of 10 feet of depth for outdoor cables and circulation.

00:38:22 --> 00:38:25: A total of 20 feet on each side,  
00:38:25 --> 00:38:29: 40 feet overall. We have 13 feet.  
00:38:29 --> 00:38:32: So how do we make this work?  
00:38:32 --> 00:38:35: Take the diagonal parking out of the middle of the  
00:38:35 --> 00:38:35: street.  
00:38:35 --> 00:38:41: Gives us 18 feet. Requiring restaurants to recess their  
storefronts  
00:38:41 --> 00:38:43: 5 feet back from the front facade.  
00:38:43 --> 00:38:47: Gives us 10 more feet for a total of 41  
00:38:47 --> 00:38:48: feet.  
00:38:48 --> 00:38:50: Voila. Trees,  
00:38:50 --> 00:38:54: flowerbeds and public benches can be squeezed in.  
00:38:54 --> 00:38:57: If you want a good visual of this next slide.  
00:39:01 --> 00:39:05: Take a look at Main St in Greenville,  
00:39:05 --> 00:39:08: SC. On the left is the before and on the  
00:39:08 --> 00:39:09: right.  
00:39:09 --> 00:39:14: Is the after. A big difference.  
00:39:14 --> 00:39:17: The shared parking described in the master plan Conforma  
can  
00:39:17 --> 00:39:20: inform us if the last parking spaces from the middle  
00:39:20 --> 00:39:23: of Homan Ave need to be replaced behind the buildings  
00:39:23 --> 00:39:26: on both sides of Homan Ave.  
00:39:26 --> 00:39:29: With these plan changes, the focal point of downtown  
becomes  
00:39:29 --> 00:39:29: home.  
00:39:29 --> 00:39:33: In between Sibley and Fayette and creates the right  
environment  
00:39:34 --> 00:39:37: for a restaurant row on the East side of home  
00:39:37 --> 00:39:39: and that may grow South along home and.  
00:39:39 --> 00:39:41: Now like to pass the mic onto the CIA.  
00:39:41 --> 00:39:44: Who's going to talk about how you get organized to  
00:39:44 --> 00:39:44: do all this?  
00:39:46 --> 00:39:48: Thank you everyone for having us.  
00:39:48 --> 00:39:51: Thank you Chris and thank you all to all of  
00:39:51 --> 00:39:52: our colleagues.  
00:39:52 --> 00:39:56: If your head's not spinning.  
00:39:56 --> 00:39:59: To understand what we need to do and how to  
00:39:59 --> 00:39:59: get there.  
00:39:59 --> 00:40:02: That's what I really want to talk to you about  
00:40:03 --> 00:40:03: today.  
00:40:03 --> 00:40:06: I'd like to introduce a framework that we've thought about  
00:40:07 --> 00:40:08: on what you might do,  
00:40:08 --> 00:40:10: how you might go about this.

00:40:10 --> 00:40:13: When you'll I leaves this afternoon.

00:40:15 --> 00:40:21: To start with. Downtown Hammond has so much going on.

00:40:21 --> 00:40:24: I was there in September and took a drive through

00:40:24 --> 00:40:29: and was impressed by the incredible buildings that are there

00:40:29 --> 00:40:33: and then later found out that the city of Hammond

00:40:33 --> 00:40:38: actually owned them. What an asset that is great bones,

00:40:38 --> 00:40:41: beautiful buildings, grid pattern, walkability.

00:40:41 --> 00:40:46: All those things that Juanita talked about earlier to make

00:40:47 --> 00:40:49: for just great places.

00:40:49 --> 00:40:54: The community has invested in a master plan and has

00:40:54 --> 00:40:57: a road map for the future.

00:40:57 --> 00:41:00: There is a commitment to fund a downtown train station

00:41:00 --> 00:41:02: at the local level.

00:41:02 --> 00:41:05: And as we talked to staff and stakeholders,

00:41:05 --> 00:41:10: we learned that there is an incredibly dedicated city

00:41:10 --> 00:41:14: leadership

00:41:14 --> 00:41:17: and organization that's behind and ready to go on downtown.

00:41:17 --> 00:41:21: And you also have incredible anchors.

00:41:21 --> 00:41:22: You've got a hospital, you've got a brewery and not

00:41:22 --> 00:41:26: on this list.

00:41:26 --> 00:41:27: You have a supermarket which for a downtown is an

00:41:27 --> 00:41:31: incredible asset,

00:41:31 --> 00:41:33: and so you have all of these incredible assets.

00:41:33 --> 00:41:36: And the question is now,

00:41:36 --> 00:41:43: how do you leverage for them?

00:41:43 --> 00:41:48: Next slide, please. So our recommendation here is to ensure

00:41:48 --> 00:41:53: that you have a laser focus on downtown.

00:41:53 --> 00:41:54: And what will that require that will require the city

00:41:54 --> 00:42:00: to dedicate?

00:42:00 --> 00:42:01: Internal resources to implement all of these

00:42:01 --> 00:42:06: recommendations that you're

00:42:06 --> 00:42:10: hearing today.

00:42:10 --> 00:42:16: You will need a discipline to avoid diversions.

00:42:16 --> 00:42:21: Of very important local government activities.

00:42:21 --> 00:42:22: I know from practice that there are stormwater issues that

00:42:22 --> 00:42:28: water pipes break that there are permitting concerns there

00:42:28 --> 00:42:33: snow

00:42:33 --> 00:42:37: to be plowed.

00:42:37 --> 00:42:42: This initiative for downtown Hammond has to have an ability

00:42:42 --> 00:42:44: to move forward without getting wrapped up into those really

00:42:44 --> 00:42:46: important day-to-day city operations.

00:42:46 --> 00:42:48: And then most importantly. You need the determination to

00:42:48 --> 00:42:50: wake

00:42:42 --> 00:42:45: up every morning and say how do we get to  
00:42:46 --> 00:42:46: wow now?

00:42:46 --> 00:42:52: Next slide, please. So what we're offering as a framework  
00:42:53 --> 00:42:58: is a Department of downtown Hammond while now.  
00:42:58 --> 00:43:02: You know best how to organize for this and So  
00:43:02 --> 00:43:07: what we offer today are the ingredients that we believe  
00:43:07 --> 00:43:10: are important moving forward.  
00:43:10 --> 00:43:14: We believe a unit, a Department of.  
00:43:14 --> 00:43:19: Downtown. Staff who are working on while now need to  
00:43:19 --> 00:43:20: be downtown.  
00:43:20 --> 00:43:24: They need to be able to experience it everyday.  
00:43:24 --> 00:43:26: They need to work there.  
00:43:26 --> 00:43:29: They need to understand what the tenants need.  
00:43:29 --> 00:43:31: They need to see improvements.  
00:43:31 --> 00:43:35: They need to have the ears on the ears in  
00:43:35 --> 00:43:38: downtown and feet on the street themselves.  
00:43:40 --> 00:43:45: The organization needs to be led by an executive level  
00:43:45 --> 00:43:51: director and you have incredible staff in the organization.  
00:43:51 --> 00:43:55: But there are three key pieces that we believe are  
00:43:55 --> 00:43:56: important to implement.  
00:43:56 --> 00:44:00: The recommendations that you're hearing.  
00:44:00 --> 00:44:03: We believe there is an activation team of one to  
00:44:04 --> 00:44:08: two people that are dedicated to sparking the energy  
engaging  
00:44:08 --> 00:44:11: community and putting feats on streets.  
00:44:11 --> 00:44:15: We believe there is a real estate team determined to  
00:44:15 --> 00:44:20: unlock buildings and fill the open storefronts and feeds on  
00:44:20 --> 00:44:21: streets.  
00:44:21 --> 00:44:24: And then there is a group that's responsible for the  
00:44:24 --> 00:44:27: public realm that's disciplined to create.  
00:44:27 --> 00:44:31: To ensure that downtown Hammond is the creative place that  
00:44:31 --> 00:44:33: we need to talked about earlier,  
00:44:33 --> 00:44:37: and that it's clean and that it's safe.  
00:44:37 --> 00:44:39: And it's feats on streets.  
00:44:39 --> 00:44:43: So a little bit about each of these moving forward.  
00:44:43 --> 00:44:50: Next slide please. Chris talked about experience,  
00:44:50 --> 00:44:55: experience, experience and there is a need to think big  
00:44:55 --> 00:44:59: and be bold about the kinds of activities that you  
00:44:59 --> 00:45:02: can bring to downtown Hammond.  
00:45:02 --> 00:45:07: But someone needs to be dedicated to programming the  
events  
00:45:07 --> 00:45:11: such as we've talked about food Festival's Winter,  
00:45:11 --> 00:45:13: Wonderland's Parade of food, trucks,

00:45:13 --> 00:45:18: holiday lights. Concerts at the local stage.

00:45:18 --> 00:45:23: Someone needs to be dedicated to extolling the cultural diversity

00:45:23 --> 00:45:24: of Hammond.

00:45:24 --> 00:45:29: Anne also of northern Indiana that we heard diversity of

00:45:29 --> 00:45:33: students in at the Purdue campus that can be done

00:45:33 --> 00:45:35: through parades,

00:45:35 --> 00:45:41: ethnic days, dance festivals. We heard more than once bring

00:45:41 --> 00:45:44: back The Beatles Festival.

00:45:44 --> 00:45:47: His group would be responsible for branding and advertising,

00:45:47 --> 00:45:51: but their key role would be to fill the calendar

00:45:51 --> 00:45:52: for morning,

00:45:52 --> 00:45:54: noon and night. Winter Spring,

00:45:54 --> 00:45:59: summer and fall. And what we say to you is

00:45:59 --> 00:46:00: think big,

00:46:00 --> 00:46:05: be bold. The next group next slide,

00:46:05 --> 00:46:09: please would be a group that would focus on the

00:46:09 --> 00:46:12: activities that Chad talked about.

00:46:12 --> 00:46:16: The activities that Walt talked about.

00:46:16 --> 00:46:20: And this is the group that would be responsible for

00:46:20 --> 00:46:26: exciting brokers and developers about downtown meeting building those relationships.

00:46:26 --> 00:46:30: These folks would be experts and become experts in rear

00:46:30 --> 00:46:31: in the retail sector.

00:46:31 --> 00:46:35: But most importantly in the food sector which we talked

00:46:36 --> 00:46:37: about earlier,

00:46:37 --> 00:46:41: they would understand space needs financing the market.

00:46:41 --> 00:46:45: They'd also understand the residential market too.

00:46:45 --> 00:46:50: Propel the multifamily recommendations that are in the plan.

00:46:50 --> 00:46:54: These folks are the starters and the closers to bring

00:46:54 --> 00:46:58: downtown users to fill the space in the buildings.

00:46:58 --> 00:47:04: They are also responsible for building relationships with partners such

00:47:04 --> 00:47:07: as Purdue in the hospital and.

00:47:07 --> 00:47:10: They are knowledgeable of incentives,

00:47:10 --> 00:47:15: regulations, build out times so they can speak with comfort

00:47:15 --> 00:47:21: to potential interested parties to brokers and anyone else who

00:47:21 --> 00:47:25: is being enticed to come downtown.

00:47:25 --> 00:47:30: Most importantly, this group needs to act proactively to seek

00:47:30 --> 00:47:34: out those opportunities to make downtown Wow.

00:47:34 --> 00:47:40: Next slide, please. The last group is the group that's

00:47:40 --> 00:47:43: responsible for the public realm.

00:47:43 --> 00:47:47: And important to say is that these groups don't work alone.

00:47:47 --> 00:47:47: They work across and they work with the organization itself.

00:47:47 --> 00:47:51: So a public Realm group responsible for making downtown a creative place is also working with the activation team.

00:47:51 --> 00:47:55: But the public Realm team is responsible for making downtown

00:47:55 --> 00:47:59: look good.

00:47:59 --> 00:48:06: We also heard in our interviews with stakeholders about homelessness.

00:48:06 --> 00:48:07: And perceptions of safety. Homelessness is a very challenging topic.

00:48:07 --> 00:48:12: It is an evolving topic and many communities are looking for ways to address homelessness.

00:48:12 --> 00:48:17: And what we offered to you is that in our upcoming report,

00:48:17 --> 00:48:22: we will offer to you some of those recommendations and strategies that have been addressed successfully by other downtowns to

00:48:22 --> 00:48:23: address homelessness.

00:48:23 --> 00:48:26: To Juanita's point, this has to be the creative place.

00:48:26 --> 00:48:29: This is where the arts are abounding.

00:48:29 --> 00:48:31: We're making sure in this group that design standards are adhered to,

00:48:31 --> 00:48:35: so when buildings go up,

00:48:35 --> 00:48:41: there is a recognition that they are meeting the design standards.

00:48:41 --> 00:48:42: Don't be afraid to ask and require that the design standards are top notch and making your downtown that creative

00:48:42 --> 00:48:46: place.

00:48:46 --> 00:48:49: And it's the place people want to be in.

00:48:49 --> 00:48:53: Folks in this group are designing and developing the experience

00:48:53 --> 00:48:53: on the ground there responsible for the physical parts of what is the street furniture look like?

00:48:53 --> 00:48:55: How do the trails connect where the sidewalks go?

00:48:55 --> 00:48:59: What are the building facades look like?

00:48:59 --> 00:49:00: It's about the experience of downtown.

00:49:00 --> 00:49:03: But they want to make downtown Hammond the place where people say I want to be downtown.

00:49:03 --> 00:49:08: Next slide, please. So the Hammond,

00:49:08 --> 00:49:08: while now team really needs to have the passion for



00:49:47 --> 00:49:48: downtown.

00:49:48 --> 00:49:52: It's a group of folks who experienced and moving,

00:49:52 --> 00:49:55: moving many met managing many moving parts.

00:49:55 --> 00:49:59: They're entrepreneurial, they're seeking out new deals,

00:49:59 --> 00:50:03: funding opportunities. They have the ear of key leadership and

00:50:03 --> 00:50:07: so they have the ability to move across the organization.

00:50:07 --> 00:50:12: Asking for the public works to provide maintenance of traffic

00:50:12 --> 00:50:15: during parades and during special events,

00:50:15 --> 00:50:21: making sure that permits are getting processed and that applications

00:50:21 --> 00:50:22: are moving through.

00:50:22 --> 00:50:25: They are respected in the community.

00:50:25 --> 00:50:29: They have unwavering ethical standards and their trusted for the

00:50:29 --> 00:50:31: reputation to get things done.

00:50:31 --> 00:50:35: And their reputation, their relationship builders.

00:50:35 --> 00:50:39: They know the power of partnerships.

00:50:39 --> 00:50:42: And you have those. You have those ingredients in place.

00:50:42 --> 00:50:47: How you structure them. Is certainly up to you.

00:50:47 --> 00:50:49: You know your organization the best,

00:50:49 --> 00:50:53: but on partnerships and to speak on partnerships and then

00:50:53 --> 00:50:55: the financing tools,

00:50:55 --> 00:50:58: I am now going to turn it over to my

00:50:58 --> 00:51:03: colleague Tom Murphy to take us to the next piece,

00:51:03 --> 00:51:03: Tom.

00:51:04 --> 00:51:07: Good afternoon, I'm I'm delighted to be here and I've

00:51:07 --> 00:51:10: had an opportunity to visit him and before and so

00:51:10 --> 00:51:13: I know both your challenges and opportunities.

00:51:13 --> 00:51:16: And as the mayor, former mayor of a city that

00:51:16 --> 00:51:18: lost half of his population,

00:51:18 --> 00:51:22: I appreciate how difficult it is to get interest in

00:51:22 --> 00:51:23: a week and a weak market.

00:51:23 --> 00:51:26: And clearly with the vacant buildings in downtown Hammond,

00:51:26 --> 00:51:30: you have your challenges, but you also have your opportunities

00:51:30 --> 00:51:33: and I and I want to talk about two things,

00:51:33 --> 00:51:37: really, partnerships. In in your financial toolbox and in my

00:51:37 --> 00:51:38: view,

00:51:38 --> 00:51:41: in in a you know ID ideal world.

00:51:41 --> 00:51:44: There's no need for public money in deals.

00:51:44 --> 00:51:47: Been a weak market. It's not an ideal world and

00:51:47 --> 00:51:51: so you need to engage in providing financing to make

00:51:51 --> 00:51:52: things happen.  
00:51:52 --> 00:51:54: And you do that in good partnerships.  
00:51:54 --> 00:51:56: All that we've talked about,  
00:51:56 --> 00:52:00: all my colleagues have talked about are really about  
partnerships  
00:52:00 --> 00:52:01: of people,  
00:52:01 --> 00:52:03: other people, developers and investors,  
00:52:03 --> 00:52:05: and retail doing something. And you're.  
00:52:05 --> 00:52:08: Your job is really to incentivize him to share the  
00:52:08 --> 00:52:09: risk with him,  
00:52:09 --> 00:52:12: and going into a market that nobody knows whether it's  
00:52:12 --> 00:52:14: going to work or not.  
00:52:14 --> 00:52:16: So let's talk about those partnerships.  
00:52:16 --> 00:52:18: Go ahead first. Is the housing and you were already  
00:52:18 --> 00:52:20: have begun one discussion,  
00:52:20 --> 00:52:23: and maybe that deal is going to happen and you've  
00:52:23 --> 00:52:26: used tax increment financing as you're primarily as your way  
00:52:26 --> 00:52:29: to finance it in financial institution is going to be  
00:52:29 --> 00:52:32: part of that, and I think that's a great start  
00:52:32 --> 00:52:35: and you're going to be complemented with that and and  
00:52:35 --> 00:52:37: and you're gonna see throughout these slides.  
00:52:37 --> 00:52:42: Proactive because it. Is really important that you know what  
00:52:42 --> 00:52:45: you want both in the quality of the architecture and  
00:52:45 --> 00:52:48: the design so that so you don't fall into a  
00:52:48 --> 00:52:52: trap of taking the lowest common denominator your it'll do  
00:52:52 --> 00:52:56: attitude will kill the opportunity to really build on the  
00:52:56 --> 00:52:59: quality of what is in him and already and so  
00:52:59 --> 00:53:02: so how you build those in those partnerships and and  
00:53:02 --> 00:53:05: the level of public support to fill the gap is  
00:53:05 --> 00:53:09: important for you to understand the market and what that  
00:53:09 --> 00:53:13: means. The other is a homeownership is we think that's  
00:53:13 --> 00:53:17: important to get started and I we in Pittsburgh used  
00:53:17 --> 00:53:19: an and weak markets.  
00:53:19 --> 00:53:23: A deferred second mortgage as much as 50 or \$60,000.  
00:53:23 --> 00:53:27: So if you were going to a house cost 120,000,  
00:53:27 --> 00:53:31: you could buy the house and right off of home  
00:53:31 --> 00:53:35: and street in downtown Hammond for \$60,000 with the bank  
00:53:35 --> 00:53:38: and the partners with the bank.  
00:53:38 --> 00:53:40: And so we built around that.  
00:53:40 --> 00:53:43: A second mortgage where if we were betting on the  
00:53:43 --> 00:53:45: future if the values increase,  
00:53:45 --> 00:53:46: we would split the increase.

00:53:46 --> 00:53:49: So in the report will talk a little bit about  
00:53:49 --> 00:53:52: that section mortgage because it's again you trying to get  
00:53:52 --> 00:53:52: people,  
00:53:52 --> 00:53:55: particularly young people who don't see Hammond as a  
place  
00:53:55 --> 00:53:57: they would want to live.  
00:53:57 --> 00:53:59: Right now you trying to get them to think about  
00:54:00 --> 00:54:02: wanting to come there and how do you buy them  
00:54:02 --> 00:54:03: into that market?  
00:54:03 --> 00:54:06: You buy them in by saying you can get a  
00:54:06 --> 00:54:07: buy a house,  
00:54:07 --> 00:54:10: a brand new house here for \$70,000 where it would  
00:54:10 --> 00:54:12: cost me 3 or 400,000.  
00:54:12 --> 00:54:17: To live in Chicago, go ahead under retail.  
00:54:17 --> 00:54:20: We think you need to partner with brokers first and  
00:54:20 --> 00:54:20: foremost.  
00:54:20 --> 00:54:22: They need to see this plan.  
00:54:22 --> 00:54:26: You need to park as part partner with financial institutions.  
00:54:26 --> 00:54:29: One of the things I learned of you know there's  
00:54:30 --> 00:54:32: a lot of not a lot of brave people in  
00:54:33 --> 00:54:36: town but but if people see that they can be  
00:54:36 --> 00:54:38: part of a bigger picture,  
00:54:38 --> 00:54:41: then they might want to participate and so you need  
00:54:41 --> 00:54:44: to begin to sell your your dream of how you  
00:54:44 --> 00:54:46: might participate in build on that.  
00:54:46 --> 00:54:48: You already maybe have an opportunity.  
00:54:48 --> 00:54:50: To create a regional restaurant,  
00:54:50 --> 00:54:52: draw with the Eat restaurant.  
00:54:52 --> 00:54:55: How do you get that open as we come to  
00:54:55 --> 00:54:58: the tail end of all the regulations about restaurants,  
00:54:58 --> 00:55:00: how do you activate the streets?  
00:55:00 --> 00:55:03: How do you buy people in again?  
00:55:03 --> 00:55:06: And This is why financing is so important in proactively  
00:55:06 --> 00:55:08: think about what you want,  
00:55:08 --> 00:55:11: you know. Regional restaurants. We're not talking about  
international or  
00:55:11 --> 00:55:12: national change,  
00:55:12 --> 00:55:15: but regional restaurants that go to them at knock on  
00:55:16 --> 00:55:16: their door.  
00:55:16 --> 00:55:19: Say what does it take for us to get you  
00:55:19 --> 00:55:21: to think about investing?  
00:55:21 --> 00:55:23: It opened in a restaurant in Anna,

00:55:23 --> 00:55:25: Anna, Anna Anna Anna, downtown Hammond.  
 00:55:25 --> 00:55:27: And what does that take?  
 00:55:27 --> 00:55:29: And how do you make that deal?  
 00:55:29 --> 00:55:33: Go ahead. So the other is jobs,  
 00:55:33 --> 00:55:35: how do you fill the buildings?  
 00:55:35 --> 00:55:38: And you need to think about creating jobs.  
 00:55:38 --> 00:55:41: And for me the low hanging fruit is Purdue University  
 00:55:41 --> 00:55:44: in the hospital of how do you begin to discussion  
 00:55:44 --> 00:55:48: with them of having the hospital thinking about or private  
 00:55:48 --> 00:55:51: developer ability in offices and have doctors offices?  
 00:55:51 --> 00:55:54: Or maybe some specialty operations of the hospital?  
 00:55:54 --> 00:55:57: We heard from a representative from Purdue that there were  
 00:55:57 --> 00:56:01: some interesting maybe partnering in doing some things in  
 downtown  
 00:56:01 --> 00:56:02: Hammond.  
 00:56:02 --> 00:56:04: If you look at Greenville again,  
 00:56:04 --> 00:56:05: Clemson University, 40 miles away,  
 00:56:05 --> 00:56:07: opened up some programs in in,  
 00:56:07 --> 00:56:10: in, occupied and built a very beautiful little campus in  
 00:56:10 --> 00:56:14: downtown Greenville so there's opportunities to build those  
 partnerships again.  
 00:56:14 --> 00:56:16: You need to be proactive.  
 00:56:16 --> 00:56:19: You need to go after them in a very aggressive  
 00:56:20 --> 00:56:20: kind of way,  
 00:56:20 --> 00:56:22: so there are the low hanging,  
 00:56:22 --> 00:56:26: the other low hanging fruit is the city itself.  
 00:56:26 --> 00:56:29: I know you had a discussion in the past about  
 00:56:29 --> 00:56:30: moving City Hall downtown,  
 00:56:30 --> 00:56:34: and we think that. Conversation needs the needs to start  
 00:56:34 --> 00:56:38: again because that would be an important statement about  
 investing  
 00:56:38 --> 00:56:39: in a downtown.  
 00:56:39 --> 00:56:41: And there's also local employers as well.  
 00:56:41 --> 00:56:44: Pointed out, you have a lot of smaller employers or  
 00:56:44 --> 00:56:48: any of them expanding or thinking about new headquarters.  
 00:56:48 --> 00:56:51: And how do you begin that discussion?  
 00:56:51 --> 00:56:54: Somebody needs to go proactively go out and start talking  
 00:56:54 --> 00:56:58: to people about that in about downtown Hammond human  
 being  
 00:56:58 --> 00:57:00: part of of your dream,  
 00:57:00 --> 00:57:03: and the other is national and international employers Google.  
 00:57:03 --> 00:57:06: Google is just announced. They're thinking they're planning  
 to open

00:57:07 --> 00:57:07: up smaller,  
 00:57:07 --> 00:57:10: smaller operations in small cities around around America.  
 00:57:10 --> 00:57:13: Now I, I mean, some of you might laugh and  
 00:57:13 --> 00:57:16: say Google's never going to come to him,  
 00:57:16 --> 00:57:19: and, well, I would have said Google was never going  
 00:57:19 --> 00:57:20: to come to Pittsburgh.  
 00:57:20 --> 00:57:23: And there's 1000 Google employees in Pittsburgh now.  
 00:57:23 --> 00:57:25: So think about what you want,  
 00:57:25 --> 00:57:27: how you begin to put this together,  
 00:57:27 --> 00:57:31: maybe with the technology and national technology  
 Company you partner  
 00:57:31 --> 00:57:31: with Purdue,  
 00:57:31 --> 00:57:35: Purdue to talk about underlying research and how you get  
 00:57:35 --> 00:57:35: that so.  
 00:57:35 --> 00:57:39: You need to proactively be thinking about what you want.  
 00:57:39 --> 00:57:43: Go ahead. Uh, in in entertainment.  
 00:57:43 --> 00:57:46: Chad mentioned about opening up an entertainment venue.  
 00:57:46 --> 00:57:49: We have one in Pittsburgh which we use on the  
 00:57:49 --> 00:57:51: slide called A&E Stage.  
 00:57:51 --> 00:57:53: Started by the Pittsburgh Steelers.  
 00:57:53 --> 00:57:57: It is programmed for five small bit bands of four  
 00:57:57 --> 00:57:59: or five times a week.  
 00:57:59 --> 00:58:04: It's unbelievable hundreds of thousands of people over the  
 course  
 00:58:04 --> 00:58:07: of a year go to that venue and it has  
 00:58:07 --> 00:58:10: spurred a lot of restaurants and bars around it,  
 00:58:10 --> 00:58:12: so we think that opportunity.  
 00:58:12 --> 00:58:15: That's not gonna you're not gonna do that.  
 00:58:15 --> 00:58:18: You're going to partner with somebody who's going to do  
 00:58:18 --> 00:58:18: that,  
 00:58:18 --> 00:58:21: and you probably need to buy them in.  
 00:58:21 --> 00:58:24: You're going to have to help finance it because they  
 00:58:24 --> 00:58:25: don't know what the market is.  
 00:58:25 --> 00:58:28: And it's the same with the public square.  
 00:58:28 --> 00:58:30: We talked about Lucia talked about.  
 00:58:30 --> 00:58:33: You know, having performances there day in and day out?  
 00:58:33 --> 00:58:36: Well, you're gonna there's that's lots of partnerships that  
 private  
 00:58:36 --> 00:58:37: nonprofits are for.  
 00:58:37 --> 00:58:38: Profits might partner with you.  
 00:58:38 --> 00:58:41: How do you build those relationships to do that?  
 00:58:41 --> 00:58:43: And the same with Art,  
 00:58:43 --> 00:58:45: Sally. Again, it's a proactive approach,

00:58:45 --> 00:58:49: go ahead. And finally, how do you pay for all  
00:58:49 --> 00:58:50: this?  
00:58:50 --> 00:58:53: So first of all we I I want to reinforce  
00:58:53 --> 00:58:56: it with Lucia talked about is that one person can't  
00:58:56 --> 00:58:59: do this and you can't do one deal at a  
00:58:59 --> 00:59:02: time in the consecutive kind of way you need to  
00:59:02 --> 00:59:04: be doing a lot of this concurrently.  
00:59:04 --> 00:59:07: You need to be talking to restaurants and people,  
00:59:07 --> 00:59:10: potentially that are in locate jobs and.  
00:59:10 --> 00:59:12: So that one person can't do.  
00:59:12 --> 00:59:15: That's what do all that you need to build that  
00:59:16 --> 00:59:16: team.  
00:59:16 --> 00:59:19: So art space in their report with you just got  
00:59:19 --> 00:59:22: really did a very good financial tool block list of  
00:59:22 --> 00:59:24: large mostly which for housing.  
00:59:24 --> 00:59:27: But some of those could be used also for other  
00:59:27 --> 00:59:29: jobs other rehab uses,  
00:59:29 --> 00:59:32: but I want to also add which they did not  
00:59:32 --> 00:59:34: have on their list.  
00:59:34 --> 00:59:37: The new market tax credits because you talk about retail.  
00:59:37 --> 00:59:40: That's a very successful tool that a number of cities  
00:59:41 --> 00:59:41: have used.  
00:59:41 --> 00:59:44: Weather around the country to fund and help.  
00:59:44 --> 00:59:49: Underwrite the cost of doing retail so that you're not  
00:59:49 --> 00:59:50: using your own money.  
00:59:50 --> 00:59:54: Opportunity zones are also another opportunity because  
00:59:54 --> 00:59:58: money of the  
00:59:58 --> 00:59:59: developments were talking about having have an opportunity  
00:59:59 --> 01:00:02: for a  
01:00:02 --> 01:00:06: financial return.  
01:00:06 --> 01:00:07: And obviously the new federal legislation,  
01:00:07 --> 01:00:11: both the US rescue plan and the upcoming infrastructure  
01:00:11 --> 01:00:12: legislation  
01:00:12 --> 01:00:15: you know,  
01:00:15 --> 01:00:18: has opportunity written all over it for you to get  
01:00:18 --> 01:00:21: access to.  
01:00:21 --> 01:00:22: Find so that you're not using all of your own,  
01:00:22 --> 01:00:25: and finally one of the big ideas that we think  
01:00:25 --> 01:00:26: you need to think about is creating a Hammond Development  
01:00:26 --> 01:00:28: Fund.  
01:00:28 --> 01:00:29: And this is this is about you taking control of  
01:00:29 --> 01:00:32: your destiny,  
01:00:32 --> 01:00:35: not depending on federal or state sources.

01:00:28 --> 01:00:30: Would you might need to wait,  
 01:00:30 --> 01:00:32: not counting on doing tax increment financing,  
 01:00:32 --> 01:00:34: which depends on the deal,  
 01:00:34 --> 01:00:37: but you creating a Development Fund and there is a  
 01:00:37 --> 01:00:41: private Development Fund of \$50 million in Cincinnati that we  
 01:00:41 --> 01:00:43: could get you in touch with and.  
 01:00:43 --> 01:00:46: In Pittsburgh, we started a public Development Fund like I'm  
 01:00:46 --> 01:00:48: suggesting of \$60 million.  
 01:00:48 --> 01:00:50: We think 30 to 40 million.  
 01:00:50 --> 01:00:54: You need to identify a revenue source that you can  
 01:00:54 --> 01:00:57: divert for the next 15 or 20 years.  
 01:00:57 --> 01:01:00: It could be a small portion of the casino funds  
 01:01:00 --> 01:01:04: or some other revenue stream that will support this bond  
 01:01:04 --> 01:01:04: issue.  
 01:01:04 --> 01:01:07: To create this fund, this fund needs to be governance  
 01:01:07 --> 01:01:10: governance with with ethical considerations.  
 01:01:10 --> 01:01:13: Without question people can't perceive this as.  
 01:01:13 --> 01:01:15: Making loans to their their brother or their cousin.  
 01:01:15 --> 01:01:18: It needs to be seen as as an opportunity to  
 01:01:18 --> 01:01:22: fill the gap and you will have the opportunity to  
 01:01:22 --> 01:01:23: do that and it is.  
 01:01:23 --> 01:01:26: It's loan money, not grants and so the expectation is  
 01:01:26 --> 01:01:27: when you give.  
 01:01:27 --> 01:01:29: This is if if a developer for retail or housing  
 01:01:30 --> 01:01:33: guess to a certain level they start paying you back.  
 01:01:33 --> 01:01:34: So you're betting on your future.  
 01:01:34 --> 01:01:37: You're betting that you can turn this around.  
 01:01:37 --> 01:01:40: The use needs to be focused on downtown if it's  
 01:01:40 --> 01:01:42: going to be used for the whole city,  
 01:01:42 --> 01:01:44: it will lose its impact.  
 01:01:44 --> 01:01:47: And so it needs to be in the uses ought  
 01:01:47 --> 01:01:49: to be what we've talked about,  
 01:01:49 --> 01:01:53: how you, how you use this to fill the gap,  
 01:01:53 --> 01:01:56: to get people interested in wanting to put a restaurant  
 01:01:56 --> 01:01:58: downtown or doing housing.  
 01:01:58 --> 01:02:00: But go ahead, go for it,  
 01:02:00 --> 01:02:03: move forward. So let me finish with this gives you  
 01:02:03 --> 01:02:05: is it gives you the flexibility.  
 01:02:05 --> 01:02:08: What I've learned in my time as mayor and traveling  
 01:02:08 --> 01:02:12: around the world is that the the most successful cities  
 01:02:12 --> 01:02:14: have leaders that are curious,  
 01:02:14 --> 01:02:16: nimble. And have an appetite for risk.

01:02:16 --> 01:02:19: I met all of you because you were curious.

01:02:19 --> 01:02:22: Many of you came to Pittsburgh to see what did

01:02:22 --> 01:02:23: we do.

01:02:23 --> 01:02:26: And you've traveled to other cities and we've given you

01:02:26 --> 01:02:27: some more cities to look at.

01:02:27 --> 01:02:29: So you're curious about what's working.

01:02:29 --> 01:02:32: You need to keep that attitude that you need to

01:02:32 --> 01:02:33: be nimble.

01:02:33 --> 01:02:35: And we've tried to lay out to you how to

01:02:35 --> 01:02:38: be nimble that you need to staff yourself so that

01:02:38 --> 01:02:42: you can move quickly on multiple fronts in that you

01:02:42 --> 01:02:45: can. We've given you financial ideas so that you can

01:02:45 --> 01:02:45: move nimbly.

01:02:45 --> 01:02:47: To do that, but finally,

01:02:47 --> 01:02:49: is that there's that appetite for risk.

01:02:49 --> 01:02:52: You know that's hard, because every time you want to

01:02:52 --> 01:02:55: do something I've learned when I in my time in

01:02:55 --> 01:02:58: politics there going to be 100 people giving your reason

01:02:58 --> 01:02:59: why you can't do it.

01:02:59 --> 01:03:01: It's too big. It's too small,

01:03:01 --> 01:03:04: it won't work there. And and and you know it's

01:03:04 --> 01:03:06: going to cost too much money.

01:03:06 --> 01:03:07: You can't let them define.

01:03:07 --> 01:03:09: Define the agenda. Nothing changes.

01:03:09 --> 01:03:11: You need to think about how you move forward.

01:03:11 --> 01:03:14: If you've done a lot and I wanna say one

01:03:14 --> 01:03:17: of the things we heard throughout the whole conversations.

01:03:17 --> 01:03:20: That we've had is that when the train comes.

01:03:20 --> 01:03:24: No, that's the wrong answer.

01:03:24 --> 01:03:27: What we've laid out for you you can do in

01:03:27 --> 01:03:30: the next 10 years before the train comes.

01:03:30 --> 01:03:33: Believe me, I know you can and and when the

01:03:33 --> 01:03:36: train comes imagine then what happens if you've already laid

01:03:36 --> 01:03:40: this kind of groundwork so you have the resources they

01:03:40 --> 01:03:42: have. The great bones you have,

01:03:42 --> 01:03:44: leadership, you have a great start.

01:03:44 --> 01:03:47: The question is, do you have the political and community

01:03:47 --> 01:03:50: will to accelerate your ambitions and to reach for the

01:03:50 --> 01:03:51: future?

01:03:51 --> 01:03:55: I believe you can do this in 10 years.

01:03:55 --> 01:03:56: Do it now.

01:03:59 --> 01:04:03: Tom, thank you very very much.



01:04:03 --> 01:04:06: Do you also give halftime speeches to  
01:04:06 --> 01:04:08: basketball teams? No, I don't.  
01:04:11 --> 01:04:14: There are a couple of different ways to do questions  
01:04:14 --> 01:04:15: and answers.  
01:04:15 --> 01:04:18: Why? Why don't we just unmute everybody?  
01:04:18 --> 01:04:20: And if you have a question,  
01:04:20 --> 01:04:22: raise your hand and an Africa.  
01:04:22 --> 01:04:24: I'd like you to start off if you have any  
01:04:25 --> 01:04:28: comments or response to what we've had to say.  
01:04:31 --> 01:04:33: Yes I do, I would.  
01:04:33 --> 01:04:36: I definitely had I taken in a lot today.  
01:04:36 --> 01:04:39: The plan that you've laid out with the tools you've  
01:04:39 --> 01:04:41: identified are very,  
01:04:41 --> 01:04:42: I think they're very progressive.  
01:04:42 --> 01:04:44: I think it's definitely doable plan.  
01:04:44 --> 01:04:48: So I definitely appreciate you taking the time to talk  
01:04:48 --> 01:04:50: with us in lay this plan out first.  
01:04:50 --> 01:04:52: I'm very excited. I was.  
01:04:52 --> 01:04:55: I was excited before I'm even more excited now an  
01:04:55 --> 01:04:57: I knew it was doable,  
01:04:57 --> 01:05:00: but I think with us all being on one form  
01:05:00 --> 01:05:03: in one platform is seeing how it is doable.  
01:05:03 --> 01:05:06: Then we can get more hands together and make it  
01:05:06 --> 01:05:07: really come to fruition.  
01:05:07 --> 01:05:08: So thank you once again.  
01:05:11 --> 01:05:13: And do you have anything you want to add?  
01:05:14 --> 01:05:17: I do, it's well. First of all,  
01:05:17 --> 01:05:19: thank you so much to  
01:05:19 --> 01:05:23: the six panel. Listen to two ULI staffer for coming  
01:05:23 --> 01:05:27: to him and these past three days and and talking  
01:05:27 --> 01:05:30: to us and and listening to our ideas.  
01:05:30 --> 01:05:31: An background. And it's  
01:05:31 --> 01:05:35: what's wonderful. What's great for me to hear is.  
01:05:35 --> 01:05:36: Is your encouragement  
01:05:36 --> 01:05:40: about our downtown and how much potential it has and  
01:05:40 --> 01:05:43: how you feel that we're on the right path,  
01:05:43 --> 01:05:47: but I really feel you have given us a wonderful  
01:05:47 --> 01:05:50: map with some guidelines on how to move forward.  
01:05:50 --> 01:05:50: And  
01:05:50 --> 01:05:51: it is like  
01:05:51 --> 01:05:55: Africa said it's very I was excited before but we're  
01:05:55 --> 01:05:58: really excited now so thank you so much.

01:05:59 --> 01:06:02: Our pleasure. Questions.

01:06:03 --> 01:06:06: And and Chris, what I say about the question session

01:06:06 --> 01:06:08: is let's have the questions go to you and you

01:06:08 --> 01:06:11: decide whether you answer it or one of the other

01:06:11 --> 01:06:14: panelists for it as opposed to everybody trying to answer

01:06:14 --> 01:06:14: it.

01:06:14 --> 01:06:15: But it all goes to

01:06:15 --> 01:06:17: Chris. OK.

01:06:19 --> 01:06:22: Chris, this is Dan. Not a question,

01:06:22 --> 01:06:23: but more of a

01:06:23 --> 01:06:27: statement. I want to thank the UI for the wonderful

01:06:27 --> 01:06:32: information and the information has an said supports the

01:06:32 --> 01:06:36: direction

01:06:32 --> 01:06:36: that the city has been going with their downtown.

01:06:36 --> 01:06:40: I would like to suggest to the city administration and

01:06:40 --> 01:06:45: to Africa as a director of Community and Development and

01:06:45 --> 01:06:49: planning as well as an that the recommendations as

01:06:49 --> 01:06:53: submitted

01:06:49 --> 01:06:53: or presented. We're in the process now as SCH.

01:06:53 --> 01:06:57: Looking at the downtown redevelopment plan to update and

01:06:53 --> 01:06:57: part

01:06:57 --> 01:07:01: of that may be including these recommendations into that

01:06:57 --> 01:07:01: redevelopment

01:07:01 --> 01:07:05: plan so that tax increment financing as well as other

01:07:05 --> 01:07:09: partnerships identified may be leveraged through private

01:07:05 --> 01:07:09: investment.

01:07:09 --> 01:07:11: Through use of that plan.

01:07:13 --> 01:07:17: That sounds great. One of the things that we talked

01:07:17 --> 01:07:20: about that that maybe didn't come through as clear as

01:07:20 --> 01:07:23: we might have hoped for is that.

01:07:25 --> 01:07:30: With the American rescue plan and with the infrastructure bill

01:07:30 --> 01:07:32: that's working its way through Congress.

01:07:32 --> 01:07:35: There is going to be a lot of money.

01:07:35 --> 01:07:38: For cities, we do things.

01:07:38 --> 01:07:43: Anne, I remember back in the Great Recession here in

01:07:43 --> 01:07:44: Maryland.

01:07:47 --> 01:07:51: The Secretary of Transportation for the state.

01:07:51 --> 01:07:55: Said they were getting everything shovel ready because they

01:07:51 --> 01:07:55: knew

01:07:55 --> 01:07:57: the faucet was going to be turned on and it

01:07:57 --> 01:08:00: will be first come first serve and the litmus test

01:08:00 --> 01:08:02: was Are you ready to start construction?

01:08:04 --> 01:08:06: So. You all

01:08:06 --> 01:08:11: have an amazing opportunity. Because if memory serves me

01:08:11 --> 01:08:15: right,  
 01:08:15 --> 01:08:19: the new Secretary of Transportation is one of your neighbors.  
 01:08:19 --> 01:08:22: So I would urge you to.  
 01:08:22 --> 01:08:23: Be keenly aware of the opportunities that are there.  
 01:08:23 --> 01:08:26: Not going to last forever,  
 01:08:26 --> 01:08:28: but there's there's money to be had and you can  
 01:08:32 --> 01:08:32: put it to great use.  
 01:08:32 --> 01:08:35: Yes,  
 01:08:35 --> 01:08:36: I see there's a question in the chat from Karen  
 01:08:36 --> 01:08:38: Mahdavia.  
 01:08:38 --> 01:08:39: That's how can we help  
 01:08:39 --> 01:08:39: as volunteers and  
 01:08:47 --> 01:08:51: business owners.  
 01:08:51 --> 01:08:57: Volunteer. Talk to your  
 01:08:57 --> 01:09:02: friends. I. You never know something that you  
 01:09:02 --> 01:09:05: might say to somebody. Sparks an idea?  
 01:09:05 --> 01:09:06: And if you, if you think there's a need for  
 01:09:06 --> 01:09:06: a,  
 01:09:07 --> 01:09:12: use.  
 01:09:12 --> 01:09:17: Downtown. You are a. Yep.  
 01:09:17 --> 01:09:19: Serve it up. We're in their mixed use,  
 01:09:20 --> 01:09:24: retail and office development business.  
 01:09:24 --> 01:09:24: And one of the things that we always do is  
 01:09:24 --> 01:09:28: we  
 01:09:28 --> 01:09:28: ask our new neighbors. What would you like to see?  
 01:09:28 --> 01:09:32: What do  
 01:09:32 --> 01:09:32: you need? And they know.  
 01:09:34 --> 01:09:37: So.  
 01:09:37 --> 01:09:40: You know, if you have thoughts and ideas,  
 01:09:40 --> 01:09:40: bring him forth. They're probably much better than you think  
 01:09:40 --> 01:09:42: they  
 01:09:42 --> 01:09:45: are. So  
 01:09:45 --> 01:09:49: let me just jump in for a moment and I  
 01:09:49 --> 01:09:53: I think what Lucia really want touched on strongly is  
 01:09:53 --> 01:09:56: for you to take advantage of where you are now  
 01:09:56 --> 01:09:59: as you need to probably expand.  
 01:10:04 --> 01:10:07: And focus your energies. Just somebody on downtown.  
 01:10:07 --> 01:10:09: A team of people so that they're not all spread  
 01:10:09 --> 01:10:11: out and how you do that internally.  
 01:10:11 --> 01:10:14: Is you know we can talk.  
 01:10:11 --> 01:10:14: We don't know the city structure enough,  
 01:10:11 --> 01:10:14: but that's so critical. So the answer that question,

01:10:14 --> 01:10:17: if you know if business owners come to you,  
 01:10:17 --> 01:10:22: how do you respond? And who's putting those deals together  
 01:10:22 --> 01:10:26: so you might have a dozen or more conversations going  
 01:10:26 --> 01:10:27: on at one time?  
 01:10:27 --> 01:10:29: The other I I want to go back to mention  
 01:10:29 --> 01:10:31: housing we were interviewed.  
 01:10:31 --> 01:10:33: We interviewed several young people.  
 01:10:33 --> 01:10:35: One young woman particularly, and you know,  
 01:10:35 --> 01:10:37: she doesn't live in him and right now and she  
 01:10:37 --> 01:10:40: would probably not think about living in him.  
 01:10:40 --> 01:10:43: And so how? You have a conversation with that.  
 01:10:43 --> 01:10:46: That millennial group? Or maybe a little older and talk  
 01:10:46 --> 01:10:49: to them about what does it take for you to  
 01:10:49 --> 01:10:52: think about coming to him and and think about that  
 01:10:52 --> 01:10:54: as a price point in part in the kind of  
 01:10:54 --> 01:10:57: development you would do and and then.  
 01:10:57 --> 01:11:00: Got work with a developer to begin to create that  
 01:11:00 --> 01:11:04: product that that all requires time and it requires staffing  
 01:11:04 --> 01:11:08: internally who are very entrepreneurial and who are waking  
 up  
 01:11:08 --> 01:11:11: every day to do that and so that that staffing  
 01:11:11 --> 01:11:13: is really for us.  
 01:11:13 --> 01:11:15: The first thing you need to do to to say  
 01:11:16 --> 01:11:18: we're serious about making this happen.  
 01:11:21 --> 01:11:24: There's a question from Kevin Culver Kevin.  
 01:11:24 --> 01:11:28: You want to unmute yourself and ask it verbally and  
 01:11:28 --> 01:11:28: Juanita.  
 01:11:29 --> 01:11:31: I think this is up your alley.  
 01:11:32 --> 01:11:33: Hi I just  
 01:11:33 --> 01:11:37: had a quick question. I viewed Hammons diversity as a  
 01:11:37 --> 01:11:42: major selling point to maybe large scale businesses looking  
 to  
 01:11:42 --> 01:11:45: do more into the social realm of things.  
 01:11:45 --> 01:11:48: I was wondering if that might be something that we  
 01:11:48 --> 01:11:49: could market,  
 01:11:49 --> 01:11:53: something that we can use to attract.  
 01:11:53 --> 01:11:57: I don't know. Maybe larger businesses such as Amazon or  
 01:11:57 --> 01:11:59: something along those nature.  
 01:11:59 --> 01:11:59: Thank you.  
 01:12:02 --> 01:12:06: Hi, this is Karen Lauerman from the Lake County,  
 01:12:06 --> 01:12:11: Indiana Economic Alliance. Tom, you talked about partnering  
 and waking  
 01:12:11 --> 01:12:15: up every day to take ownership or a partnership role

01:12:15 --> 01:12:19: in the economic development and the impact for downtown.

01:12:19 --> 01:12:23: Just so that everyone on this particular.

01:12:23 --> 01:12:27: Gathering knows the LCA was created for just this reason

01:12:27 --> 01:12:29: about six years ago.

01:12:29 --> 01:12:31: An in Africa anwyn, Phil.

01:12:31 --> 01:12:36: Mayor Tom, the entire Hammond team is wonderful and what

01:12:36 --> 01:12:39: we do for them is to be an extension of

01:12:39 --> 01:12:43: their team when it comes to economic development.

01:12:43 --> 01:12:47: So as I shared with the group yesterday,

01:12:47 --> 01:12:51: we've helped bring interest from developers and from existing companies

01:12:51 --> 01:12:53: from around the country.

01:12:53 --> 01:12:55: You mentioned Google. During the presentation,

01:12:55 --> 01:12:58: it wasn't Google that we brought downtown,

01:12:58 --> 01:13:01: but it was a very major call center in support

01:13:01 --> 01:13:03: for a technology product.

01:13:03 --> 01:13:07: But those are the types of things that that folks

01:13:07 --> 01:13:10: need to know that go on behind the scenes.

01:13:10 --> 01:13:13: A lot of the work that Africa and Anna Nwandu

01:13:13 --> 01:13:15: is behind the scenes,

01:13:15 --> 01:13:18: so they do have a reliable partner in LCEA and

01:13:18 --> 01:13:20: we really like the plan.

01:13:20 --> 01:13:24: Thank you. Urban Land Institute for doing this and you

01:13:24 --> 01:13:25: know all the.

01:13:25 --> 01:13:28: All the partners that are on the on the call.

01:13:28 --> 01:13:30: Today we look forward to moving this plan forward.

01:13:31 --> 01:13:32: Thank you.

01:13:33 --> 01:13:35: Answer The question that was asked.

01:13:35 --> 01:13:37: Excuse me calm, I don't think I didn't get a

01:13:38 --> 01:13:39: chance to respond to Kevin.

01:13:39 --> 01:13:42: Thank you for that. Yeah,

01:13:42 --> 01:13:45: thank you for that response and I want to say

01:13:45 --> 01:13:48: that what you just have to get the persons name,

01:13:48 --> 01:13:52: but what you just demonstrated is how wide the communications

01:13:52 --> 01:13:55: is so important because these behind the scenes things that

01:13:55 --> 01:13:58: you just shared or things that would be great for

01:13:58 --> 01:14:02: the community to know because they that raises awareness to

01:14:02 --> 01:14:05: them about what is happening and what the city is

01:14:05 --> 01:14:08: doing and they become more informed and that and they

01:14:08 --> 01:14:11: become more supportive because they get first-hand information about the

01:14:11 --> 01:14:13: various activities underway.

01:14:13 --> 01:14:17: So thank you for that to answer Kevin's question Kevin.

01:14:17 --> 01:14:19: The short answer is absolutely,

01:14:19 --> 01:14:22: diversity is A is a selling factor not only to

01:14:22 --> 01:14:23: businesses.

01:14:23 --> 01:14:27: Well, diversity is a selling factor to anyone that you

01:14:28 --> 01:14:31: might be thinking about or any as you want to

01:14:31 --> 01:14:36: attract people to downtown people to the city they will

01:14:36 --> 01:14:39: be interested in the cultural diversity of the city because

01:14:39 --> 01:14:43: we know that cultural diversity suggests richness.

01:14:43 --> 01:14:46: Suggest. History suggests culture, and that is what people are

01:14:46 --> 01:14:47: looking for.

01:14:47 --> 01:14:50: One of the people we interviewed said several that that

01:14:50 --> 01:14:53: then I think I mentioned this in my presentation that

01:14:53 --> 01:14:56: atmosphere is what will attract people downtown,

01:14:56 --> 01:14:57: not just bricks and mortar.

01:14:57 --> 01:15:00: All these wonderful design features will be great,

01:15:00 --> 01:15:02: but we have to do it in a way that

01:15:02 --> 01:15:04: creates atmosphere,

01:15:04 --> 01:15:06: an energy. That's what people flock to.

01:15:06 --> 01:15:09: So diversity on a number of fronts is a good

01:15:09 --> 01:15:10: thing.

01:15:10 --> 01:15:13: And then the last point I'll make is that we

01:15:13 --> 01:15:16: know from studies that more diverse communities.

01:15:16 --> 01:15:19: Outperform perform well, perform well so the version is because

01:15:19 --> 01:15:23: when you're bringing lots of different minds and cultures and

01:15:23 --> 01:15:24: perspectives to the table,

01:15:24 --> 01:15:27: you will get a better result because it you will

01:15:27 --> 01:15:31: get insights that will take it to another level.

01:15:31 --> 01:15:34: So I would absolutely encourage you to leverage that.

01:15:34 --> 01:15:36: It's an important asset for the city.

01:15:37 --> 01:15:40: Chris, may I may I tie two things together here

01:15:41 --> 01:15:41: please.

01:15:41 --> 01:15:44: I think there's two things happening I want to go

01:15:44 --> 01:15:47: back to the infrastructure bill.

01:15:47 --> 01:15:49: In addition to it being shovel ready,

01:15:49 --> 01:15:53: there's a new term that's emerging that's shovel worthy and

01:15:53 --> 01:15:57: what I would encourage you to do is touch base,

01:15:57 --> 01:16:00: either with your League of cities or National Association of

01:16:00 --> 01:16:01: Counties,

01:16:01 --> 01:16:04: because what a lot of the criteria will be geared

01:16:04 --> 01:16:07: to an points given to is diversity.

01:16:07 --> 01:16:11: Equity and ensuring that development is occurring in an equitable way.

01:16:11 --> 01:16:11: way.

01:16:11 --> 01:16:14: So keep that piece in mind,

01:16:14 --> 01:16:17: but also consider things like green infrastructure resiliency,

01:16:17 --> 01:16:21: sustainability. All of those things become really important and may

01:16:21 --> 01:16:25: offer you opportunities to do things that you weren't able

01:16:25 --> 01:16:26: to do before.

01:16:26 --> 01:16:30: But I think your League of cities in the National

01:16:30 --> 01:16:34: Association of Counties is really tracking all that criteria and

01:16:34 --> 01:16:36: be a great resource for you.

01:16:38 --> 01:16:42: Great Tom Novak. You had a question about resources for

01:16:42 --> 01:16:44: Community organization.

01:16:44 --> 01:16:45: You want to ask

01:16:45 --> 01:16:47: that you know? Yeah, I mean,

01:16:47 --> 01:16:48: I was

01:16:48 --> 01:16:51: just wondering if there are any upcoming platforms or you

01:16:51 --> 01:16:53: know apps or services that you guys use or seen

01:16:53 --> 01:16:56: people use to engage residents 'cause you know,

01:16:56 --> 01:16:57: I'm glad people came out today,

01:16:57 --> 01:17:00: but a lot of this is going to be just

01:17:00 --> 01:17:03: getting the community to engage and be aware,

01:17:03 --> 01:17:06: especially those you know there are a number of people

01:17:06 --> 01:17:07: who live downtown now as well so.

01:17:09 --> 01:17:12: If I can take that.

01:17:12 --> 01:17:15: So there are organizations, nonprofits,

01:17:15 --> 01:17:19: and for profits that do community engagement for a living.

01:17:19 --> 01:17:23: So in fact, we did an advisory panel at another

01:17:23 --> 01:17:28: for another client and commute the communications and communication was

01:17:28 --> 01:17:31: an important part of the solution.

01:17:31 --> 01:17:36: They subsequently hired a firm that is now working with

01:17:36 --> 01:17:40: the community on as there is there proceeding with the

01:17:40 --> 01:17:42: development project.

01:17:42 --> 01:17:46: So what we can do is provide some suggestions or

01:17:46 --> 01:17:50: places of people that you can talk to.

01:17:50 --> 01:17:53: I invite you to tap resources that offer on community

01:17:54 --> 01:17:57: engagement organizations that have a good good record.

01:17:57 --> 01:18:01: Good track record, but that's where I would start,

01:18:01 --> 01:18:06: as well as consultants who are specialized in this area.

01:18:07 --> 01:18:11: Great, thank you. Do any other panels have anything to  
01:18:11 --> 01:18:11: add to that?

01:18:12 --> 01:18:13: I  
01:18:13 --> 01:18:16: wonder if I can chime in just a second.

01:18:16 --> 01:18:19: It's Raymundo Garcia from eat restaurant and El Taco Bell  
01:18:19 --> 01:18:21: restaurant and other things is curious.

01:18:21 --> 01:18:25: One of the reasons that probably that we don't have  
01:18:25 --> 01:18:28: a lot of questions as it were to this panel  
01:18:28 --> 01:18:32: is because the people that are in this meeting have  
01:18:32 --> 01:18:35: been through this quite a number of times already and  
01:18:35 --> 01:18:39: it's very encouraging to hear from an authoritative  
perspective.

01:18:39 --> 01:18:42: The same things that we've been hearing privately and  
among  
01:18:42 --> 01:18:42: us.

01:18:42 --> 01:18:45: So it's very nice. To have our ideas kind of  
01:18:45 --> 01:18:48: thrown back at us in a more authoritative wait,  
01:18:48 --> 01:18:49: this is very nice and,  
01:18:49 --> 01:18:52: but that's why there's not a lot of questions because  
01:18:52 --> 01:18:52: we've heard it all.

01:18:54 --> 01:18:58: It's saying something different, which is saying all I'm  
courage  
01:18:58 --> 01:19:00: about something about they talk about the incubator,  
01:19:00 --> 01:19:03: the food incubator. While we have the restaurant on the  
01:19:03 --> 01:19:06: corner of civilian home in it called Eat.

01:19:06 --> 01:19:09: And that's exactly what we'd like to do I will.  
01:19:09 --> 01:19:11: I will probably say that let's make that into a  
01:19:11 --> 01:19:15: food incubator and let's just do pop up pop-up restaurants  
01:19:15 --> 01:19:18: like they're doing in New York in different places.

01:19:18 --> 01:19:21: With proper advertising, we will bring people out from the  
01:19:21 --> 01:19:24: region and have them come in for one night for  
01:19:24 --> 01:19:25: music and food.

01:19:25 --> 01:19:28: A chef that wants to feature his food or whatever,  
01:19:28 --> 01:19:29: and that's a great opportunity.

01:19:29 --> 01:19:32: We're ready to go. There  
01:19:32 --> 01:19:35: you go, and there's another deal for you right  
01:19:35 --> 01:19:38: there all right. And then the same on the same  
01:19:38 --> 01:19:40: topic around the same idea.

01:19:40 --> 01:19:42: Let's do an incubator among us.  
01:19:42 --> 01:19:44: I think that there are a little bit.

01:19:44 --> 01:19:47: There's a little bit of a fiefdom thing happening,  
01:19:47 --> 01:19:50: a little bit between between a business government and the  
01:19:50 --> 01:19:51: private sector,



01:19:51 --> 01:19:54: and we all have our little fiefdoms will have our  
01:19:54 --> 01:19:55: little our perspectives.  
01:19:55 --> 01:19:58: What we need to do is privately among us.  
01:19:58 --> 01:20:01: Get together and have a have a cocktail of an  
01:20:01 --> 01:20:02: adult beverage.  
01:20:02 --> 01:20:04: And talk about what we want.  
01:20:04 --> 01:20:06: What I want is a business person.  
01:20:06 --> 01:20:08: What I want is a governmental person.  
01:20:08 --> 01:20:11: What I want is a private person and kind of  
01:20:11 --> 01:20:13: get together and bring that synergy together.  
01:20:13 --> 01:20:15: I don't want, for example,  
01:20:15 --> 01:20:17: government telling us what we're going to do.  
01:20:17 --> 01:20:20: I don't want business saying what's going to happen,  
01:20:20 --> 01:20:23: and I don't necessarily want the private saying what I  
01:20:23 --> 01:20:26: want to happen when I would like to see is  
01:20:26 --> 01:20:29: all of us getting together and hashing it out.  
01:20:29 --> 01:20:32: Uh, no one plan is no one plan is going  
01:20:32 --> 01:20:33: to be.  
01:20:33 --> 01:20:35: The Savior is no panacea.  
01:20:35 --> 01:20:37: There's no blue pill we've got to do a a  
01:20:38 --> 01:20:41: cooperative among the three different sectors.  
01:20:41 --> 01:20:43: So eat restaurant anytime you want.  
01:20:43 --> 01:20:47: I'll open the doors of one of the furnace,  
01:20:47 --> 01:20:48: put the beers on ice,  
01:20:48 --> 01:20:52: and let's get together and talk about these things.  
01:20:54 --> 01:21:00: Well said. Other questions. Hey Chris,  
01:21:00 --> 01:21:01: this is Phil Tail on.  
01:21:01 --> 01:21:04: I just on behalf of Mayor Tom,  
01:21:04 --> 01:21:05: who's in a plane right now.  
01:21:05 --> 01:21:08: Otherwise I'm sure he'd be joining us and myself.  
01:21:08 --> 01:21:10: I just want to thank you,  
01:21:10 --> 01:21:14: Ally for everything you guys have done all the time  
01:21:14 --> 01:21:17: and effort you put into this.  
01:21:17 --> 01:21:20: You know timing couldn't be any better for this,  
01:21:20 --> 01:21:23: and in my estimation, because when we brought in Jeff  
01:21:23 --> 01:21:27: Speck an obviously that created a ton of excitement in  
01:21:27 --> 01:21:30: the city of Hammond in Northwest Indiana and we came  
01:21:30 --> 01:21:33: up with some new plans and we started just in  
01:21:34 --> 01:21:37: the initial steps of what he and his team had  
01:21:37 --> 01:21:40: had shared with us and and taught us.  
01:21:40 --> 01:21:43: Covid happened right after that and it really kind of  
01:21:43 --> 01:21:45: slow things down a little bit.

01:21:45 --> 01:21:47: Not completely by any means.  
01:21:47 --> 01:21:49: But it's slow things down.  
01:21:49 --> 01:21:51: So to have you guys come in now as covid  
01:21:51 --> 01:21:53: is it slowly opening up?  
01:21:53 --> 01:21:56: Not completely obviously, but slowly we just found out from  
01:21:56 --> 01:21:59: the governor that you know Indiana is going to be  
01:21:59 --> 01:22:02: removing its mask mandate and some other things starting in  
01:22:02 --> 01:22:05: April. But it is. This is happening at the same  
01:22:05 --> 01:22:08: time that you guys are presenting this report to us.  
01:22:08 --> 01:22:10: Part of the reason I don't have a lot of  
01:22:10 --> 01:22:12: questions I want to.  
01:22:12 --> 01:22:14: I want to really pour through the report.  
01:22:14 --> 01:22:17: There was a lot of information that you gave us  
01:22:17 --> 01:22:17: today.  
01:22:18 --> 01:22:21: And some things were brand new that I we hadn't  
01:22:21 --> 01:22:24: heard from even Jeff Beck and and his team,  
01:22:24 --> 01:22:26: which is great. But overall,  
01:22:26 --> 01:22:28: I just really want to thank you for all your  
01:22:28 --> 01:22:32: all your time and effort and bringing your experiences and  
01:22:32 --> 01:22:33: opinions to us.  
01:22:33 --> 01:22:36: We're definitely going to use this to help shape our  
01:22:36 --> 01:22:37: new downtown Hammond.  
01:22:37 --> 01:22:41: So thank you very much to you and your team.  
01:22:41 --> 01:22:43: Our pleasure enjoy doing it.  
01:22:43 --> 01:22:46: We have a hard stop at 1:00 o'clock E time,  
01:22:46 --> 01:22:49: so I want to thank you all very much for  
01:22:49 --> 01:22:50: listening to us.  
01:22:50 --> 01:22:54: And if you have further questions you can reach out  
01:22:54 --> 01:22:57: to Africa and and and I'm sure they'll get in  
01:22:58 --> 01:22:59: touch with us.  
01:22:59 --> 01:23:00: So thank you all very much.

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