
CRITICAL CORRIDOR CONNECTIONS

AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA FOR WARSAW

ACKNOWLEDGMENTS

This plan was funded by the Indiana Economic Development Corporation, in partnership with LISC and Brookings Institution's Anne T. and Robert M. Bass Center for Transformative Placemaking. A special thank you is owed to the following individuals for giving of their time and talent to ensure this agenda is a reflection of the dreams and desires of the people of Warsaw, particularly Downtown and East Market residents

« THE CORE TEAM

The core team is the primary group of local leaders who coordinate with Brookings and LISC to determine the priority area for the agenda and organize the advisory coalition team, as well as manage the CCEI process at the local level. The Core Team includes:

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City of Warsaw

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Kosciusko County Board of Commissioners

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« ADVISORY COALITION

The Advisory Coalition is a cross-sectoral coalition of city and regional stakeholders. Together, with directly impacted communities, they are the co-creators of the place-based investment strategies that make up this agenda. The Advisory Coalition includes:

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NIPSCO

Nathan Callithen

Zimmer Biomet & Ride +Walk

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Ivy Tech

Julie Ekles

Main Street Warsaw

Josh Finch

Warsaw City Council

Lucas Fonseca

Language Matters

Arturo Garza

San Jose Fresh Market

Tony Garza

Garza Law Office

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Wagon Wheel Theater

Rich Haddad

K21 Health Foundation

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One Warsaw

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Todos Juntos

Ben Navarro

Grace College

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Sandra Parra

Old National Bank

Leo Patiño

Our Lady of Guadalupe & Indiana Tech

David Phelps

Orange Marketing Group

Randy Polston

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GLOSSARY OF TERMS AND ACRONYMS

Economic inclusion:

Economic inclusion refers to an economic ecosystem that enables everyone—regardless of age, gender, race/ethnicity, educational attainment, personal background, disability status, or other traits, and respective of individual roles as workers, dependents, students, family members, entrepreneurs, and business owners—to obtain the opportunity to achieve family-sustaining incomes, wealth-building opportunities, and a healthy quality of life.

Workforce housing:

Housing that is financially accessible to households between 60-100% of the Area Median Income (for rent) and 60-120% of AMI (for purchase). For context, in 2020 Kosciusko County's AMI was \$62,789. Qualifying households can earn between \$37,673 - \$62,789 for rent and \$37,673 - \$75,347 for purchase. People in this income bracket could have jobs as teachers, police officers, assembly line workers, service/retail workers, and administrative assistants, as examples.

Mixed-income development:

Mixed-income developments refer generally to residential settings in which housing is affordable to individuals and families with different income levels. The term is often applied to projects that include a mix of market-rate and dedicated affordable units (restricted to low-income households) in the same building or development

SBDC.....	Small Business Development Center
CDA	Child Development Associate
CED	Community Economic Development
Chamber.....	Kosciusko Chamber of Commerce
Community Foundation	Kosciusko County Community Foundation, Inc.
CVB	Convention and Visitors Bureau
EID	Economic Improvement District
HELP.....	Hoosier Enduring Legacy Program
IDEM.....	Indiana Department of Environmental Management
KABS.....	Kosciusko Area Bus Service
KEDCO.....	Kosciusko County Economic Development Corporation
READI	Regional Economic Acceleration and Development Initiative
NIPSCO.....	Northern Indiana Public Service Company
RFP.....	Request for Proposals
SMDC.....	Small Business Development Center
TIF	Tax Increment Finance District
Millworks.....	Project at the Owens Site

An aerial photograph of a city, likely Savannah, Georgia, featuring a prominent domed building (the Savannah-Columbus County Courthouse) on the left. A wide river, the Savannah River, flows through the background. The city is characterized by historic architecture and a grid street pattern. The entire image is overlaid with a semi-transparent blue filter.

INTRODUCTION + OVERVIEW

CRITICAL CORRIDOR CONNECTIONS

WHAT IS CCEI FOR SMALL TOWNS?

OVERVIEW

Community-Centered Economic Inclusion (CCEI) helps cities better participate in their region's growth and prosperity by focusing intentionally on uplifting the assets of historically disadvantaged communities. To do this, CCEI focuses investment on specific geographic areas—business districts and adjacent residential neighborhoods—with disinvestment and limited opportunity. Stakeholders use data and convening to set measurable, shared tasks in an Economic Inclusion Agenda that guide focused investment into workforce, community, and economic development. The agenda mobilizes funding, technical expertise, relationship networks, and cultural assets of neighborhoods, the city, and the region to implement specific, shared action-items over a three-year period.

CCEI Agendas:

Uplift historically disadvantaged communities

- » Focus on a specific geographic area (not whole city/town)
- » Use data to inform discussions
- » Convene local stakeholders to craft an agenda
- » Implement that agenda over a 3-year period

CCEI AGENDAS - A TRACK-RECORD OF SUCCESS

CCEI is built on the experience of hundreds of communities nationwide gathered through the long experience of Local Initiatives Support Corporation (LISC) and the Brookings Institution's Bass Center for Transformative Placemaking (Brookings). Brookings and LISC published a playbook in 2021 based on a pilot in Los Angeles, Indianapolis, and Philadelphia districts. At the time of this current effort, more than 12 cities have participated in the CCEI process. More information about the CCEI process may be found in the joint publication of Brookings and LISC "Community-Centered Economic Inclusion: A Strategic Action Playbook".

TRANSLATING THE PROCESS TO SMALL CITIES

Recognizing the need to specifically adapt CCEI for small cities, LISC and Brookings selected three Indiana cities to participate in a new CCEI initiative. The three cities—Michigan City, Warsaw, and Seymour—worked in partnership with Brookings and LISC to co-create CCEI agendas aimed at closing racial and geographic gaps in economic opportunity. The effort is supported by the Indiana Economic Development Corporation and is focused on small cities located in its Regional Economic Acceleration and Development Initiative (READI) program regions.

WHAT A CCEI AGENDA MEANS FOR WARSAW

The CCEI agenda will better position Warsaw residents and workers to effectively engage in the growing sectors of their regional economy, and will help the city address persistent economic stagnation and inequity by coordinating and concentrating workforce, small business, real estate development, and placemaking efforts.

This agenda, the culmination of the first phase of the work, equips Warsaw with a CCEI agenda that provides actionable, achievable, and measurable steps to help close persistent gaps in economic opportunity and enhance the quality of life for all Warsaw residents. This agenda will be designed to effectively leverage READI and other federal, state, local, and philanthropic resources, and will ensure that Warsaw is part of a statewide effort – with national significance – aimed at advancing economic inclusion in small cities and rural regions.

Brookings and LISC will synthesize the learnings from this process in a report for a national audience that highlights how rural and small cities can work with regional leaders and their states to foster greater equity and prosperity.

A JOINT EFFORT

LISC

LOCAL INITIATIVE SUPPORT CORPORATION

MISSION | Together with residents and partners, we help forge resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families.

ABOUT THEIR ROLE

LISC funded this process through a grant from the Indiana Economic Development Corporation (IEDC). Key leaders from LISC's national team provide insight throughout and managed the process. Key team members include:

- Bill Taft | Senior Vice President of Economic Development
- Teresa Garcia | Program Officer - National Programs (now Senior Project Manager at City of Pasadena)
- Cari Morales | Program Officer - Creative Placemaking
- Andrea Devening | Senior Program Officer Economic Development

BROOKINGS

THE ANNE T. AND ROBERT M. BASS CENTER FOR TRANSFORMATIVE PLACEMAKING

MISSION | The Anne T. and Robert M. Bass Center for Transformative Placemaking aims to inspire public, private, and civic sector leaders to make transformative place investments that generate widespread social and economic benefits.

ABOUT THEIR ROLE

Brookings provided direction and insights as a national thought leader throughout the process. They also led the data analysis portion of the project, which helped local teams to determine and understand the priority area. The data drove key insights into the agenda's creation. Key team members include:

- Jennifer Vey | Senior Fellow and Director of the Anne T. and Robert M. Bass Center for Transformative Placemaking
- Hanna Love | Senior Research Associate
- DW Rowlands | Senior Research Assistant
- Michael McVerry | Research Assistant
- Rowan Bishop | Engagements Coordinator (now Senior Manager, Member Engagement Events & Programs at US Chamber)

A LEARNING LAB

ABOUT THE LEARNING LAB PROCESS

Part of the CCEI process in Indiana includes the formation of a Learning Lab—six meetings over the course of the project involving the core team members from each participating city. This Learning Lab model consists of facilitated peer learning exchanges, access to technical assistance and national experts, and a platform to spread and scale tested concepts. “Learning Labs” are part of Brookings Metro’s impact model and have led to concrete policy wins in cities/regions nationwide.

The CCEI Small Cities Learning Lab kicked off in December 2022 with a dinner in Indianapolis where members met each other and heard from a local leader from Indianapolis about his participation in similar processes and the way his organization and neighborhood have benefited from participation in similar processes. The following day the lab introduced the concepts of CCEI, the agenda-creation process, and the goals of CCEI, particularly how it fits into IEDC’s READI initiative.

Subsequently, the lab convened virtually four times throughout the winter and spring, culminating in another in-person meeting in August at the conclusion of the agenda-creation phase.

Along with the benefits participating cities receive, the Learning Lab seeks to reach three additional audiences: local, state, and national stakeholders. At the conclusion of the CCEI agenda-creation process, Brookings will publish a report on lessons learned from the process that could guide other neighborhood, city, and state leaders on how to implement or support CCEI in small cities and rural regions.



Photo of Michigan City, Seymour, and Warsaw Learning Lab Kickoff Meeting in Indianapolis

THEORY OF CHANGE

TRANSFORMATIVE PLACEMAKING AND THE AGENDA PROCESS

‘Transformative Placemaking’ as a theory of change came from Brookings Institution’s decades of experience in economic and community development policy research. In today’s economy, opportunity is increasingly dictated by geography. While many cities and parts of cities have experienced growth and revitalization, there are still too many people and places left out of the process. In addition, those who have long been excluded are rightfully wary about who makes planning decisions and who will reap the gains. Transformative placemaking differs from tactical or creative placemaking in several key ways:

- **SCOPE** | It prioritizes place-based investment in long-overlooked areas to generate broad-based and locally led prosperity
- **SCALE** | It centers on specific subareas of cities where economic and/or infrastructure assets cluster and connect—but are limited by varying place-based challenges
- **INTEGRATION** | It brings together varied disciplines—including those that might not consider their work “place-based”—to advance a shared, goal-oriented community vision

WHAT IT AIMS TO ACHIEVE

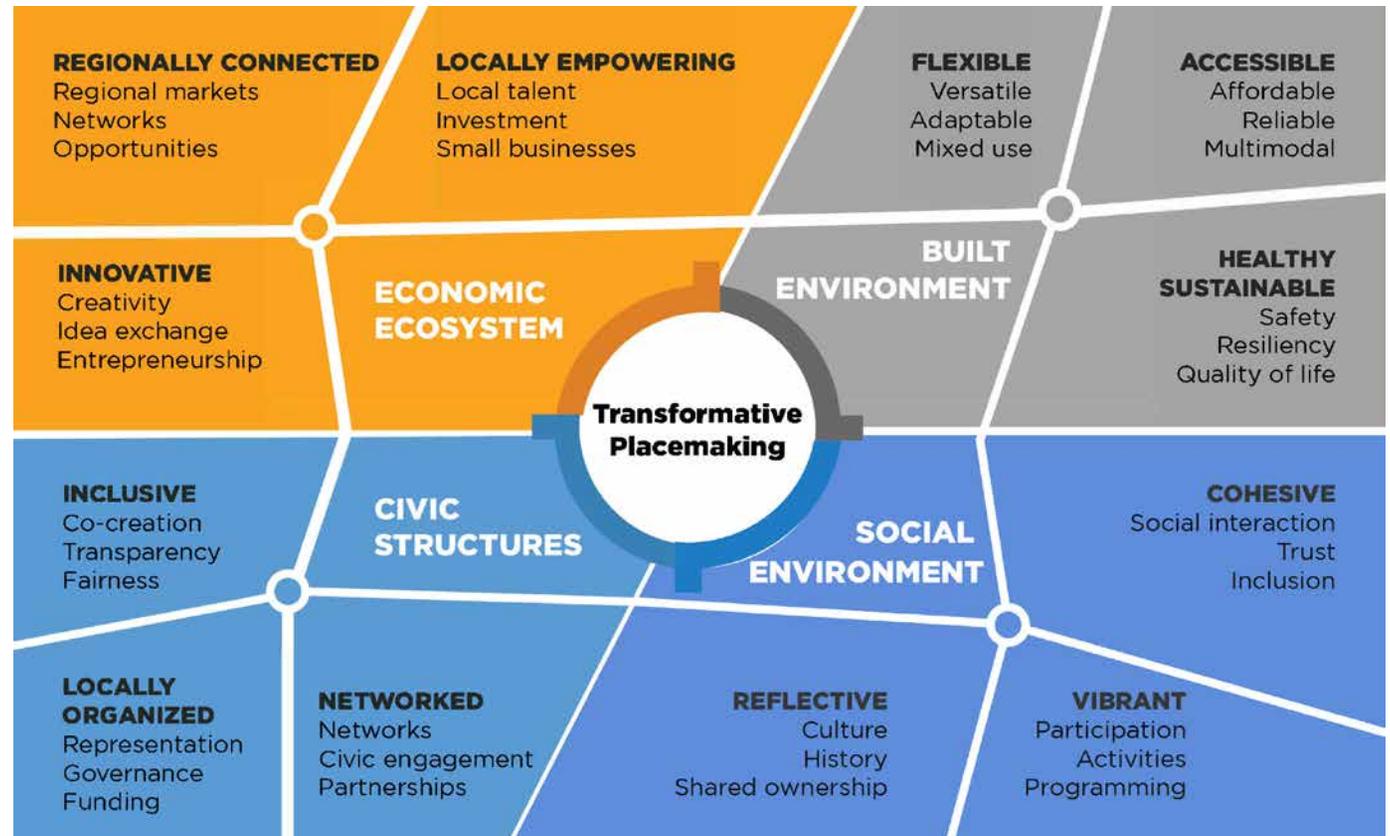
The agenda herein has a variety of tasks that focus on the following aims of Transformative Placemaking

ECONOMIC ECOSYSTEM | Nurturing an economic ecosystem that is regionally connected, innovative, and rooted in the assets of local residents and businesses;

BUILT ENVIRONMENT | Supporting a built environment that is accessible, flexible, and advances community health and resiliency;

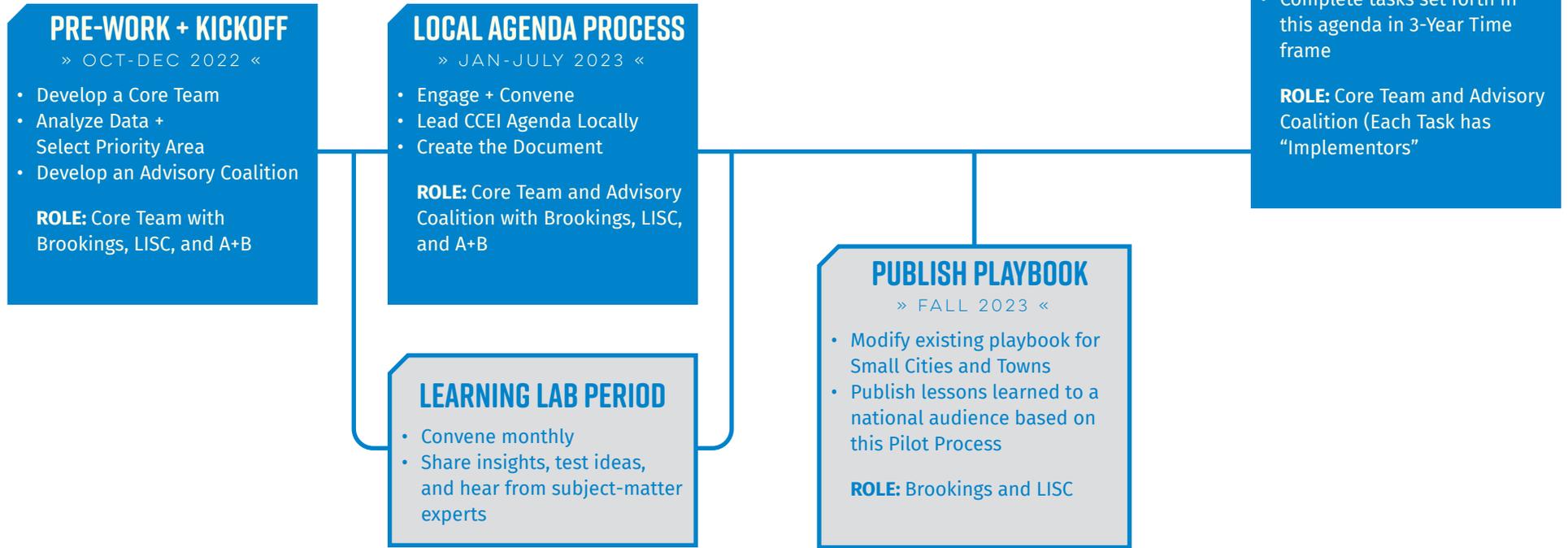
SOCIAL ENVIRONMENT | Fostering a vibrant, cohesive social environment that is reflective of community history and identity; and

CIVIC STRUCTURES | Encouraging civic structures that are locally-organized, inclusive, and support network building.



Graphic: Brookings Framework and Theory of Change that Guides CCEI

TIMELINE - 3-YEARS OF ACTION



IMPLEMENTING THE AGENDA

Completing the agenda creation process is a milestone, but the key to implementation success is identifying an organization to regularly convene lead implementors throughout the three-year period. Each task in the Agenda identifies lead and partner organizations for implementation. These lead implementing organizations (“implementors”) drive the individual tasks and supplement their actions with support, guidance, and input from the supporting organizations. At times multiple lead implementing organizations work together to enact the action described in the task. Alongside these actions on individual tasks, a convening organization will bring lead implementors together regularly as a group to guide the overall Agenda’s implementation throughout the three-year period.

This regular convening is essential to the Agenda’s success for multiple reasons. First, staying in close partnership ensures these strategies remain cohesively together and part of a large-scale theory of change rather than being undertaken as piecemeal projects or siloed initiatives. Second, when difficulties or potential road blocks arise, implementors can strategize and work together to move through these issues. Likewise, communicating regularly and strategically ensures collaboration on funding requests to present a unified vision to current or prospective funders. Finally, community realities and needs shift rapidly—particularly amid economic crises—and meeting is necessary for coalition members to remain in close connection and to ensure the approach is aligned with current realities. Only if these strategies are part of a collective whole can they foster change.

An aerial photograph of a residential area, overlaid with a blue tint. The image shows a large body of water on the left, a road interchange in the foreground, and a long road extending into the distance on the right. The text is centered over the image.

DATA + PREVIOUS PLANS

CRITICAL CORRIDOR CONNECTIONS

DATA OVERVIEW

HELPING DETERMINE “THE WHERE”

Many efforts are limited in success because they targeted the wrong places—places where assets are already valued and will have experienced investment anyway, or places with steep obstacles and few opportunities to alleviate poverty.

Brookings and LISC worked with Core Teams to select a priority area with the potential to make a transformative impact on community, city, and regional economies and economic inequities. Getting the priority areas right helps determine the coalitions and collaborations needed and the investments and interventions that make sense. More information about selecting priority areas may be found in the joint publication of Brookings and LISC “Community-Centered Economic Inclusion: A Strategic Action Playbook”.

In keeping with the CCEI approach, Warsaw’s priority area was selected based on the presence of key characteristics, including:

DEMONSTRATED INEQUITIES | high poverty, high housing costs, high unemployment, low educational attainment, and a history of disinvestment

UNDERVALUED ASSETS AND STRENGTHS | commercial corridors, industrial land, anchor institutions, good and accessible jobs, transit, civic organizations, job training and education assets, and arts and cultural organizations

REGIONAL SIGNIFICANCE | a mix of land uses and a population size large enough to impact the economy and play a significant role in the city’s workforce

COMMUNITY CAPACITY AND BUY-IN | local organizations with capacity, trust, and buy-in to coordinate stakeholders, such as economic development and community-based organizations

HOW DATA WAS USED

The following pages provide a summary of some of the key findings uncovered from data analysis that informed the selection of the priority area, as well as the agenda tasks themselves.

ABOUT THE PRIORITY AREA

Warsaw’s priority area is unique in that it is the area that connects Downtown to the Village of Winona Lake and the Argonne Corridor.

The Downtown Core is in the midst of completing several mixed-use development opportunities—each at various stages. These investments include Millworks at the Owen Site, the former Marsh grocery site, and the Buffalo Street site at Center Lake.

The Argonne Corridor includes the Arnolt site redevelopment into workforce housing and the Gatke site as a mixed-use development. The Village at Winona Lake is a regional draw that continues to be a highlight.

The Winona Avenue corridor and the adjacent east-west streets that link these areas of town are unique—home to an array of both newer international restaurants and local service industry businesses located on the corridor sometimes for decades.

The goal is to see these corridors and the areas they link to thrive into the future for the whole community.

DATA + THE PRIORITY AREA

KEY REASONS FOR SELECTING THE PRIORITY AREA

- A targeted, strategic scale is critical for achieving equitable outcomes
- Priority area is characterized by both severe needs and undervalued assets
- Priority area offers a unique – and promising– avenue to connect residents to opportunity
- The following barriers should be considered when engaging residents of priority areas:
 - Cultural competency
 - History of discrimination
 - Economic barriers (child care, job times, etc.)
- Many more complex issues must still be interrogated – including neighborhood cohesion, entrepreneurial spirit, etc.

Brookings' analysis of Warsaw's economic health and well-being data indicate three initial conclusions:

DENSE, BUT LOSING POPULATION

According to the 2020 Census: Over the past three decades, Warsaw's population increased by 44%, while its Critical Corridor Connections' population decreased by 9%. Even with this population loss, the priority area is relatively residentially dense and contains 34% of the city's population.

Importantly, due to data from the State of Indiana's Department of Education (which reports Warsaw community schools as being 22% Latino), Warsaw community stakeholders think the growth of the Latino population in this area may not be fully captured by the 2020 Census data presented

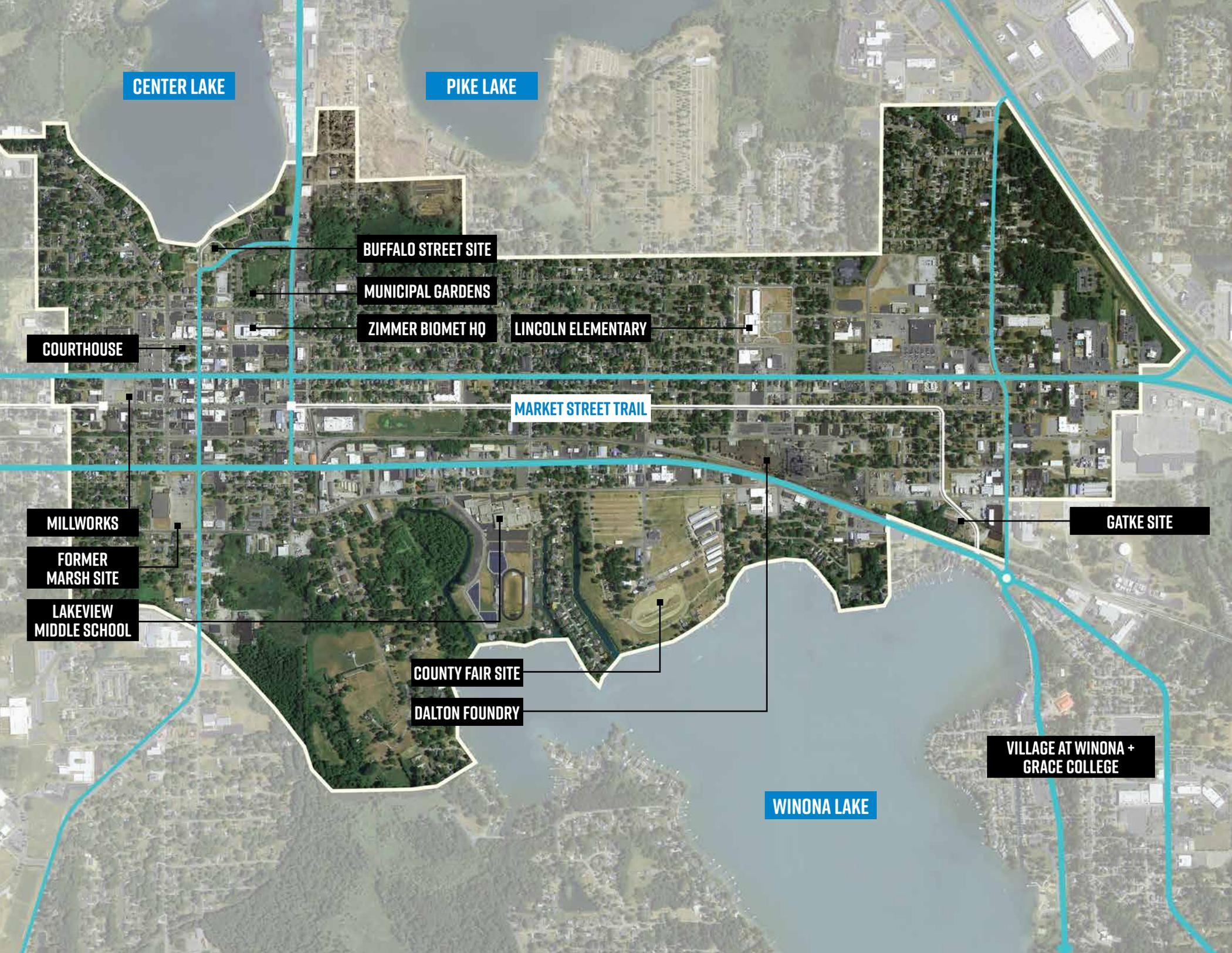
OFFICE + ADMINISTRATION OVER INDUSTRIAL

Warsaw's priority areas contain fewer industrial jobs compared to the city and county, but key office, administration, and entrepreneurship pathways are under-tapped for economic inclusion. Critical Corridor Connections' "good and accessible" jobs are concentrated in office and public administration, rather than industrial sector.

However, despite fewer industrial jobs, there is a strong ecosystem of minority-owned businesses, particularly across Winona Avenue, that can be a critical asset for both economic inclusion and quality of place that helps retain a diverse population.

PLACE-BASED ECONOMIC DIFFERENCES

On the whole, residents of the Critical Corridor Connections' priority area have similar economic outcomes to the city as a whole according to publicly available data, but place-based variation exists and the most vulnerable populations in the city may not be captured by the most recent data due to reporting concerns that may apply to new and undocumented immigrant populations.



CENTER LAKE

PIKE LAKE

BUFFALO STREET SITE

MUNICIPAL GARDENS

ZIMMER BIOMET HQ

LINCOLN ELEMENTARY

COURTHOUSE

MARKET STREET TRAIL

MILLWORKS

FORMER MARSH SITE

LAKEVIEW MIDDLE SCHOOL

COUNTY FAIR SITE

DALTON FOUNDRY

GATKE SITE

VILLAGE AT WINONA + GRACE COLLEGE

WINONA LAKE

POPULATION DATA

POPULATION AND RESIDENTIAL DENSITY

Between 1990 and 2020, Warsaw's population increased steadily and significantly, by 44%. Warsaw's priority area, Critical Corridor Connections, decreased by around 9% during the same period, from 5,801 in 1990 to 5,298 in 2020 (Figure 1).

Even with these population losses, however, it still represents one of the most population-dense areas of the city, home to 34% of the city's population (Figure 2).

Importantly, due to data from the State of Indiana's Department of Education (which reports Warsaw community schools as being 22% Latino), Warsaw community stakeholders think the growth of the Latino population in this area may not be fully captured by the 2020 Census data presented.

Over the past three decades, Warsaw's population increased by 44%, while its 'Critical Corridor Connections' population decreased by 9%. Even with this population loss, the priority area is relatively residentially dense and contains 34% of the city's population

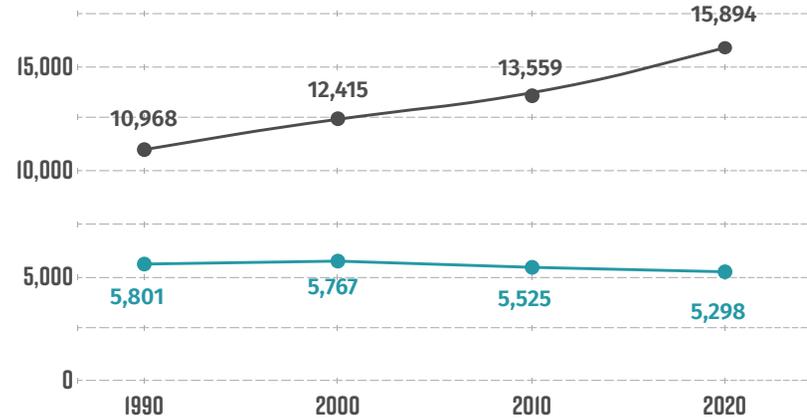


Figure 1: Resident Population

1990, 2000, 2010, and 2020
U.S. Decennial Census Data

● WARSAW | +44% INCREASE SINCE 1990
● PRIORITY AREA | -9% DECLINE SINCE 1990

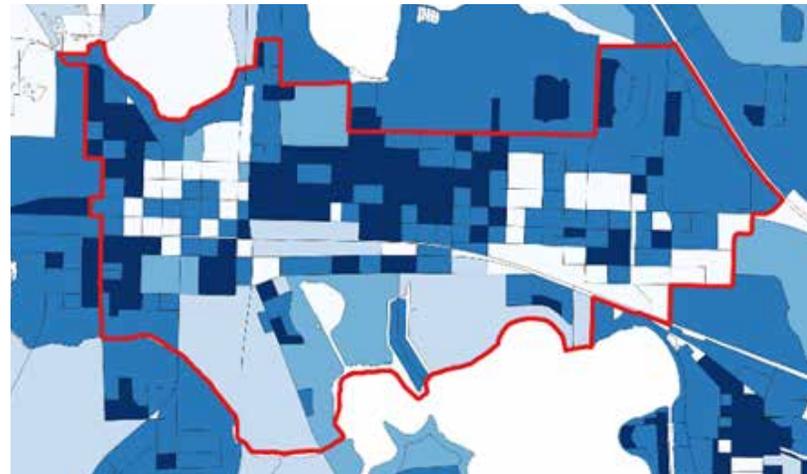


Figure 2: Population Density

2020 U.S. Decennial Census Data

□ 0 - 100 RESIDENTS PER SQUARE MILE
 □ 100 - 500 RESIDENTS PER SQUARE MILE
 □ 500 - 1000 RESIDENTS PER SQUARE MILE
 □ 1,000 - 5,000 RESIDENTS PER SQUARE MILE
 □ + 5,000 RESIDENTS PER SQUARE MILE

RESIDENT DEMOGRAPHICS

Critical Corridor Connections' residents roughly reflect the demographics of the city writ-large, with 76% of residents identifying as white (Figure 3). However, Warsaw and its priority area are more diverse than the state average, as Latino residents constitute larger shares of both Warsaw (13%) and its priority area (14%) than of Indiana statewide (8%).

Figure 4 demonstrates the spatial distribution of residents of color across the priority area. In terms of age distribution, Critical Corridor Connection residents also mirror the city as a whole, with most residents (54%) being between the ages of 25 and 64 (Figure 5).

Per previous mentions of 2020 Census under-reporting of Latino-populations, as well as Warsaw Community Schools data, Warsaw community stakeholders believe the share of Latino residents to be higher than reported in publicly-available data.

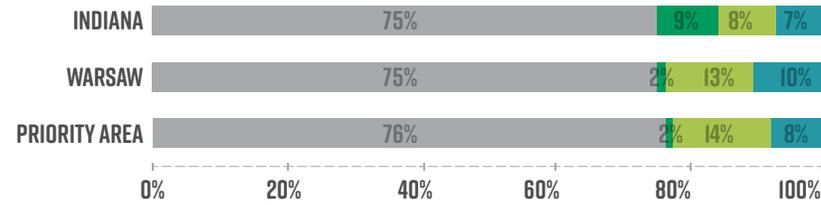


Figure 3: Resident Racial and Ethnic Makeup, 2020

2020 U.S. Decennial Census Data

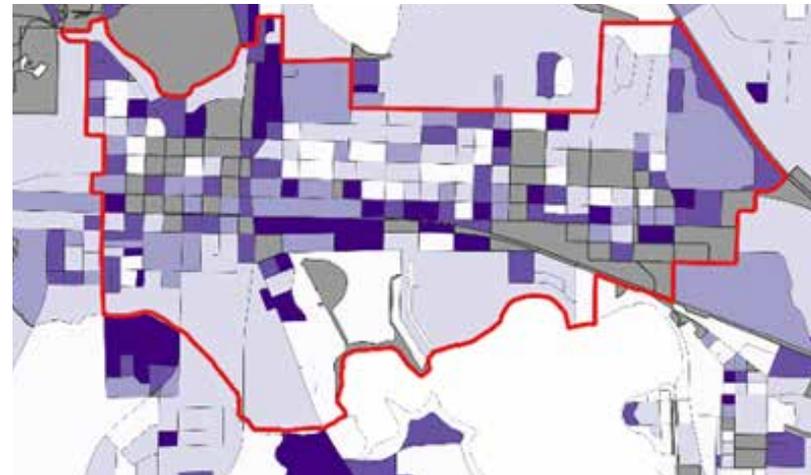
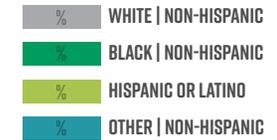


Figure 4: Share of Residents that are People of Color

2020 American Community Survey 5-Year Average

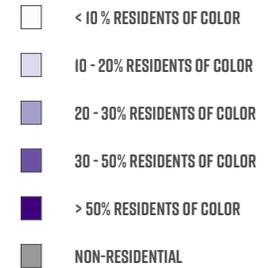
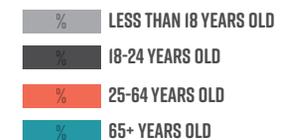


Figure 5: Average Resident Age Makeup, 2020

2020 American Community Survey 5-Year Average



ECONOMIC DATA

AVAILABILITY OF “GOOD AND ACCESSIBLE” JOBS

Warsaw’s priority area is relatively job dense, containing 24% of the city’s jobs (Figure 6). Jobs in the priority area are especially concentrated in two clusters: office and government jobs downtown and a cluster of retail, industrial, and medical jobs in the Argonne Road area.

In terms of “good” jobs (those that 40,000 or above), the priority area has a lower share of good paying industrial jobs than the city and county as a whole, greater share of good paying office and public sector administration jobs (Figure 7). Of the Critical Corridor Connections jobs, 31% do not require a college education, compared to 33% citywide, meaning they are slightly less accessible.

Critical Corridor Connections’ “good and accessible” jobs are concentrated in office and public administration, rather than industrial sectors.

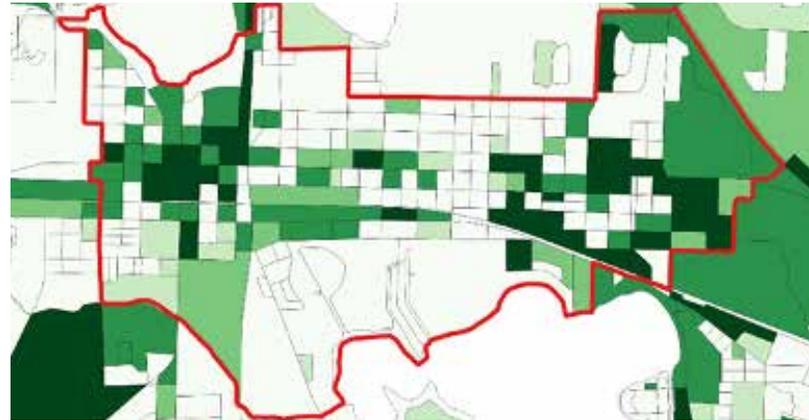


Figure 6: Jobs per Square Mile
2020 American Community Survey
5-Year Average

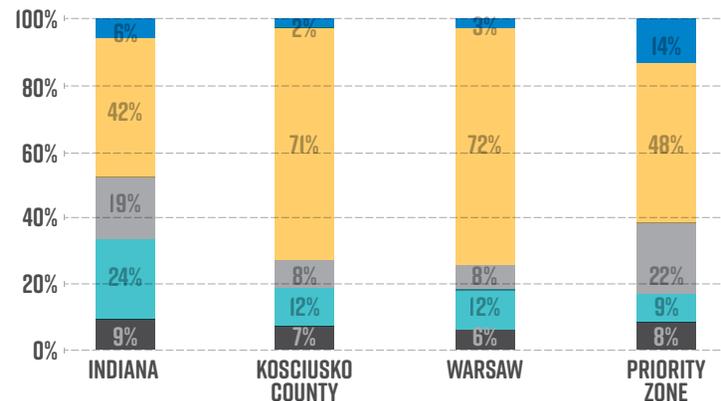
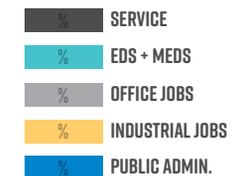


Figure 7: Industry Segment Breakdown of Jobs Paying over \$40,000 per year
2020 Longitudinal Employer-Household Dynamics (LEHD) Workplace Data



RESIDENTS’ CONNECTIONS TO JOBS

Only 12% of priority area residents work within the priority area, but most work within the city or county. 35% commute outside the county work (Figure 8).

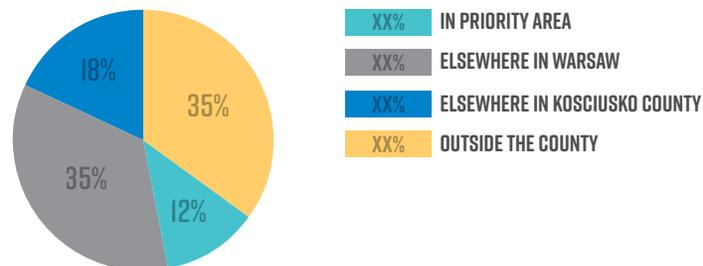


Figure 8: Location of Employment for Residents of Priority Area
Brookings Analysis of 2019 Longitudinal Employer-Household Dynamics (LEHD) data

ECONOMIC DATA

RESIDENTS' ECONOMIC OUTCOMES

Residents in Critical Corridor Connections have similar poverty rates compared to the city as a whole, (16% and 15%). As Figure 9, shows, however, the spatial distribution of poverty within the priority area is uneven – with the eastern side of the area experiencing higher poverty rates (Figure 9).

Moreover, some priority area residents face heightened barriers to opportunity than others due to limited English proficiency. Notably, within the priority area, between 20% and 30% of adults in the Census block group just east of downtown Warsaw reported having low English proficiency, even though fewer than 5% of adults in neighboring block groups reported having low English proficiency (Figure 10).

On the whole, residents of the Critical Corridor Connections priority area have similar economic outcomes to the city as a whole, but place-based variation exists.

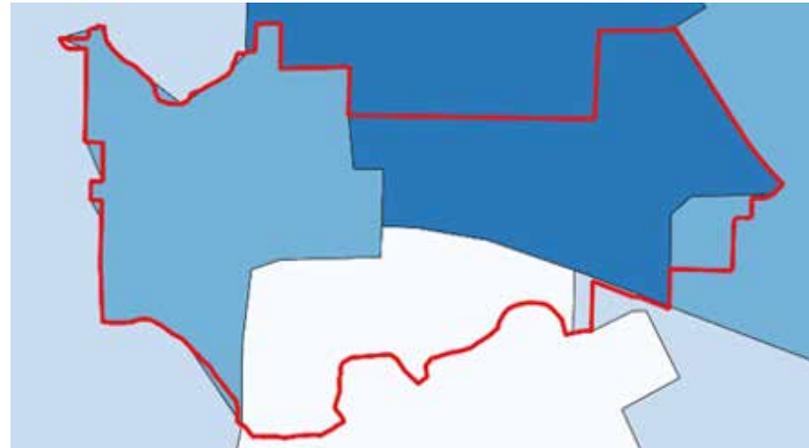


Figure 9: Individual Poverty Rate
2020 American Community Survey
5-Year Average

- <5% LIVE IN POVERTY
- 5-10% LIVE IN POVERTY
- 10-20% LIVE IN POVERTY
- 20-30% LIVE IN POVERTY
- >30% LIVE IN POVERTY

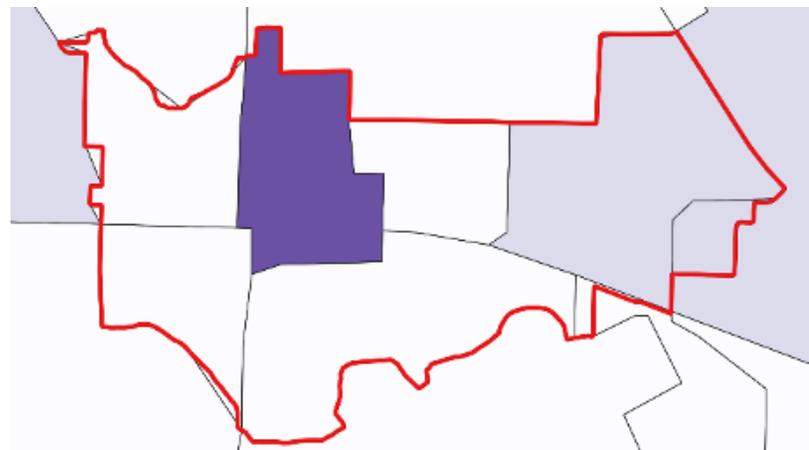


Figure 10: Percentage of Adults with Low English Proficiency
2020 American Community Survey
5-Year Average

- <5% ADULTS WITH ENGLISH PROFICIENCY
- 5-10% ADULTS WITH ENGLISH PROFICIENCY
- 10-20% ADULTS WITH ENGLISH PROFICIENCY
- 20-30% ADULTS WITH ENGLISH PROFICIENCY
- >30% ADULTS WITH ENGLISH PROFICIENCY

HOUSING DATA

COST + OWNERSHIP

Similar rates of housing units in both Warsaw overall and in the priority area are renter-occupied (52% and 53%) (Figure 11) and similar shares the population are housing-cost burdened (Figure 12).

Notably, however, 21% of housing units in the priority zone are unoccupied or vacant as of 2020, compared with only 10% of housing units citywide (Figure 13).

Over half of Warsaw and its priority area residents are renters and many are housing-cost burdened—but 21% of housing units in the priority zone are unoccupied or vacant compared to 10% citywide.



Figure 11: Shares of Households in Cost-Burdened Housing, 2020

2020 American Community Survey 5-Year Average

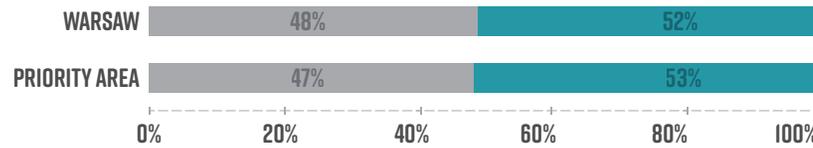


Figure 12: Ownership Status of Occupied Housing Units, 2020

2020 American Community Survey 5-Year Average

XX% OWNER-OCCUPIED
XX% RENTER-OCCUPIED

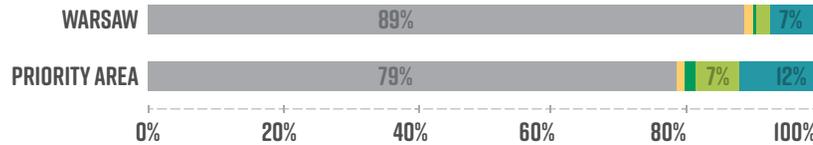


Figure 13: Occupancy Status of Housing Units, 2020

2020 American Community Survey 5-Year Average

% ALWAYS OCCUPIED
% OCCUPIED SEASONALLY / OCCASIONALLY
% UNOCCUPIED AND FOR SALE / SOLD
% UNOCCUPIED AND FOR RENT / RENTED
% VACANT FOR OTHER REASONS

RELEVANT PLAN SUMMARY

At the beginning of this agenda process, city leaders shared a number of relevant plans. The following list summarizes and provides page numbers for goals identified in other documents that are relevant to the priority areas. The reason this review was included is to ensure that the best of other ideas are incorporated.

The page numbers of specific ideas are provided for reference, with the goal of having these previous plans available online at a later date. In the meantime, readers can request these plans by email from the City of Warsaw.

« WARSAW DOWNTOWN ACTION AGENDA | 2002

Social + Civic

- Shopping is the main reason for visiting downtown (10)
- Residents want to improve parking downtown (11)
- Residents want more variety in the businesses downtown (11)
- Zoning should contain commercial activity to downtown nodes (19)

Mixed-use Infill

- Increase square footage of retail, housing & office downtown (14)
- Expand downtown commercial district north to Center Lake (16)
- Redevelop non-historic areas to meet resident needs & desires (21)

Historic + Core Downtown Districts

- Create Historic Courthouse District (17)
- Create Office, Institutional & Convenience District (17)
- Preserve historic architecture downtown (21)
- Facade & interior loans & grants in Historic Courthouse District (22)
- Create free parking areas in Historic Courthouse District (27)

Built Environment

- Beautify streetscapes with colorful plantings, public art, and wayfinding (25)
- Enhance traffic flow along SR 15 through downtown (26)
- Increase the amount of outdoor dining downtown (29)

Economic

- City should provide 1-on-1 technical support to downtown businesses (28)
- Focus on recruiting new business of types that resident prefer (30)
- Improve marketing with a newsletter, events & advertising for downtown (32)
- Partnership with Warsaw Community Development Corporation (Now Main Street Warsaw) to implement action items (33)

« WARSAW STRATEGIC INVESTMENT PLAN | 2016

Built Environment + Outdoor Amenities

- Build a roundabout at the gateway from Warsaw to Winona Lake (3-2)
- Improve Argonne Road streetscape & facades (3-2)
- Redevelop Gatke into maker space - education, businesses & public uses (3-3)
- Improve property values, safety & stormwater quality through neighborhood beautification (3-3)
- Enhance parks with connection points for neighborhoods (3-3)
- Enhance parks with locations for events (3-3)
- Implement Cycle Track to enhance pedestrian & bicycle circulation through downtown & out to Winona Lake (3-3)

Housing + Neighborhoods

- Habitat for Humanity supporting infill & affordable home ownership (3-3)
- Rehabilitation of housing for low income owners and renters (3-3)
- Provide cluster housing for persons with special needs with access to rehabilitation services & sources of income (3-3)
- Add senior housing to existing neighborhoods (3-3)

« WARSAW + WINONA LAKE BICYCLE AND PEDESTRIAN PLAN | 2013

- Promote bike & pedestrian system to attract residents & commerce (2)
- Market Bike & pedestrian system to encourage public health and wellness (2)
- Connect local and regional trails to destinations and public facilities (2)
- Improve safety for all transportation with signage and infrastructure (3)
- Highlight learning opportunities along the trail system (3)
- Link all schools, parks, libraries & community center with trail system (19)

« **WARSAW COMPREHENSIVE PLAN | 2015**

Built Environment + Denser Infill

- Promote compact form (14)
- Promote redevelopment of underutilized or vacant structures and lots (14)
- Redevelop North Detroit Street with no industrial from downtown to US30 (15)
- Promote mixed-use development downtown (15)
- City to promote & participate in high density projects downtown (19)
- Incentives for facade improvements & historic preservation (23)

Social + Civic

- Seek community input for desired bicycle & pedestrian path (16)
- Support local festivals & improve outreach to drive attendance (22)
- Strengthen/enforce property management codes at derelict properties (22)

Economic

- Attract new residents & businesses with tax incentives & partnerships (18)

Streetscapes, Trails

- Adopt complete streets ordinance (16)
- Reroute SR 15 south of downtown (17)
- Install roundabouts at backed-up or unsafe intersections (17)
- Provide yearly funding for bicycle & pedestrian system expansion (17)
- Implement traffic calming measures in use-sensitive areas (17)
- Leverage state funding to support bicycle & pedestrian infrastructure (18)
- Redesign the Buffalo Street corridor from downtown to Center Lake (22)
- Enhance city entrances & main corridors for “front door” moments (23)

Outdoor Environment

- Offer incentives for conservations or preservation of sensitive land (20)
- Seek donation of undevelopable land for conservation or recreation (20)

« **ARGONNE CORRIDOR VISION PLAN | 2020**

- Gatke Site Options (24)
- Warsaw Chemical Options (30)
- 501 Junction Site Options (34)
- Arnold Property Options (38)
- 301-310 Argonne Options (42)
- Streetscape Recommendations (48-53)

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A group of people, including men and women, are gathered around a table in a meeting room. They are looking at a large map or plan spread out on the table. The map features a grid of lines and some text. The scene is overlaid with a blue tint. In the background, there are tables with chairs and some equipment. A sign on the wall reads "Angus County COMMUNITY".

ENGAGEMENT

CRITICAL CORRIDOR CONNECTIONS

ADVISORY COALITION

ABOUT THE COALITION

In February 2023, the Kosciusko County Economic Development Organization (KEDCO) convened an Advisory Coalition to create and ultimately implement an economic inclusion agenda. Made up of community, city, and regional stakeholders, the coalition is designed to be cross-sectoral—spanning the fields of economic development, community development, workforce development, placemaking, education, and social justice.

The purpose of the Advisory Coalition is to ensure that no one organization, sector, or stakeholder type is responsible for creating or implementing the economic inclusion agenda, but rather, the agenda is a reflection of the priorities and capabilities of the city and the region as a whole. Responsibilities for participating in the Advisory Coalition include: 1) attending monthly coalition meetings between February and July 2023; 2) being an active participant in co-creating agenda-items; 3) soliciting feedback on proposed agenda items from relevant stakeholders, including community members; and 4) taking an active role in the implementation of agenda items.

Ultimately, the Advisory Coalition will help ensure the success of the agenda by bringing together the cross-sectoral coalition of stakeholders needed to bridge disciplinary silos, design innovative strategies, and implement such strategies in partnership with other city and regional stakeholders.

COALITION MEETINGS

The Advisory Coalition met six times at the Kosciusko County Community Foundation from 2:30 to 4:00 PM EST:

MEETING 1 | FEBRUARY 28: The first meeting served as an introduction to LISC and Brooking’s Community-Centered Economic Inclusion process, a presentation of data and justification for the focus area boundaries, the roles and responsibilities of the Advisory Coalition, and a discussion of future engagement activities. The meeting concluded with a modified “dots exercise” where participants were asked to identify a strength, weakness, and an opportunity in the focus area.

MEETING 2 | MARCH 20: During the second meeting, after a presentation including additional data points, planned engagement opportunities, and READI updates, the Advisory Coalition broke into three groups—Built Environment, Economic Opportunities, and Civic & Social Life. Each group reviewed potential agenda items gleaned from a review of previous plans and the feedback given in the “dots exercise” from the first meeting.

MEETING 3 | APRIL 25: The third meeting began with a relay of feedback taken from engagement activities between the second and third meetings, and then the group again divided into work tables. At these work tables—again divided into Built Environment, Economic Opportunities, and Civic & Social Life—participants reviewed a “working draft agenda”, crafted based on the first two meetings, the engagement activities, and best practices. Advisory Coalition members were asked to review potential agenda items and eliminate, modify, or add agenda items as necessary.

MEETING 4 | MAY 23: At the fourth meeting, participants walked through the draft agenda, and the A+B team discussed 3-4 agenda items that the team believed required additional discussion and feedback. Additionally, the A+B team led the group in a visioning exercise for two sites—Buffalo Street at Center Lake and the Kosciusko County Fairgrounds off Winona Ave—where large-scale redevelopment is possible. The team used a map with tracing paper to show potential land uses of the sites and made on-the-spot adjustments based on the vision and feedback from participants.

MEETING 5 | JUNE 27: The fifth meeting served as a final review of the draft agenda. Participants provided feedback on the tasks, on the partners who will implement the tasks, on the potential funding sources for the tasks, and on the proposed timeline for implementation.

MEETING 6 | JULY 25: Finally, the Advisory Coalition celebrated the completion of the agenda creation phase of the process. They discussed best practices for implementing the agenda and continuing the momentum built in the first phase of the process.

FOCUS GROUPS

ABOUT FOCUS GROUPS

There were certain topics that warranted deeper discussions about specific potential tasks or inclusive of particular constituents. To address these, several focus group meetings were held with the following groups for further information and discussion.

ZIMMER BIOMET YOUNG PROFESSIONALS

Met April 5 Virtually

An advisory coalition member is part of the Young Professionals affinity group of Zimmer Biomet and organized this meeting. They are the county's largest employer and a leading international orthopedic company. Key takeaways from this discussion:

- Employees come here from around the world, many with offers from much larger cities with more amenities
- They often decide to live in adjacent cities and towns
- This is partially due to the lack of housing and partially to a real or perceived lack of things to do that are geared to their age group
- Due to the shift to work from home, some employees feel isolated in the office or plant, and desire increased social and civic opportunities
- Despite the proximity of several lakes, young professionals note few opportunities to utilize the lakes for social or recreational needs

ORTHOWORX STAFF AND BOARD

Met April 19 Virtually

We met virtually with the President, CEO, and board members of Orthoworx. OrthoWorx is a nonprofit organization that works with industry partners, academic institutions, and community leaders to preserve and extend the region's orthopedic legacy. Key takeaways from this discussion:

- Talent recruitment, retention, and development are the greatest needs
- Supporting entrepreneurs in the industry is an on-going need
- There are various ways to support innovators
- One unique way is partnering innovators with a product idea with an established orthopedic company to support them through FDA approval and bringing new products to market.
- The orthopedic industry desires more and earlier connection to the local workforce through the school systems

WINONA AVE BUSINESS OWNERS

Met April 25 at Cardosa Restaurant

The Kosciusko Chamber of Commerce's Main Street team convened a group of Winona Avenue business owners. Winona Avenue is a mostly commercial corridor that connects downtown Warsaw with Winona Lake. Key takeaways from this discussion:

- Business owners are not organized as a group and do not regularly meet
- They would like to work together more to improve the street's infrastructure and identity and to help them feel more comfortable in investing in their businesses
- There are many Asian and Latino restaurants located on the street
- Many want to build on this identify as an international restaurant scene
- Portions of the area have parcels with lake frontage
- Due to the era that businesses grew here, many portions of the street lack sidewalks, curbs, and gutters, which makes it unsafe for pedestrians and contributes to flooding

KOSCIUSKO YOUNG ADULT PROFESSIONALS (YAP)

Met May 10 Virtually

The Kosciusko Chamber of Commerce coordinates a Kosciusko County YAP group and they organized a virtual meeting. Key takeaways from this discussion:

- The majority of this group grew up in the area and have returned to Warsaw due to family and community bonds
- Many expressed a desire to see downtown Warsaw connected to Center Lake
- The Fairgrounds site represents an opportunity for increased access to Winona Lake and for additional uses
- The recent improvements on Market Street should serve as a model for Winona Avenue

INTERVIEWS

ABOUT INTERVIEWS

There were certain topics that warranted deeper discussions about specific potential tasks or with key leaders who were not part of the Advisory Coalition. To address these, several interviews were held with the following individuals for further information and discussion.

NATHAN CALLITHEN

Zimmer Biomet Young Professional & Ride + Walk

March 17 | 1:00 PM | Virtual

JIM LANCASTER

Zimmer Biomet and Winona Lake Community Leader

April 5 | 10:00 AM | Virtual

BRUCE WOODWARD

Owner, The Cube

April 6 | 10:00 AM | Virtual

VIVIAN SCHWARTZ

WorkOne

April 21 | 1:30 PM | Virtual

STEPHANIE OVERBEY

CEO, Kosciusko County Community Foundation

May 19 | 2:00 PM | Virtual

Built Environment

- Desire for increased connectivity and trails
- Additional housing opportunities downtown could bring life and activity to downtown
- Basic infrastructure should be added to Winona Ave
- The intersection of Smith Street at Bay and Winona should be modified (and is planned to)
- The County Fairgrounds site could be activated year-round through the addition of a convention center, restaurants, and entertainment and recreation opportunities

Engagement

- Young professionals seek additional ways to be involved civically and socially but are not always sure how
- Warsaw needs additional civic leaders to bolster downtown
- The foundation wants to support ways to welcome new residents

Economic and Workforce

- Develop a unique identity for Warsaw, perhaps centered on innovation and entrepreneurship
- Unemployment is low, but barriers to employment continue to prevent some from working
- Barriers include child care, transportation, and affordable housing
- Wages across the region increased dramatically in the last 3-5 years
- New residents can find high paying jobs in the RV industry which carries fewer regulatory hurdles, though following this interview it was noted that the industry has seen layoffs
- The greatest challenges in the county are safe and affordable housing, child care, and transportation
- Launch Pad, the area's child care effort, dramatically increased the number of available child care seats but the demand for certified and trained child care workers exceeds supply
- Developing safe affordable and workforce housing near employment centers could reduce some transportation challenges

COMMUNITY GATHERING

April 25 | 5:30 PM | Lakeview Middle School

The Advisory Coalition worked together to organize a community meeting. Child care, dinner, and translation were available, and invitations in English and Spanish were delivered to every home in the focus area. Yet, despite these efforts, no residents attended the meeting. The lack of attendance reflects the lack of neighborhood identity and cohesion in the area and an opportunity to work with residents to improve civic connections. Community engagement must be an ongoing aspect of the CCEI process and community input is needed throughout the process.

KEY ENGAGEMENT THEMES

WHAT WAS HEARD THE MOST FROM ALL GROUPS

A variety of topics were discussed during Advisory Coalition meetings, at Focus Groups, and during interviews. The following list summarizes those topics that were heard most frequently throughout the engagement process.

» STRENGTHEN CIVIC CONNECTIONS

- Throughout the engagement process, the absence of neighborhood and business associations revealed a lack of connection between residents, business owners, and local leaders
- While the reported demographic information for Warsaw shows a breakdown that mimics Indiana's statewide demographic data, anecdotally, the school system and other stakeholders reveal a higher level of non-English speakers
- New residents working in the orthopedic industry report a lack of civic connections
- Building civic connections, through neighborhood organizing and through service on non-profit boards, could bridge these gaps and increase civic life

» DEVELOP WORKFORCE HOUSING OPTIONS

- Previous housing studies and nearly all engagement interviews and focus groups show a lack of housing options for all members of the workforce
- Young professionals report difficulty finding apartments, technical workers seek less expensive housing in surrounding communities, and service providers report the lack of safe, affordable housing as a major barrier to employment

» CONNECT PEOPLE AND PLACE

- Kosciusko County boasts over 100 lakes, and Warsaw has frontage on three of these lakes, in addition to other waterways
- Despite this natural asset, Warsaw has few opportunities for the public to access the lakes for entertainment and recreation
- Key locations have infrastructure challenges—busy state highways, lack of bike lanes, and missing sidewalks—separating people from community assets

» REDEVELOP KEY PROPERTIES

- Several key properties are poised for redevelopment, yet several other industrial properties continue to pose barriers on significant corridors
- Putting effort into completing redevelopment opportunities that include key needs—workforce housing, support for entrepreneurs, and development of third-places—would build momentum for further development

» SHORE UP DOWNTOWN

- Downtown Warsaw serves as an economic, cultural, and social hub for the community
- Continued changes as a result of COVID-19, including work-from-home, dramatically changed downtown's dynamic
- Refocusing on building downtown's strengths would serve to consolidate assets in the city's core



An aerial photograph of a city street and railroad tracks, overlaid with a blue tint. The street runs vertically through the center, with railroad tracks to its right. Residential houses are visible on the left, and industrial buildings are on the right. The text is centered over the street.

THE AGENDA

CRITICAL CORRIDOR CONNECTIONS

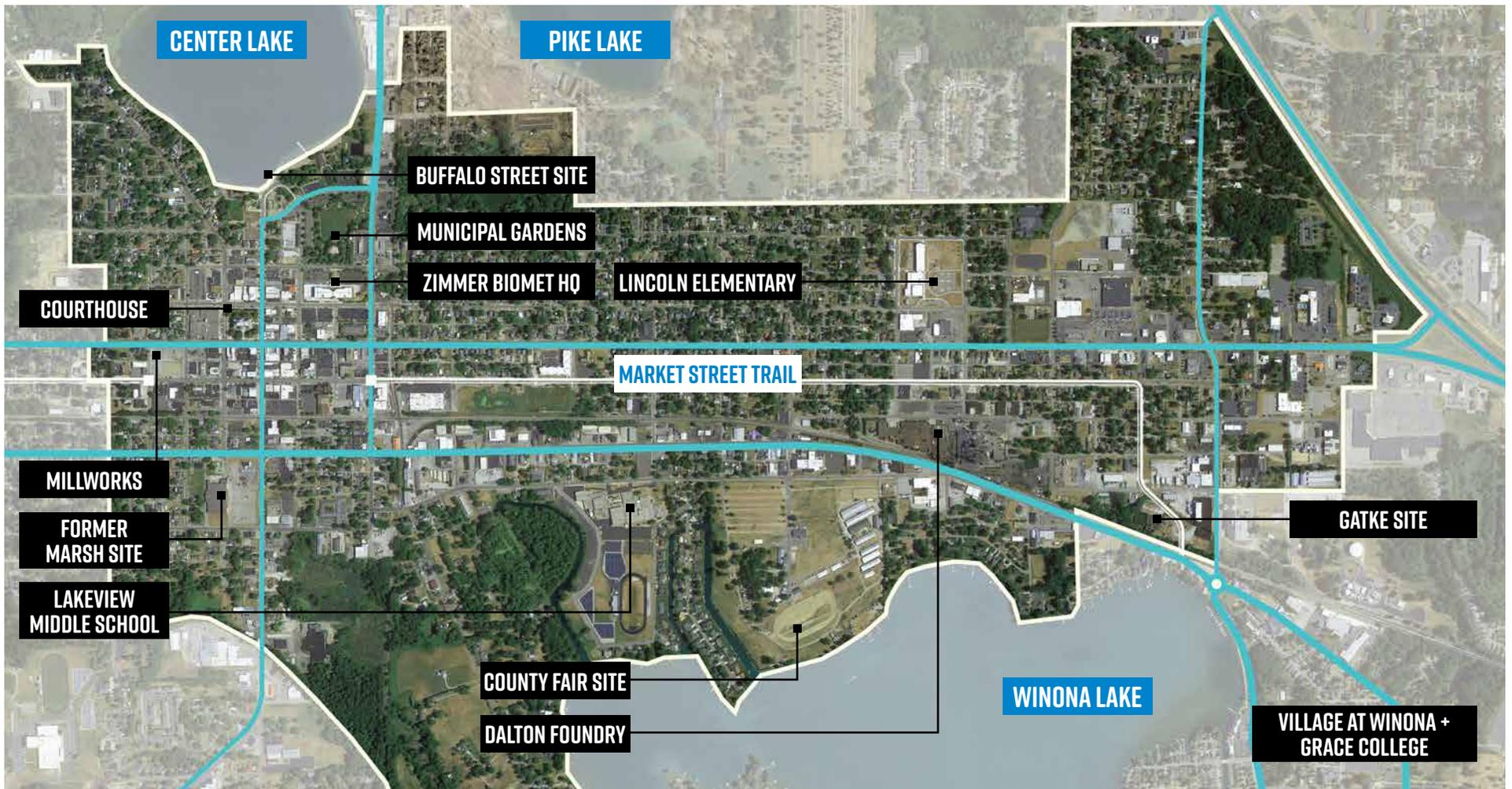
AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA

FOR WARSAW

AGENDA SUMMARY

This is a CCEI Agenda—not a plan. This agenda represents a commitment to action by a group of local stakeholders—The Critical Corridor Connections Advisory Coalition. The goal of the Agenda is to leverage place-based investments for community benefit. To do this, the Agenda integrates community, economic, and workforce development efforts within underinvested communities to connect them to their regional economies. The table to the right summarizes this Agenda. Agenda items are organized into **FIVE** categories identified by the letters on the left. Within each category, there are multiple **AGENDA ACTION ITEMS** (A.1, A.2, and so on).

Each agenda action item includes a topic, timing, and lead implementing organizations (implementors). The Theory of Change for Transformative Placemaking focuses on four **TOPIC** areas for agenda items to address: (1) Built Environment, (2) Economic Development, (3) Civic Life, and (4) Social Life. For each agenda action task, a topic is identified. In addition, each task includes the **TIMING** needed to accomplish it. These are described as either short-term, mid-term, or long-term. Short-term items can begin in Year 1, while Mid-term items will likely take 2-3 Years. Long-term items will likely take longer than three years, but there are steps recommended within the 3-Year time frame, such as visioning and advocacy. Lastly, **IMPLEMENTORS** are the lead implementing organizations identified to shepherd these items to completion. The map below highlights the priority area boundary where these place-based tasks are located.



AGENDA ACTION ITEMS	TOPIC	TIMING	LEADERS
A Create Robust Support for Technical Workers and Emerging Entrepreneurs			
A.1 Enhance Resident Connection to Living-Wage Manufacturing Jobs	Economic Civic + Social	Mid-Term	Foundation, Chamber, Launch Pad
A.2 Inspire a Diverse and Dynamic Culture of Emerging Entrepreneurs	Economic Civic + Social	Mid-Term	KEDCO, Chamber, Community Coordinator
B Remake Winona Avenue as a Connection and Destination			
B.1 Create a Winona Avenue Business Association with Diverse Representation	Economic Civic + Social	Short-Term	Chamber, Bus. Assoc, OrthoWorx Div. Cmte.
B.2 Make Winona Avenue Walkable	Civic + Social Built	Mid-Term	Chamber, CED + Planning, Ride-Walk
B.3 Activate the Fair Site as a Year-Round Destination	Economic Civic + Social Built	Long-Term	KEDCO, CED + Planning
C Grow Downtown as the Corporate, Civic, and Cultural Center			
C.1 Complete Downtown's Shovel-Ready Projects	Economic Civic + Social Built	Mid-Term	Mayor's Office, CED + Planning, KEDCO
C.2 Plan Catalytic Efforts for Downtown	Civic + Social Built	Long-Term	KEDCO, Mayor's Office, CVB, Chamber
C.3 Strengthen Civic Engagement among Near-Downtown Residents	Civic + Social	Short-Term	Main Street, OrthoWorx Div. Cmte.
D Reinvalidate Industrial Heritage Sites			
D.1 Execute the Argonne Corridor Plan	Economic Built	Mid-Term	KEDCO, CED + Planning, Private Developers
D.2 Enhance the Dalton Foundry Site Perimeter	Built	Short-Term	CED + Planning, Dalton, Chamber
E Ensure Public Access to the Lakes and Recreation Assets			
E.1 Connect the 3 lakes as the Central Blue-Ways Hub	Economic Civic + Social Built	Mid-Term	Planning, Ride-Walk, County Blue-Ways
E.2 Determine Feasibility of Community-Serving Aquatic Center	Economic Civic + Social Built	Mid-Term	KEDCO, Schools, Grace College



TASK A.I: ENHANCE RESIDENT CONNECTION TO LIVING-WAGE MANUFACTURING JOBS

» WHY

Workforce development professionals and community-serving non-profit leaders report the top barriers faced by Warsaw’s workforce, particularly its low-income and under-served workforce are: (1) a lack of workforce housing*, (2) a lack of child care, and (3) drawbacks to working late shifts. The first two barriers span all income levels, and the third primarily affects technical workers. The community foundation also reports transportation barriers for technical workers (exacerbated by a lack of workforce housing near employment centers).

Housing | Over half of Warsaw’s population are renters and many are cost-burdened (over 30% of income spent on housing), yet over 20% of focus area housing is vacant. Young professionals report difficulty finding either rental housing or affordable purchase options. Kosciusko County Community Foundation commissioned a study in 2019 showing a need for 535-750 housing units over five years, and demand is still high.

Childcare | Coordinated through Launch Pad, the county has made creative efforts to add seats over the past few years, but operators struggle to find child care workers, meaning seats go unfilled.

Late Shifts | OrthoWorx noted an industry-wide struggle to fill 2nd- and 3rd-shift positions, while some residents reported that moving from late- to 1st-shift positions can take years. Workforce organizations stated they believe Latino residents may be drawn to surrounding counties with higher wage jobs, with larger immigrants communities, and with jobs that have less language barriers than in orthopedic manufacturing (due to FDA regulatory requirements).

** Workforce housing would be designed for those households earning between 60% and 120% of area median income (AMI) per the Urban Land Institute. Warsaw’s AMI is \$53,000*

» WHAT

Specific efforts to add additional multifamily workforce housing are noted as part of Tasks B.3, C.1, C.2, and D.1. Community leaders should work to ensure that workforce housing is included in these developments as noted.

To address child care needs, Launch Pad will work with employers to offer child care subsidies for workers in need and with Warsaw Community Schools to provide Child Development Associate (CDA) certifications to high school students meeting the age requirements for care givers.

To make late-shift jobs more tenable, Visit Kosciusko County will develop a late-shift “passport” for workers, highlighting sports and social activities unique to a late-shift experience. The Kosciusko Chamber of Commerce will work with local employers to encourage the development of late-shift social clubs. OrthoWorx will work with industry leaders to train supervisors to better navigate language differences.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Large Employers

» HOW | TASKS «

Year 1 | Prioritize workforce and affordable housing units in mixed-use developments

Expand large employer support for the Launch Pad Initiative and child care subsidies

Create a high-school CDA certification program

Year 2 | Create a cohort of late-shift workers to explore successful late-shift passport and social club models - then develop local programs based on lessons learned

Create a training module to help supervisors navigate language barriers while meeting FDA and other regulatory requirements

» WHO «

Dark blue is lead | Light blue is support

Community Foundation

Large Employers

Chamber of Commerce

Orthoworx

Launch Pad

Developers

Arts + Culture Groups

target date

» WHEN «

short-term

mid-term

long-term



TASK A.2: INSPIRE A DIVERSE AND DYNAMIC CULTURE OF EMERGING ENTREPRENEURS

» WHY

Warsaw has long been known as the “Orthopedic Capital of the World”. Local employers like Depuy Synthes and Zimmer Biomet recruit in-demand employees from across the globe. Other sectors like Med-tech and Ag-Science are growing across Northeast Indiana. OrthoWorx and other economic development professionals emphasize the importance of having a dynamic culture with vibrant social settings to spark entrepreneurship. It encourages networking, idea sharing, and momentum.

The recent growth of work-from-home means less daily interaction between peers and supervisors is required. Many young professionals engaged in this process lament this isolation and choose to live outside Warsaw, even with longer commutes. This is part due to a lack of housing (addressed elsewhere), but also to a perceived lack of diversity, of nightlife, of local cafes and restaurants, of boutique retailers, and of unique small makers. These restaurateurs and makers in-turn, would benefit from the same vibrant entrepreneurial culture as the orthopedic industry. Some of the industries have affinity groups for diversity and encouraging them to socialize with other entrepreneurs would be beneficial.

There are recent successes. In 2023 alone, KEDCO opened a downtown co-working space, OrthoWorx received a large funding source from the State budget to support the Orthopedic industry in Warsaw, and County Commissioners secured a Hoosier Enduring Legacy Program (HELP) grant used to hire a Community Coordinator to create a strategic investment plan.

» WHAT

Lead implementors will capitalize on recent successes and collaborate to create a vibrant and diverse entrepreneurial ecosystem in the priority area. This ecosystem will connect entrepreneurs across ages, experience levels, and sectors from orthopedics to food to makers.

KEDCO will encourage and expand social networking activities at their coworking space as a hub for entrepreneurship. This will include involving affinity groups focused on diversity at local employers in social activities.

They will create needed small manufacturing spaces for makers and track available small industrial spaces to pair startups seeking space. Programs will be created to connect budding entrepreneurs to leading local voices for mentorship and support.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Main Street America
- SBDC
- SCORE
- USDA
- READI 2.0

» HOW | TASKS «

Year 1 | Map the existing entrepreneur “ecosystem” of partners, roles, and efforts, and update to include agenda-based goals

Prioritize formalizing affinity groups of entrepreneurs of diverse backgrounds to support a robust and connected entrepreneurship ecosystem across residents of different incomes, racial/ethnic backgrounds, genders, and disability statuses, and otherwise underrepresented statuses

Hold a fun, monthly social-hour at the KEDCO co-work space for all sectors

Explore funding sources to provide stipends for business owners to participate if it otherwise would present a financial hardship to do so

Work with area high schools and universities to invest in youth and young-adult entrepreneurship programs

Work with SBDC on a 1-on-1 mentoring program for emerging entrepreneurs

Year 3+ | Incorporate small-scale maker/incubator spaces as part of a mixed-use redevelopment project, such as the Gatke.

» WHO «

Dark blue is lead | Light blue is support

KEDCO	Orthoworx	Indiana Tech	Ivy Tech
Chamber YAP		Grace College	
HELP Community Coordinator		High Schools	

target date

» WHEN «

short-term	mid-term	long-term
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TASK B.I: CREATE A WINONA AVENUE BUSINESS ASSOCIATION WITH DIVERSE REPRESENTATION

» WHY

Winona Avenue is the main commercial corridor connecting downtown Warsaw to neighboring Winona Lake. It is home to many long-time local service-related businesses as well as a number of convenience stores and restaurants serving international cuisine. Many residents here have limited English proficiency (between 20% and 30% compared to 5% in neighborhood area). Additionally, many business owners do not own their buildings and fear additional investment may raise lease rates from disinterested landlords.

At the beginning of this process, business owners lacked a forum for communicating and advocating for a common vision. The Kosciusko Chamber of Commerce convened Winona Ave business owners for the first time in April 2023. During the meeting, many expressed a desire for continued collaboration, including further outreach to Latino businesses. Some business owners noted the community's embrace of the international appeal of the corridor, particularly its restaurants, and want to see that appeal celebrated with events, signage, and art. Several business owners also expressed a desire for streetscape improvements to provide walkability and to address flooding issues (See Task B.2).

» WHAT

The Kosciusko Chamber of Commerce will lead the process of developing a strong and diverse Winona Avenue Business Association that meets regularly. Initial goals for the association include increased engagement with Latino and Asian businesses and promoting the corridor's international cuisine through regular events. Additionally, implementors will work to develop a strategy for financial supports to enable renting businesses to purchase property and to provide incentives for facade and site improvements. As a way to stimulate interest and excitement, implementors will pair businesses with young professionals and local artists and arts groups in creative placemaking efforts.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Kosciusko Chamber of Commerce
- Kosciusko Co. Community Foundation (for charitable purposes only)

» HOW | TASKS «

- Year 1 |** Establish a Winona Avenue Business Association that meets regularly
- Select an engagement liaison for outreach to Latino and Asian businesses
 - Provide focused technical assistance to corridor businesses in partnership with SBDC
 - Explore funding a paid bilingual liaison to conduct outreach to minority-owned businesses, as well as stipends to help cover potential costs (e.g. lost revenue or childcare) for participating small business owners to take part
- Year 2 |** Create a regular event to promote international food options
- Seek funds to assist business owners who lease space in order to purchase properties and to fund facade and site improvements

» WHO «

Dark blue is lead | Light blue is support

Chamber of Commerce	Mayor's Office
Winona Ave Business Owners	KEDCO
OrthoWorx Diversity Cmte.	One Warsaw
	Orange Marketing Group

target date » WHEN «

short-term	mid-term	long-term
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TASK B.2: MAKE WINONA AVENUE WALKABLE

» WHY

Properties along the Winona Avenue corridor were developed in the post-war era and lack even basic pedestrian elements that make a place walkable, accessible, and safe. Winona Avenue business owners' concerns include a lack of consistent sidewalks, safe crosswalks, and poor lighting. There is a strong desire to model the recent improvements to Market Street on Winona Avenue, though the corridor is more narrow. Advisory Coalition members, residents, and business owners alike also express a desire to enhance the sense of place on the corridor and build upon its international appeal. There is also a desire to support or expand the existing grocery or add additional grocery options.

» WHAT

Lead implementors will collaborate to improve the Winona Avenue streetscape. Streetscape efforts will initially focus on comfortable sidewalks, safe crosswalks, lighting, trees, and buffers for surface parking lots, to the extent possible. Longer-term efforts will examine opportunities to enhance pedestrian connections to the fair site and to any trails associated with the county's "Blue Ways" concept.

To enhance the sense of place, implementors will involve the local Latino and Asian communities, local artists, young professionals, and high school students in creative placemaking efforts. Long-term plans will begin to identify locations to increase the pedestrian appeal of private properties. This will include identifying key sites for outdoor seating, improved entries and signage, and even identifying potential sites for additional grocery options and walkable, mixed-use redevelopment.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Project for Public Spaces (PPS)
- Federal roadway dollars
- READI 2.0 (design and construction)

» HOW | TASKS «

- Year 1 |** Put together a creative placemaking team and visit other Indiana cities with programs to inform a "Better Blocks" early action event. Prioritize representation from residents of diverse backgrounds, including based on socioeconomic status, racial/ethnic diversity, ability, and other indicators of under-representation.
- Find locations to connect with broader county-level "Blue Ways" planning
- Year 2 |** Stage a "Better Blocks" event
- Develop a pedestrian-first vision for design and secure funding for engineering and construction
- Year 3+ |** Seek key sights for additional grocery options and walkable mixed-use redevelopment

» WHO «

Dark blue is lead | Light blue is support

Chamber of Commerce	Business Association
CED + City Planning	Property Owners
Ride+Walk Committee	Young Professionals
Winona Ave Business Owners	Kosciusko County Velo (KCV)
	Private Sector

target date » WHEN «

short-term	mid-term	long-term
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Bomy's Indian Food and Grocery

No sidewalks on Winona Avenue - No edge between road and property



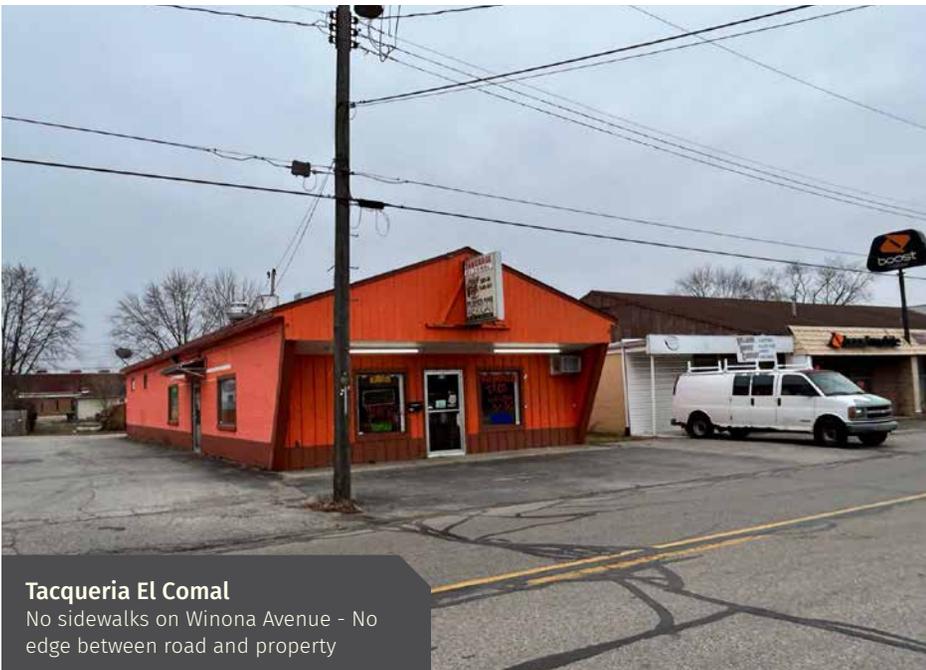
Lakeview Shopping Center

Winona Avenue has no Sidewalks, No parking lot buffer



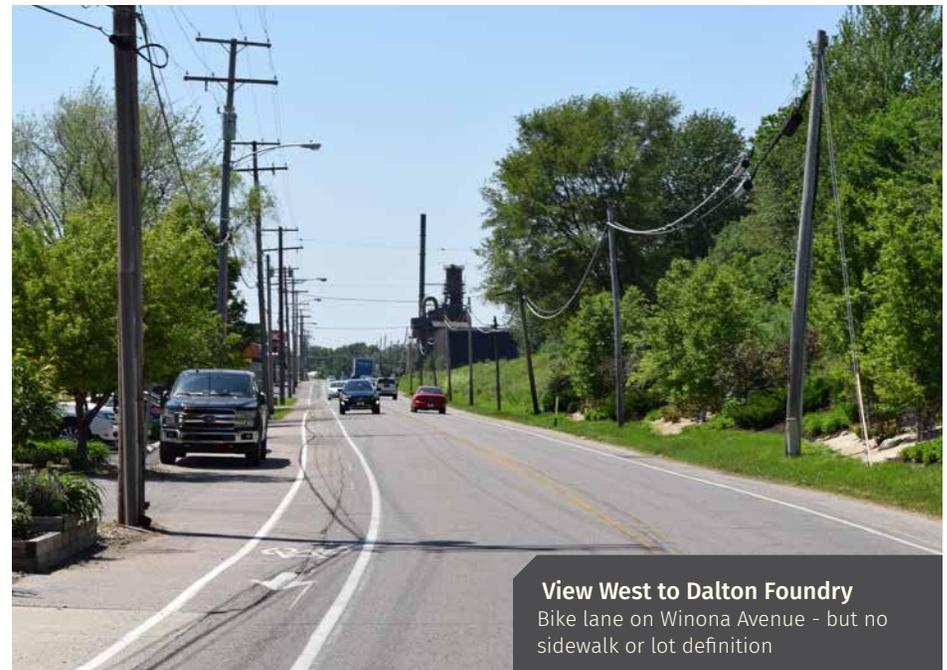
Tacqueria El Comal

No sidewalks on Winona Avenue - No edge between road and property



View West to Dalton Foundry

Bike lane on Winona Avenue - but no sidewalk or lot definition



Note: examples photos provided to highlight various conditions on Winona Avenue

Winona Avenue

View looking west on Winona Avenue -
Sidewalks do not extend to Warsaw



Note: examples photos provided to highlight various conditions on Winona Avenue



TASK B.3: ACTIVATE THE FAIR SITE AS A YEAR-ROUND DESTINATION

» WHY

Located just south of Winona Avenue is the Kosciusko County Fairgrounds. This site fronts Winona Lake and hosts a few big events each summer, including the County 4-H Fair. Nearly everyone engaged in this process agrees the current site is under utilized—particularly as residents desire more public recreation and social opportunities near the lakes.

Advisory Coalition members and stakeholders feel strongly that the site should be further developed, but that it should not be converted to single-use residential—especially as private homes dominate much of the lakefront. Specific requests for additions to the site included mixed-uses, a community destination or asset (such as an event or conventions center), park and beach space, a boardwalk, local shops and restaurants, and gathering spaces for socializing and recreating. The site is not currently accessible to those with disabilities.

» WHAT

The Kosciusko County Fair Board owns the site and Kosciusko County 4-H utilizes the site each summer. Both entities are key to the site’s future. Activating the site will bolster the fair, adding desired community amenities and providing energy to the yearly fair. Potentially, if alternate desirable sites for the fair materialize, the Fair Board may decide to redevelop the site while retaining some buildings to honor 4-H’s longevity at the site.

To cast a vision for the site, lead implementors will coordinate with the Fair Board and 4-H and will engage a consultant team to determine 4-H’s spatial needs and desires. Together, the stakeholders and the consultant team will evaluate multiple site plans and land use options, ranging from maintaining the 4-H presence unchanged to reworking the site. Once a preferred strategy is agreed upon, the lead implementors will work with a master developer to implement the plan.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Large Employers
- READI 2.0 (acquisition and master planning)

» HOW | TASKS «

Year 1 | Coordinate an early pop-up event to draw an audience to the fairground and raise the vision for broader usage, especially for residents that may otherwise lack access to lake entry-points due to poor signage, language barriers, ability-based barriers, or lack of publicizing public access points.”

Engage a consultant team to develop multiple scenarios for consideration by 4-H and stakeholders

Year 2 | Create a vision to communicate the preferred scenario to key stakeholders

Future | If there is buy-in, work with a master developer and a design team to begin implementing and building the preferred alternative

» WHO «

Dark blue is lead | Light blue is support

KEDCO

School Corp

CED + City Planning

Young Professionals

Kosciusko County Fair

Large Employers

Kosciusko County 4-H

County Commissioners

target date

» WHEN «

short-term

mid-term

long-term



CONNECT TO WINONA AVE

CONNECT TO WINONA AVE

IMPROVE SMITH ROAD

RESTORE 4-H AREA

TOWNHOMES

MIXED-USE BUILDINGS

SHARED PARKING

VILLAGE SHOPS

SHARED PARKING

PUBLIC PARK +
PLAYGROUND

EVENT CENTER

PICNIC LAWN

NEW PUBLIC BEACH

WATERSIDE RESTAURANTS

» **NOTE** «
**FAIR SITE
 EXAMPLE ONLY**

This image is shown for reference only to indicate the scale of the site and how many uses might fit if development were to occur.

This image shows maintaining the 4-H buildings and adding an event center, shops and restaurants, some mixed-use housing (though not near the water), and a large, public park and beach

» IMAGE OF POTENTIAL FAIR SITE CONCEPTS FOR ILLUSTRATIVE PURPOSES ONLY NOT A PROPOSED DESIGN

Stakeholders stressed that any proposed solution for the fair site will be based on a larger process in coordination with the 4-H and County Fair Boards. This rendering is provided for reference to indicate a sense of the size and potential of the property and to show how various requested uses during the process might potentially fit.

» PUBLIC BENEFIT ON THE LAKE FRONT

It was widely shared during the process that any development of the lakes should be open to the public and not used for single-family lake homes. While a number of elements were discussed, top suggestions included a convention or event center, public park and beach space, lakefront restaurants, wineries or breweries, and boutique village-scale retail and shops



» **EXAMPLE ILLUSTRATION** «

See Page 38 for more information
on this Fair Site concept

NEW PUBLIC BEACH

PUBLIC PARK PARKING

CENTRAL PROMENADE

TOWNHOMES

MIXED-USE ON CENTRAL PROMENADE

MIXED-USE FRONTING SMITH ROAD





TASK C.I: COMPLETE DOWNTOWN'S SHOVEL-READY PROJECTS

» WHY

Members of the Advisory Coalition and economic development professionals stressed the importance of downtown Warsaw and the need to add vibrancy to the city's core, particularly as work-from-home trends now leave downtown office spaces far below capacity.

Likewise, a variety of stakeholders, including social service providers and young professionals, noted the need for additional workforce housing, ideally located near jobs and in a variety of typologies.

All of these needs are identified in several plans, dating back to 2002, including Warsaw's Comprehensive Plan which calls for an increase in mixed-use and high density projects downtown and Warsaw's Downtown Action Agenda which calls for an expansion of the downtown commercial district to Center Lake and the addition of housing and retail. Ensuring these goals include an inclusive community perspective is important.

» WHAT

Several projects fulfilling these needs are in the advanced stages of redevelopment, only requiring gap funding. However, a unified approach between the City, KEDCO, and other interested parties is needed to build consensus on workforce housing targets, active groundfloor spaces, and architectural quality in the historic downtown setting. To do so, the lead implementors will form a "Downtown Development Committee" of key partners and include a diverse set of community perspectives to agree upon a near-term strategy to determine gap funding sources and allotments for the projects below. The funding requests will be packaged into a single READI 2.0 request to strengthen their transformative appeal to regional and state agencies. This group will work together long-term to issue RFPs and determine strategies to ensure investment downtown is coordinated. Near-term downtown projects include:

- A | Millworks** | Support the Owens property redevelopment and the City's selected development partners to provide needed workforce housing and streetscape vibrancy
- B | Buffalo Street** | Maximize the Buffalo Street site as a key, generational opportunity to connect downtown to Center Lake and activate the lakefront with dining and nightlife
- C | Marsh Site Reuse** | Support the reuse of the vacant former Marsh site to bring needed jobs and community benefit and provide a gateway into downtown
- D | Market Street Urban Trail** | Find funding to build the already designed downtown segment of the Market Street trail to fully connect Downtown to Winona Lake

» HOW | FUNDING

- Potential Funding Sources to Pursue
- Individual project development partners
 - Indiana Trail Program
 - READI 2.0

» HOW | TASKS «

- Year 1 | Form a Downtown Development Committee of key City officials and partners to agree upon a strategy for gap funding sources and allotments
- Year 1 | Have the committee review and provide input on RFPs, selection of partners, inclusion of workforce housing, and design outcomes for each project
- Year 2 | Begin construction of Millworks, including its workforce housing component
- Year 3 | Aggressive target to begin construction of Buffalo Street, Market Street Urban Trail, and Marsh Site Reuse

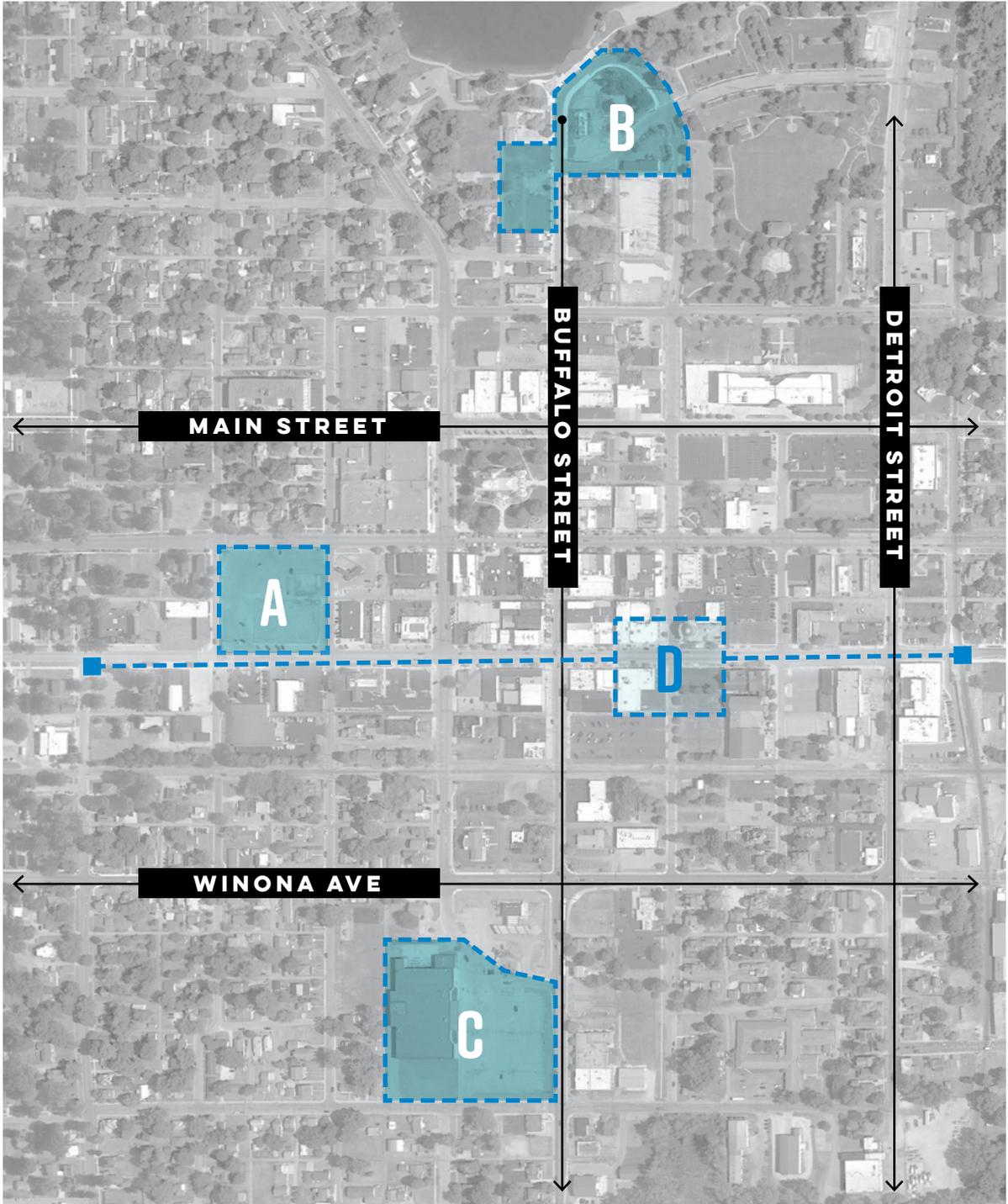
» WHO «

Dark blue is lead | Light blue is support

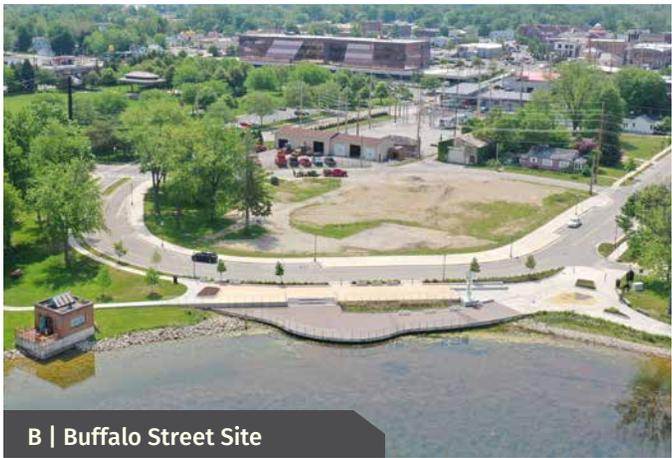
Mayor's Office	Chamber of Commerce
CED + City Planning	Private Sector Partners
KEDCO	Young Professionals
Private Sector	OrthoWorx
Main Street	County Commissioners
	Purdue Extension

target date » WHEN «

short-term	mid-term	long-term
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A | Millworks Site



B | Buffalo Street Site



C | Former Marsh Site

Note: Map and images indicate sites and location within Warsaw

» **EXAMPLE ILLUSTRATION** «

See Page 45 for more information
on this Buffalo Street concept

CENTER LAKE BEACH

PUBLIC PIER

**DESTINATION RESTAURANT
WITH ROOFTOP SEATING**

BUFFALO STREET PLAZA

PARK SPACE

CONNECT PARKING

CASTALDI FOUNTAIN

YOUTH CABIN

COURTYARD

**MIXED-INCOME APARTMENTS
WITH SHARED GARAGE**

LOCAL SHOPS

PEDESTRIAN STREET

NYE PARK

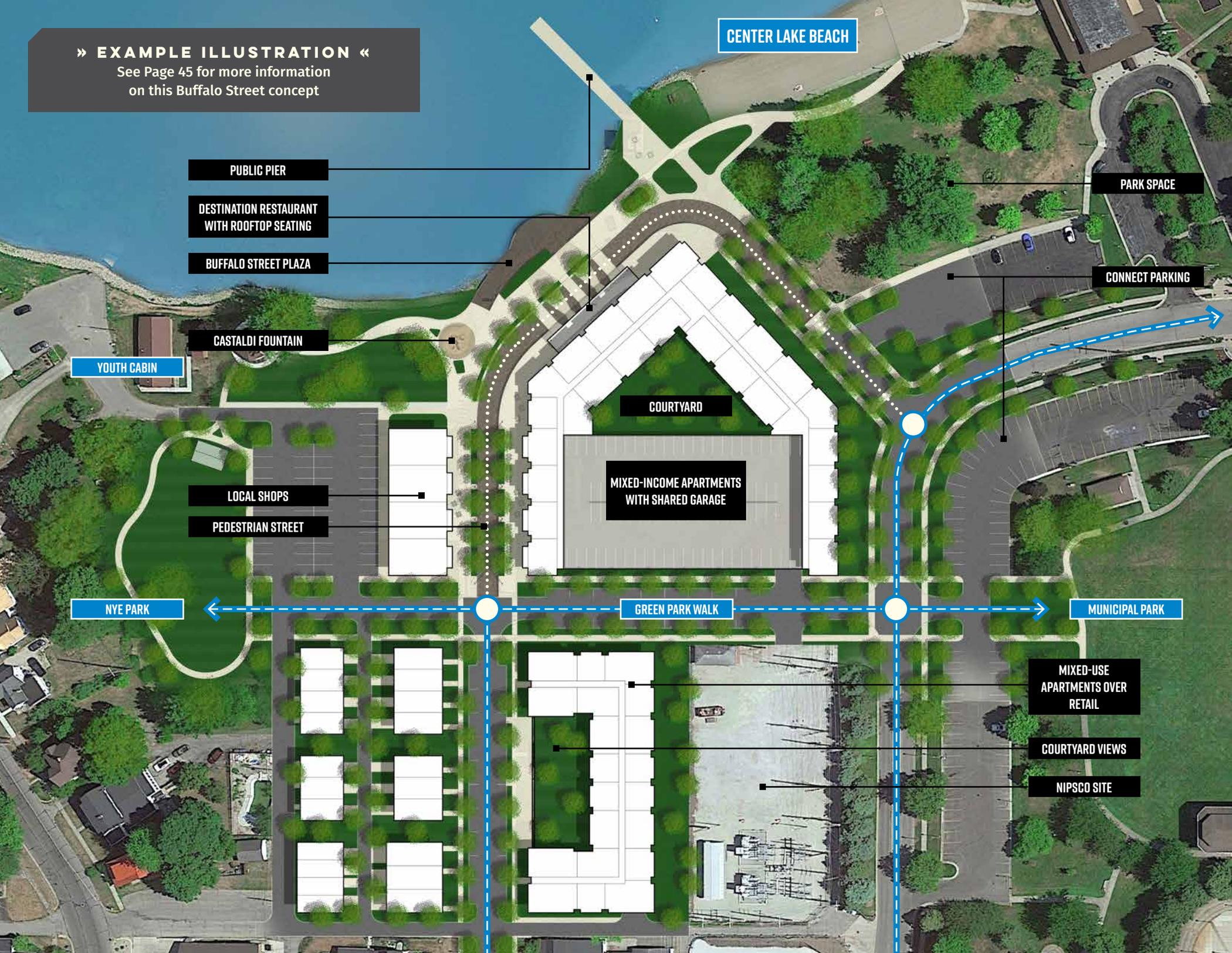
GREEN PARK WALK

MUNICIPAL PARK

**MIXED-USE
APARTMENTS OVER
RETAIL**

COURTYARD VIEWS

NIPSCO SITE



» EXAMPLE ILLUSTRATION «

Estimated Yields of Illustration

Mixed-Use Apartments: 136

Additional Townhomes: 14

Retail / Commercial Varies

Total Units: 150



Waterside Dining + Socializing



Build On Existing Assets



Pull Downtown to the Lake Edge

This illustration depicts an option for the Buffalo Street Project that include a mixed-use building fronting the existing Buffalo Street Plaza. It includes an internal courtyard and a simple shared parking garage.

The street that loops around is slightly reworked to allow for a more efficient building footprint and is designed to be pedestrian-friendly for events and festivals. The buildings are located to make a tree-lined street connection between Nye Park and Municipal Park.

Local shops are shown on the left hand side of the street with additional townhome units.

To the east of these townhomes is a mixed-use building with a courtyard amenity space that fronts onto Buffalo Street. This space would encourage social activity and eyes on the street.

The groundfloor of both mixed-use buildings is intended to be a mix of retail, commercial, and maker space. Special accommodation should be made to include a number of workforce units and maker spaces.



TASK C.2: PLAN CATALYTIC EFFORTS FOR DOWNTOWN

» WHY

As remote work changes downtown’s daily activity, Warsaw needs to solidify downtown as the city’s corporate, civic, and cultural center. Warsaw’s focus area, including downtown, lacks third places and some cultural assets are located outside downtown, in areas where pedestrian and bicycle access is limited.

Midway through the CCEI process, the City engaged the consulting firm Hyett Palma to update the downtown plan they worked on twenty years previously—the Downtown Action Agenda. The Core Team requested that the CCEI consultant team coordinate with this effort to ensure both processes support a unified set of recommendations.

» WHAT

Lead implementors will work to solidify Downtown as the corporate, civic, and cultural center of Warsaw. Following the boost of energy and momentum anticipated from the four shovel-ready projects identified in Task C.1, these partners will focus on the next big, transformative projects and strategies for downtown.

Programmatic Goal - Full-time Main Street Manager | The Kosciusko Chamber of Commerce provides Main Street services, with several staff members collaborating to promote Main Street. Fund a full-time Main Street Manager position to add additional capacity.

Development Goal - Performing Arts Center and Convention Center | Recently, based on conversations between several Advisory Coalition members, KEDCO is pursuing a project to consolidate the many surface lots downtown into a structured parking development, allowing future infill, and partnering that asset with a major performing arts center and conference hotel. Wagon Wheel Center for the Arts expressed interest in expanding and being part of this project.

Strategy Goal - Focus Retail to Maximize Impact | Main Street will strategize with other lead implementors to focus and right-size retail activity on a limited number of key streets and nodes. Given the scale of Warsaw, prioritizing locations will ensure investment has impact.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Large Employers
- Individual project development partners
- Tax Increment Finance (TIF) District (existing downtown TIF)
- Economic Improvement District (EID, explore the creation of one)
- Hotel Tax
- Philanthropic Community

» HOW | TASKS «

- Year 1 |** Fund a Performing Arts Center and Conference Hotel feasibility study to examine a combined convention, hotel, cultural institution, and garage facility. Pursue READI 2.0 funding if study confirms feasibility
- Solicit proposals from downtown retail experts for a downtown retail right-sizing strategy to focus investments and impact
- Explore feasibility of public transportation investments to connect key corridors
- Year 2 |** Following the retail study findings, fund a full-time Main Street manager position to support the Kosciusko Chamber of Commerce
- Develop Performing Arts Center business plan and solicit and select conference hotel and garage developer
- Year 3+ |** Pursue funding to support outcomes of the Cultural and Convention Center study

» WHO

Dark blue is lead | Light blue is support

KEDCO	CVB
Mayor’s Office	Cultural Groups
Main Street	OrthoWorx
Chamber of Commerce	One Warsaw
CED and City Planning	Philanthropic Community
	Wagon Wheel

target date

» WHEN «

short-term	mid-term	long-term
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TASK C.3: STRENGTHEN CIVIC ENGAGEMENT AMONG NEAR-DOWNTOWN RESIDENTS

» WHY

The focus area includes the residential area between downtown and Argonne Road. The population density is relatively high, however there are no neighborhood associations. Advisory Coalition members stated that many do not think of the area as a neighborhood, which weakens residents' ability to share common concerns and desires with city leaders.

Published Census demographics for the area reflect similar demographics to the City and State. However, leaders believe Latino population numbers are higher than reported and growing based on school population data.

» WHAT

Main Street will take the lead in forming neighborhood associations in near downtown neighborhoods. The faith community will provide support and outreach efforts to Latino and other minority communities.

Additionally, lead implementors will work with a consultant team to assist in developing neighborhood associations by researching historic neighborhood names and development history, engaging new residents of planned mixed-use and multifamily developments, and providing guidance on how to organize, schedule, and conduct neighborhood association meetings.

Setting up neighborhood associations now will help build the civic infrastructure necessary for residents to voice opinions on planned improvements and developments in the area.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Kosciusko Chamber of Commerce
- Community Foundation

» HOW | TASKS «

Year 1 | Work with a paid bilingual staff person to engage downtown and near-downtown residents in an exploratory process to determine support for creating neighborhood associations

Select a consultant to examine neighborhood and residential history near downtown and explore the use of creative placemaking to make it fun and engaging

Year 2+ | If interest is sufficient, provide mentoring and support to develop neighborhood associations

» WHO «

Dark blue is lead | Light blue is support

Main Street	United Way
Orthoworx Diversity Cmte.	KEDCO
Local Neighbors	Our Lady of Guadalupe
	HELP
	Downtown Faith Community
	Downtown Philanthropic Orgs
	Housing Authority

target date » WHEN «

short-term	mid-term	long-term
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TASK D.I: EXECUTE THE ARGONNE CORRIDOR PLAN

» WHY

The Argonne Corridor is at the eastern end of the priority area. Over time, many industrial businesses either closed or moved, leaving several sites vacant with possible environmental contamination. Given the corridor’s role as a connection point between Warsaw and Winona Lake, the redevelopment of these sites has long been a goal. The Warsaw Strategic Investment Plan from 2016 calls for the redevelopment of a key property on the corridor, The Gatke. KEDCO also sponsored a plan for the corridor in 2020 for the reuse of underused industrial sites, for the streetscape, and for an improved connection to Winona Avenue.

Throughout engagement activities, individuals emphasized the potential of redevelopment sites to achieve workforce housing goals, and to improve the image of Warsaw. Recently, the City redeveloped a property on the Argonne Corridor, the Arnolt site, into affordable housing and selected a developer for the Gatke site.

» WHAT

Building on this momentum, the City and KEDCO will support efforts at the Gatke site and develop partnerships with developers to execute the remaining elements of the Argonne Corridor plan. KEDCO will facilitate a relocation discussion with Warsaw Chemical, and if they’re amenable, KEDCO will coordinate an RFP for the site’s redevelopment including a high-quality mix of housing, including workforce units, and maker spaces.

The City will also solicit design plans and a construction budget for the Argonne Road streetscape with comfortable sidewalks, safe crosswalks, and improved on-foot access to Winona Lake under the rail viaduct. Advisory Coalition members suggest working with the railroad and their real estate team to expedite upgrades, and potentially include murals and lighting.

To honor the corridor’s heritage, implementors will work to incorporate industrial character elements into redevelopment projects and in placemaking activities, such as murals and sculpture.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Kosciusko Chamber of Commerce
- Community Foundation (for charitable activities only)
- Individual project development partners
- READI 2.0

» HOW | TASKS «

- Year 1 |** Support the current Gatke project and encourage best outcomes
- Do a tour of local sites with local artists and fabricators and formulate creative placemaking reuse ideas
 - Convene an advocacy team to coordinate rail conversations regarding the viaduct
- Year 2 |** Facilitate a relocation effort for Warsaw Chemical and create an RFP for reuse
- Develop construction documents and a budget for the Argonne Road Streetscape and viaduct improvements

» WHO «

Dark blue is lead | Light blue is support

KEDCO	Mayor’s Office
CED + City Planning	Town of Winona Lake
Private Developers	Grace College
	Local Artists and Fabricators

target date » WHEN «

short-term	mid-term	long-term
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TASK D.2: ENHANCE THE DALTON FOUNDRY SITE PERIMETER

» WHY

Dalton Foundry is an active foundry located between downtown and the Argonne Corridor among single-family homes and small businesses. Many Advisory Coalition members and economic development professionals agree that heavy industry would be more appropriate north of the City. However, the Foundry currently provides 300 jobs and is unlikely to move given its long history at the site and the expense involved with relocating a foundry.

Low-income residents live in proximity to the foundry site and this likely affects their public health outcomes. Advisory Coalition members and Winona Ave business owners believe the Foundry’s site stymies additional investment in adjacent areas. The facility’s large smokestack, its lack of landscape buffering, and the deterioration of perimeter fencing make the site a formidable presence on Winona Avenue, a key connecting corridor between Warsaw and Winona Lake. The site is routinely mentioned by residents and Advisory Coalition members as a barrier for redevelopment in the area.

» WHAT

The City and the Kosciusko Chamber of Commerce will work with the Dalton Corporation on near-term site improvements. These improvements will include adding perimeter landscape screening, particularly on Grant Street to the west, Jefferson Street to the north, Harrison Street to the east, and Winona Avenue to the south, paving parking areas, and landscaping the site’s perimeter. Ideally the deteriorated and chain-link fencing will be replaced with more presentable options, such as black aluminum picket-style fencing; however, if cost-prohibitive, implementors will work with nearby residents (See Task C.3) on creative placemaking along the fence.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Main Street America Our Town Program
- Indiana Arts Commission

» HOW | TASKS «

- Year 1 |** Work with a landscape architect and coordinate with Dalton Foundry to develop phased design plans and a budget for the site
 Seek funding sources to implement improvements
- Future |** Stay in coordination with Dalton leadership regarding their long-term plans
 Explore the public health impact of the foundry on nearby residents

» WHO «

Dark blue is lead | Light blue is support

CED + City Planning	KEDCO
Dalton Corporation	Mayor’s Office
Chamber of Commerce	IDEM

target date » WHEN «

short-term	mid-term	long-term
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TASK E.1: CONNECT THE 3 LAKES AS THE CENTRAL BLUE-WAYS HUB

» WHY

Kosciusko County boasts over 100 lakes, and Warsaw is built around three of them—Center, Pike, and Winona. Longtime residents know how to access the public beaches, kayak rentals, and boat launches; however, new residents report not knowing about these amenities or how to access them, indicating a potential need for bi-lingual signage. Additionally, some residents are cut off from these natural assets by major highways, the lack of pedestrian and bicycle infrastructure, and an increasing lack of affordable housing options along the water. The Warsaw Comprehensive Plan, the Warsaw Strategic Investment Plan, and the Warsaw + Winona Lake Bicycle and Pedestrian Plan call out the need to connect people to natural assets, destinations, and public facilities.

At the time of this agenda creation process, the County Commissioners issued an RFP to develop a “Blue Ways” plan. Advisory Coalition members and young professionals strongly support making the “Blue Ways” central to Warsaw’s identity. Though the goal is to increase the use of linear waterways and lakes in Kosciusko County, users will need to access land-based amenities in Warsaw.

» WHAT

As the “Blue Ways” planning process is starting, it creates an opportunity for City leaders to push for the “Blue Ways” effort to be anchored in downtown Warsaw, further adding momentum to downtown as the economic, civic, and cultural center of the city (See Task C.2 and E.1). To do this, lead implementors will create a “Downtown Lakes and Waterways Committee” to coordinate with the county’s “Blue Ways” process as well as to encourage top-quality mixed-use development and recreation. One goal will be to convene a group to collaborate with the “Blue Ways” team to determine a high-grade urban trail system that connects all three lakes. A second goal, further articulated in Task C.1, is to ensure the Buffalo Street development’s groundfloor is active with a high-quality restaurant anchor designed to create additional “third spaces” northeast on Center Lake. A third goal is to make sure the proposed trail connections to Pike Lake anchor to Lucerne Parks and its lakeside amphitheater. Finally, a fourth goal is to explore options to build a public-serving compelling destination on Winona Lake, providing year-round public access (See Task B.3).

» HOW | FUNDING

Potential Funding Sources to Pursue

- Philanthropic support
- County Commissioners
- Indiana Trail Program

» HOW | TASKS «

Year 1 | Coordinate with the RFP team for the Buffalo Street site regarding trail and Blue Ways connections, even at the project’s early planning stages

Engage in a signage update process to ensure bi-lingual options at public access points

Year 2 | Convene a Downtown Lakes and Waterways Committee to coordinate with the county’s Blue Ways process

Explore options for workforce housing in close proximity to the lakes

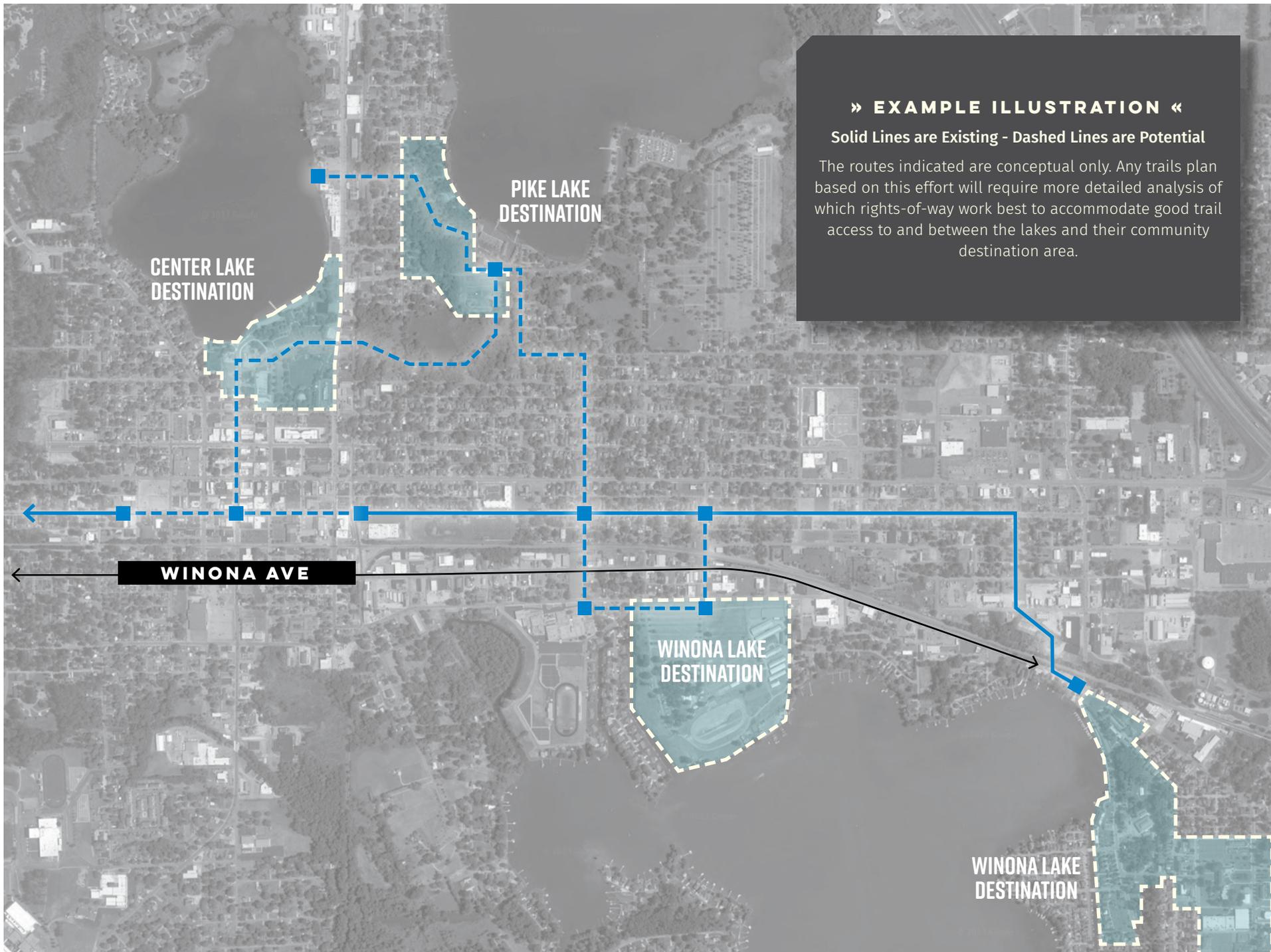
» WHO «

Dark blue is lead | Light blue is support

City Planning	Kosciusko County Velo (KCV)
Ride+Walk Committee	Young Professionals
County Blue-Ways Team	Lilly Lakes + Streams
Parks Department	Watershed Committee

target date » WHEN «

short-term	mid-term	long-term
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» **EXAMPLE ILLUSTRATION** «

Solid Lines are Existing - Dashed Lines are Potential

The routes indicated are conceptual only. Any trails plan based on this effort will require more detailed analysis of which rights-of-way work best to accommodate good trail access to and between the lakes and their community destination area.



TASK E.2: DETERMINE FEASIBILITY OF A COMMUNITY-SERVING AQUATIC CENTER

» WHY

Stakeholders, particularly young professionals and young families, report a lack of amenities for recreation in the winter months. Additionally, Advisory Coalition members note the need for public-serving recreational amenities year-round to benefit all residents.

Warsaw Community Schools states the current high school pool is in the latter stages of its lifespan, and Advisory Coalition members report the YMCA's pool is at capacity. The school will need to build a pool meeting competition standards. However, the school corporation also wants to explore the community's needs and how a facility might serve more than the school corporation's physical education program and swim team. Likewise, students at Grace College desire indoor aquatic options, as reported by Advisory Coalition members.

» WHAT

During the engagement process, stakeholders repeatedly mentioned the new aquatic center in Elkhart as a model for a local center, with scaled-down amenities. At this time, the program, site, funding source(s), and management plan are unknown. However, given the school corporation's need for a new pool in the near future, there is a desire to explore the community's desire for and the feasibility of building a facility.

The lead implementors will form a work group to determine community desires, programming goals, potential locations, budget considerations, and recommendations for funding sources. This work will be rooted in a desire to build an amenity for all Kosciusko County residents.

» HOW | FUNDING

Potential Funding Sources to Pursue

- Warsaw Community Schools
- READI 2.0 (feasibility)

» HOW | TASKS «

Year 1 | Create a focus group made up of KEDCO, the local school system, and Grace College to determine and compare at least 3 sites in the priority area for consideration

Hire a consultant to assist with a feasibility study that includes a determination of included programs and elements, spatial needs and a facility design and budget

» WHO «

Dark blue is lead | Light blue is support

KEDCO

YMCA

Warsaw Community Schools

Community Foundation

Grace College

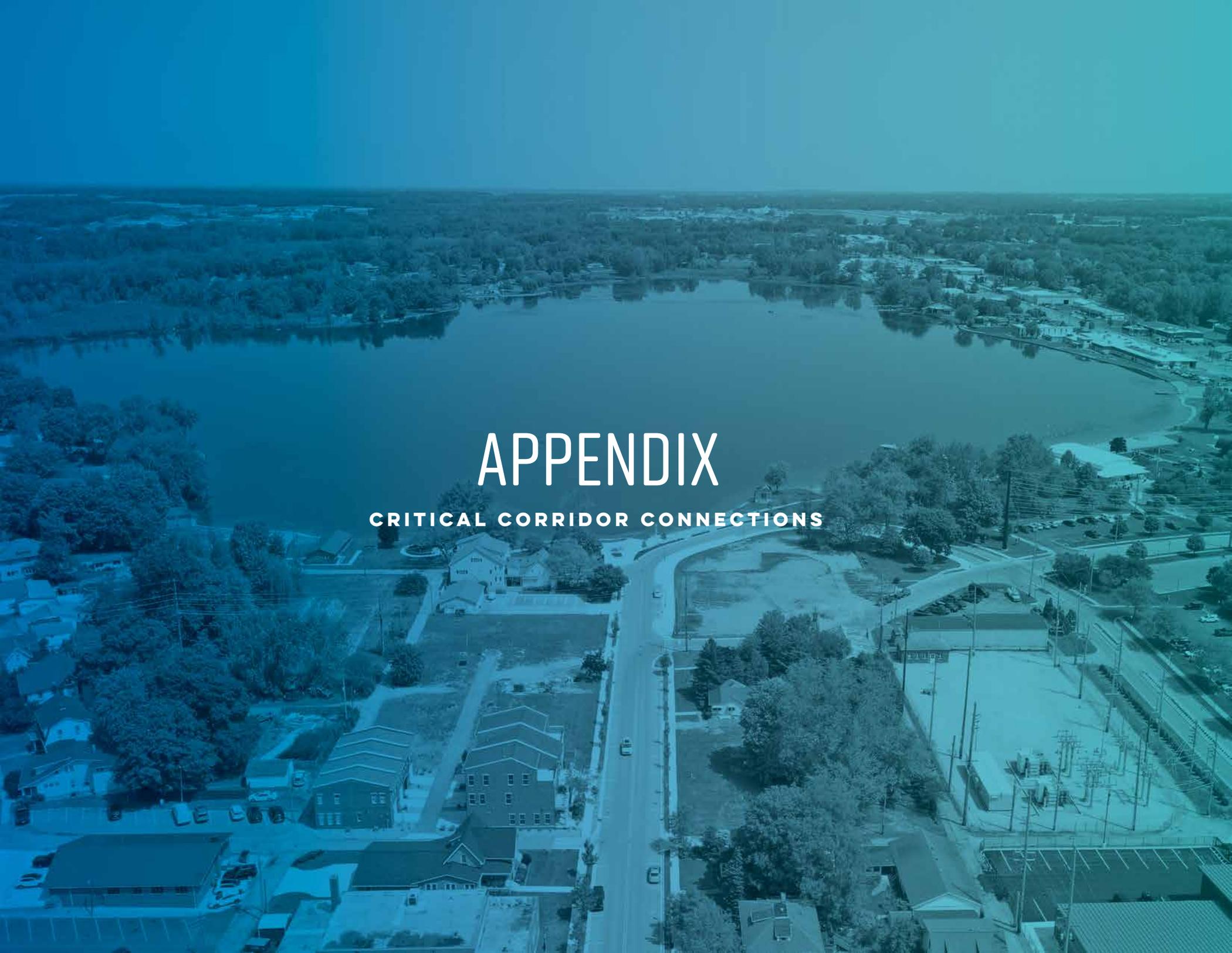
target date

» WHEN «

short-term

mid-term

long-term



APPENDIX

CRITICAL CORRIDOR CONNECTIONS

EXERCISE 1: SUMMARY REPORT

At the second Advisory Coalition meeting, attendants were provided the following summary report based on the input exercise from the first Advisory Coalition Meeting

« FEBRUARY ADVISORY COALITION MEETING »

FIRST INPUT EXERCISE

« BIG IDEAS »	<p style="text-align: center; font-weight: bold; margin: 0;">ECONOMIC</p> <ul style="list-style-type: none"> • Relocate Dalton - an active foundry (4x) • Food market at Gatke • Relocate Warsaw Chemical • Expand Winona Avenue grocery store • Create a small business improvement program 	<p style="text-align: center; font-weight: bold; margin: 0;">BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • Redevelop the fairgrounds • Mixed-use downtown with retail / amenities (6x) <ul style="list-style-type: none"> • <i>Wellness center, coffee, coworking, food</i> • Redevelop Lakeview Shopping as mixed-use • Market Street as a greenway connect west to east • Remove center lane on center • Make Winona Avenue a complete street 	<p style="text-align: center; font-weight: bold; margin: 0;">CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • Stronger connection between ZB / community • Create a community impact fund for projects • Integrate arts at school and Wagon Wheel • Convention / event center at Pike Lake • New homeless shelter on Winona Avenue
« STRENGTH »	<p style="text-align: center; font-weight: bold; margin: 0;">ECONOMIC</p> <ul style="list-style-type: none"> • New affordable housing • Workforce development • Winona Avenue businesses • Gatke project moving forward • Grocery near school 	<p style="text-align: center; font-weight: bold; margin: 0;">BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • Central Park is an asset (7x) • Market Street improvements (4x) • Courthouse Square • Vibrant parks and trails 	<p style="text-align: center; font-weight: bold; margin: 0;">CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • Baker Youth Club (2x) • Lincoln Elementary • Public library • Community involvement • School interest in the arts • Bowen Center
« WEAKNESS »	<p style="text-align: center; font-weight: bold; margin: 0;">ECONOMIC</p> <ul style="list-style-type: none"> • Relocate Dalton Foundry - an active business (4x) • Lack of affordable housing (2x) • Strip center at Winona and Hickory is not thriving • Gatke is underutilized • Transportation is not affordable 	<p style="text-align: center; font-weight: bold; margin: 0;">BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • County fairgrounds is underused / should move (6x) • Winona Avenue is bad - walks, street, storefronts (4x) • Not ped-friendly - Downtown, SR 15, Central (3x) • Don't make good use of asset of the lakes • Empty parking at strip center at Eastlake Drive 	<p style="text-align: center; font-weight: bold; margin: 0;">CIVIC / SOCIAL</p> <ul style="list-style-type: none"> • Safety issue - Rail crossings near Detroit • Central Park not connected to downtown community • Lack of minorities in leadership

EXERCISE 2: BREAK-OUT TABLE BRAINSTORMING

At the second Advisory Coalition meeting, attendees were asked to pick one of three break-out tables to brainstorm potential agenda tasks, leaders, and priorities. These tables were focused on (1) Economic Actions, (2) Built Environment Actions, and (3) Civic and Social Actions. Attendees were each provided a list of inputs to guide discussions, including goals from relevant previous plans, summaries of inputs from the first meeting, and guiding questions from the consultant team.

CRITICAL CORRIDOR CONNECTIONS - AC MEETING #2
Warsaw to Winona Lake

ECONOMIC AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Warsaw Downtown Action Agenda
 - City should provide 1-on-1 technical support to downtown businesses
 - Focus on recruiting new business of types that resident prefer
 - Improve marketing with a newsletter, events & advertising for downtown
- Warsaw Comprehensive Plan from 2015
 - Redevelop underutilized or vacant structures or lots
 - Redevelop North Detroit Street from downtown to USW
 - Attract new businesses with tax incentives and partnerships
- Argonne Corridor Vision Plan from 2020
 - Redevelop underutilized or vacant structures or lots

Items from First Input Exercise / Other conversations (February AC Meeting)

- What is needed to support the Ortho industry?
 - Downtown ortho rehabilitation center?
 - Affordable housing for workers?
 - Support to assist 2nd and 3rd shift workers
- Relocate industrial businesses to appropriate industrial locations + reuse industrial sites
 - Find relocation site for the Dalton Foundry (can they expand?)
 - Support Gafka project – are there any gaps, can extra funding make project more special?
 - Find relocation site for Warsaw Chemical and provide funding for reuse
- Create a small business improvement program
 - Downtown businesses – coffee shops, foodie spots, coworking
- Winona Avenue commercial corridor support
 - Existing grocery store
 - Local business
 - Strip center at Hickory

Discussion points

- How to make sure Warsaw stays the orthopedic capital in the long term?
- Does Dalton want to move? Where are sites they could consider
- What support do the local Winona Avenue businesses need?
- What other economic programs can we consider?

Questions to the team

- How does the city support entrepreneurs or new business development?
- What are barriers to employment?
- What types of businesses have trouble retaining workers or filling jobs? Why?
- What are job opportunities for graduating seniors?
- Do workers have access to job training?
- How do people get to work?
- What are the various time blocks people work? Are they able to have a high quality of life on various shifts?

CRITICAL CORRIDOR CONNECTIONS - AC MEETING #2
Warsaw to Winona Lake

BUILT ENVIRONMENT AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Warsaw Downtown Action Agenda
 - Increase density and mixed-use infill downtown
 - Full downtown energy to Center Lake – downtown on the Lakefront
 - Create Historic courthouse district and preserve historic architecture – provide facade and interior loans
 - Beauty streetscapes and increase outdoor dining and retail
 - Increase housing downtown
- Warsaw Strategic Investment Plan
 - Improve Argonne Road streetscape and facades
 - Gafka as a maker space with public amenities
 - Enhance parks and connect them to neighborhoods
 - Affordable rental and homeowner rehab in near downtown neighborhoods
- Warsaw and Winona Lake Bike and Ped Plan from 2013
 - Link regional trails to destinations, such as downtown, schools, parks, libraries, and community centers
- Warsaw Comprehensive Plan from 2015
 - Redevelop and infill with density and mixed use downtown
 - Complete streets downtown and in near neighborhoods
 - Realign Buffalo Street from downtown to Center Lake
 - City entry and main corridor gateways
- Argonne Corridor Vision Plan from 2020
 - Create unique experiences with interesting and historic industrial remnants
 - Redevelop and infill underutilized sites with mixed-use
 - Complete streetscapes as shown in plan

Items from First Input Exercise (February AC Meeting)

- Big transformative projects
 - Redevelop the fairgrounds as a mixed-use neighborhood with public lakefront
 - Mixed-use, active, regional destination for the 3-block area from Main Street to Center Lake
 - Redevelop the Marsh site and Lakeside Shopping Center as mixed-use
- Improved streetscape infrastructure
 - Rebuild Winona Avenue – tree lanes, generous sidewalks, street lights and improved facades
 - Market and Center – connect west to east sides, build on Market Street asset
 - Streetscapes for Argonne Road, McKinley, and Detroit / SR 15
- Trails, Parks and Lakefronts
 - Build trails that connect the lakes (via Maple Ave to connect Winona and Pike?)
 - Key area of Buffalo and Indiana Streets north of Main to Center Lake – exceptional regional draw

Discussion points

- What should the fairgrounds site include?
- What should the Center Lake mixed-use site include – what have peers done?
- What routes to connect the lakes – what should the trails be like?

Questions to the team

- Where do people naturally gather and interact?
- How do people bike or walk places – any known problems / gaps / needs?
- How do people get to major job centers?
 - Can people walk to parks or green spaces?
- What type of housing is missing? – what do different people want (families, young employees, seniors)

CRITICAL CORRIDOR CONNECTIONS - AC MEETING #2
Warsaw to Winona Lake

CIVIC + SOCIAL AGENDA - POTENTIAL ITEMS

Items from Existing Plans

- Warsaw Downtown Action Agenda
 - Create a facade loan + grant program for downtown
 - Create Historic Courthouse District to preserve historic architecture
 - Increase outdoor dining activity
- Warsaw Strategic Investment Plan
 - Need for housing for seniors and those with special needs
- Warsaw Comprehensive Plan from 2015
 - Support local festivals & improve outreach to drive attendance
 - Strengthen/enforce property management codes at derelict properties

Items from First Input Exercise (February AC Meeting)

- A strong connection between Zimmer Biomet and downtown / community
- A community impact fund to help with projects
- Baker Youth Club is an asset
- There is interest in the arts at the local school – connect with Wagon Wheel?
- An event center on Pike Lake

Discussion points

- We've heard there aren't established neighborhood associations – should we help build those up?
- What are the current neighborhood events / annual celebrations – or those that have been discussed?
- There were comments regarding an aquatic center – should that be downtown or in Warsaw? Someone mentioned Elkhart as an example.

Questions to the team

- Where do people go to hang out outside?
- Where do people go to celebrate publicly?
- What are the festivals and events that attract all residents?
- How do people advocate their ideas to city government?
- How do people learn what city government is doing?

EXERCISE 3: BREAK-OUT RUNNING AGENDA DEEP-DIVE

At the third Advisory Coalition meeting, attendees were provided an initial “Running Agenda” made up of tasks developed during the second Advisory Coalition meeting’s Breakout Table sessions.

Attendees were provided an initial running agenda summary of all items and then each break-out table was provided a list of agenda topic areas with specific tasks or discussion points for each.

CRITICAL CORRIDOR CONNECTIONS – RUNNING DRAFT AGENDA
Welcome to Winona Lake

RUNNING AGENDA AS OF 4.25 - SUMMARY

- Winona Avenue – A Gateway Corridor to Downtown**
 - 1.1. A Diverse, but Coordinated Local Business Community
 - 1.2. A Full Time Main Street Manager
 - 1.3. Complete Streets Upgrades to Winona Avenue
- Support and Promote a Diverse Local Culture**
 - 2.1. Support for Hispanic, Asian, and Small Local Business
 - 2.2. Connect Young Professionals to the Diverse, Local Community to Promote Events
 - 2.3. Engage Hispanic community, young artists, and young professionals in creative place-making
- A New Life for an Industrial Heritage**
 - 3.1. Continued Reuse of Industrial Properties on Argonne Road
 - 3.2. Consider Future of Dalton Foundry Site
- Warsaw’s Unique Global Role in the Orthopedic Industry**
 - 4.1. Continued Support for Orthopedic Entrepreneurship and Local Business
 - 4.2. Addressing Barriers for Manufacturing Employees
 - 4.3. Appeals to Young Professionals
- A More Livable and Engaging Downtown**
 - 5.1. Mixed-Use Infill Development for a Thriving Downtown
 - 5.2. Neighborhood Development
 - 5.3. Downtown Cycle Track Project
- Recreation, Outdoor Activities, and Lakes for Community Benefit**
 - 6.1. Take Advantage of Unique Opportunity of Lakes in and Near Downtown
 - 6.2. Blue Ways as a Transformative Concept
 - 6.3. Develop an Alternate Vision for the County Fair Site
 - 6.4. A New Aquatic Center

CRITICAL CORRIDOR CONNECTIONS – RUNNING DRAFT AGENDA
Welcome to Winona Lake

- 2.1. Task: Schedule a stakeholder tour of peer industrial reuse (Zipper Mill, Railroad Exhibit, Uvings)
- 3.1.2. Task: After peer inspiration, consider ways to push Global development to be unique and special
- 3.1.3. Task: Build on the momentum of the on-going Arcot and Gallo projects
- 3.1.4. Task: Pursue options for Warsaw Chemical as they consider relocation/repurpose

- Consider future of Dalton Foundry Site**
 - 3.2.1. Task: Long-term, stay in coordination with Dalton leadership negotiating their long-term plans
 - 3.2.2. Task: Near-term, buffer the projects edges with dense landscaping and clean temporary conditions

4. WARSAW’S UNIQUE GLOBAL ROLE IN THE ORTHOPEDIC INDUSTRY

LEAD:

- A - Data - Task: Full data on young professionals - changes in 16-25 age group
- B - Previous plans -
- C - AC Meetings - Known as the “Ortho” Capital, how to build on this
- D - Engagement - Interviews with Ortho Works, Zimmer NP Oncol, others.
- E - Best Practices -

- Continued Support for Orthopedic Entrepreneurship and Local Business**
 - 4.1.1. Task: Support orthopedic initiatives by connecting to legacy industries to access skills to market
 - 4.1.2. Task: Connect small startups to co-working space downtown and a shared site for support
 - 4.1.3. Task: Create an Ortho focus group focused on employees how disconnected by remote work
- Addressing Barriers for Manufacturing Employees**
 - 4.2.1. Task: Training for supervisors on how to best train non-English speakers to do jobs with picture step-by-step manual instead of relying on verbal instruction
 - 4.2.2. Task: Incentives for 2nd and 3rd shift workers. One example is bringing back 2nd shift basketball
 - 4.2.3. Task: Create new affordable housing near large employment and manufacturing sites
- Appeals to Young Professionals**
 - 4.3.1. Task: Recurring theme with young professionals - more nightlife and things to do
 - 4.3.2. Task: Monitor great existing recreational assets such as kayak landing and Winona Lake via trail
 - 4.3.3. Task: Seek opportunities for nightlife and recreation at the lakes
 - 4.3.4. Task: Provide housing at a cost competitive with adjacent counties, given actual work options
 - 4.3.5. Task: Seek option for extended bar hours for meetings, events, and placemaking efforts

5. A MORE LIVABLE AND ENGAGING DOWNTOWN
LEADERSHIP: CITY PLANNING AND KEDCO (Terry)

- A - Data -
- B - Previous plans - Bicycle + Pedestrian Master Plan
- C - AC Meetings - Big concern of Core Team and AC Team.
- D - Engagement - Many want downtown to have more nightlife and vibrancy
- E - Best Practices -

- Mixed-Use Infill Development for a Thriving Downtown**
 - 5.1.1. Task: An attraction and nightlife hub on Center Lake
 - 5.1.1.1. Task: Center Lake - a new vision north of Baker Park and connection west to Blue Lake
 - 5.1.1.2. Task: Fresh start at Buffalo Street - a building, unique, downtown and lake connection
 - 5.1.2. Task: Consider ways to support and improve the developing Owen Block project
 - 5.1.3. Task: Consider opportunities to partner on the Marsh site in the West Park space
 - 5.1.4. Task: Consider options for consolidated parking development options (south of 28)
- Neighborhood Development**
 - 5.2.1. Task: Develop a committee to review design quality of new, large-scale development
 - 5.2.2. Task: Work with East Market Street to develop a thriving neighborhood Association
 - 5.2.3. Task: Support for and build upon Gateway Drive

CRITICAL CORRIDOR CONNECTIONS – RUNNING DRAFT AGENDA
Welcome to Winona Lake

- WINONA AVENUE – A GATEWAY CORRIDOR TO DOWNTOWN**
LEAD: Chamber, Consider Staff
 - A - Data - Coordination of Latino Businesses
 - B - Previous plans -
 - C - AC Meetings - One of the larger items of concern
 - D - Engagement -
 - E - Best Practices -
 - A Diverse, but Coordinated Local Business Community**
 - 1.1.1. Task: Create a Winona Avenue Business Association with regular meetings and members
 - 1.1.2. Task: Develop a common vision and communicate it to local leaders
 - 1.1.3. Task: Include Latino and Southeast Asian Businesses as a distinct, and unique community asset
 - A Full Time Main Street Manager**
 - 1.2.1. Task: Raise Funding for a full-time staff person focused on improving properties and corridors
 - 1.2.2. Task: Arts and placemaking activation - Engage Latino community and young professionals
 - 1.2.3. Task: Engage in discussions with property owners and landlords in regards to property conditions
 - Complete Streets Upgrades to Winona Avenue**
 - 1.3.1. Task: Work with landscape architects and the community to develop a pedestrian friendly vision
 - 1.3.2. Task: Engage the community in event planning, public art, activations, signage
 - 1.3.3. Task: Based on the vision, develop construction design drawings for implementation
- SUPPORT AND PROMOTE A DIVERSE LOCAL CULTURE**
LEAD:
 - A - Data - Hispanic community higher in study area.
 - B - Previous plans -
 - C - AC Meetings - Hispanic population is higher than census shows based on school info
 - D - Engagement - Door to door outreach to businesses and neighborhood meeting coming with translator
 - E - Best Practices -
 - Support for Hispanic, Thai, and Small Local Business**
 - 2.1.1. Task: Develop programs to retain Latino, Thai, and small local business while improving conditions
 - 2.1.2. Task: A marketing campaign that promotes the diversity and options on Winona Avenue
 - 2.1.3. Task: Develop a program to assist renting business owners to purchase properties
 - Connect Young Professionals to the Diverse, Local Community to Promote Events**
 - 2.2.1. Task: Proactively engage young professionals in volunteering as a gateway to civic involvement
 - 2.2.2. Task: Broaden and extend the net of attendees to Latino Events
 - 2.2.3. Task: Create a collaborative task force focused on promoting diversity during Winona Avenue
 - Engage Hispanic community, young artists, and young professionals in creative placemaking**
 - 2.3.1. Task: Planning for creative placemaking in Downtown, Winona Ave, and Argonne Corridor
 - 2.3.2. Task: Consider short term activation / Better Block of Winona Avenue with tactical urbanism
 - 2.3.3. Task: Know Wagon Wheel in placemaking activities, and youth participation
- A NEW LIFE FOR AN INDUSTRIAL HERITAGE**
LEAD: KEDCO
 - A - Data -
 - B - Previous plans - Argonne Corridor Planning
 - C - AC Meetings - Moderate feedback item
 - D - Engagement -
 - E - Best Practices -
 - Continued Reuse of Industrial Properties on Argonne Road**

CRITICAL CORRIDOR CONNECTIONS – RUNNING DRAFT AGENDA
Welcome to Winona Lake

- Downtown Cycle Track Project**
 - 5.3.1. Western extension of Market Street Trail - New design, need funding
- RECREATION, OUTDOOR ACTIVITIES, AND LAKES FOR COMMUNITY BENEFIT**
LEADERSHIP: KEDCO, Foundation, Schools,
 - A - Data -
 - B - Previous plans -
 - C - AC Meetings - AC Team focused on coordinating with across
 - D - Engagement -
 - E - Best Practices -
 - Take Advantage of Unique Opportunity of Lakes in and Near Downtown**
 - 6.1.1. Task: Add programming and nightlife to Center Lake (look at options as new recreation)
 - 6.1.2. Task: Make lakes more accessible and add outdoor recreation activities
 - 6.1.3. Task: Think, big for development and activities where Lake Herbs Buffalo and Indiana Street
 - Blue Ways as a Transformative Concept**
 - 6.2.1. Task: Develop a vision for the Blue Ways System compatible to the Indianapolis Cultural Trail
 - 6.2.2. Task: Coordinate with the County Blue Ways Master Plan to make downtown a highlight
 - 6.2.3. Task: Work with a landscape architect to develop design plans for “Cultural” trail loop that connects a bright way or organized movement on each of the three lakes.
 - Develop an Alternate Vision for the County Fair Site**
 - 6.3.1. Task: Develop a task force to coordinate with stakeholders for an alternate future
 - 6.3.2. Task: Develop a vision of what could be for the current site, focused on
 - 6.3.2.1. Public recreation use for lake edge, not private homes
 - 6.3.2.2. An activity node with food and beverage
 - 6.3.3. Task: Coordinate with schools to understand the goal for the future
 - A New Aquatic Center**
 - 6.4.1. Task: Coordinate with schools and parks on an opportunity for a pool to serve both

EXERCISE 4: TRACE PAPER SPEED-CHARRETTES

At the fourth Advisory Coalition meeting, attendants were asked to trace onto two sites that had been identified in the process as potential redevelopments - the Buffalo Street and Center Lake site and the County Fair site on Winona Lake. Input from discussions during all meetings as well as at trace paper tables are incorporated into example illustrations in the Agenda to illustrate larger goals.



DRONE PHOTOGRAPHY - WINONA AVENUE EAST END

This is an image showing Winona Avenue's east end looking west toward Downtown. The roundabout under construction acts as the gateway between Warsaw and the Village at Winona Lake. Two underpasses can be seen under the rail tracks that act as gateways into the Argonne Corridor area and the Gatke site.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - DOWNTOWN TO CENTER LAKE

This is an image showing the proximity between Downtown Warsaw and Center Lake, looking north on Buffalo Street. Center Lake has a number of well-loved amenities, but the energy of downtown's street life does not extend to the lake at this time. The Buffalo Street project provides a chance to pull the downtown to the lake edge.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - CENTER LAKE BEACH

This is an image shows the Center Lake public beach - to the right is the site of the planned Buffalo Street development and other public amenities.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - COUNTY FAIR SITE

This image is looking south across the County Fair Site with Smith Road and Winona Avenue in the foreground and Winona Lake in the background. The 4-H structures are shown on the left. The site is currently only utilized for part of the year.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - WINONA AVENUE WEST END

This is an image showing the area where Winona Avenue connects to Downtown. In the foreground are the rail tracks near Detroit Street. The corridor is home to a number of minority-owned businesses as well as many businesses that have operated on the corridor for decades. The street currently lacks consistent sidewalks and streetscaping.



Drone photo by consultant team | May 2023

DRONE PHOTOGRAPHY - ARGONNE CORRIDOR

This is an image looking south down Argonne Road. In the background is Winona Lake and the Village at Winona Lake. To the right is the Gatke redevelopment site and in the foreground are the Warsaw Chemical properties.



Drone photo by consultant team | May 2023

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CRITICAL CORRIDOR CONNECTIONS

AN **INCLUSIVE** ECONOMIC DEVELOPMENT AGENDA FOR WARSAW
