ELKHART, INDIANA

DOWNTOWN ELKHART MASTER PLAN

A VISION FOR THE 21ST CENTURY

FINAL DRAFT

PREPARED FOR THE CITY OF ELKHART, IN
JANUARY 12TH 2024

MOULE & POLYZOIDES
ARCHITECTS AND URBANISTS

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Downtown Elkhart Master Plan

Final Draft, December 21st 2023

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Mike Huber, Director of Development Services

City Council
Redevelopment Commission
Chamber of Commerce

Department of Economic Development
Department of Public Works and City Engineers
Parks Department

COUNTY OF ELKHART, IN
Convention and Visitors Bureau

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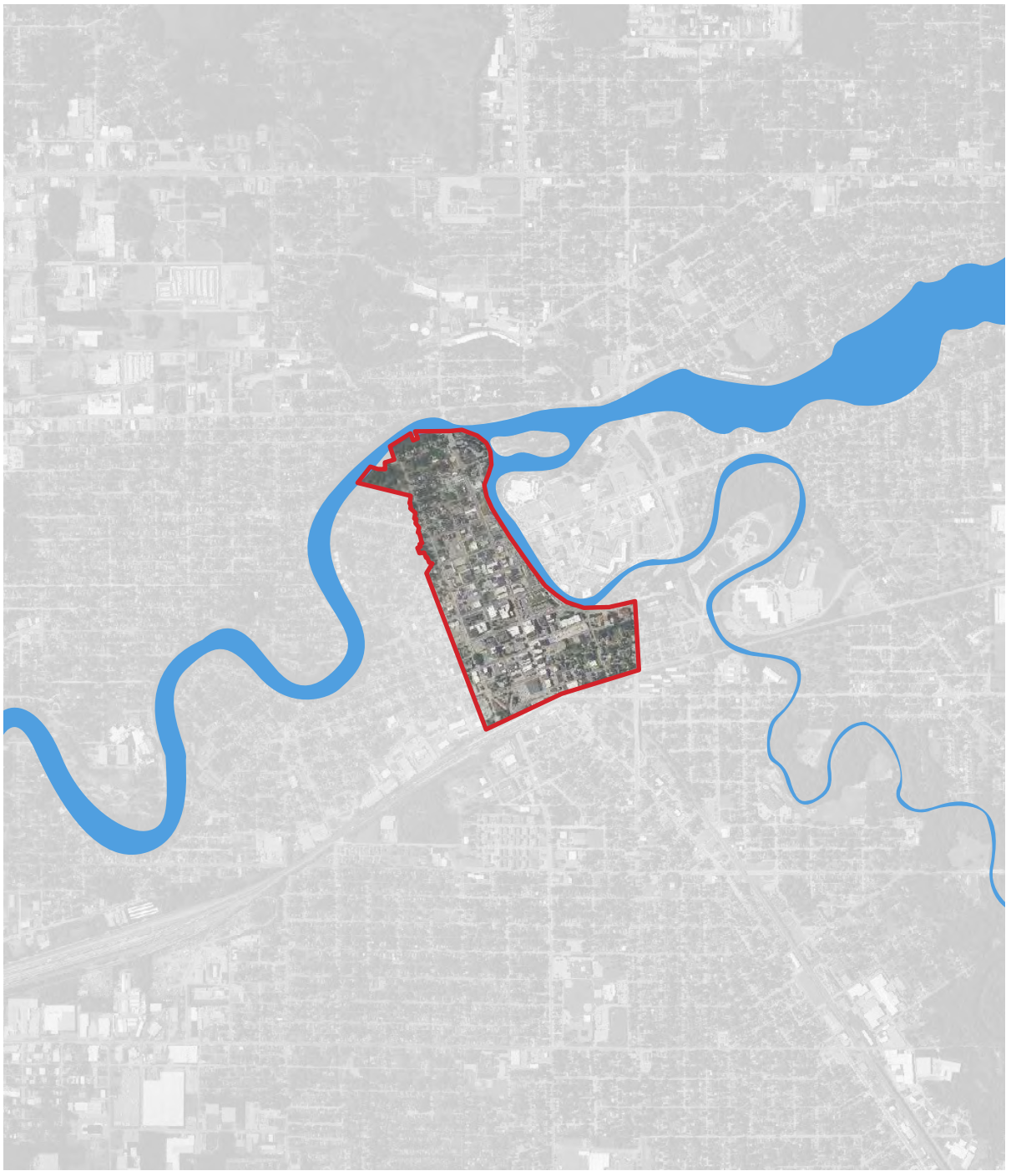

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1.1 Executive Summary

Downtown Elkhart is a significantly different place than it was three decades ago. Numerous planning efforts such as the Arts and Entertainment District, key anchors like the Railroad Museum, strong public-private partnerships such as the Wellfield Botanical Gardens, the Lerner, and the Health & Aquatics Center, and other investments such as the Riverwalk development, and the Main Street Streetscape have transformed its quality of place.

This effort builds upon the successes of these previous catalytic projects, to bring Downtown Elkhart up-to-date with the current market trends. The city's location—15 miles east of South Bend, Indiana, 110 miles east of Chicago, Illinois, and 150 miles north of Indianapolis, Indiana—continues to make Downtown Elkhart a regionally significant destination for both living and commerce.

Elkhart has been best known for two industries: recreational vehicles and musical instruments, and for decades has been referenced as the world's capital for both. Other notable industries in the city include electronic components, manufactured housing, and mobile homes. Numerous manufacturers of musical instruments and accessories, of which most of the surviving companies have been absorbed into the Conn-Selmer conglomerate, also have a long history in the city. Additionally, Elkhart is home to the Robert Young Rail Yards, the second-largest freight classification yards in the world.

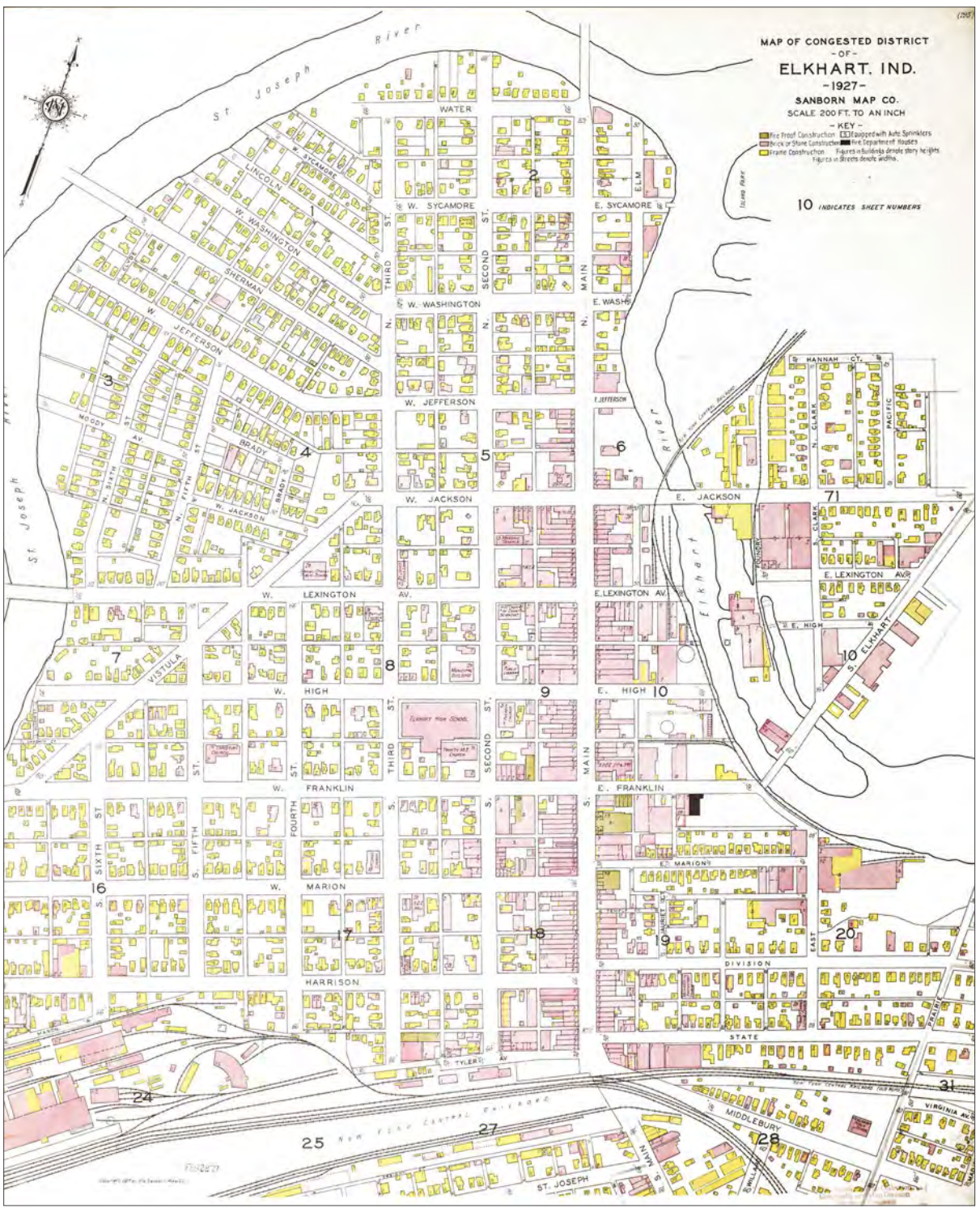
Though its downtown has progressed, Elkhart awaits a comprehensive vision that can revitalize this urban heart into a vibrant, pedestrian-friendly, mixed-use destination comparable to the best and most progressive downtowns in the country. Recent initiatives by some of the City's progressive citizens have recognized this opportunity, and this Master Plan is the result of their thoughts and actions.

The contents of this report were generated through a transparent participatory process, which involved citizen participation and collaboration with the City's municipal officials. The details of this process are elaborated on the following page. As such this report represents the collective effort of multiple stakeholders from the City, to together chart the outlines of a sustainable, prosperous and inclusive future.

While this document outlines several key ideas for the future of Downtown Elkhart, all of them require further study. This report should not be mistaken as a definitive and frozen plan, it is an outline and a planning framework meant to help guide the process of Downtown Elkhart's urban transformation over the next decade and more.

We are honored to present this Master Plan to the members of Elkhart's distinguished community.

A vintage postcard featuring an aerial view of Main Street, Elkhart, which was once a multi-modal boulevard with trolley service down the median.



Sanborn Insurance Map showing Downtown Elkhart in 1927. Pink indicates masonry construction, which is concentrated along Main Street south of Jackson Blvd.

1.2 Charrette Process

Elkhart, Indiana is blessed with a well-preserved historic core, picturesque riverside geography, and a robust business climate. The city has nurtured a generation of civic leaders in the public and private sectors who care deeply for this place and are passionate about its regeneration. This project is the culmination of their generosity and vision.

This Master Plan was designed through an iterative process with distinguished consultants from across the country. In December of 2022, the design team initiated a rigorous analysis of Elkhart's current opportunities and constraints. The preliminary work included thorough study of the city's history, morphology, ecology, walkability, and parking demands. This effort also included documentation of the Central Green site and precedent analysis for the proposed amphitheater.

From January 6–11, 2023, the client, architect, and consultant team convened a five-day charrette in Elkhart, where professional expertise was combined with local insights to craft a new vision for the long-term growth of the downtown. The Master Plan was drafted at the same time as the amphitheater conceptual design was developed with a team of event industry experts. Simultaneously working on the Master Plan and the entertainment venue created a dynamic feedback loop, a process by which ideas were tested and vetted at different urban scales.

Community members and City staff were invited to participate in working sessions throughout the week. Three open-house stakeholder meetings, one morning and two evening, were hosted at the charrette space to solicit feedback and engage in meaningful dialogue about the direction of the project. Over the course of five days, the team developed the Master Plan, addressing issues of urban form, street design, circulation, parking, and catalytic opportunities—the amphitheater being the first and most prominent.

This report refines the work completed before, during, and after the charrette into a Master Plan and elaborates on its various components. It is intended as the overall framework for the further study of this project. While the site design and plan decisions are expected to remain stable, the program and product types need to be studied further for both their market feasibility and their specifics. This report is a blueprint for the incremental transformation of Downtown Elkhart into a national model of urban regeneration and local vibrancy.

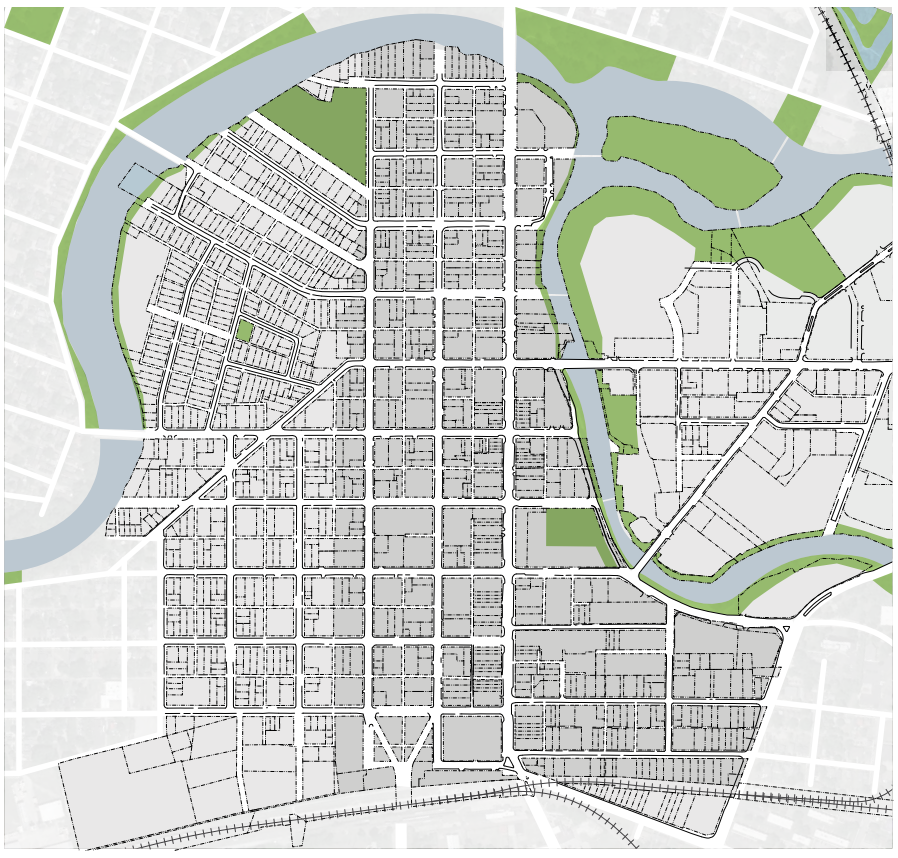
Mayor Rod Roberson and Dave Weaver discuss the in-progress Illustrative Plan with the architect team and others.

The first open-house meeting held on the morning of Monday, January 9th. Stakeholders gathered in a circle to discuss the preliminary work developed over the preceding weekend.

Throughout the charrette, the project team worked collaboratively and iteratively to rapidly generate concepts for the downtown.

1.3 Opportunities and Constraints

The diagrams on these two pages show key aspects of a larger analysis of the existing conditions of Downtown Elkhart. They are the result of careful on-site observation coupled with feedback from residents and stakeholders. They diagnose the city's current condition, and help identify opportunities and constraints that guide the vision that follows.



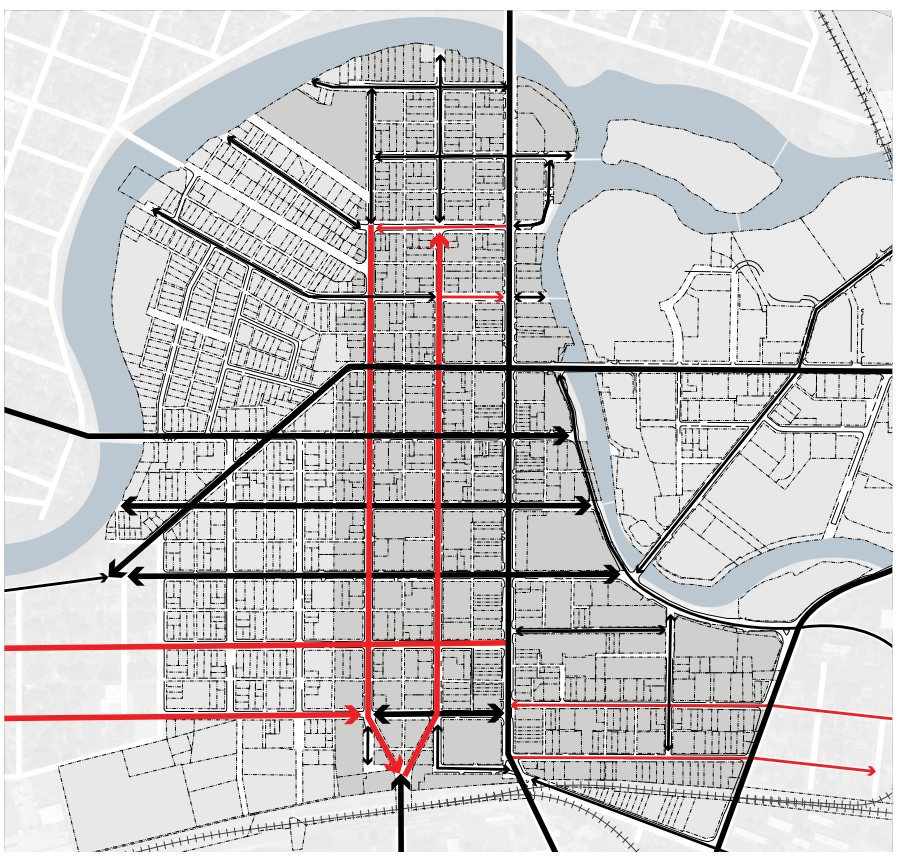
OPEN SPACE NETWORK

This diagram shows the existing open space network of Downtown Elkhart organized around the confluence of the St. Joseph and Elkhart Rivers. Trails and parks provide Downtown Elkhart access to nature and recreational opportunities such as walking, biking, fishing, and kayaking. The riverfront also promotes biodiversity and functions as habitat for native and migratory bird species.

However, the current open space network lacks the coherence of a continuous outdoor experience. A robust landscape strategy and reprogramming of this open space network can both greatly augment the urban experience, identify opportunities for private development around these spaces, and also expand this network from the perimeter into the Downtown core with a street tree planting program.

LEGEND

Public Parks & Open Space



STREET NETWORK

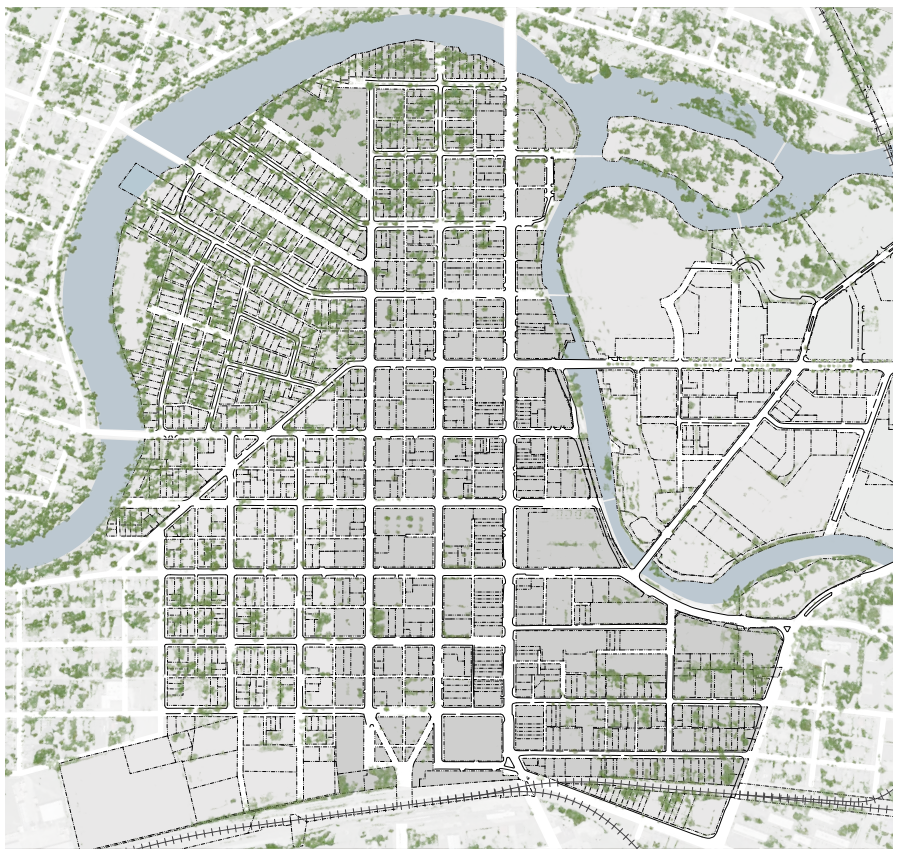
Downtown Elkhart is defined by a continuous and regular street grid. The square blocks are generally +/-350 ft. long and subdivided by a minor grid of alleys. Some streets were converted to one-ways in the 20th century. One-way streets west of Main Street are 2nd St., 3rd St., Marion St., Harrison St., and the portion of Jefferson St. between Main Street and 2nd St., and that of Washington St. between Main Street and 3rd St. One-way streets east of Main Street are Division St. and State St. Studies have shown that one-way streets hurt commercial activity by making navigating and parking harder, and increasing driver speeds, traffic collisions, and pedestrian casualties.

Returning all Downtown streets to a two-way configuration, is an important step towards ensuring pedestrian safety, helping to manage driver speeds, and enhancing commercial vitality.

LEGEND

Two-Way Streets

One-Way Streets



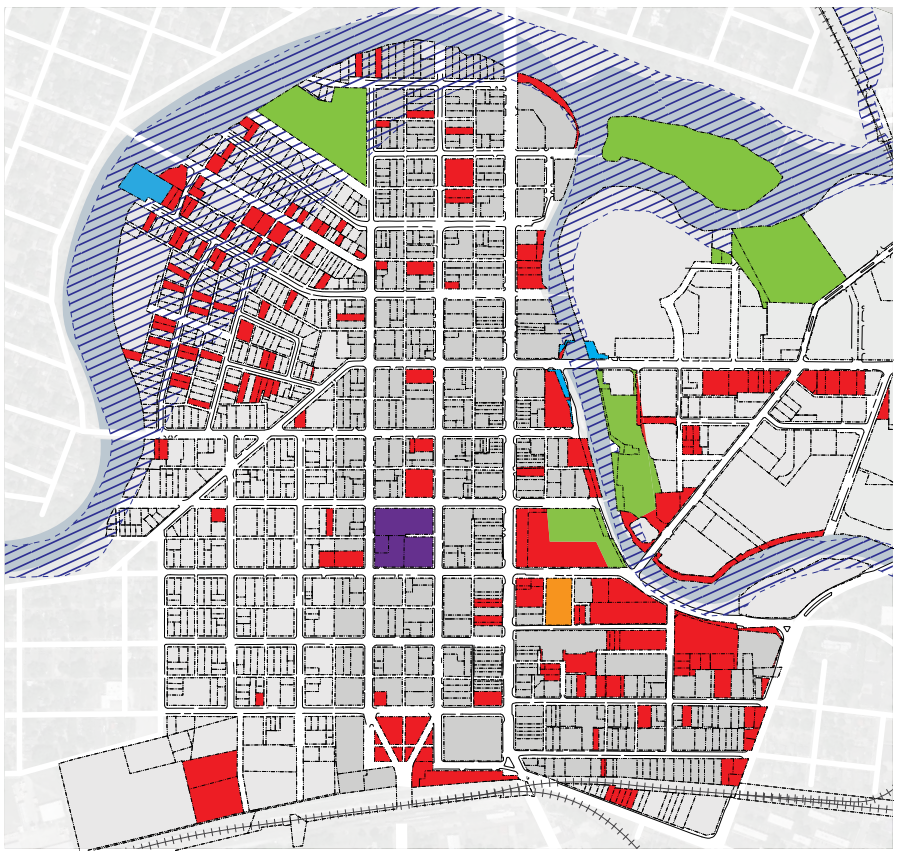
TREE COVERAGE

In contrast with adjacent neighborhoods, Downtown Elkhart is almost entirely devoid of street trees. A lack of shade canopy can make urban streets feel hot, barren, and inhospitable, discouraging people from visiting the area.

It is imperative to reduce the Urban Heat Island Effect within the Downtown through the introduction of street trees, which will also improve air quality, reduce noise pollution, and provide habitat. They also create a sense of enclosure along streets, which reduces driver speeds, and provide an extra buffer between people and cars. Recent upgrades to the River District with pedestrian-friendly streets lined with a pattern of streetlamps and trees is a precedent worth emulating within the Downtown.

LEGEND

- *Tree Canopies*



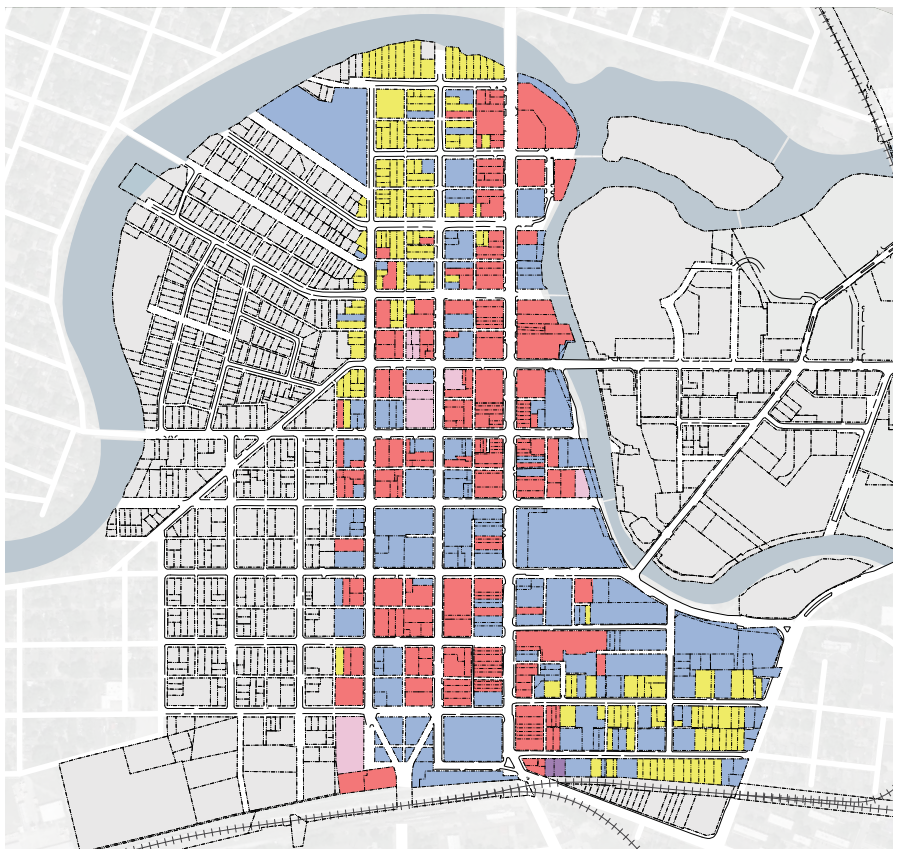
PUBLICLY OWNED LAND

An abundance of publicly owned land within and around the Downtown presents great opportunities for redevelopment. Examples include the concentration of city-owned land near the Central Green, the riverfront, and the train station, as well as the Elkhart County Courts Building, where an entire block is being vacated by the county government.

Publicly owned land empowers the local government to leverage their potential as key catalytic sites. They could be reimagined and repurposed to serve the greater good. Possible new uses include a new amphitheater and park, structured garages to create a park-once district, a new transit hub, and a new and improved civic buildings.

LEGEND

- *Floodway*
- *Park*
- *City*
- *County*
- *State*
- *Indiana Univ.*



EXISTING LAND USES

Land Uses within the Downtown are approximately one-third commercial, one-third residential, and one-third tax-exempt. These latter properties, which include government buildings and non-profit organizations, do not generate property tax revenue for the city. The concentration of non-revenue generating property is a symptom of depressed land prices in downtown caused in part by disinvestment and suburban sprawl.

A long-term goal of the city should be to increase the proportion of taxable land within the Downtown district. The low cost of the land will be attractive to developers once the city has a Master Plan in place.

LEGEND

- *Commercial*
- *Industrial*
- *Residential*
- *Exempt*
- *Taxable Public Owned*

2.1 Illustrative Plan

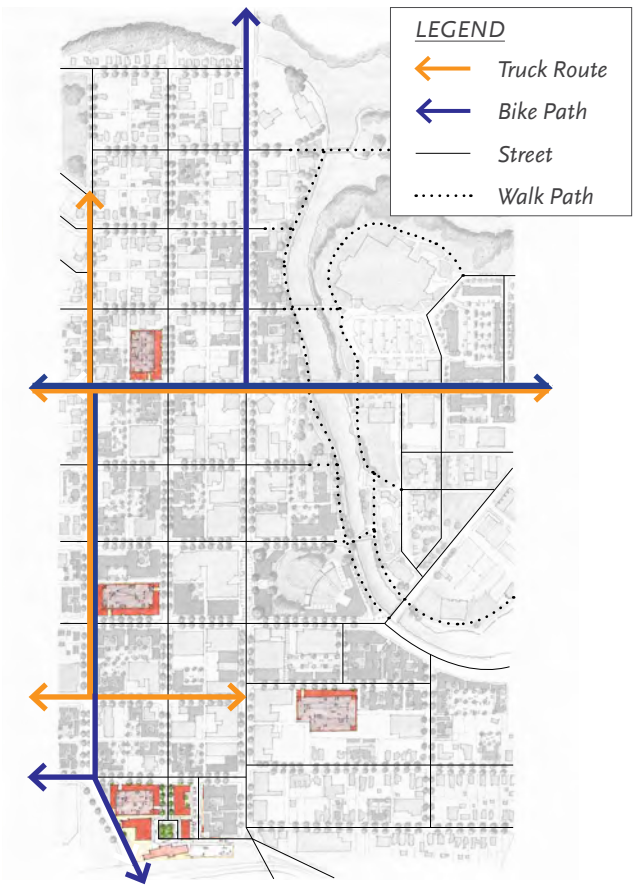
2.2 Illustrative Plan: Key Layers

The drawing on the adjoining page shows a hypothetical, long-range build-out. It shows how a robust public open space network that will become the armature for a multi-modal transportation and parking strategy as well as new civic amenities and mixed-use infill. All of these aspects are elaborated on in further detail in the subsequent pages.

This Illustrative Plan does not dictate the precise design of future projects in Downtown Elkhart. Rather, it suggests how the Downtown may evolve after several decades of implementation. The intention of this drawing is to contextualize the vision for Downtown Elkhart and its Development Code.

Existing structures are colored light peach, while potential footprints of new buildings are shown in terracotta. Surface parking lots are indicated with light gray, while structured parking is a darker hue (lined with new buildings along public streets). The shapes of new building footprints vary throughout the plan as a way of indicating the range of typologies that are recommended in different neighborhood contexts. The smaller footprints along the west side of 3rd St., for example, show how new house-form buildings can be integrated as infill to transition the existing residential neighborhood into the Downtown district. At the other end of the spectrum, larger footprints near the proposed amphitheater suggest condominium and apartment types that are more appropriate for that urban context.

The following diagrams help clarify key layers of the Illustrative Plan. Each of these layers should be understood as a Downtown-wide strategy that may be implemented over time and through many steps, together aimed at completing the broad intentions of the larger vision.



A ROBUST OPEN SPACE NETWORK

The Master Plan leverages the confluence of the St. Joseph and Elkhart Rivers to establish a unique sense of place. The redesigned riverfront connects Downtown Elkhart to the River District with naturalistic trails, parks, and waterfront retail and dining. The central park is reprogrammed and upgraded as a new public amphitheater. These open space amenities are within walking distance of Downtown, and free up the district's interior for infill development at a range of urban intensities.

A MULTI-MODAL TRANSPORTATION & PARKING STRATEGY

Downtown Elkhart's transportation network has been recalibrated to accommodate existing and future travel patterns. The conversion of one-way streets to two-way (including the Benham Ave. "Wishbone" ramps) allows greater flexibility in the district, as seen in the juxtaposition of truck routes and bicycle paths. Structured garages lined with building frontages have been strategically introduced to create a park-once district without disrupting the character of the downtown.

ONE DOWNTOWN, TWO DISTRICTS

The Master Plan envisions the formal structure of Downtown Elkhart as two adjacent pedestrian sheds, each with a ¼-mile radius. This radius represents a five minute walk, the typical distance an average American will walk instead of driving. These sheds are centered along Main Street in front of the Amphitheater and at the intersection with Jackson Blvd. They represent two distinct places within the Downtown unified by key streets and the Riverwalk.

GREAT CIVIC AMENITIES

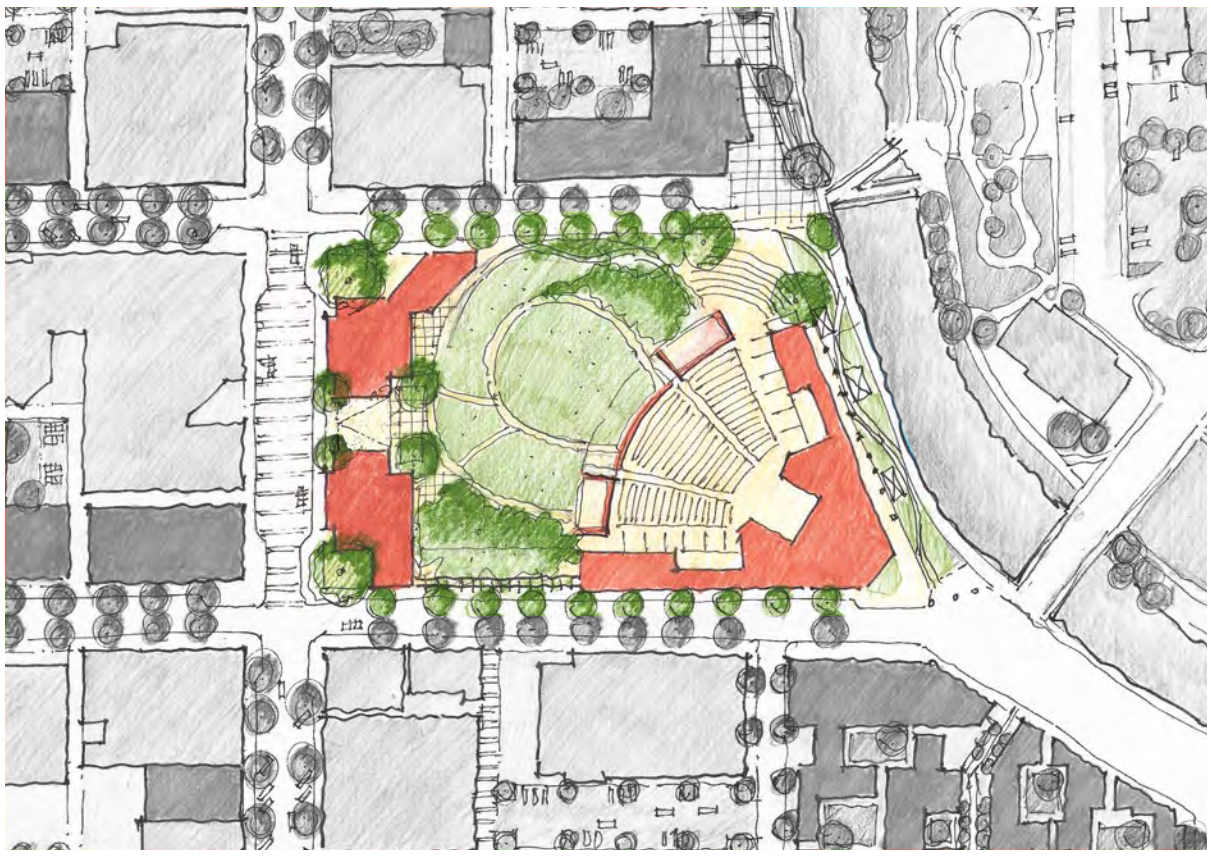
The Master Plan consolidates Downtown Elkhart's prominent institutions to generate distinct urban centers. This includes a new Civic Center located around the existing City Hall and Public Library, and a new Transit Hub at the historic train station. Institutions such as the Midwest Museum and Lerner Theatre and attractions like the Aquatics Center, NIBCO Water & Ice Park, and the Wellfield Botanical Gardens are connected to these two new centers by a walkable open space network.

PRESERVATION & CONTEXT-SENSITIVE MIXED-USE INFILL

New development in Downtown Elkhart can occur through two concurrent modes. First, historic buildings worthy of preservation can be adaptively reused, restored and reprogrammed. Second, private land, guided by the City Development Code can generate contextually sensitive and responsible infill development, filling in vacant parcels and generating a rich and diverse fabric.

2.3 Development Components

The diagrams on this page show distinct physical areas within the Plan that differ in their physical disposition of buildings, programming, and open space requirements. Therefore, they are recognized as unique places within the Downtown requiring high quality execution to create a distinguished urban fabric. Section 6 elaborates on each one and offers guidance on how their physical, social, and economic dimension may be planned and executed



1. AMPHITHEATER & CENTRAL GREEN

The Amphitheater builds on the impact generated by previous catalysts such as the Lerner and the Aquatic Center. Building on their success, it will reignite interest and development in downtown Elkhart. A state-of-the-art event facility, sensitively designed public gardens, and new buildings along Main Street will activate the core of Downtown and spur urban activity for years to come.

2. RIVERWALK

The Riverwalk is proposed as a complement to the Amphitheater to delight residents and boost tourism. It will compliment the East Bank improvements, making for a more complete outdoor experience. In addition to the landscape design of the esplanade itself, this project includes building sites that define the riverfront edge. The intent is to craft a range of different and engaging experiences along the water, which culminates in the park at the Amphitheater site.

3. DEPOT SQUARE

Developing the Depot Square is critical for several reasons. Firstly, it capitalizes on developable land made available by diverting the Wishbone into a 2-way underpass. Station Square also leverages Elkhart's train depot as a grand entry point into the city; as the Downtown develops into a regional destination, more people are likely to arrive to the city by rail. The beautiful rail station can serve as a Multi-Modal Center including facilities like Bike-Share, Car-Share, electric car chargers, scooter rentals, and a major transit stop. Lastly, relocating the post office enables the last block of Main Street to be redesigned with context-sensitive buildings, framing an architectural gateway into the city from the south, and frees up land for a new transit hub. This development will be implemented through a phased approach, since it is dependent on the availability of the current Post Office site.

4. CIVIC CENTER COMPLEX

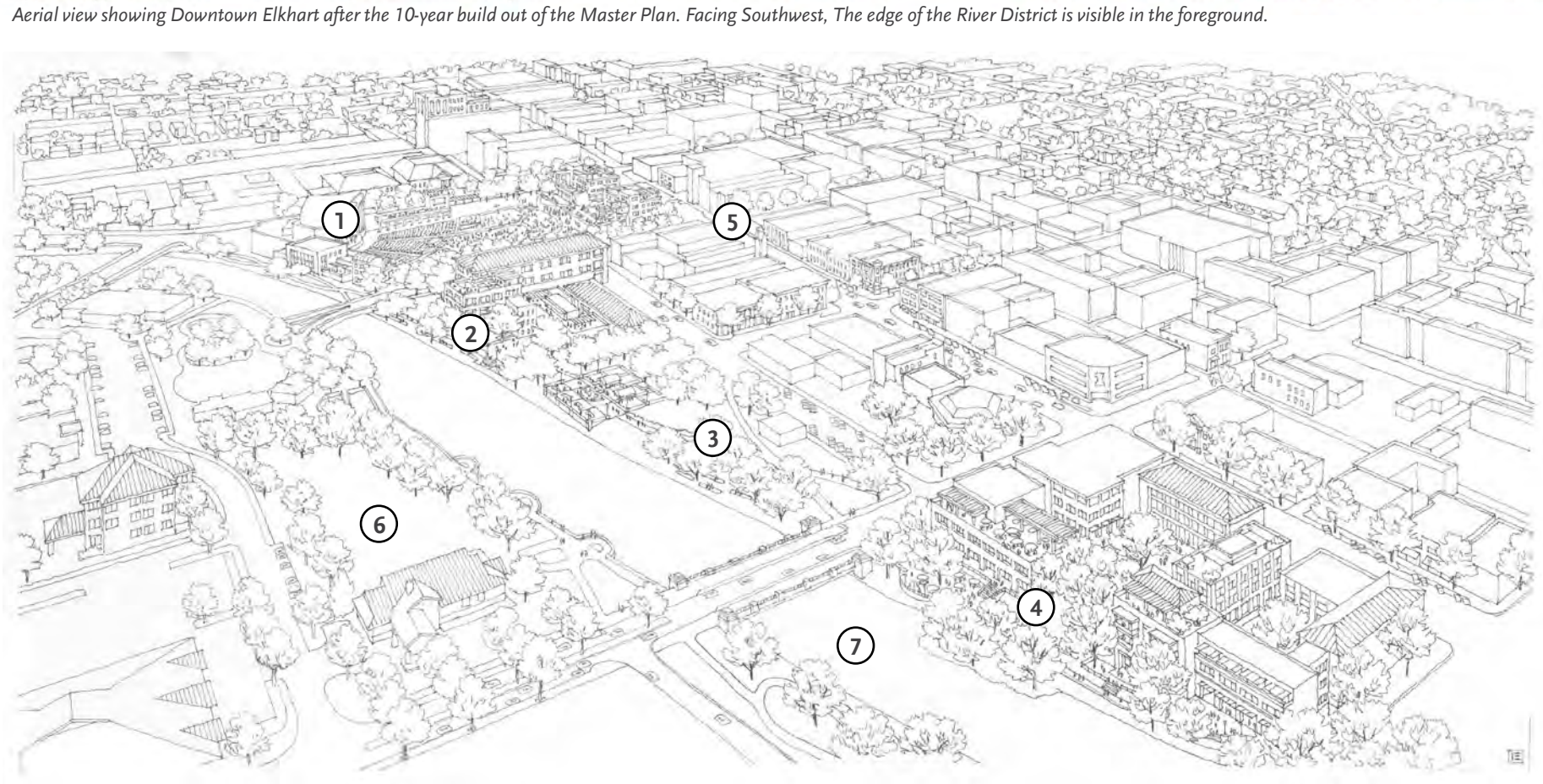
Downtown Elkhart already has the beginnings of a civic core centered on High Street and Second Street, where the City Hall and the Library are currently located. This plan component proposes relocating the Police Station from Waterfall Drive into a new Public Safety Building facing the City Hall, and moving the Post Office to the diagonal corner.

5. NEIGHBORHOOD EDGES

A fundamental principle of the Master Plan is respecting Downtown Elkhart's prevailing context of single-family neighborhoods. Infill housing must be introduced at the district's edges, but unlike development within the heart of the Downtown, this infill at the edges must remain sensitive to the scale, size and frontage characteristics of the single-family fabric. This is why the adoption of a Recommended Code becomes crucial – as a guiding instrument to ensure contextual responsiveness and compatibility.

Jackson Blvd.

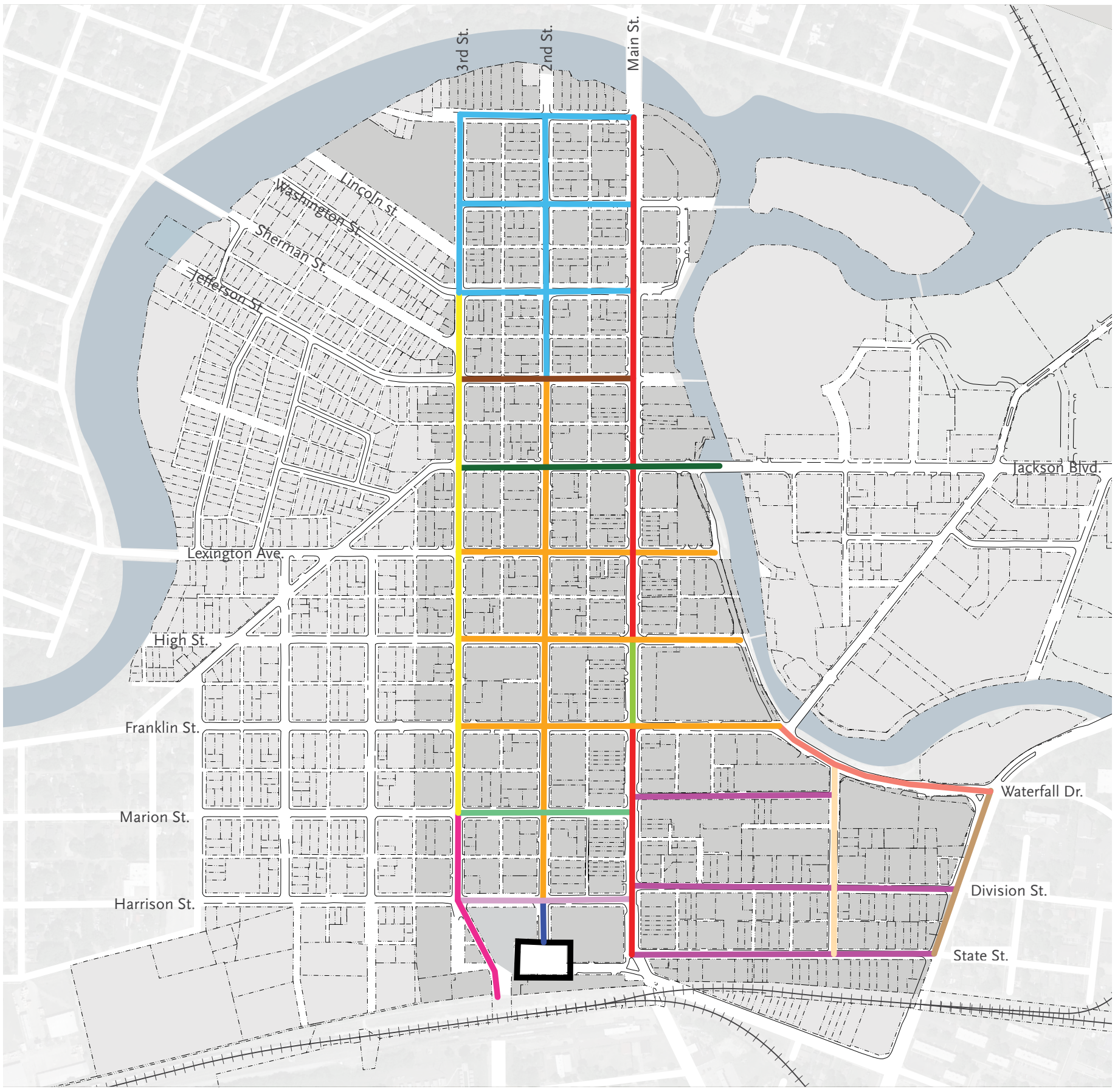
Aerial view showing Downtown Elkhart after the 10-year build out of the Master Plan. Facing Southwest, The edge of the River District is visible in the foreground.



LEGEND

1. *Amphitheater*
2. *Riverwalk - Outdoor Retail & Dining*
3. *Riverwalk - Dog Park*
4. *Riverwalk - Mixed-Use Infill*
5. *Main Street - Preservation & Infill*
6. *Kardzhali Park*
7. *Elkhart River*

3.1 Transportation Strategy



Downtown Elkhart is fortunate to have a street grid that predates the car and honors walking as a fundamental type of mobility. The transportation recommendations for Downtown Elkhart center on "speed management" to support a vibrant pedestrian culture. Commercial services, retail, and businesses thrive with improved walkability, bikeability, and parking, which can be achieved in Downtown by redesigning streets within existing curb-to-curb dimensions.

Most streets in the study area are unnecessarily wide, in some cases a vestige of the former trolley right-of-way. As a result, lanes are too big, which induces unsafe driving speeds and behavior. The average travel lane in Downtown is 14 feet wide, and parallel parking lanes are typically 10 feet. By way of comparison, the new lanes on Jackson Boulevard in the River District were constructed at 11 feet wide and operate at modest speeds of 30-32 mph (measured in the field during the Charrette).

This Plan recommends the following design standards for the Downtown Elkhart street network:

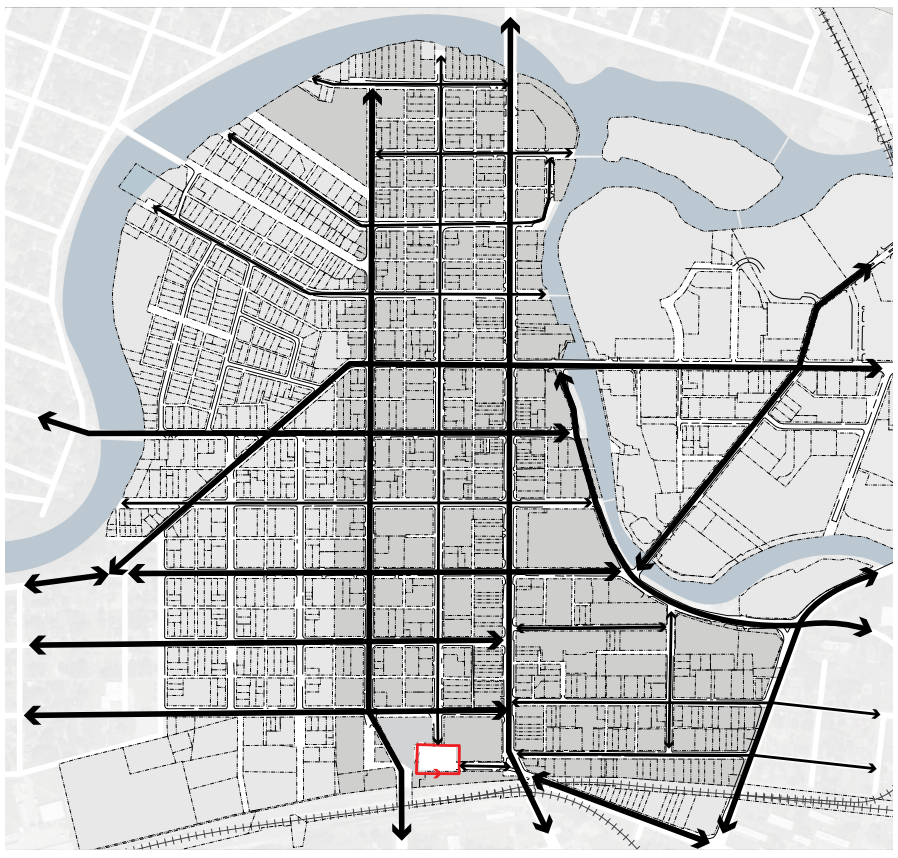
- 10-foot standard travel lanes;
- 11-foot truck route lanes (where applicable);
- 8-foot parallel parking lanes; 18-foot angled parking lanes (measured perpendicular to curb).

These dimensions help manage driver speeds without negatively impacting congestion. Reduced lane widths enable one lane of existing parallel parking to be replaced with angled parking where desirable. This will increase Downtown's overall parking capacity. Updated street sections are shown on the following page spread.

Nationally, cyclists indicate a preference for separated bike lanes over shared lanes with cars. This report recommends modifying several streets to include 5-foot bike lanes in both directions, made possible by right-sizing car lanes. Bike lanes can be on the same side of the street or split on either side—both configurations are recommended for Downtown Elkhart to safely encourage more daily ridership.

LEGEND

- *Main Street (Typ.)*
- *Main Street (at Central Green)*
- *Asymmetrical Street (Typ.)*
- *Residential Street (Typ.)*
- *Second Street (at Station Square)*
- *Third Street (Typ.)*
- *Third Street (at Wishbone)*
- *East Street*
- *Prairie Street*
- *Jefferson Street*
- *Jackson Boulevard*
- *Marion Street*
- *Harrison Street*
- *Historic Street (Typ.)*
- *Waterfall Drive*



PROPOSED STREET NETWORK

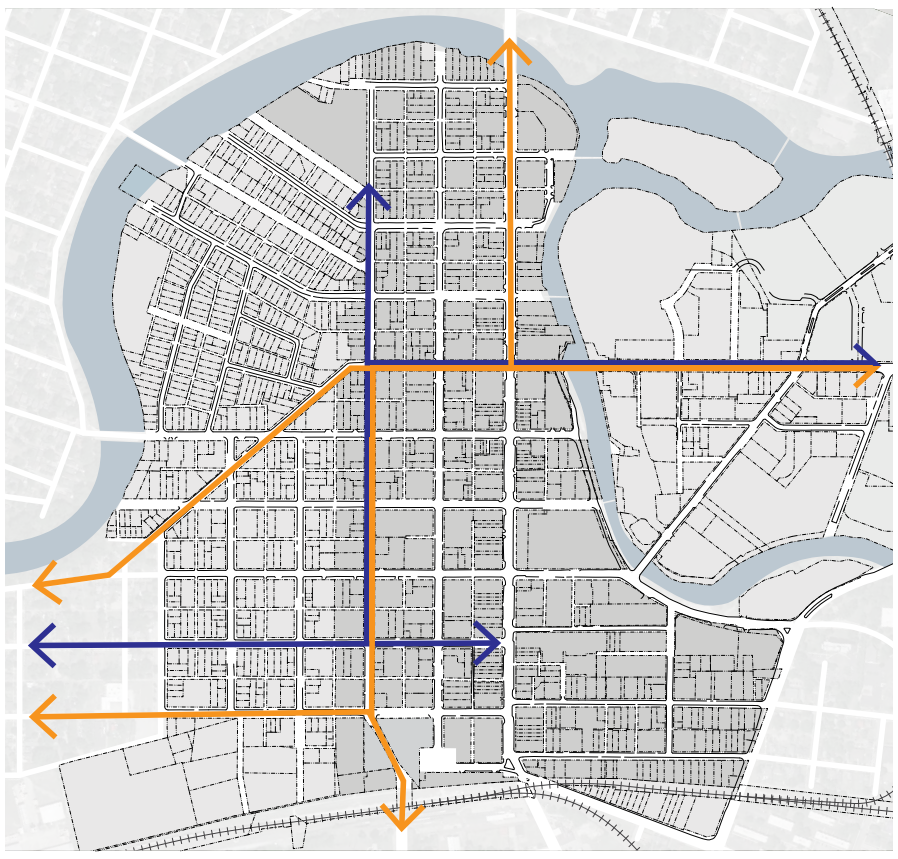
LEGEND

Two-Way Streets

One-Way Drop-Off Loop

The “Wishbone” was an expensive and effective way to begin the one-way network conversion of 2nd and 3rd Streets over thirty years ago. However, since the two-way network is recommended for restoration, it is important to fix the connection underneath the railway bridge. The most reasonable reconnection calls for two-way travel on the western leg of the Wishbone. Two-way Benham Avenue should be reconstructed under the Railway Bridge to have four lanes of capacity. After 4-lane Benham Avenue rises to 3rd Street the lanes should gradually taper into the network with east and west lane drops at Marion Street. 2nd Street extends northward as a 2-lane street.

This strategy could be realized at once or in phases. At a minimum, 2nd and 3rd Streets are the priority, with other streets changing over time.



PROPOSED TRUCK & BIKE ROUTES

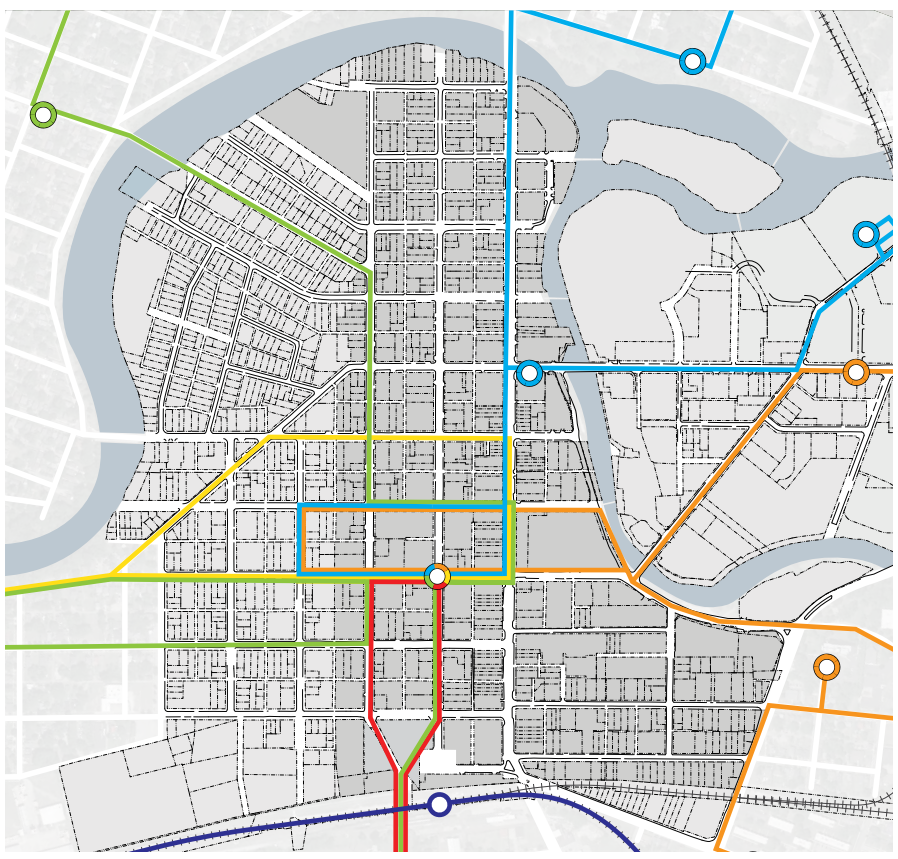
LEGEND

Truck Route

Bike Route

Truck routes must be designated for commercial and legal implications by a continuous network with adequate lane widths. By-pass routes should be avoided due to higher speeds and the potential diversion of Downtown travelers. The Elkhart Truck Route would begin with Harrison St. on the south, turning north on 3rd St., east on Jackson Blvd., then north on Main St. This avoids entering the southern half of Main St. and its 20 mph speed, limiting acceleration/deceleration noise in the Downtown Core. Lanes are set for 11 feet in width and turn radii at key intersections are sufficient for truck paths.

This plan proposes Marion St. (which has an existing bike lane), 3rd St., and Jackson Blvd. as the principal bike routes. By converting the wishbone into a two-way network, the portion of 3rd St. between Harrison and Marion will experience heavy volumes of traffic. Therefore, Harrison is not proposed as part of the bike route.



PROPOSED TRANSIT ROUTES

LEGEND

Red Line Elkhart / Goshen

Green Line West

Blue Line North Pointe

Yellow Line Mishawaka / Elkhart

Orange Line East

Amtrak

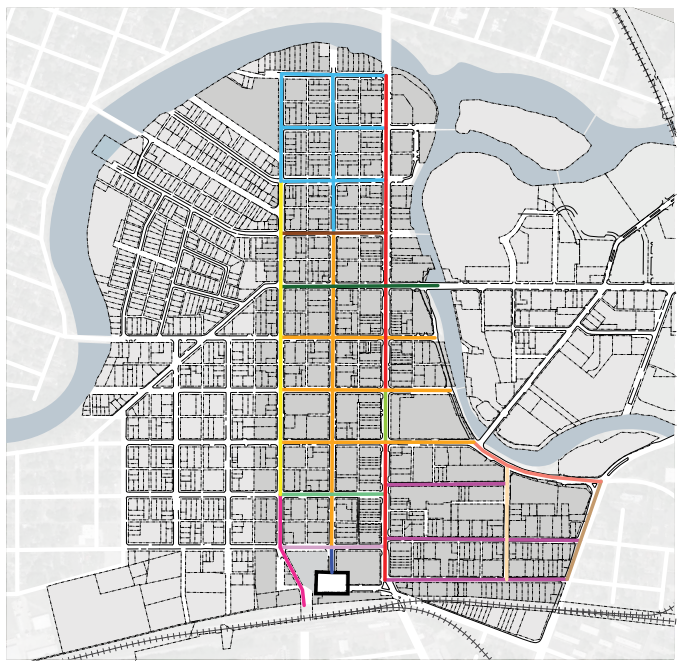
Trolley Bus Transfer @ Point of Interest

Train Station

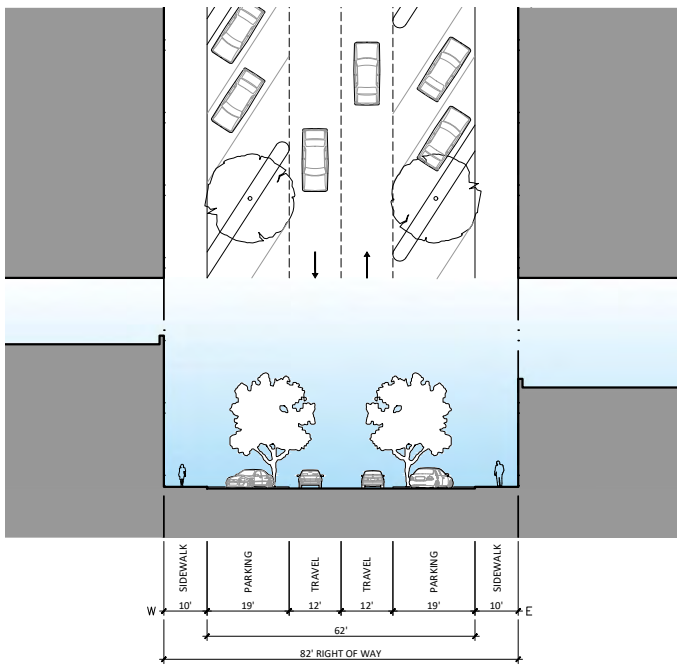
The Master Plan is an opportunity to better integrate Downtown Elkhart’s regional transit connectivity. Following the two-way street conversion, the scheme would rationalize the city’s transit map by redirecting four trolley bus lines to a new Multi-Modal Center near the train station. The proposed trolley bus network emulates Elkhart’s historic north-south streetcar pattern to provide greater transit coverage along Main Street and Second Street, the District’s primary commercial corridors. This configuration will provide residents with more transit options, support transit-oriented development in Downtown, and preempt a less car-dependent future.

3.2 Street Sections

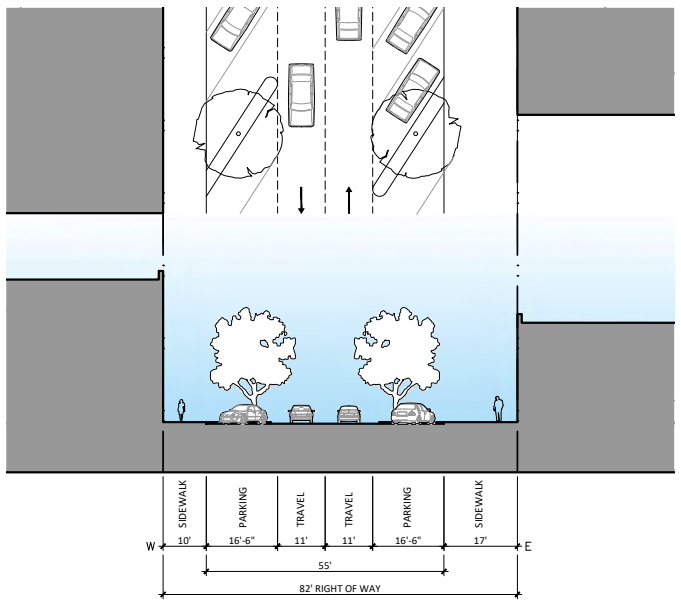
The following drawings show proposals for thoroughfare right-of-ways within the Downtown area. They are the result of a careful analysis of projected traffic capacity and volumes. They all consistently aim to create “Complete Streets” that balance the co-existence of pedestrians and cars. With the exception of any projects the City already has under way, this plan proposes to keep existing street curbs intact to save cost and reconfigure the area between the curbs using intermittent planters between parked cars or change parallel parking to angled park where the excessive curb-to-curb dimension allows it. These streets designs also ensure that each street has ample sidewalk dimension commensurate to its adjacent uses.



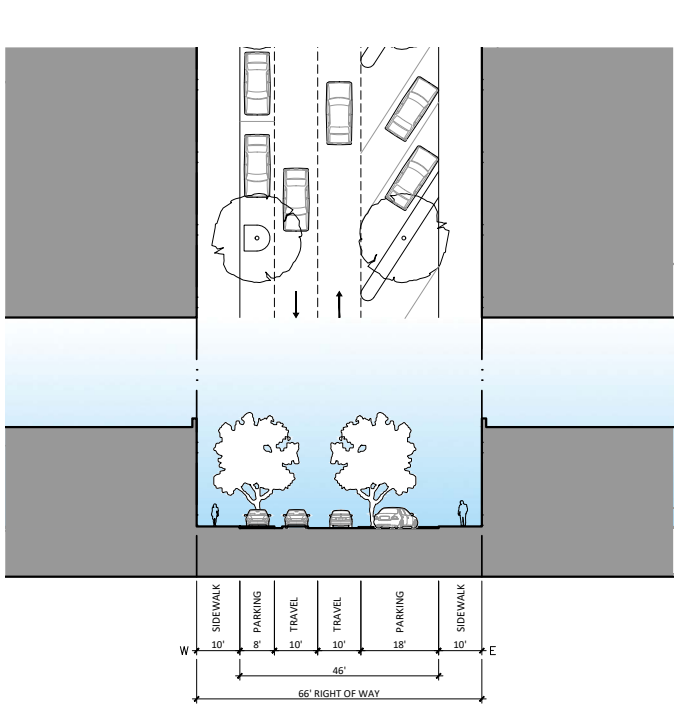
STREET SECTION LEGEND



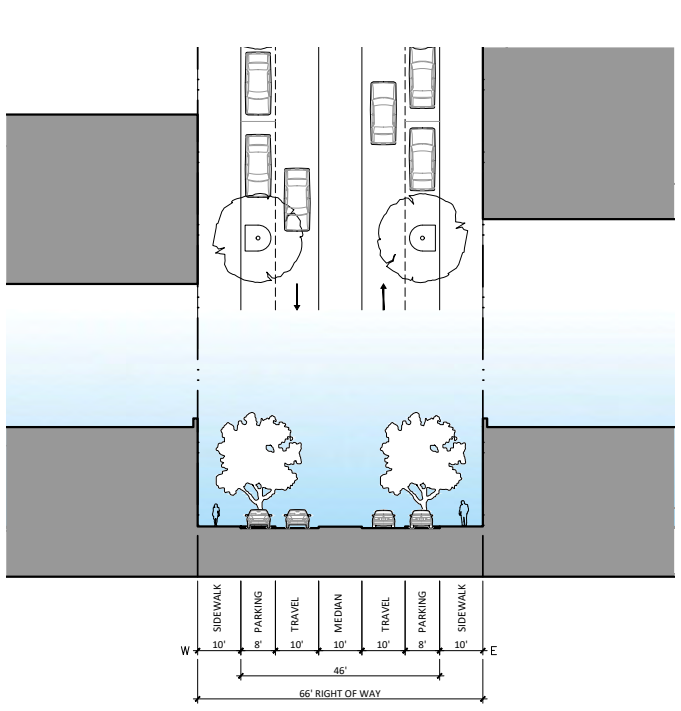
MAIN STREET (TYP.)



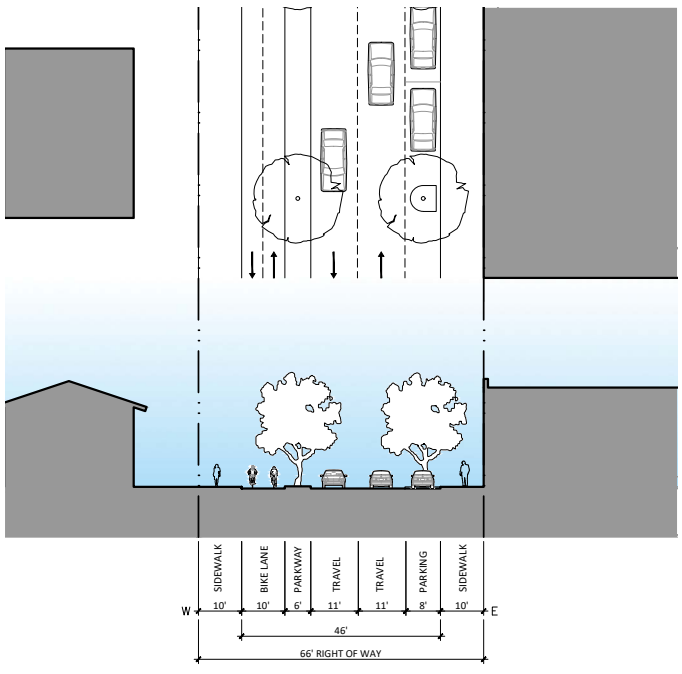
MAIN STREET (AT CENTRAL GREEN)



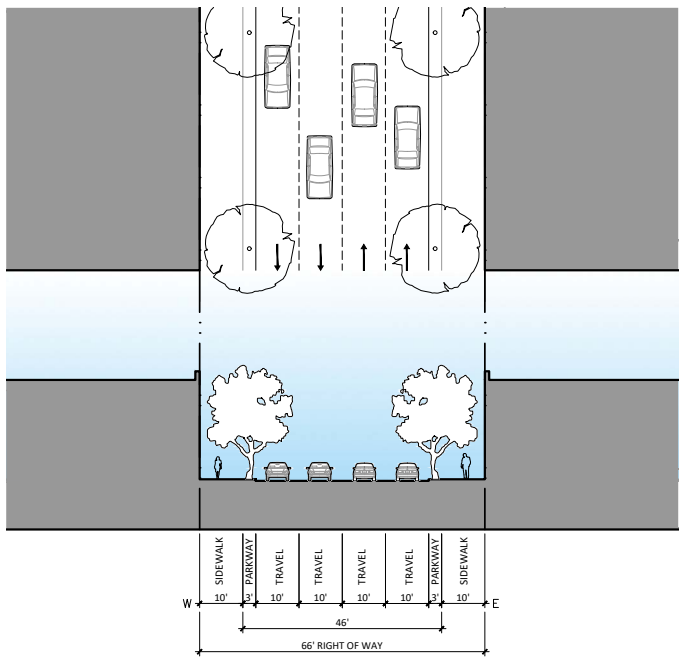
ASYMMETRICAL STREET (TYP.)



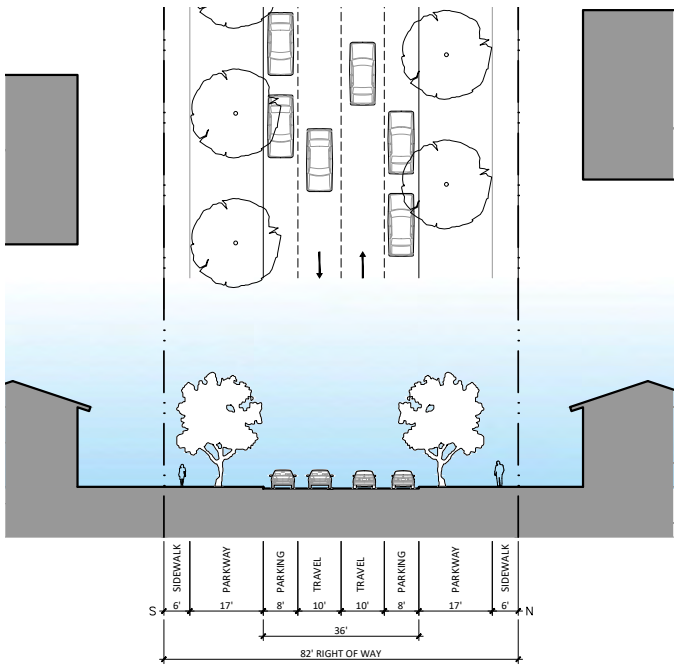
SECOND STREET (AT STATION SQUARE)



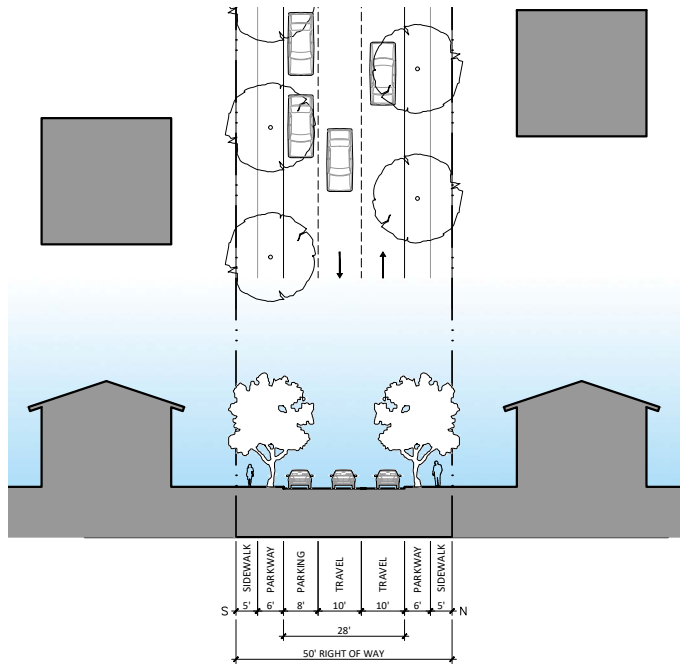
THIRD STREET (TYP.)



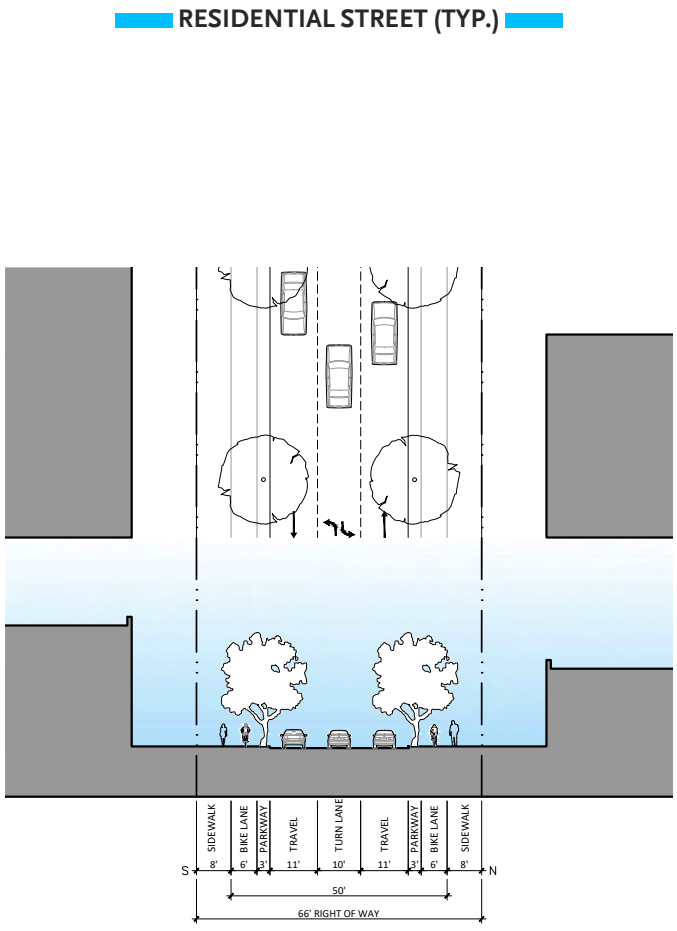
THIRD STREET (AT WISHBONE)



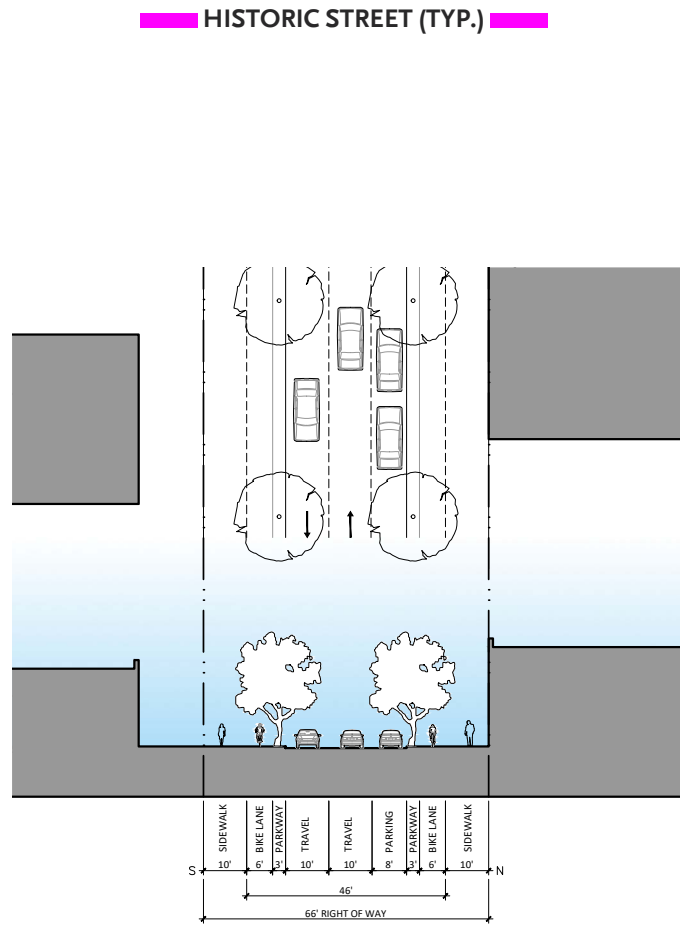
RESIDENTIAL STREET (TYP.)



HISTORIC STREET (TYP.)

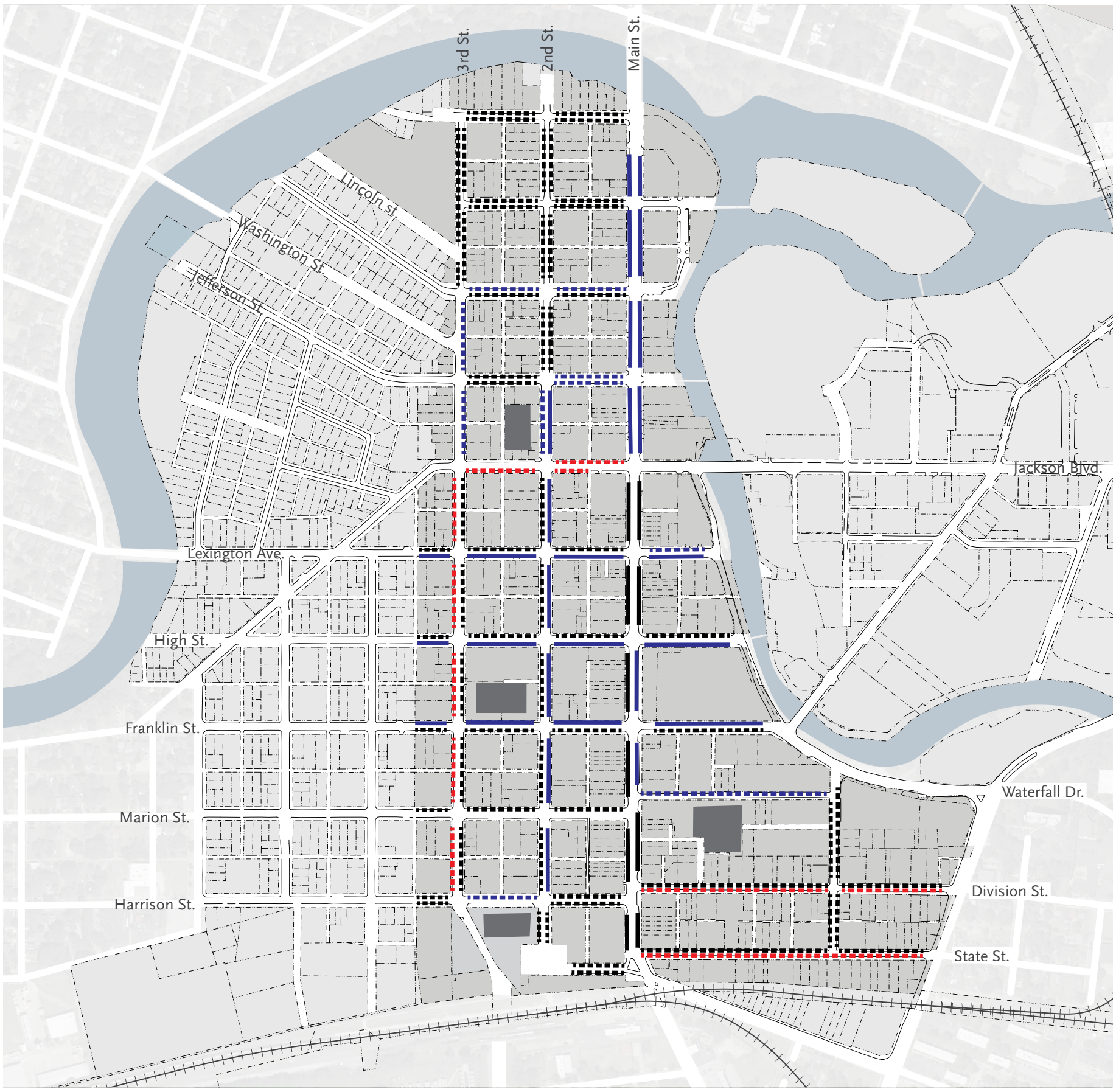


JACKSON BOULEVARD



MARION STREET

3.3 Parking Strategy: On-Street & Garage



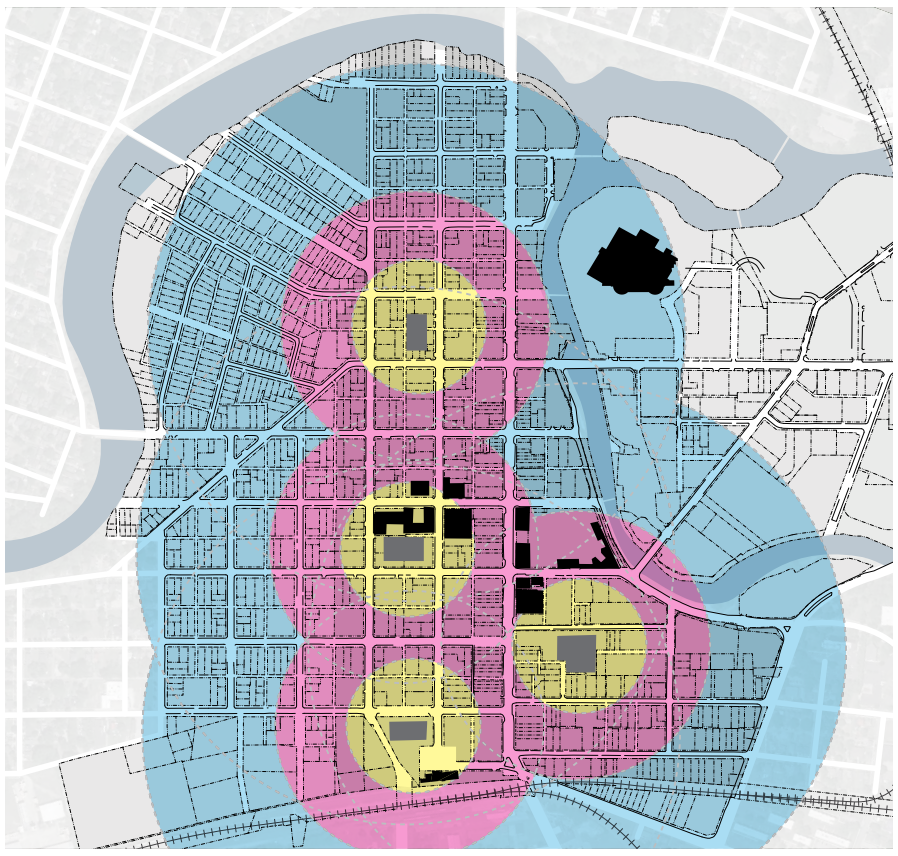
This drawing illustrates the proposed parking resources within Downtown Elkhart. As indicated by solid blue lines, the existing pattern of angled parking on either side of lower Main Street has been expanded to the north, and angled parking has also been added on one side of many east-west streets and lower Second Street. This will increase the amount of available street parking within walking distance of the amphitheater and support adjacent commercial buildings. Parallel parking is shown with a dashed line. New structured parking garages are shaded in dark gray, and elaborated in further detail on the subsequent spread.

On some streets, existing parallel parking has been removed in order to accommodate new turning lanes, truck routes, bike paths, and the conversion of streets to two-way traffic. This change is shown in plan with a dashed red line. As a result of new parallel and angled parking elsewhere, the Downtown benefits from an overall net gain of parking spaces in the Master Plan. Our studies conclude that this new parking configuration can yield around 1000 on-street spaces within the Downtown, and around another 1000 spaces in the four parking structure, totaling around 2000 cars.

LEGEND

- *Existing Angled Street Parking*
- *Proposed Angled Street Parking*
- *Existing Parallel Street Parking*
- *Proposed Parallel Street Parking*
- *Removed Parallel Street Parking*
- *Parking Structure*

3.4 Parking Strategy: Garage Location & Access



LEGEND

- 400 ft. Pedestrian Shed (Residential)
- 800 ft. Pedestrian Shed (Retail)
- 1,600 ft. Pedestrian Shed (Event)
- Parking Structure
- Civic Building

Four new structured parking garages would support Downtown Elkhart's increased parking demand from special events and enhanced commercial activity. This diagram shows how the strategic location of garages helps support a number of uses all based on convenient walking distances.

The yellow circles represent pedestrian sheds of 400 ft radius, a short, one-block-long distance that a resident would easily walk to a parking spot. Thus, new housing proposed within these yellow sheds could potentially rely on a proximate structured garage to meet the development's parking requirements, reducing parking pressure in individual parcels, saving project cost, leaving more land for development, and therefore increasing the number of units.

The pink circles represent pedestrian sheds of 800 ft radius. This is how far a visitor would typically walk from their car to a nearby store. All of the proposed commercial infill falls within this area of coverage.

The blue circles represent pedestrian sheds of 1600 ft radius. This shows the distance an event attendee would traverse to reach the amphitheater and other attractions within the Downtown.

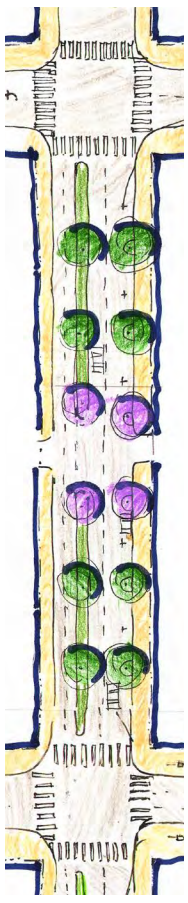
In short, parking structures within the downtown need not be aimed for catering to special events on special days alone, but also to support daily uses both residential and non-residential, enabling a higher quality of development in private lots, as well as more pedestrian activity on a daily basis throughout the downtown.

4.1 Open Space Strategy

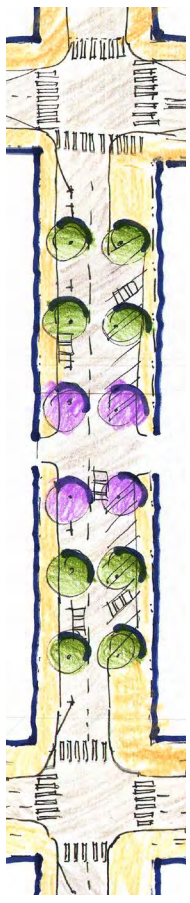
The drawing on the adjoining page shows the complete proposed public landscape network of Downtown Elkhart. It shows the various public spaces, along with the streets, and how they create a continuous armature of shared, safe places for continuous use and enjoyment. They vary in size, shape, form, location, and program. The following is the broad typological menu of open space types in this plan:

- Riverwalk – This is the most prized, yet ecologically sensitive open space associated with this project, particularly offering a unique recreational amenity for residents and visitors.
- Main Street – The principle commercial heart of the development
- Central Green – A Large verdant green with a new Amphitheater
- Other Streets – A verdant network of streets that connects all the parks and the river into a cohesive open space network.

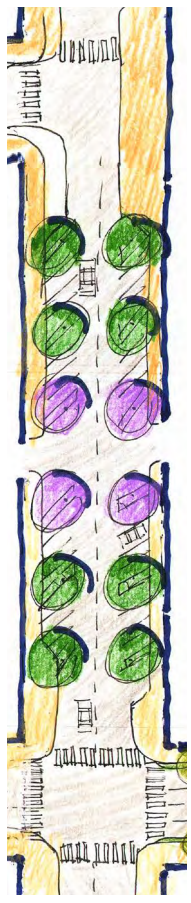
Street view of Lexington and Main showing re-striped parking and new street trees, which are planted between parked cars to create a sense of enclosure and leave more pedestrian space on sidewalks.



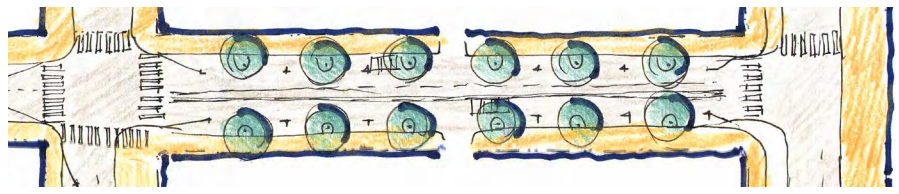
3. THIRD ST.
Bike lane, parallel parking vase form trees.



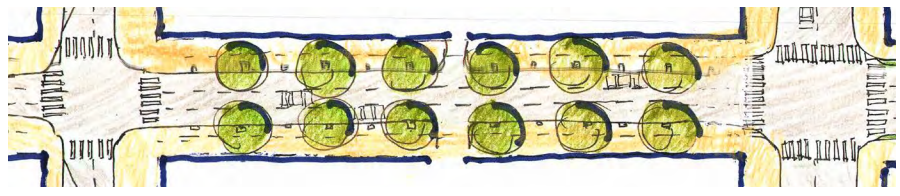
2. SECOND ST.
Oval form trees at parallel parking, vertical trees at angled parking.



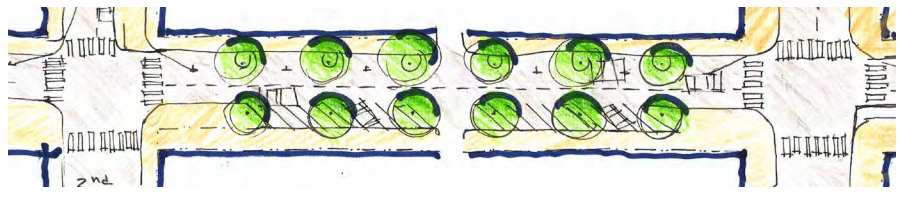
1. MAIN ST.
Angled parking, vase form trees.



A. JEFFERSON ST.
Parallel parking, spreading form canopy trees.



B. JACKSON BLVD.
No parking, bike lane, shaded canopy trees (continuation of River District)



C. LEXINGTON ST.
Oval form trees at diagonal parking, vertical form trees at parallel parking.

4.2 Tree Inventory

The design of Downtown Elkhart's streets will play a significant role in the quality of its every day experience. The signature of the North American Midwest lies in its regional palette of trees. The specific type of tree used within a street not only gives it a unique character, but also distinguishes it from other streets thereby helping in orientation and navigation. The shape and size of a selected tree species has implications on the degree of shade and sunlight within the street. The form of the tree – tall versus short – has bearings on the experience of the street as a space between the trees. The color of the tree foliage also lends itself to the visual character of the street.

This page spread shows the outlines of tree palette for Downtown Elkhart.

Street trees line Main Street in nearby Goshen, IN, contributing to its historic downtown charm.

VASE FORM TREES

Vase form trees are best suited for retail streets. Their "V" like form allows for low signage and other forms of visibility. Their spreading crown offers welcome shade for summer months.

Suggested streets, Main, 2nd and 3rd

Gleditsia triaconthos var. inermis
Honeylocust

65' tall x 50' wide with an open spreading crown. Moderate shade. Leaves are compound and yellow in the fall. Fast growing and adaptable to a wide range of soil. Tolerates salt, heat, drought and compaction.

Ullmus patriot
Patriot American Elm

60' tall x 50' wide. Leaves are green in summer and yellow in fall. New hybrid elm cultivars exhibit resistance to Dutch elm disease ('Patriot', 'Accolade', 'Triumph' and 'Commendation' are a few).

Zelkova serrata 'Village Green'
Village Green Zelkova

50' tall x 40' wide. Native to China and Japan. A fine textured tree with attractive bark and leaves that turn yellow to orange-brown in fall. Its growth rate is medium.

PYRAMIDAL-ROUNDED FORM

Pyramidal-Rounded trees are proposed along the diagonal parking edges of the asymmetrical streets where parallel parking and diagonal parking are proposed. The trees would be set between the diagonal bands and could be planted within the +/- 16ft parking field. This placement would allow for a narrowing perception of the street and offer shade to reduce heat island effects.

Suggested Streets: Lexington, High, Franklin, Marion, Harrison

Ginkgo biloba
Ginkgo / Maidenhair Tree

60' tall x 40' wide. Attractive fan-shaped leaves that turn yellow in the fall. Only male trees, which do not bear fruit, should be planted. Slow to grow but adaptable to wide range of soil pH.

Platanus x acerifolia
London Plane Tree

70' tall x 50' wide. Large leaves turn yellow in fall. Tree has beautiful exfoliating bark. The seed is a 1" round ball. Medium to fast growing. Tolerates urban conditions well.

Quercus alba
White Oak

65' tall x 65' wide. Dark green leaves turn brown to rich red to wine color in fall. Slow to medium growth. Prefers moist, well-drained acidic soils.

VERTICAL TREES

Vertical trees are proposed along the parallel parking edges of the asymmetrical streets where parallel parking and diagonal parking are proposed. The vertical trees would allow for multistory building frontages to come to the property lines.

Suggested Streets: Lexington, High, Franklin, Marion, Harrison

Quercus robur fastigiata
Columnar English Oak

50' tall x 20' wide. Columnar in youth turning vertical in maturity. Dark green leaves turn brown in the fall. Slow to medium growth. Prefers well-drained soil.

Tilia americana Fastigiata
'Fastigiata' American Linden

Grows 50 to 70 feet tall and 30 to 45 feet wide forming a narrow pyramidal shape with upright branches and shiny leaves and is fairly drought-tolerant.

Nyssa sylvatica
Black Tupelo

40' tall x 25' wide. Dark green leaves change to vivid yellow, orange, scarlet and then purple colors in the fall. Slow growth. Prefers moist, well-drained acidic soil. Full sun to part shade in wind-sheltered locations.

ROUNDED AND OVAL TREES

Rounded and Oval Trees are great for residential neighborhoods. Their large tree canopies offer great shade protection during summer months.

Suggested Streets: Pottawattomi, Sycamore, Washington, Jefferson, and North of Jackson the following streets, 2nd and 3rd.

Quercus rubra
Red Oak

60' tall x 60' wide at maturity. A stately native tree. Pink to reddish leaves in spring, foliage dark green in summer, red to brown color in fall. Fast growth rate. Tolerates urban conditions. Prefers well-drained acidic soils.

Acer x freemanii
Freeman Maple

60' tall x 35' wide. Upright-oval habit with strong central leader. Cross between Silver Maple and Red Maple. Fall color is primarily red. Full sun or light shade. Drought and alkaline soil tolerant.

FLOWERING TREES

Flowering accent trees are proposed for the alley intersections at Main, 2nd and 3rd streets. The rhythm change in the tree pattern denotes possible sidewalk bulb out areas at alleys and the alley grid as an alternative means of travel.

Suggested Streets: 3rd, 2nd, and Main street alley intersections.

Syringa reticulate
Japanese Tree Lilac

25' tall x 20' wide. Small oval to rounded ornamental tree. Grows upright, with cherry-like bark and has plumes of white flowers in summer. Medium growth. Relatively pest free, transplants easily and prefers full sun.

Cercis Canadensis
Eastern Redbud

25' tall x 25' wide at maturity. Use single stem tree. A very attractive, native tree with small purple flowers. Fall color is yellow. Medium growth rate. Transplant in spring. Adaptable to sunny or shady conditions.

Cladrastis kentukea
Yellowwood

Medium-sized (30-50') flowering specimens with yellow-green, deciduous, pinnate leaves. Wide, rounded crown and vivid yellow fall foliage. Aromatic white flowers bloom in huge clusters.

Magnolia spp.
Magnolias

Various varieties to choose from (20-25'). Magnolias come in many shapes and sizes. Smaller varieties adapted for use under power lines. Large attractive and fragrant flowers, which vary from white to dark purple.

RIVERWALK & PARK TREES

The following species represent a diverse range of trees appropriate for artistic compositions along the waterfront and in open spaces. Together, this assortment of trees is a dynamic landscape palette that is sensitive to the aesthetic and climactic needs of Downtown Elkhart.

Betula nigra
River Birch

Quercus bicolor
Swamp Oak

Taxodium distichum
Bald Cypress

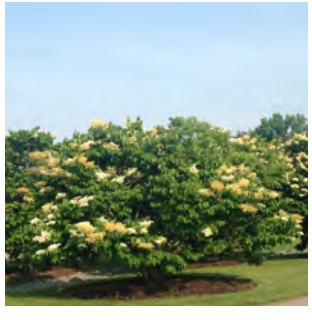
Gleditsia triaconthos var. inermis
Honeylocust

Gymnocladus diocius
Kentucky Coffeetree

Maldus 'Adirondack'
Adirondack Crabapple

Metasequoia glyptostroboides
Dawn Redwood

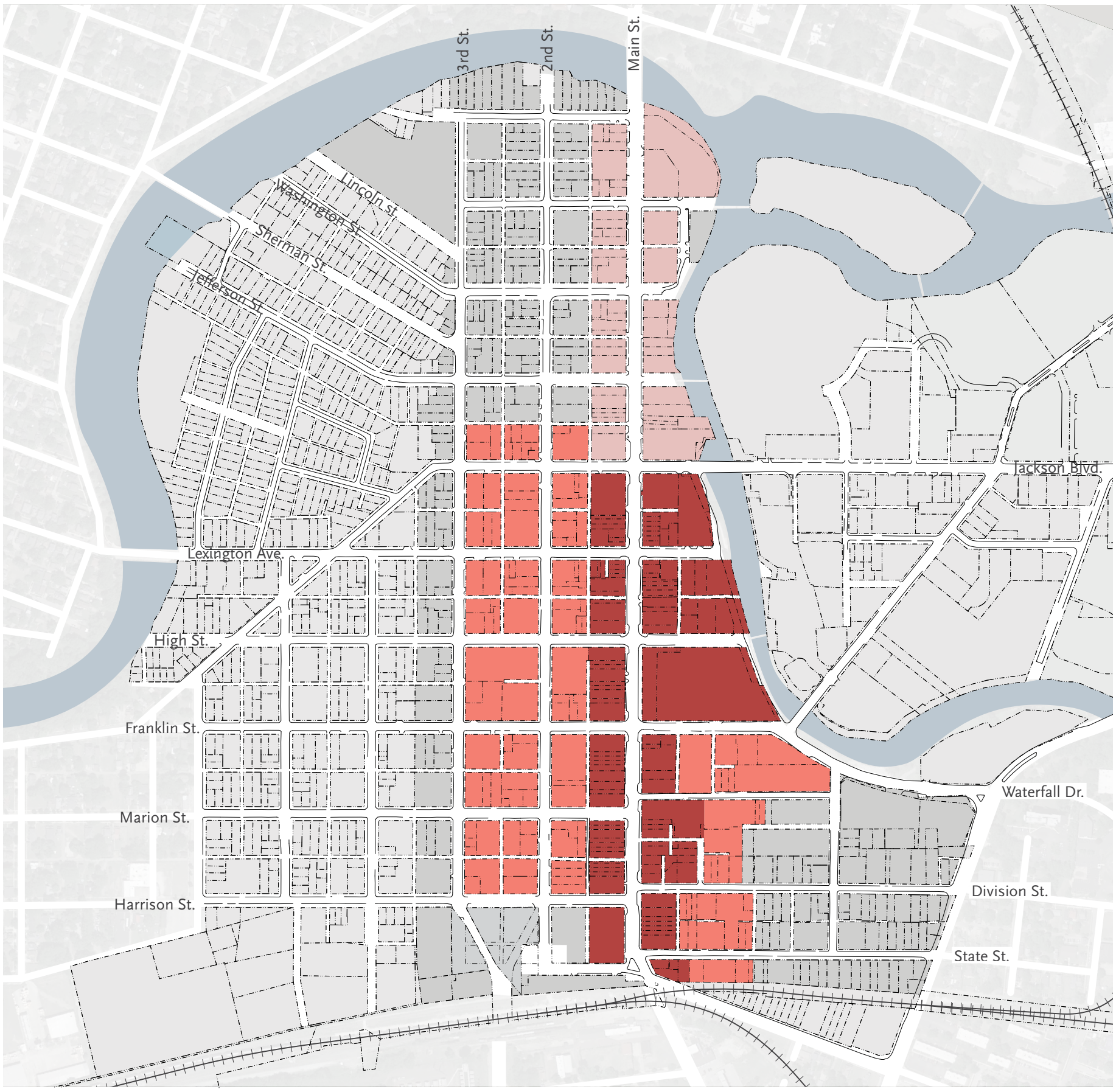
Quercus muhlenbergii
Chinkapin Oak



Syringa reticulate
Japanese Tree Lilac

Tilia americana
American Linden

5.1 Retail Strategy



This study finds that Downtown Elkhart can presently support up to 91,00 additional square feet (sf) of new or expanded retail and restaurant development, generating as much as $31 million in new annual sales by 2025. This new commercial development could include 25 new retail stores totaling 59,000 sf and 15 new restaurants totaling 33,000 sf. The leading supportable retail and restaurant categories include apparel, books, home furnishings, jewelry, gifts and a boutique pharmacy, full-service restaurants, limited service eating places, and apparel stores.

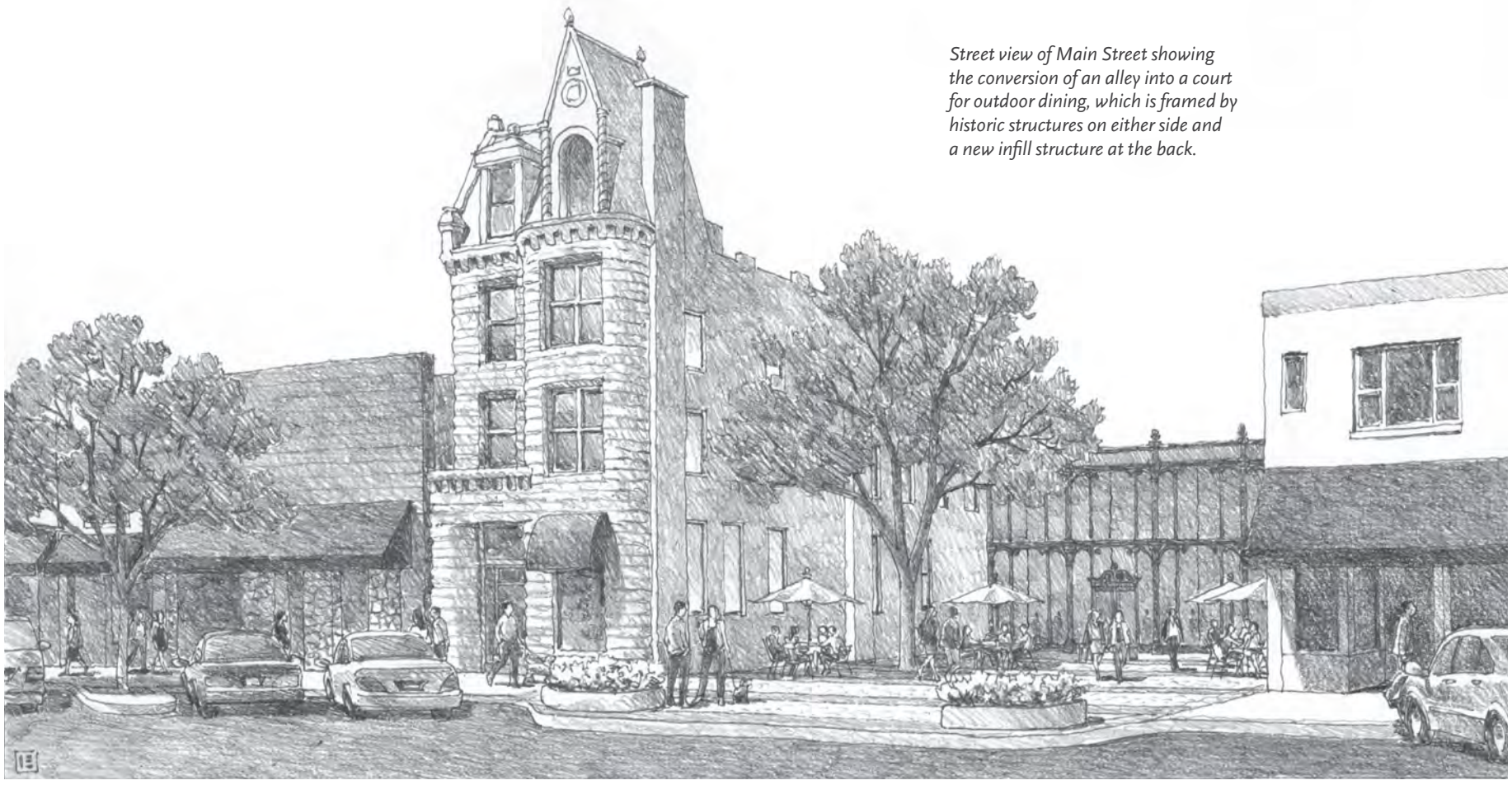
Downtown can also support brewpubs, full-service restaurants, limited-service restaurants and specialty foods, such as baked goods, coffee and ice cream. Note, the supportable new retail represents Gibbs Planning Group's (GPG) estimated new retail demand, not necessarily the existing available building inventory.

Overall, residents, visitors and workers located in Downtown Elkhart's primary trade area spent $955 million in combined restaurant, retail goods, and services during the past year. Approximately 90 percent of this spending occurred in shopping destinations outside of downtown Elkhart. GPG estimates that retail stores and restaurants within downtown Elkhart captured $39 million in total sales over the past year.

Downtown Elkhart has an estimated 55 square mile primary trade area that includes 80,000 residents and 30,000 households with an average income of $65,700 per year. Nearly 18 percent of the trade area's residents have a four-year college degree and 30.3 percent earn over $75,000. The median age in the primary trade area is 36.2 – 2.3 years younger than the state average.

GPG recommends grouping any new retail businesses into three primary clusters: Local Serving, Maker-Design and Entertainment-Lifestyle districts. These groupings will promote cross-shopping between stores and form a critical mass of retail types to expand the downtown's market trade area for its existing businesses.

These retail study findings apply only to the downtown study area, and do not include the River District.



Street view of Main Street showing the conversion of an alley into a court for outdoor dining, which is framed by historic structures on either side and a new infill structure at the back.

RETAIL / ENTERTAINMENT DISTRICT

A destination shopping and entertainment district will offer specialty goods and services for the greater Elkhart-South Bend region.

- Located between Jackson Boulevard and State Street
- 150,000 sf total overall size of new and existing businesses
- 50,000–60,000 sf of new or expanded stores and restaurants
- 25–30 new or expanded Businesses
- Retail: Apparel (children, mens, womens), art, bath & body, books, children's, cosmetics, department store goods. Electronics, gifts, home furnishings, kitchen, jewelry, leather, shoes
- Entertainment: Brewpubs, global cuisine, full-service restaurants, quick casual food/beverage, specialty foods, baked goods, delicatessen, coffee, etc.

MAKER / DESIGN DISTRICT

A special district promoting local craftsman, design, and service businesses will support the greater Elkhart community and reinforce the Main Street and Riverwalk commercial districts.

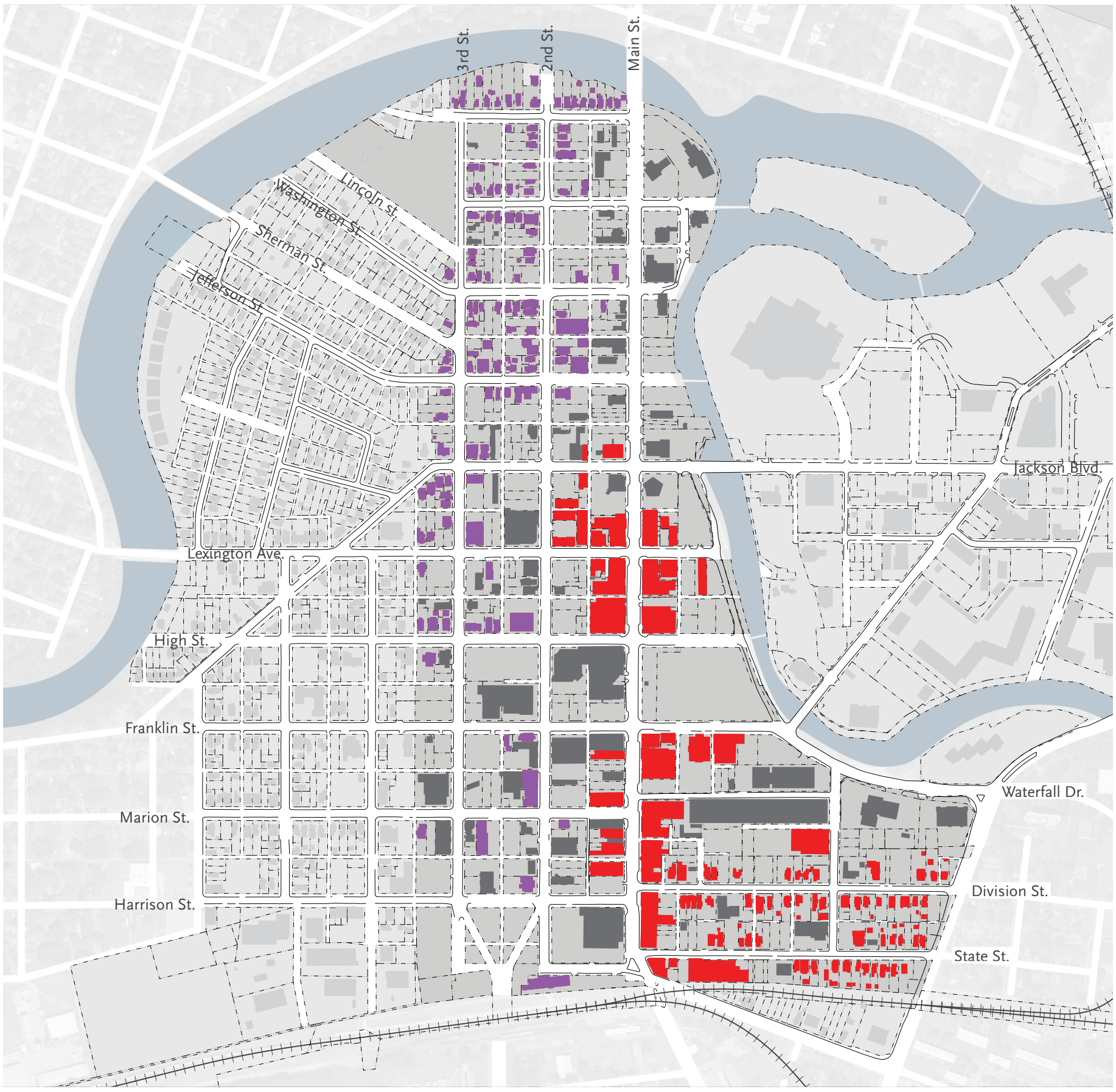
- Located on the east-west side streets along Main Street: Pottawattomi, Sycamore, Washington, Jefferson, Jackson, Lexington, High, Franklin, Marion, Harrison Streets.
- 30,000 – 50,000 sf of new / expanded businesses
- Architects, artists, chefs, interior designers-fashion designers, leather makers, furniture craftsman, graphic designers, kitchen designers, etc.

LOCAL SERVING DISTRICT

A district for local commerce will reinforce and expand the River District's Health & Aquatics Center, supermarkets, and the area's local specialty stores, restaurants, and businesses.

- Located along the north edge of Main Street between Pottawattomi Drive to Jackson Boulevard-Bridge
- 100,000 sf total of existing and new businesses
- 15,000–20,000 sf of new / expanded businesses
- 10-15 new or expanded businesses
- Bakery, barber, carry-out foods, cleaners, coffee, financial services, fitness, framing, florists, hair-nail salons, mail center, medical, small pharmacy, real estate, quick casual restaurants, specialty foods, etc.

5.2 Historic Preservation Strategy



The general economic performance of Downtown will depend on a robust historic preservation strategy that includes the entire stock of historic buildings in the project area. To maintain the distinct identity of Elkhart and promote its future vitality, new buildings in Downtown must adhere to the architectural standards and construction quality of the existing historic buildings. Disregarding Elkhart's built heritage would continue the disastrous pattern of urban renewal that disturbed and depressed Downtown in the first place. It is imperative that a preservation policy and compatibility rules are established to ensure demand for housing, retail, and entertainment development is successful.

In the above Plan, buildings shaded red have been identified are listed in the National Register of Historic Places as part of the State Street-Division Historic District or the Elkhart Downtown Commercial Historic District. Buildings that are shaded purple indicate structures that lack official designation, but nonetheless contribute to the historic character of Elkhart and are worthy of preservation. (The historic listing of specific properties should be verified individually, because this graphic was produced using map scans provided by the federal government, not an addressed list of each parcel.)

LEGEND

- *Designated Historic*
- *Worthy of Preservation*
- *Not Protected*

DESIGNATED HISTORIC

According to the Department of the Interior, these buildings fall within the boundaries of the State Street - Division Historic District or the Elkhart Downtown Commercial Historic District and are therefore protected structures.

House designed by local architect Enock Hill Turnock in the State Street - Division Historic District.

The monumental Midwest Museum of American Art along Main Street.

The Vine on Main Street is housed in a Richardsonian Romanesque style building.

WORTHY OF PRESERVATION

These buildings are located outside of protected historic districts in Elkhart, but are worthy of restoration, preservation, and emulation.

This brick apartment building provides a local model for reintroducing dense multi-family housing into Downtown.

The historic facade of the former Elkhart High School is worth preserving, even if the rest of the Court building is demolished.

Elkhart's City Hall is a meaningful piece of the community's built environment.

NOT PROTECTED

These structures are neither historic nor worthy of preservation. They are opportunities to heal and improve the fabric of the Downtown District with newer, more compatible buildings.

The Post Office is an unceremonious end to historic Main Street, disrupting the prevailing pattern of active storefronts.

The Police Station is not a noteworthy example of modernist architecture, and an inefficient use of its site.

This nondescript building is boarded up, and could be replaced with something more architecturally and economically viable.

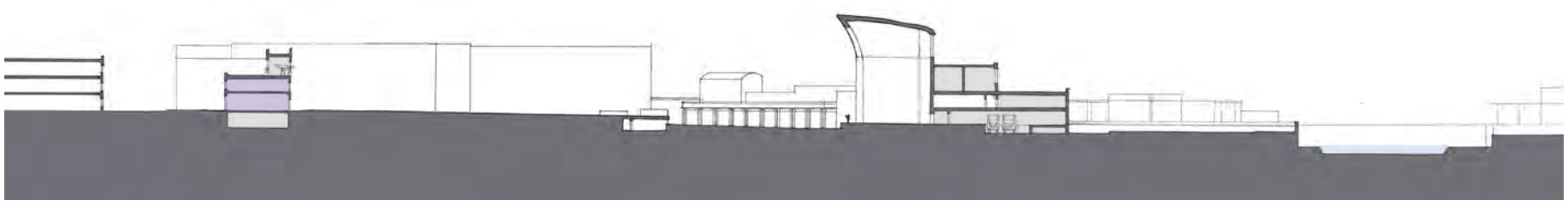
This rendering depicts the historic facade of Elkhart High School, preserved and adaptively reused. The rest of the Courthouse has been replaced by contextually appropriate mixed-use buildings that conceal a new public parking garage. A robust preservation strategy will protect the historic built environment and guide compatible new development to maintain Downtown's unique identity.

6.1 Amphitheater & Central Green

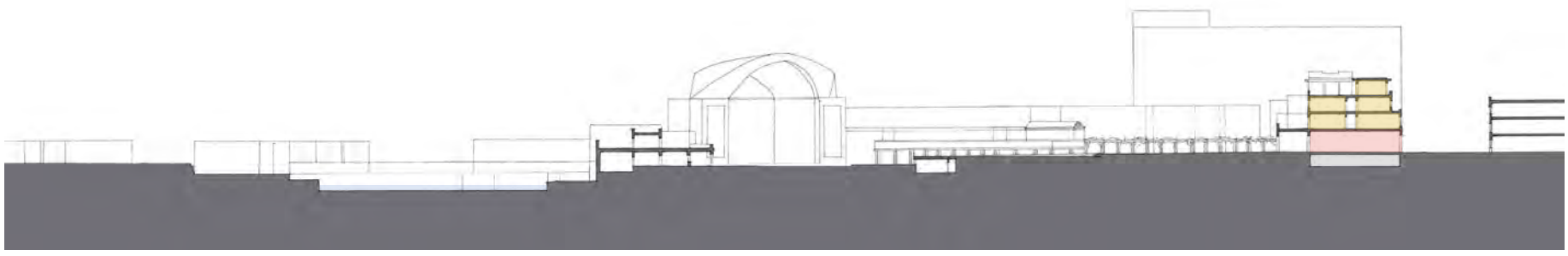
The Site Plan shows publicly accessible hardscapes and landscapes rendered in vivid color as an extension of the overall Open Space Network.

The proposed Amphitheater site at the City's Central Green is bounded by Main Street to the west, High Street to the north, Waterfall Drive to the east, and Franklin Street to the south. The design team assessed many site orientations before selecting the organizational strategy shown above. The primary advantages of this design are: 1) backing the amphitheater in the corner is the most efficient use of the parcel's trapezoidal shape and topography; 2) the new public park follows the arc of the amphitheater seating and connects Main Street with the Riverwalk; 3) new mixed-use buildings can fill in Main Street's existing gap, completing the pattern of continuous retail frontage in Downtown. The existing plaza has been relocated into the right-of-way, as indicated by special paving connecting both sides of Main Street. This segment can be closed-off to cars as a prominent space for special events.

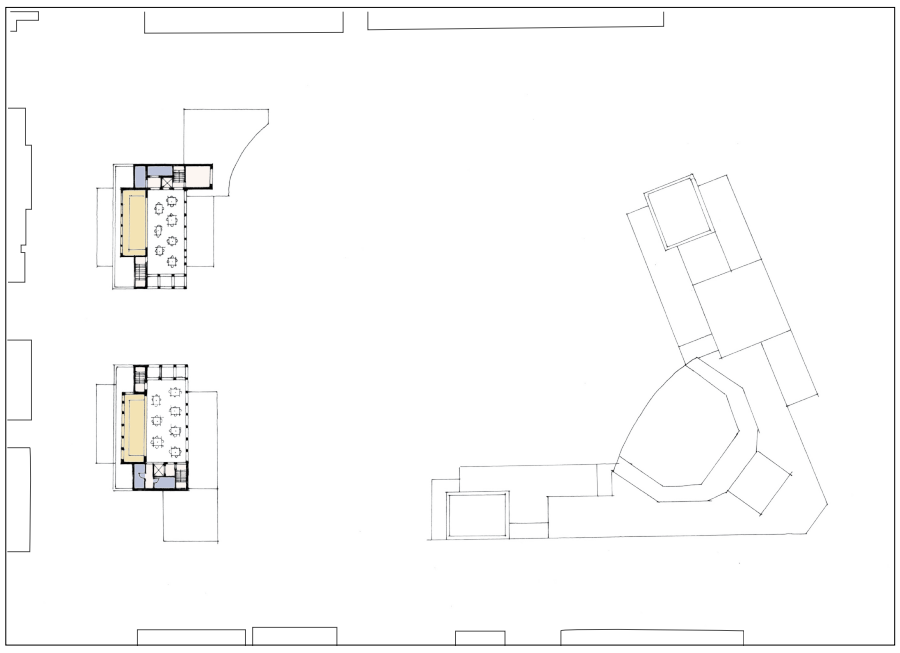
The proposed design achieves a complex building program while realizing a beautiful park amenity for all. The band shell structure could be rendered with a different form or style, but will be 80–100 feet tall to meet the technical requirements for Broadway productions and concert shows. The current layout provides standing room in front of the stage for 300 people and 3,000 fixed seats. The grassy lawn could provide extra capacity for even more event-goers. In addition to housing various supplemental functions, the Amphitheater's wings include independent street-facing retail to create positive public frontage and avoid dead walls. Mixed-use buildings lining Main Street offer space for ground-floor retail and unique residential units above, as well as accessory uses for the Amphitheater. The design of the park allows for controlled entry into the space during events, but public access at all other times.



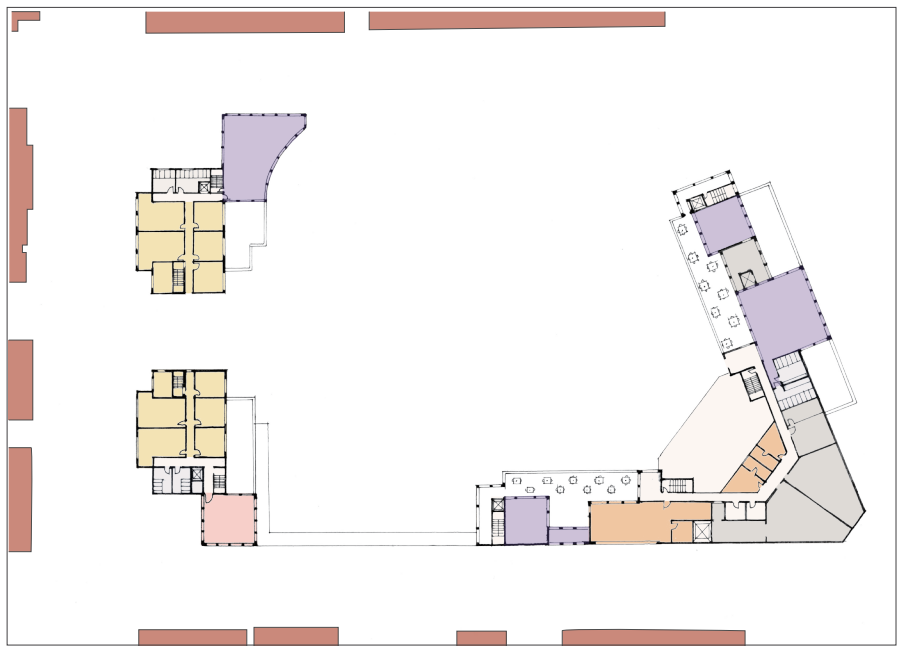
SECTION A-A



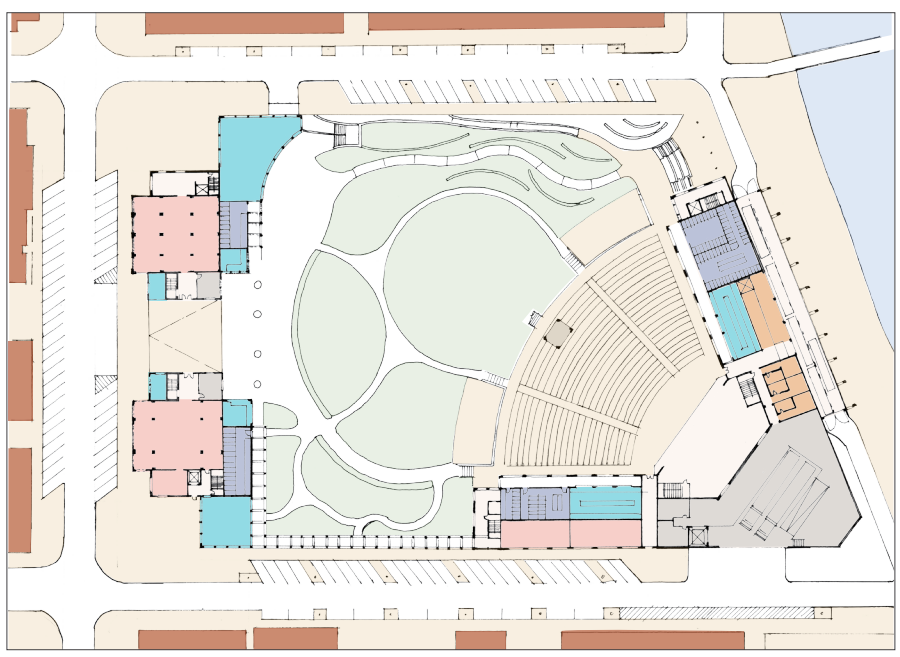
SECTION B-B



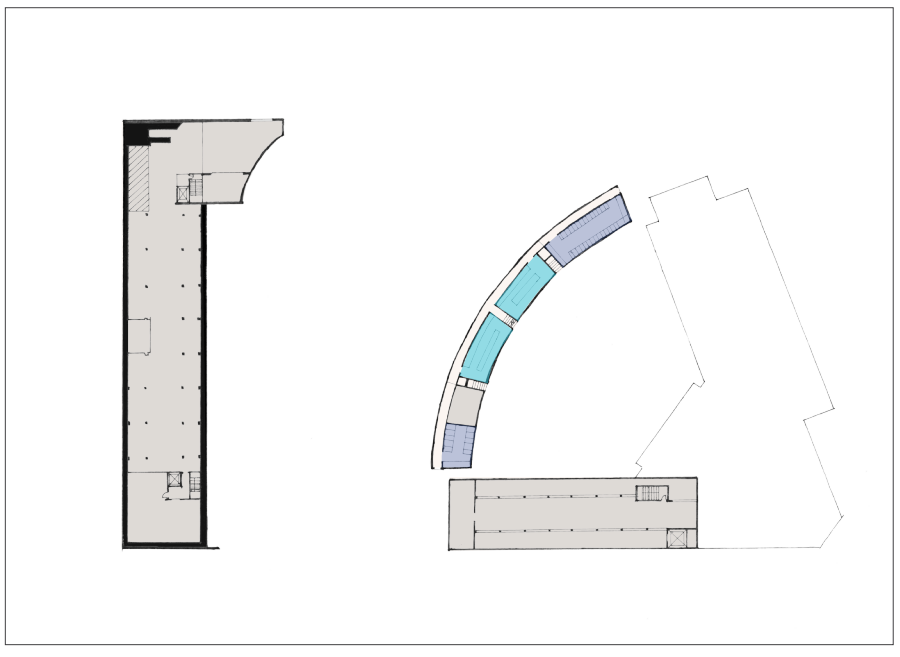
ROOF PLAN



SECOND FLOOR PLAN



GROUND FLOOR PLAN



BASEMENT PLAN

The Spreckels Organ Pavilion (California), Toledo Zoo Amphitheater (Ohio), and Starlight Theatre (Missouri) exemplify a range of contextual styles that are possible in Elkhart.

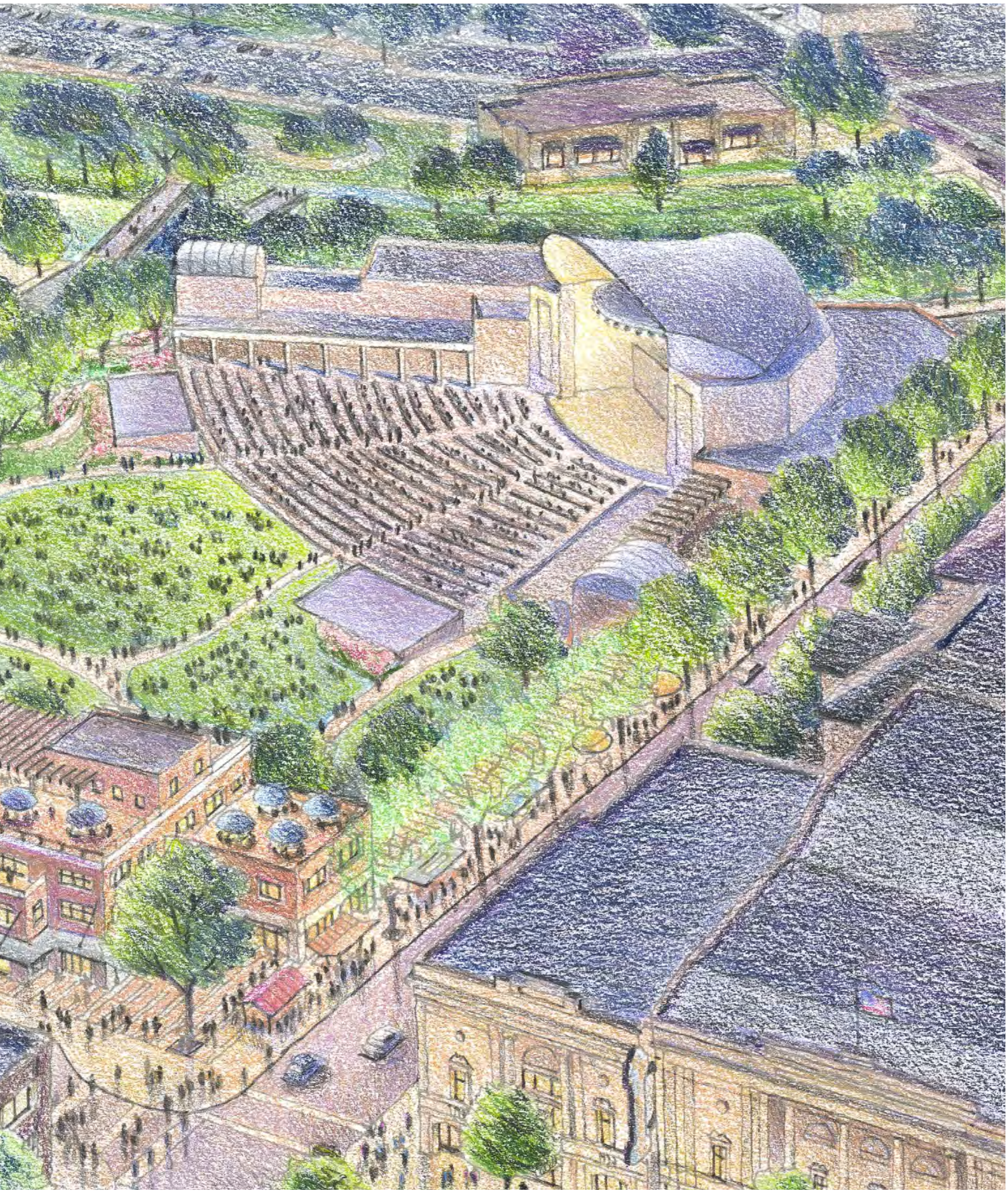
LEGEND

- *Residential*
- *Worthy of Preservation*
- *Street-Facing Retail*
- *Restrooms*
- *Concessions / VIP*
- *Service / Storage*
- *Context*

6.2 Amphitheater

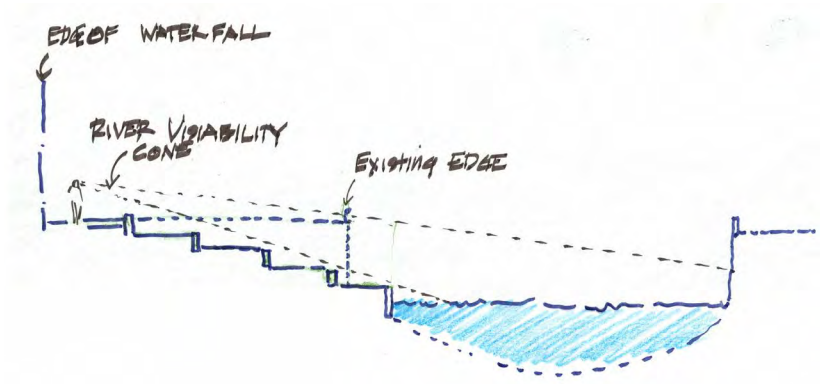
The Amphitheater is the most important individual project identified in the report. The existing stage at the Central Green cannot draw high-caliber events to the City of Elkhart, and the park is out of proportion to its intended use. The Master Plan recognizes the Central Green as a site with great potential to transform Downtown Elkhart into a preeminent destination for arts and entertainment.

The amphitheater described in this report was designed in collaboration with leading experts in the fields of venue design, construction, and management. While the plan of the venue and park are firmly established, it is important to note that renderings of the conceptual design are intended to suggest its relative size and not its specific style. Building aesthetics will be resolved when the project transitions from urban to architectural design.

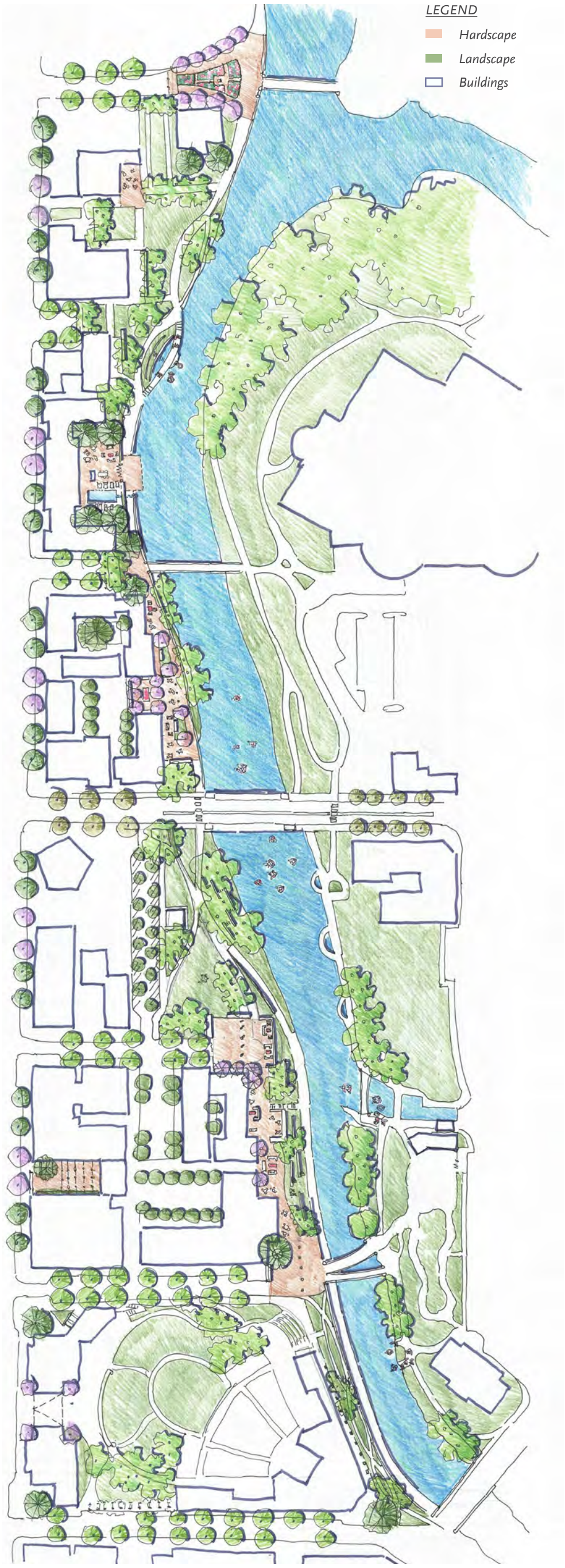


6.2 Riverwalk

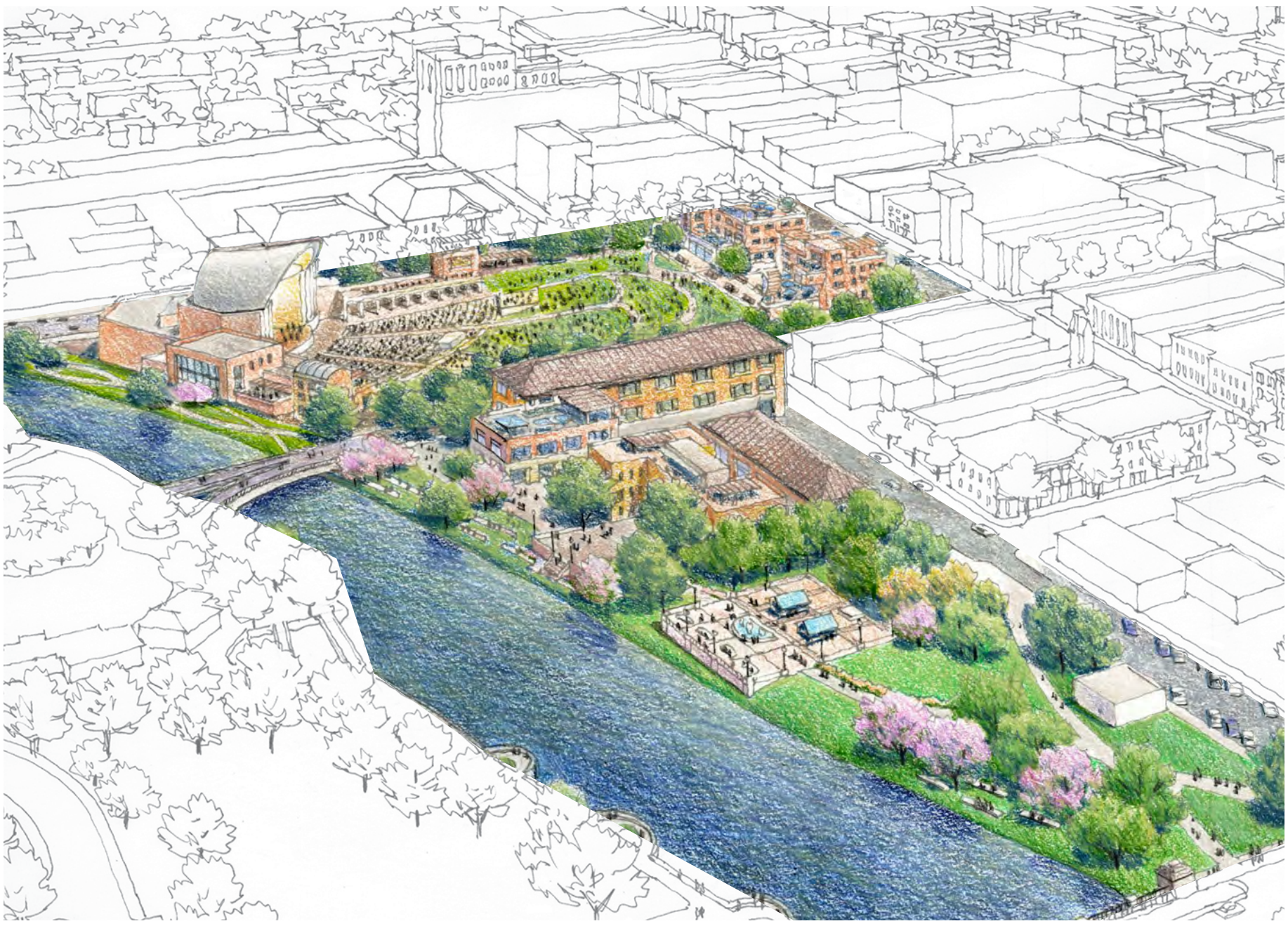
This is the area of land between the Elkhart River and Main Street that extends from Sycamore Street to the north and Franklin Street to the south. It has the potential to become one of the most cherished and unique public spaces within the City. The Plan intends to reactivate this space with non-asphalted paving, making it a flex space with primarily pedestrian activity that allows access to emergency vehicles. The design is graded with tiered levels to increase the safety and accessibility of the river while responsibly managing the flood plain. The space will be fronted by commercial buildings with restaurants and other outdoor facilities where people can enjoy spectacular river views.



This sectional sketch from the Charrette shows how the proposed Riverwalk is graded to provide greater visibility and access to the water with a more natural edge condition.



RIVERWALK - BEFORE

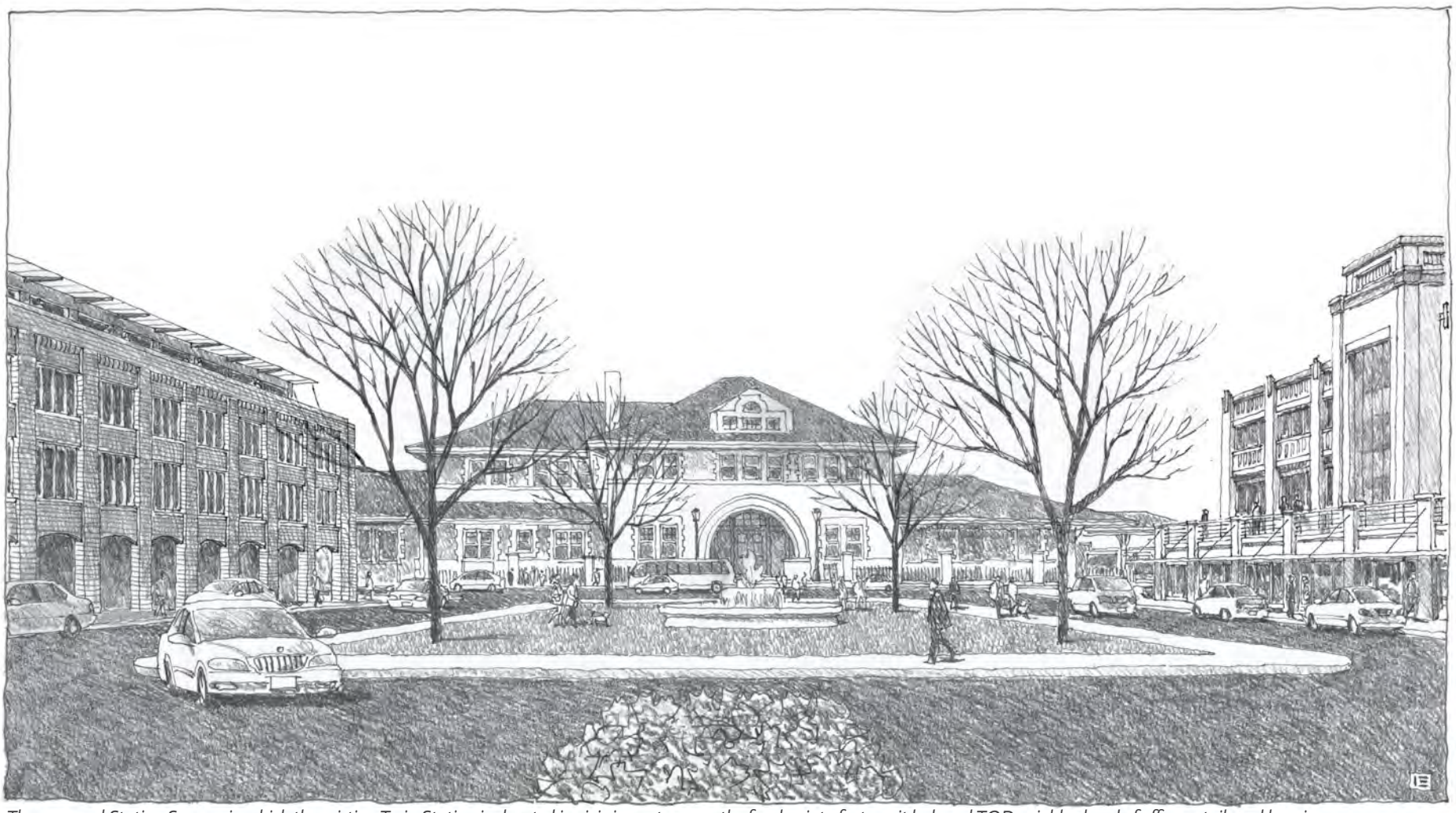


RIVERWALK - AFTER

6.3 Depot Square

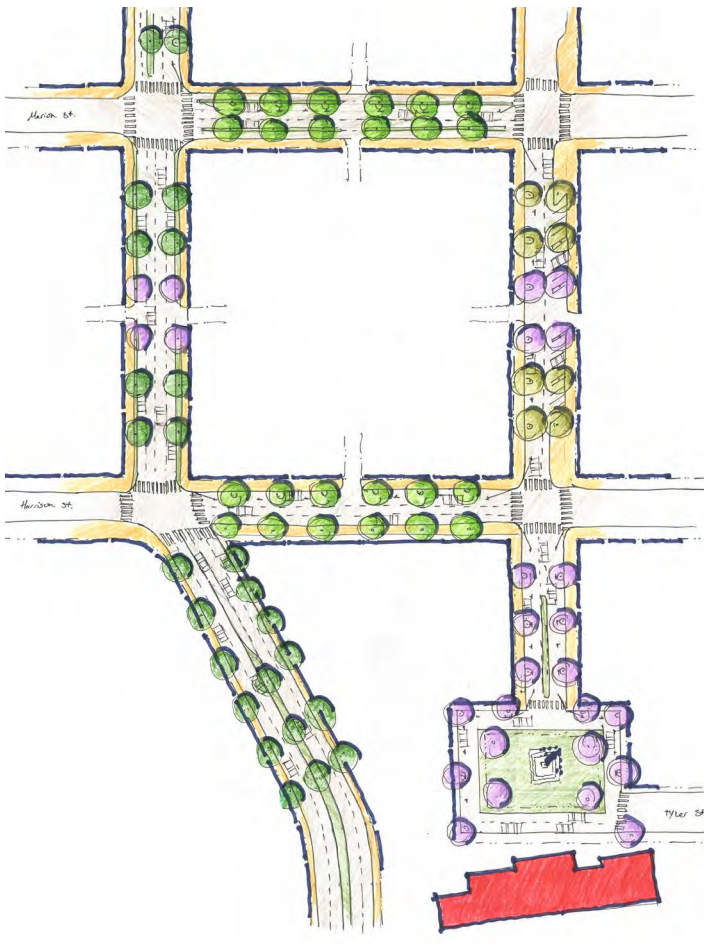
This is the area adjacent to the historic Train Station. The Plan calls for enhancing the presence of this important transit node by culminating 2nd Street in a new transit plaza, lined by commercial buildings. The existing "wishbone" street configuration is changed to accommodate two-way traffic on 3rd Street, and the recovered land is used for new development. This new node will serve as an important southern gateway into the Downtown, and its proximity to the new Amphitheater facility will enhance it presence as a major transit hub close to a regional destination.

Elkhart Train Station, a landmark structure and transit gateway into the city.



The proposed Station Square, in which the existing Train Station is elevated in civic importance as the focal point of a transit hub and TOD neighborhood of office, retail, and housing.

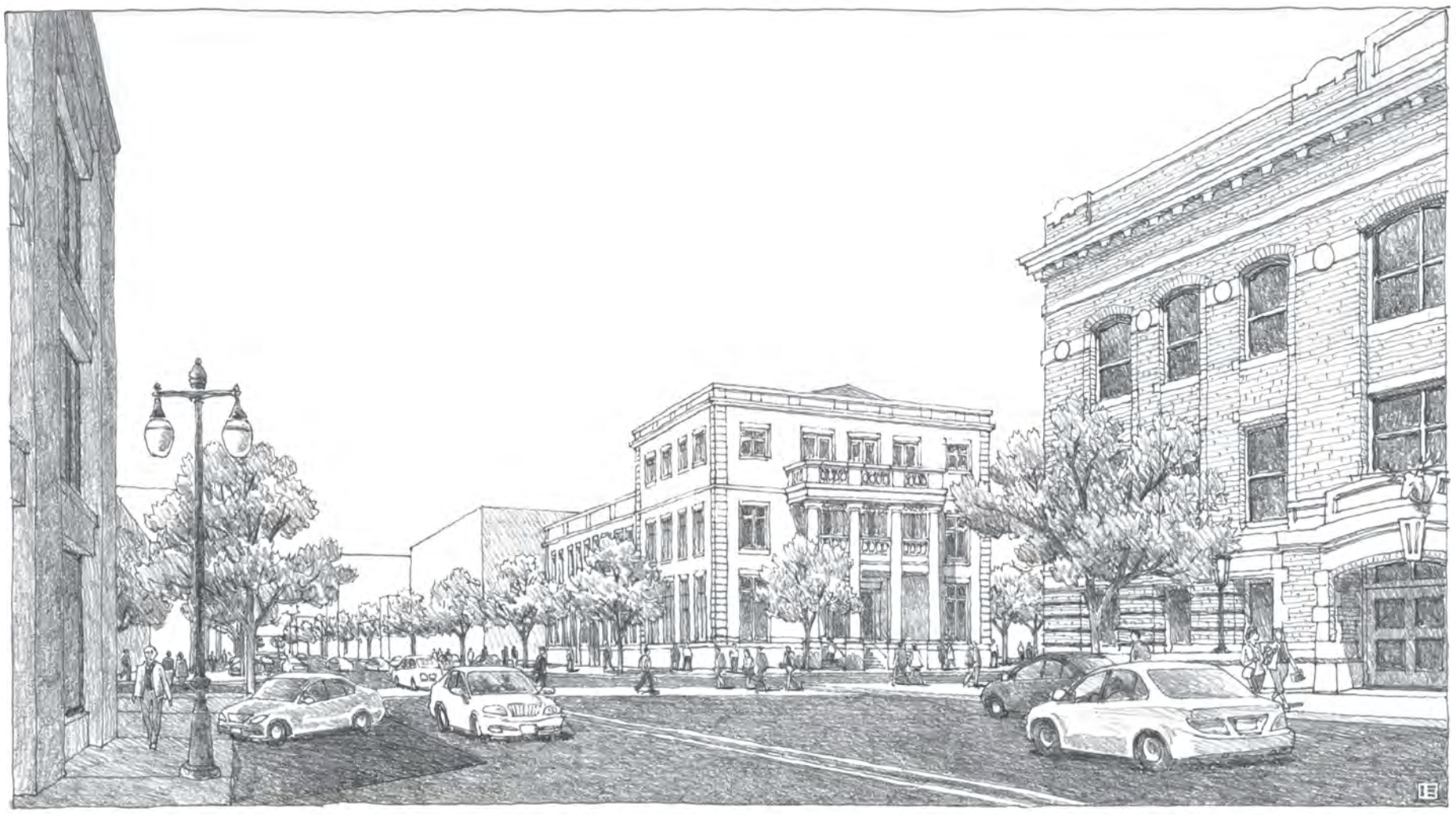
Legend identifies Station Square (3), Civic Center (4), and Neighborhood Edge (5).



6.4 Civic Center

This is the area centered on High Street and Second Street. The existing City Hall building and its annex forms the northern block. The southern block, which currently contains the County Courts Building will become a new redevelopment site. Along with a new public parking structure and Police Station, a new distinct Civic Center will consolidate and cluster civic facilities that are currently scattered into an identifiable central location within the Downtown making them more accessible to all.

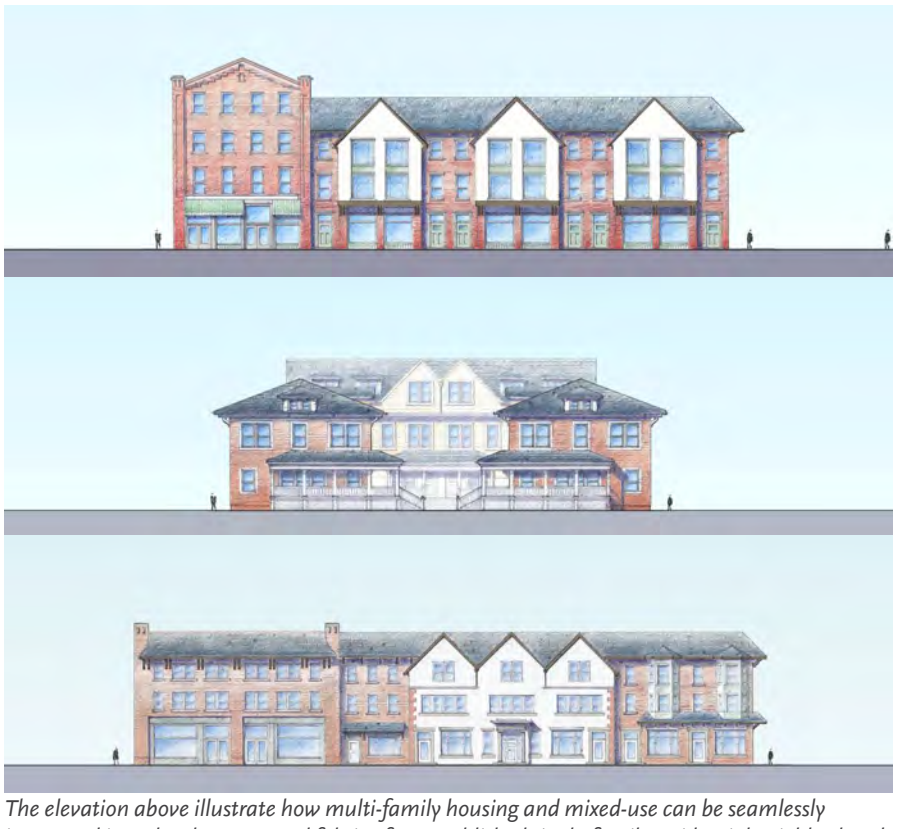
Elkhart's Civic Center in its original full splendor.
Everything but City Hall has since been demolished.



This street view shows a new Public Safety Building facing the historic City Hall, creating a public discourse between two important civic institutions. A new post office can be seen at the left edge of the frame, which with the existing library completes the Civic Center. Coordinated infill of public buildings can restore this area to its original prominence as the civic heart of Elkhart.

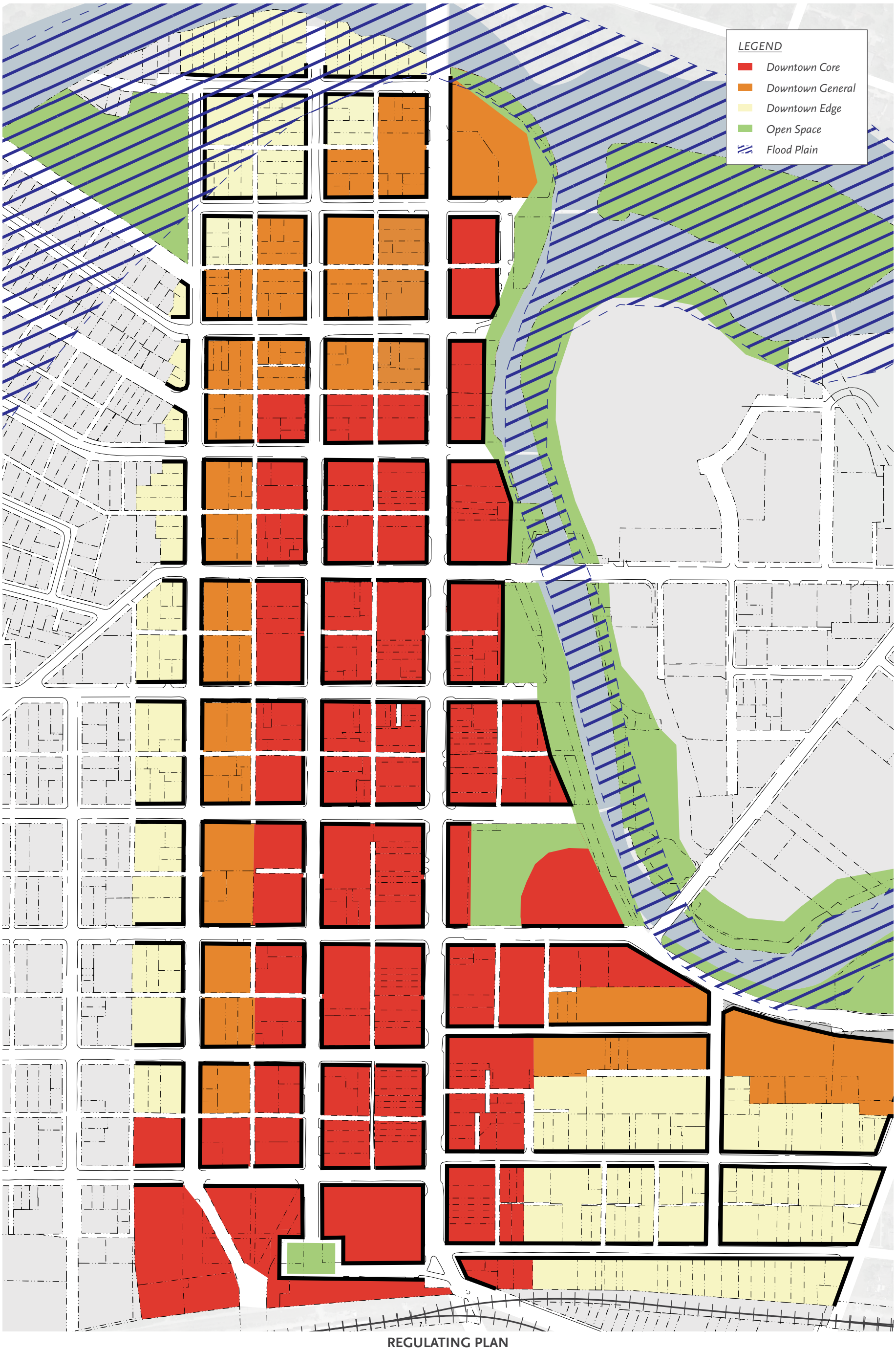
6.5 Neighborhood Edge

These are the areas at the western and southeastern fringe of the Downtown adjacent to single-family neighborhoods. It is imperative that new infill development in these area are regulated to ensure massing and frontage compatibility with their single-family neighbors. This Plan therefore identifies these areas as significant transitional zones that can attract new multi-family residential development, bringing more residents closer to the Downtown and offering them an urban lifestyle that is different from that of single-family neighborhoods. The adjacent drawings show how buildings can be designed in various house-form configurations to respond to the scale and character of their single-family neighbors.



The elevation above illustrate how multi-family housing and mixed-use can be seamlessly integrated into the character and fabric of an established single-family residential neighborhood.

7. Recommended Code



REGULATING PLAN

7.1 Regulating Plan

The following pages describe the Recommended Code for this Master plan. Its final version will be decided through the Elkhart city- wide code process currently under way.

The adjoining diagram shows the recommended Regulating Plan for Downtown Elkhart. This is the diagram that forms the basis of understanding the future urban form of this district. Specifically, it shows Intensity of development envisioned throughout the Downtown. The three colors in the diagram represent a range of intensities that are the result of specific building setbacks, heights and lengths. The Regulating Plan also shows the mandatory positive frontages along Downtown streets. This ensures that buildings will create positive relationships to the public realm. The drawing also shows in black the civic buildings within the Downtown that will be exempt from the Code to allow for a more ambitious and even idiosyncratic architecture within an otherwise predictable urban fabric.

The pages that follow outline the beginnings of a Recommended Code to guide the future development of Downtown Elkhart. They spell out development standards per the three intensity zones of the recommended Regulating Plan. They specify the rules for the placement of building and parking within their lots, as well as mandates for building height. It also describes the allowed frontages per zone. The Code does not specify architectural idiom and style. It is this carefully thought of balance between aspects of the built environment that needs to be predictable versus not, that generates the promise of a rich and set of interconnected places, that is both diverse in character, but consistently responsive to the adjacent context and to the public realm.

DOWNTOWN CORE

The Downtown Core zone applies to parcels facing Main Street, Second Street south of Jefferson St., and the cross streets connecting them. New buildings up to eight stories in height accommodate a mix of uses with commercial ground floors and residential or commercial upper floors. New buildings are located at the back of sidewalk, and accessed via shopfronts or lobbies. Parking is located behind buildings, subterranean, or in park-once lots or structures.

DOWNTOWN GENERAL

The Downtown General zone applies to parcels located on the east side of Third Street, cross streets north of Jefferson Street, Hug Street, and Waterfall Drive. This zone enables multi-family and mixed-use buildings with an average height of three stories. Retail ground floors, accessed via shopfronts, are located at the back of sidewalk, while residential ground floors, accessed via stoops, terraces, or lobbies, are located behind small front yards. Parking is located behind buildings or subterranean.

DOWNTOWN EDGE

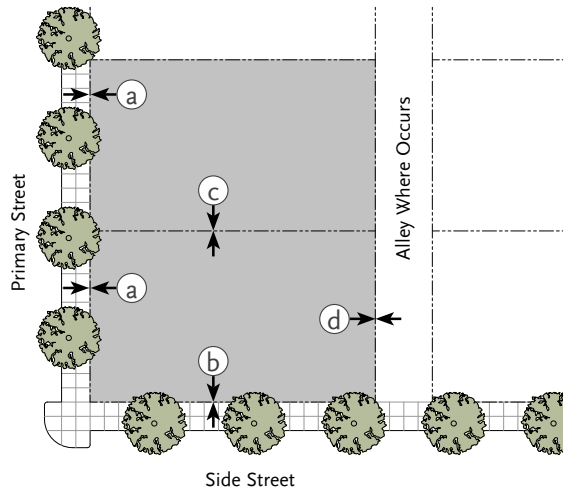
The Downtown Edge zone enables house-form buildings that accommodate residential and office uses. New buildings are up to two stories in height and are set back from the sidewalk behind front yards. Parking is located behind buildings. New buildings match or complement prevalent building setbacks along the length of the block and complement building heights and massing of adjacent buildings or buildings across the street.

7.2 Downtown Core

A. Building Setbacks as measured from property lines

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

(a) Primary Street Setback	
i. Ground Floor Non-Residential	0 ft. min. / 5 ft. max.
ii. Ground Floor Residential	n/a
(b) Side Street Setback	
i. Ground Floor Non-Residential	0 ft. min. / 5 ft. max.
ii. Ground Floor Residential	n/a
(c) Side Yard Setback	
i. Non-Residential	0 ft. for the first 40 ft. of building depth
ii. Residential	n/a
(d) Rear Setback	
i. With Alley	5 ft. min.
ii. Without Alley	15 ft. min.

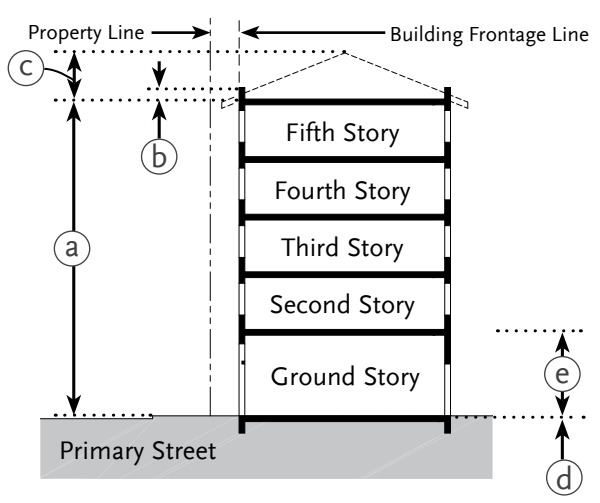


B. Building Height

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

(a) Top of plate height above adjacent sidewalk (max.)	5 Stories
(b) Top of parapet height above top of plate (max.)	4 ft..
(c) Pitched roof height above top of plate	allowed
(d) Ground Floor above grade at building setback line (max.)	
i. Non-Residential	0 ft. [1]
ii. Residential	n/a
(e) Ground story floor-to-floor height (min.)	
i. Non-Residential	15 ft. min.
ii. Residential	n/a

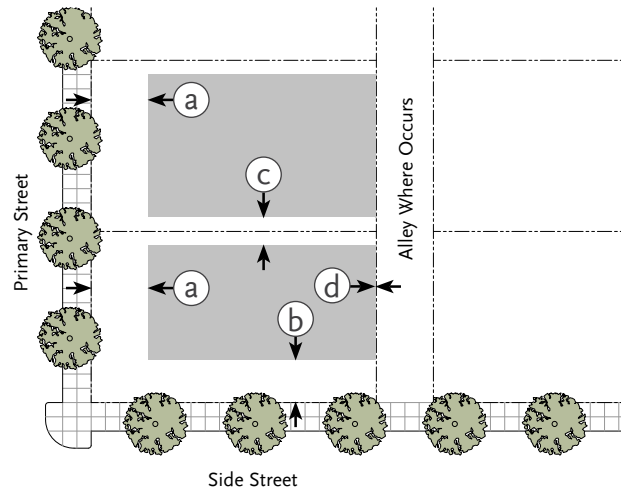
[1] *The intent of non-residential ground floor height above grade is to enable direct access from the adjacent sidewalk into ground floor commercial spaces. Ground floor height may be higher than zero (0) ft. in response to exceptional circumstances (such as existing grading or flood plain risk) at the discretion of the Director of Development Services.*



C. Parking Placement

1. On-site parking shall be located as indicated below and shown at right.

a. Primary Street Setback	
i. Surface	35 ft. min.
ii. Podium	35 ft. min.
b. Side Street Setback	
i. Surface	20 ft. min.
ii. Podium	35 ft. min.
c. Side Yard Setback	
i. Surface	5 ft. min.
ii. Podium	15 ft. min.
d. Rear Setback	
i. Surface	5 ft. min.
ii. Podium (with alley)	5 ft. min.
ii. Podium (without alley)	15 ft. min.



D. Parking Requirements

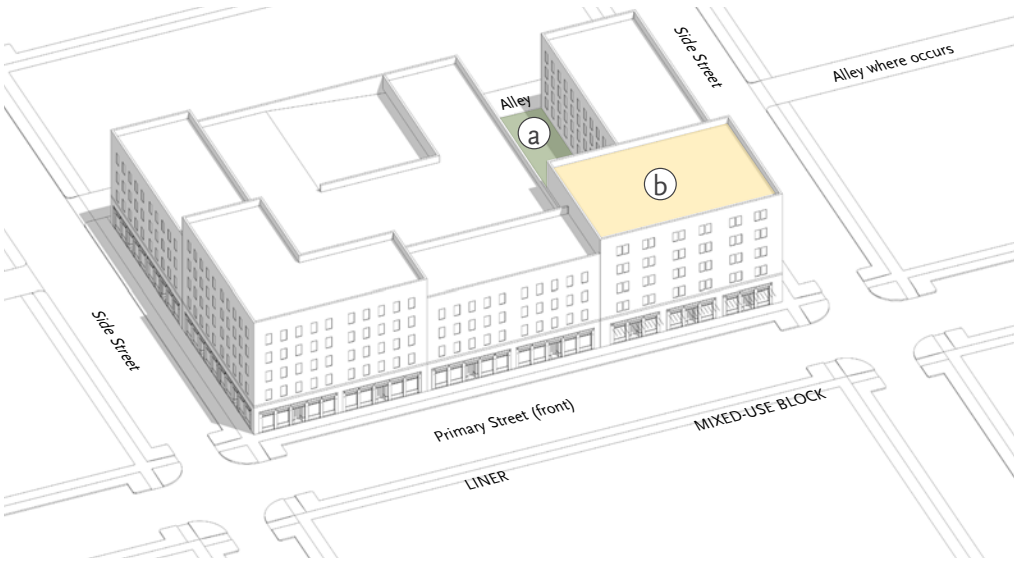
1. Off-street parking spaces shall be provided for each land use per the below standards.
   - a. Residential
     - i. Units up to 999 sf: 1.0 space/unit
     - ii. Units between 1,000 – 1,499 sf: 1.5 spaces/unit
     - iii. Units 1,500 sf and greater: 2.0 spaces/unit
     - iv. Guest: 0.25/unit
   - b. Lodging: 0.75 space/room
   - c. Live/Work
     - i. Units up to 1,499 sf: 1.5 space/unit
     - ii. Units 1,500 sf and greater: See Commercial
   - d. Commercial (Retail/Office/Restaurant): park-once; and on-site 1/300 sf gross ground floor building area
   - e. Standalone Restaurant: park-once; 1/250 sf gross restaurant area
   - f. Civic: park-once; 1/350 sf gross building area
   - g. Any commercial use up to 2,000 sf shall accommodate its parking on the street.

E. On-Site Open Space

1. **Common On-Site Open Space.** One (1) or more of the On-Site Open Space Types listed below shall be provided on each lot that accommodates residential uses. The required On-Site Open Space shall be generally rectangular in form, per the below-listed minimum size requirements, and must be accommodated behind the Primary Street setback line.

Open Space Type	Minimum Area	Minimum Dimensions
(a). Courtyard	10% of total lot area	20 ft. x 20 ft.
(b). Roof Deck	10% of total lot area	20 ft. x 20 ft.

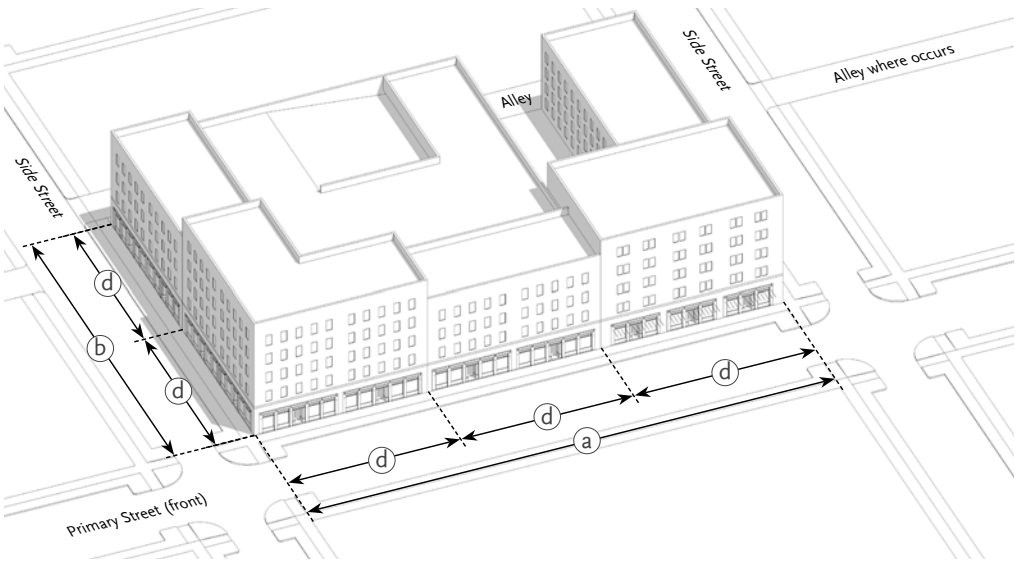
2. **Private On-Site Open Space.** Where private open space in the form of a yard, balcony, or roof deck is provided for a residential unit, it shall have a minimum area of 40 square feet with a minimum width of 5 feet.
3. **Exceptions.** Permitted exceptions, subject to payment of parks and open space in-lieu fees: on-site open space (common or private) not required for buildings that line "black box" buildings such as parking garages and theaters, and/or if building is located within 1/4-mile walking distance of a park or plaza that is at least 0.5 acres in size.



F. Building Size and Separation.

1. Buildings shall be designed per the following building length and facade increment standards:

(a) Building length along Primary Street (max.)	330 ft.
(b) Building length along Side Street (max.)	160 ft.
(c) Building separation along Primary Street (min.)	0 ft.
(d) Facade increment (max.)	150 ft.
(e) Facade break length (min.)	0 ft.
(f) Facade break depth (min.)	0 ft.



G. Frontage Elements, Allowed Encroachments, and Access

1. **Required Frontage Elements.** All Street- and Court-facing building facades shall provide at least one (1) of the frontage elements listed below. Required Frontage Elements may encroach into the Primary Street and Side Street setbacks as measured from the building facade as identified below.

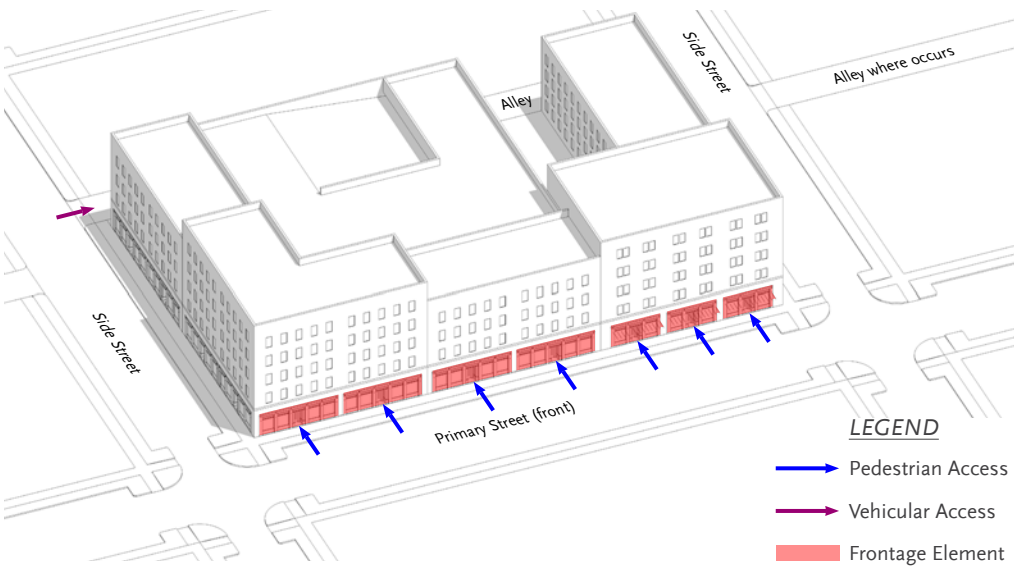
Frontage Element	Encroachment
a. Arcade, Gallery	To R.O.W. line
b. Shopfront	0 ft.
c. Door Yard	To R.O.W. line

2. **Optional Frontage Elements.** The following Frontage Elements may be provided on all Street- and Courtyard-facing facades. Optional Frontage Elements may encroach into in the Primary Street and Side Street setbacks or right-of-way as measured from the building facade as identified below.

Frontage Element	Encroachment
a. Balcony*	3 ft. into R.O.W. or setback
b. Bay Window	3 ft. into R.O.W. or setback
c. Cantilevered Room*	2 ft. into setback
d. Awning, Canopy	Within 2 ft. of curb

* Architectural Element only permitted on upper floors

3. **Pedestrian Access.**
   a. All ground floors shall be accessed directly from the sidewalk either directly to each unit or commercial space through an appropriate Frontage Element, Lobby, or On-site Open Space, such as a Court.
   b. Upper floor uses may be accessed through an Exterior Stair, Interior Stair, or Lobby.



4. **Vehicular Access.**
   a. Parking shall be accessed from an alley.
   b. Where an alley is not present, parking/service areas may be accessed from primary street. Driveways shall be located as close to side property line as possible.
   c. Parking/service areas for corner lots shall be accessed from side street.

H. Signage

1. **Allowed Signage Types.** A maximum of two of the below sign types are allowed per business. Signs may encroach into Primary Street and Side Street rights-of-way as measured from the building facade as identified below.

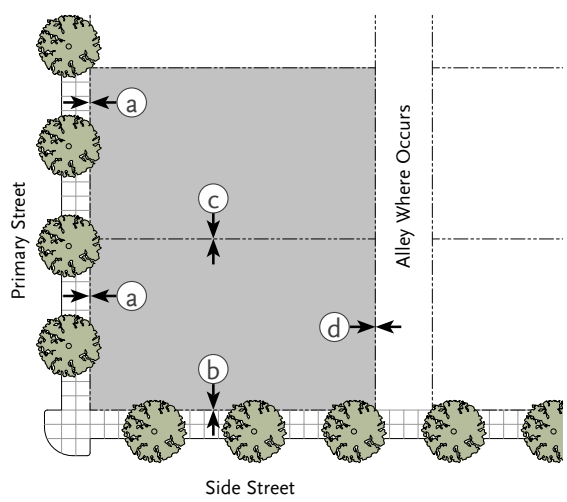
Signage Type	Encroachment	Signage Type	Encroachment
a. Awning, Canopy	within 2 ft. of curb	f. Roof	0 ft.
b. Projecting	3 ft.	g. Marquee Display	Within 2 ft. of curb
c. Wall/Bldg. ID	Sign Thickness	h. Blade	5 ft.
d. Window Sign	0 ft.	i. Directory	Sign Thickness

7.3 Downtown General

A. Building Setbacks as measured from property lines

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

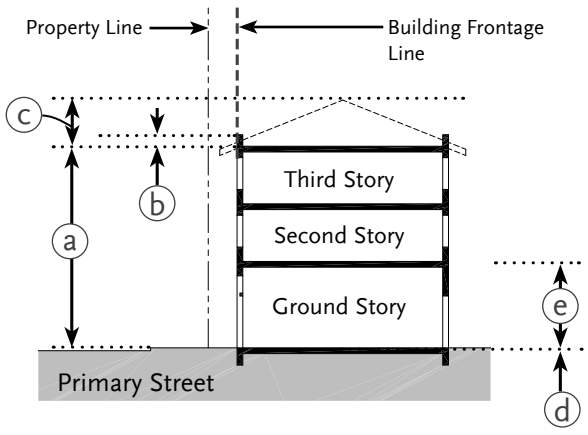
(a) Primary Street Setback	
i. Ground Floor Non-Residential	5 ft. min. / 10 ft. max.
ii. Ground Floor Residential	5 ft. min. / 10 ft. max.
(b) Side Street Setback	
i. Ground Floor Non-Residential	5 ft. min. / 10 ft. max.
ii. Ground Floor Residential	5 ft. min. / 10 ft. max.
(c) Side Yard Setback	
i. Non-Residential	0 ft. for the first 40 ft. of building depth
ii. Residential	5 ft. min. / 10 ft. max.
(d) Rear Setback	
i. With Alley	5 ft. min.
ii. Without Alley	15 ft. min.



B. Building Height

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

(a) Top of plate height above adjacent sidewalk (max.)	3 Stories
(b) Top of parapet height above top of plate (max.)	4 ft..
(c) Pitched roof height above top of plate	allowed
(d) Ground Floor above grade at building setback line (max.)	
i. Non-Residential	0 ft. [1]
ii. Residential (retail-ready)	0 ft. [1]
(e) Ground story floor-to-floor height (min.)	
i. Non-Residential	15 ft. min.
ii. Residential (retail-ready)	15 ft. min.

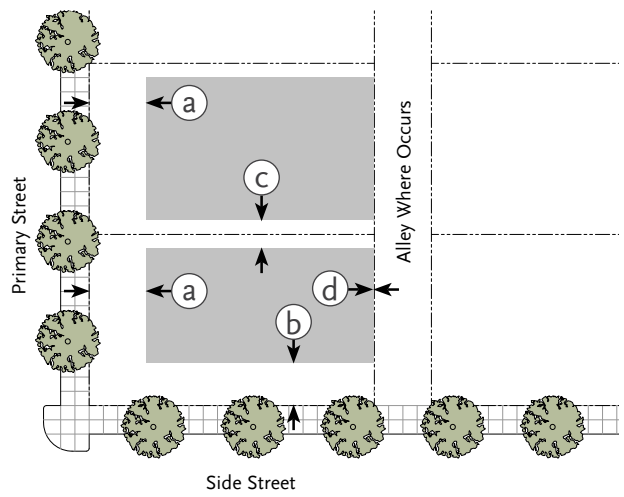


[1] *The intent of non-residential and retail-ready ground floor height above grade is to enable direct access from the adjacent sidewalk into ground floor commercial spaces. Ground floor height may be higher than zero (0) ft. in response to exceptional circumstances (such as existing grading or flood plain risk) at the discretion of the Director of Development Services.*

C. Parking Placement

1. On-site parking shall be located as indicated below and shown at right.

a. Primary Street Setback	
i. Surface	35 ft. min.
ii. Podium	35 ft. min.
b. Side Street Setback	
i. Surface	20 ft. min.
ii. Podium	35 ft. min.
c. Side Yard Setback	
i. Surface	5 ft. min.
ii. Podium	15 ft. min.
d. Rear Setback	
i. Surface	5 ft. min.
ii. Podium (with alley)	5 ft. min.
iii. Podium (without alley)	15 ft. min.



D. Parking Requirements

1. Off-street parking spaces shall be provided for each land use per the below standards.
   - a. Residential
     - i. Units up to 999 sf: 1.0 space/unit
     - ii. Units between 1,000 – 1,499 sf: 1.5 spaces/unit
     - iii. Units 1,500 sf and greater: 2.0 spaces/unit
     - iv. Guest: 0.25/unit
   - b. Lodging: 0.75 space/room
   - c. Live/Work
     - i. Units up to 1,499 sf: 1.5 space/unit
     - ii. Units 1,500 sf and greater: See Commercial
   - d. Commercial (Retail/Office/Restaurant): park-once; and on-site 1/300 sf gross ground floor building area
   - e. Standalone Restaurant: park-once; 1/250 sf gross restaurant area
   - f. Civic: park-once; 1/350 sf gross building area
   - g. Any commercial use up to 2,000 sf shall accommodate its parking on the street.

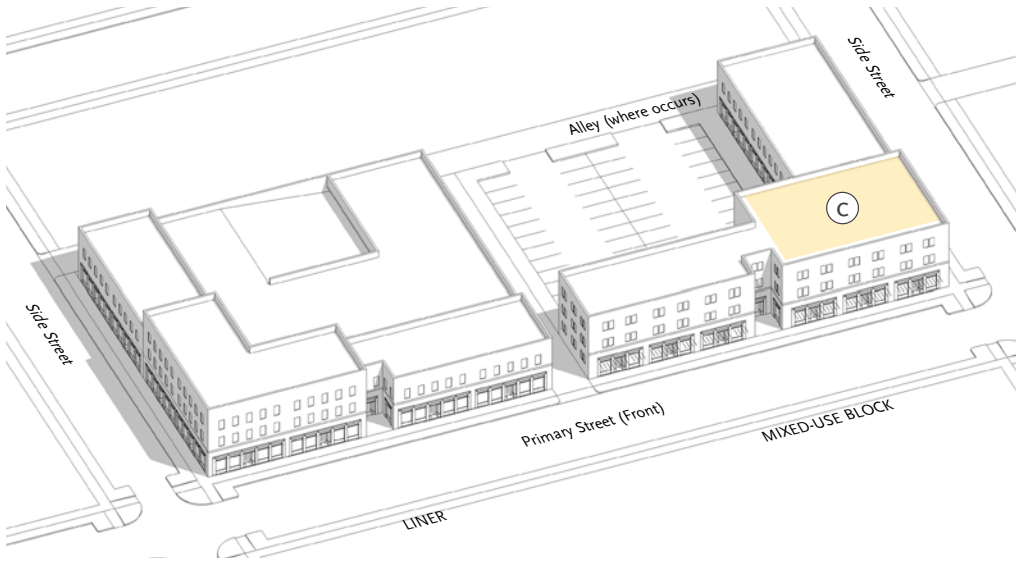
7.3 Downtown General

E. On-Site Open Space

1. **Common On-Site Open Space.** One (1) or more of the On-Site Open Space Types listed below shall be provided on each lot. The required On-Site Open Space shall be generally rectangular in form with the below-listed minimum size requirements and must be accommodated behind the Primary Street setback line.

Open Space Type	Minimum Area	Minimum Dimensions
(a) Side Garden	15% of total lot area	20 ft. x 20 ft.
(b). Courtyard	15% of total lot area	20 ft. x 20 ft.
(c). Backyard	15% of total lot area	20 ft. x 20 ft.
(d). Roof Deck	15% of total lot area	20 ft. x 20 ft.

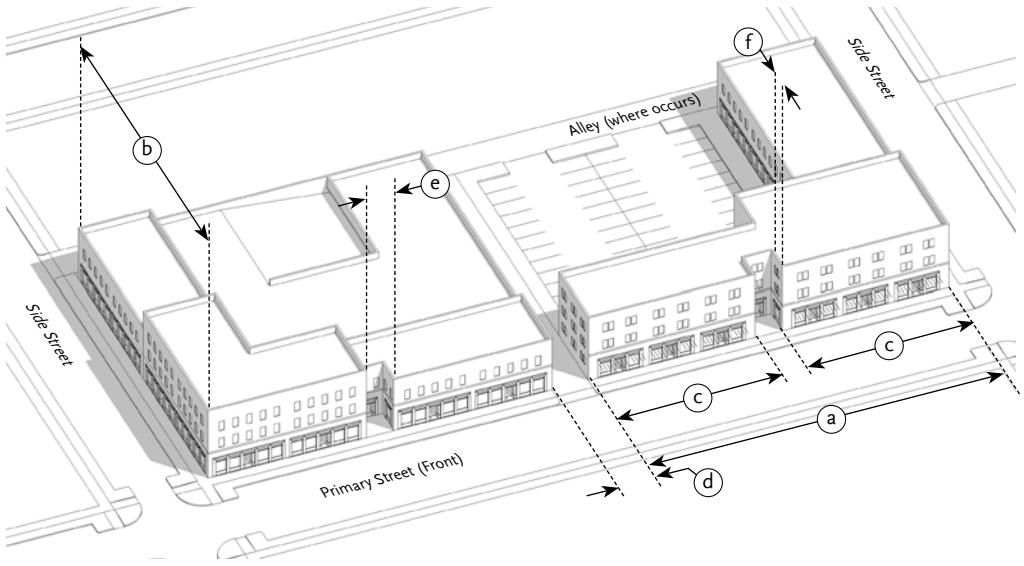
2. **Private On-Site Open Space.** Where private open space in the form of a yard, balcony, or roof deck is provided for a residential unit, it shall have a minimum area of 40 square feet with a minimum width of 5 feet.



F. Building Size and Separation.

1. Buildings shall be designed per the following building length and facade increment standards:

(a) Building length along Primary Street (max.)	150 ft.
(b) Building length along Side Street (max.)	100 ft.
(c) Building separation along Primary Street (min.)	15 ft.
(d) Facade increment (max.)	75 ft.
(e) Facade break length (min.)	15 ft.
(f) Facade break depth (min.)	15 ft.



G. Frontage Elements, Allowed Encroachments, and Access

1. **Required Frontage Elements.** All Street- and Court-facing building façades shall provide at least one (1) of the frontage elements listed below. Required Frontage Elements may encroach into the Primary Street and Side Street setbacks as measured from the building facade as identified below.

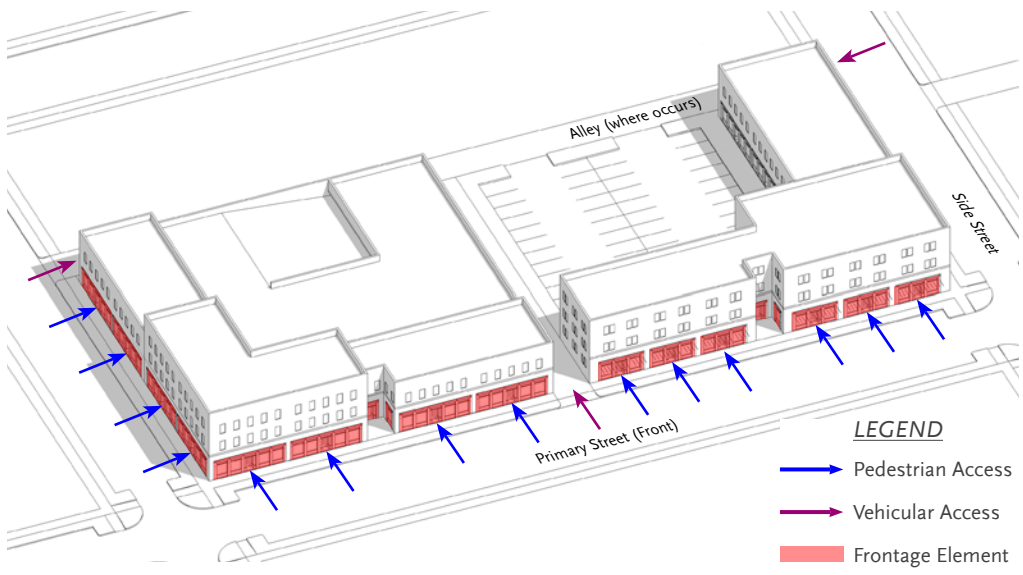
Frontage Element	Encroachment
a. Shopfront	To R.O.W. line
b. Stoop	5 ft.
c. Door Yard	To R.O.W. line

2. **Optional Frontage Elements.** The following Frontage Elements may be provided on all Street- and Courtyard-facing façades. Optional Frontage Elements may encroach into in the Primary Street and Side Street setbacks or right-of-way as measured from the building facade as identified below.

Frontage Element	Encroachment
a. Balcony*	5 ft. into R.O.W. or setback
b. Bay Window	3 ft. into R.O.W. or setback
c. Cantilevered Room*	2 ft. into setback
d. Awning, Canopy	Within 2 ft. of curb

* Architectural Element only permitted on upper floors

3. **Pedestrian Access.**
   a. All ground floors shall be accessed directly from the sidewalk either directly to each unit or commercial space through an appropriate Frontage Element, Lobby, or On-site Open Space, such as a Court.
   b. Upper floor uses may be accessed through an Exterior Stair, Interior Stair, or Lobby.



4. **Vehicular Access.**
   a. Parking shall be accessed from an alley.
   b. Where an alley is not present, parking/service areas may be accessed from primary street. Driveways shall be located as close to side property line as possible.
   c. Parking/service areas for corner lots shall be accessed from side street.

H. Signage

1. **Allowed Signage Types.** A maximum of two of the below sign types are allowed per business. Signs may encroach into Primary Street and Side Street rights-of-way as measured from the building facade as identified below.

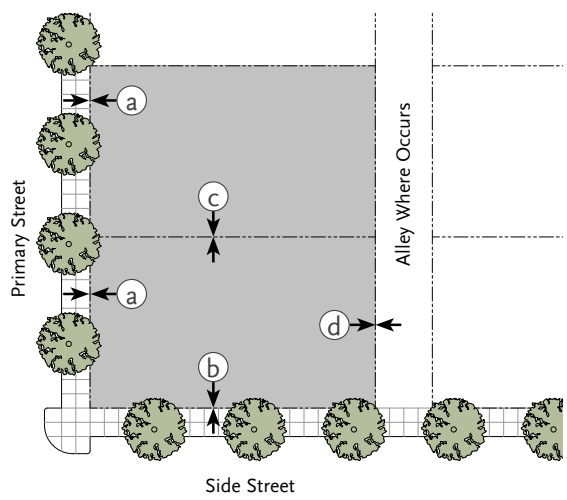
Signage Type	Encroachment	Signage Type	Encroachment
a. Awning, Canopy	within 2 ft. of curb	d. Window Sign	0 ft.
b. Projecting	3 ft.	e. Blade	3 ft.
c. Wall/Bldg. ID	Sign Thickness	f. Directory	Sign Thickness

7.4 Downtown Edge

A. Building Setbacks as measured from property lines

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

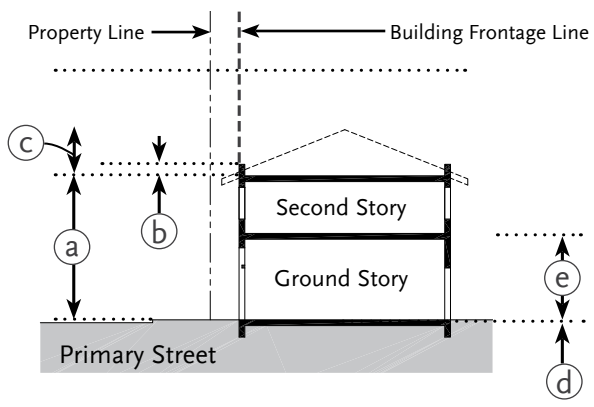
(a) Primary Street Setback	
i. Ground Floor Non-Residential	10 ft. min. / 20 ft. max.
ii. Ground Floor Residential	10 ft. min. / 20 ft. max.
(b) Side Street Setback	
i. Ground Floor Non-Residential	5 ft. min.
ii. Ground Floor Residential	10 ft. min.
(c) Side Yard Setback	
i. Non-Residential	10 ft. min.
ii. Residential	10 ft. min.
d. Rear Setback	
(d) i. With Alley	5 ft. min.
ii. Without Alley	10 ft. min.



B. Building Height

1. Buildings shall be located on the site as indicated below. Setbacks shall apply to all floors (for example, if the ground floor is set back 5 ft. from the Primary Property Line, upper floors shall be set back a minimum of 5 ft. from the Primary Property Line).

(a) Top of plate height above adjacent sidewalk (max.)	2 Stories
(b) Top of parapet height above top of plate (max.)	4 ft..
(c) Pitched roof height above top of plate	allowed
(d) Ground Floor above grade at building setback line (max.)	
i. Non-Residential	0 ft. [1]
ii. Residential (retail-ready)	3.4 ft. max.
(e) Ground story floor-to-floor height (min.)	
i. Non-Residential	12 ft. min.
ii. Residential (retail-ready)	10 ft. min.

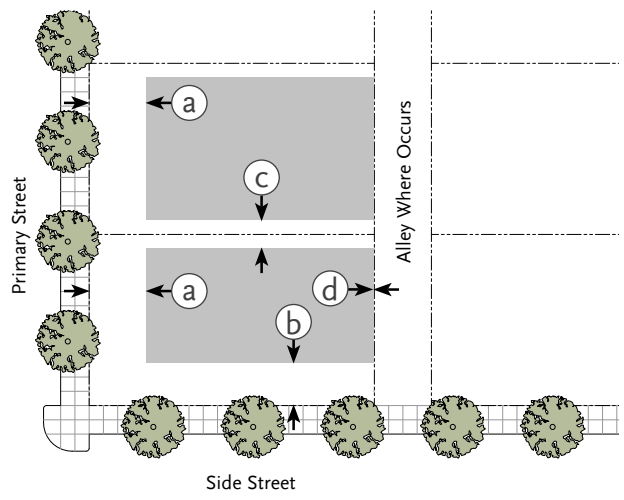


[1] *The intent of non-residential floor height above grade is to enable direct access from the adjacent sidewalk into ground floor commercial spaces. Ground floor height may be higher than zero (0) ft. in response to exceptional circumstances (such as existing grading or flood plain risk) at the discretion of the Director of Development Services.*

C. Parking Placement

1. On-site parking shall be located as indicated below and shown at right.

a. Primary Street Setback	
i. Surface	50 ft. min.
ii. Podium	50 ft. min.
b. Side Street Setback	
i. Surface	30 ft. min.
ii. Podium	30 ft. min.
c. Side Yard Setback	
i. Surface	5 ft. min.
ii. Podium	15 ft. min.
d. Rear Setback	
i. Surface	5 ft. min.
ii. Podium (with alley)	5 ft. min.
iii. Podium (without alley)	10 ft. min.



D. Parking Requirements

1. Off-street parking spaces shall be provided for each land use per the below standards.
   a. Residential
      i. Units up to 999 sf: 1.0 space/unit
      ii. Units between 1,000 – 1,499 sf: 1.5 spaces/unit
      iii. Units 1,500 sf and greater: 2.0 spaces/unit
      iv. Guest: 0.25/unit
   b. Lodging: 0.75 space/room
   c. Live/Work
      i. Units up to 1,499 sf: 1.5 space/unit
      ii. Units 1,500 sf and greater: See Commercial

7.4 Downtown Edge

E. On-Site Open Space

1. **Common On-Site Open Space.** One (1) or more of the On-Site Open Space Types listed below shall be provided on each lot. The required On-Site Open Space shall be generally rectangular in form with the below-listed minimum size requirements and must be accommodated behind the Primary Street setback line.

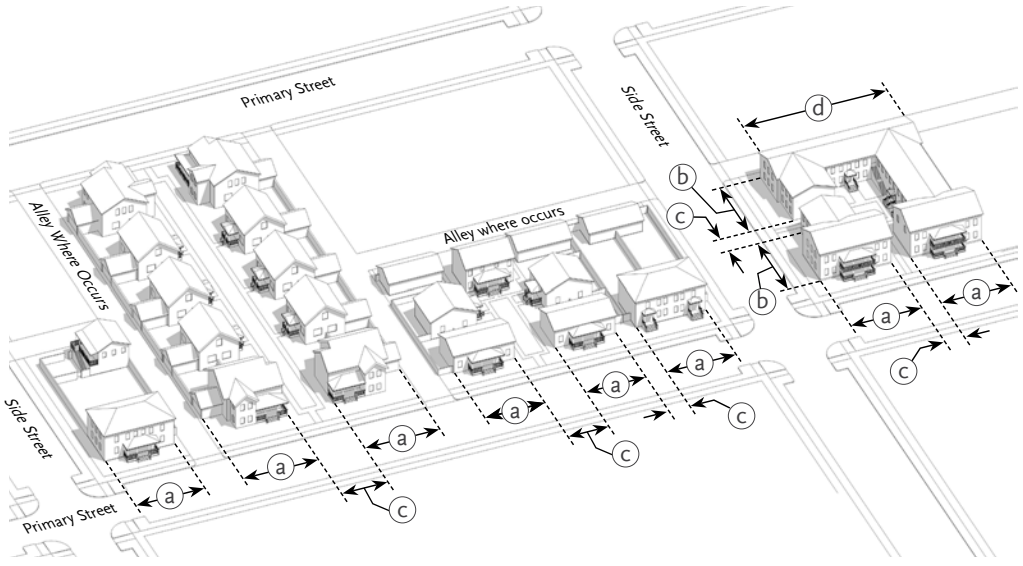
Open Space Type	Minimum Area	Minimum Dimensions
(a) Side Garden	15% of total lot area	20 ft. x 20 ft.
(b) Courtyard	15% of total lot area	20 ft. x 20 ft.
(c) Backyard	15% of total lot area	20 ft. x 20 ft.
(d) Roof Deck	15% of total lot area	20 ft. x 20 ft.

2. **Private On-Site Open Space.** Where private open space in the form of a yard, balcony, or roof deck is provided for a residential unit, it shall have a minimum area of 40 square feet with a minimum width of 5 feet.

F. Building Size and Separation.

1. Buildings shall be designed per the following building length and facade increment standards:

(a) Building length along Primary Street on front 40% of lot depth (max.)	60 ft.
(b) Building length along Side Street for 40% of lot width (max.)	75 ft.
(c) Building separation along front 40% of lot (min.). Building separation must extend entire lot depth or width or lead to Courtyard.	15 ft.
(d) Building length along rear property line.	150 ft.



G. Frontage Elements, Allowed Encroachments, and Access

1. **Required Frontage Elements.** All Street- and Court-facing building façades shall provide at least one (1) of the frontage elements listed below. Required Frontage Elements may encroach into the Primary Street and Side Street setbacks as measured from the building facade as identified below.

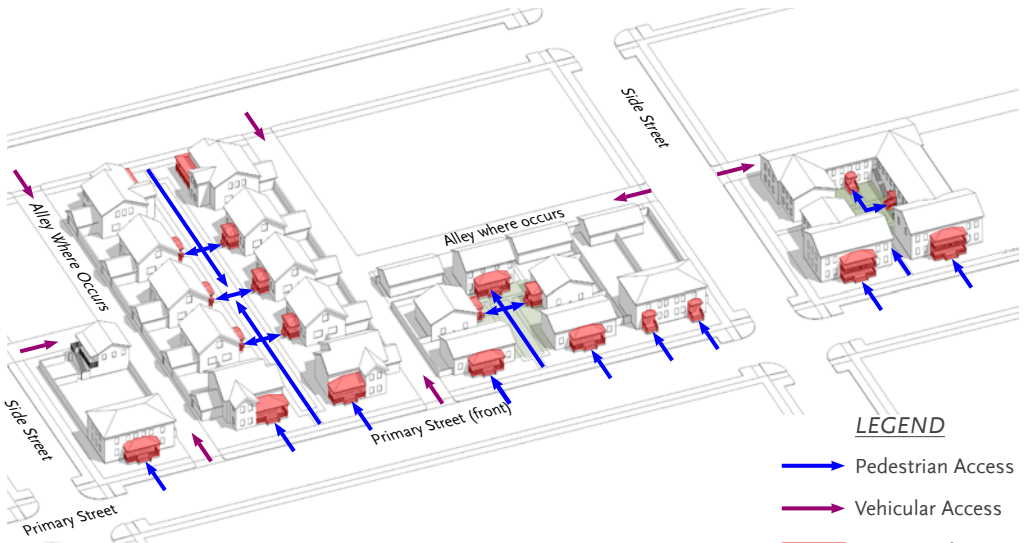
Frontage Element	Encroachment
a. Shopfront	To R.O.W. line
b. Stoop	5 ft.
c. Door Yard	To R.O.W. line
d. Porch	5 ft.
e. Front Yard	n/a

2. **Optional Frontage Elements.** The following Frontage Elements may be provided on all Street- and Courtyard-facing façades. Optional Frontage Elements may encroach into in the Primary Street and Side Street setbacks or right-of-way as measured from the building facade as identified below.

Frontage Element	Encroachment
a. Balcony*	5 ft.
b. Bay Window	3 ft.
c. Cantilevered Room*	2 ft.
d. Awning, Canopy	To R.O.W. line

* Architectural Element only permitted on upper floors

3. **Pedestrian Access.**
   a. All ground floors shall be accessed directly from the sidewalk either directly to each unit or commercial space through an appropriate Frontage Element, Lobby, or On-site Open Space, such as a Court.
   b. Upper floor uses may be accessed through an Exterior Stair, Interior Stair, or Lobby.



4. **Vehicular Access.**
   a. Parking shall be accessed from an alley.
   b. Where an alley is not present, parking/service areas may be accessed from primary street. Driveways shall be located as close to side property line as possible.
   c. Parking/service areas for corner lots shall be accessed from side street.

H. Signage

1. **Allowed Signage Types.** A maximum of two of the below sign types are allowed per business. Signs may encroach into Primary Street and Side Street setbacks as identified below.

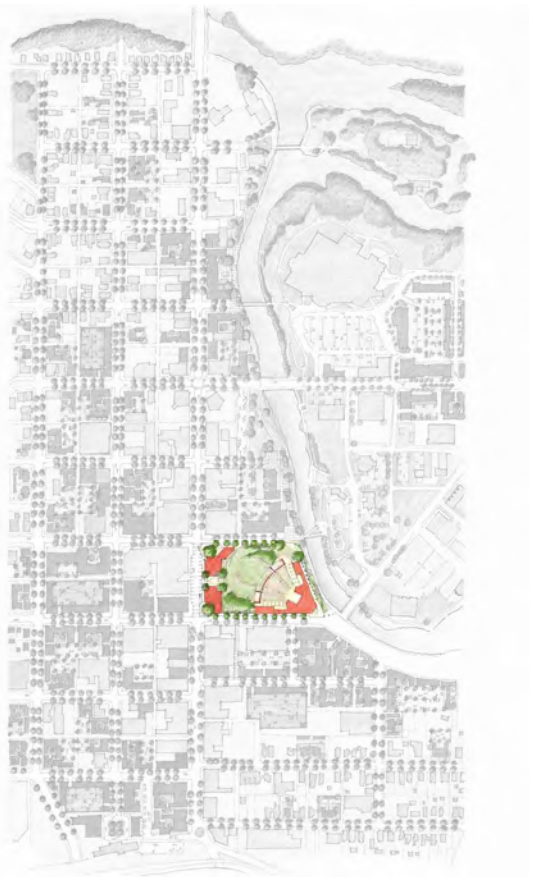
Signage Type	Encroachment
a. Porch Sign	5 ft. in conjunction with Porch or Stoop frontage element
b. Yard Sign	within 3 ft. of R.O.W. line
a. Awning	To R.O.W. line in conjunction with Awning frontage element

7.5 Phasing: Years 1–3

These two pages illustrate the various steps that could enable the incremental implementation of this Master Plan. They are framed in two time intervals: 0–3 years and 4–10 years. Some of these moves, particularly the ones in the 0-3 year horizon are modest in cost, while the ones in the second time-frame are more ambitious and cost-intensive.

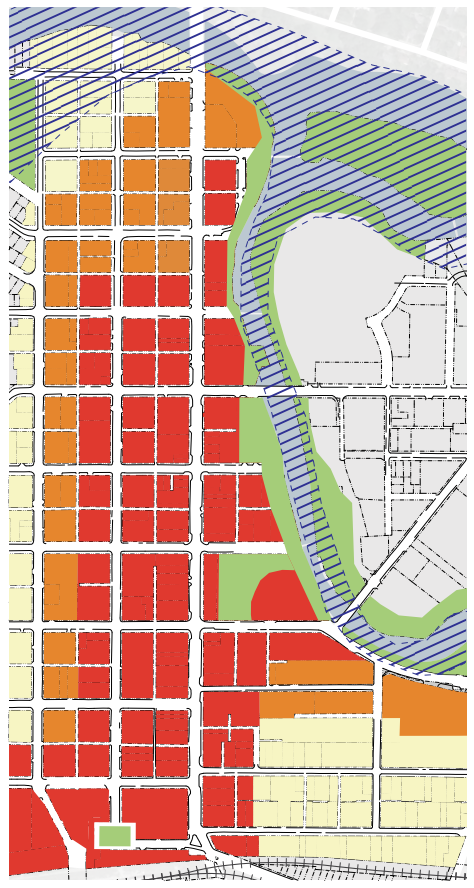
How this process starts is a key aspect of this larger picture. It will set the tone for the decades-long process of the Downtown's transformation. Initiating key projects in the first three years will be crucial for the long-term success of this effort. Projects done in the first three years must build momentum, inspire confidence, establish public-private partnerships, and demonstrate a deliverable commitment to equitable development.

The precise sequence of these events and the details of their execution requires further study and fiscal analysis. The intention of these diagrams is to help the City clarify key steps and strategies in Downtown Elkhart's revitalization process



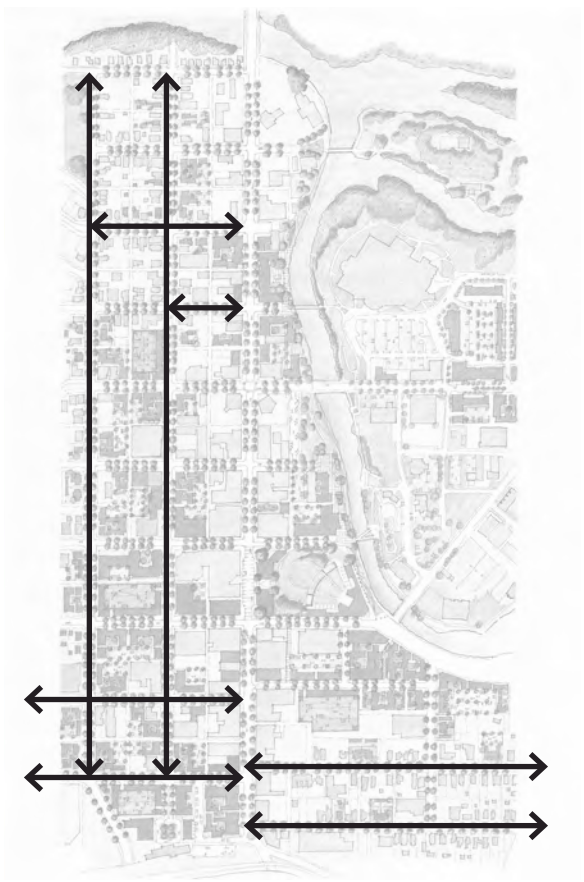
AMPHITHEATER

The Amphitheater at the Central Green will be initiated first because it is the project with the most potential to reverse the fortunes of the Downtown. This multivalent open space and event venue will attract residents and visitors to the downtown regionally, serving as a social and economic catalyst for further development within the area.



DOWNTOWN DEVELOPMENT CODE

A Development Code is critical to help guide the development that will follow as a result of the amphitheater's economic success. It is important to regulate the design, construction, and operation of new buildings within Downtown Elkhart to achieve a high standard of quality, livability, and compatibility with Elkhart's historic context.



STREET CONVERSIONS

Converting one-way streets to two-way streets can be done all at once or in phases. As mentioned before in this report, the priority streets are 2nd Street and 3rd Street. These street changes will improve traffic flow in the downtown and mitigate the effects of the amphitheater on neighborhood congestion. The street conversion will also make Downtown Elkhart more pedestrian-friendly through a reduction in driver speeds. The increase in foot traffic will further support the area's economic viability.

NEW GARAGES AND STREET PARKING

In the very short term, Downtown Elkhart's east-west streets can be restriped to accommodate angled parking on one side, increasing the available parking within the district. With the Amphitheater's opening, new parking structures (at least two in the three-year horizon) will be necessary to cater to this increased visitor count. This will also begin Downtown Elkhart's transition into a park-once district.

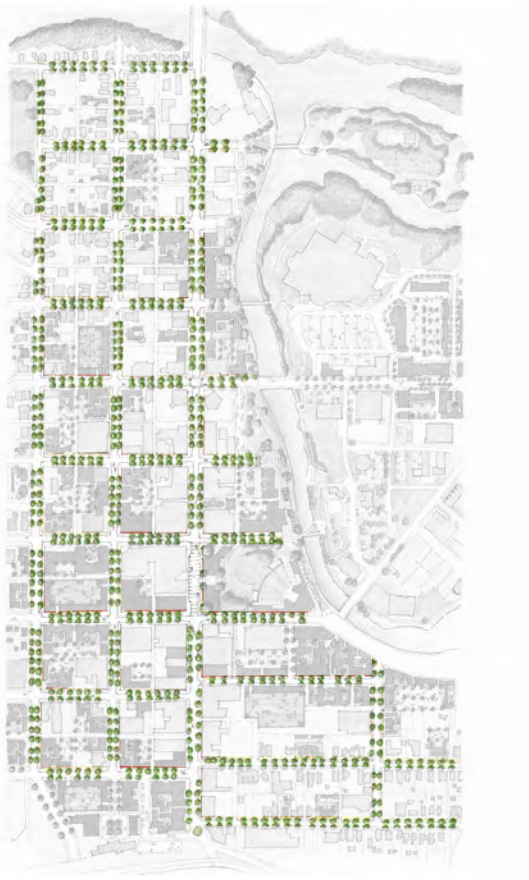
RIVERWALK PLANNING

The Riverwalk is the natural extension of the redesigned Amphitheater at the Central Green. Pedestrianizing this section of Waterfall Drive will provide a recreational amenity for locals and visitors. This revamped esplanade will be a recreational magnet in the form of a unique waterfront retail and dining experience.

7.6 Phasing: Years 4–10

In the 4–10 year horizon, development within Downtown Elkhart will build on the success of the initial series of benchmarks and continue to sustain a long-term pattern of urban regeneration. The critical steps of this phase are: Street infrastructure and street design; Infill housing and commercial development; Wishbone street redesign; Station Square; and a new Civic Center Complex. These projects will increase Downtown's density, vitality, walkability, transit accessibility, and civic engagement.

In summary, this series of projects begins with public improvement in the form of street design throughout the Downtown. It is around this improved public space armature that new infill development will occur over time, guided by the Code already in place during the initial 0–3 year horizon.



STREET INFRASTRUCTURE AND STREETSCAPE

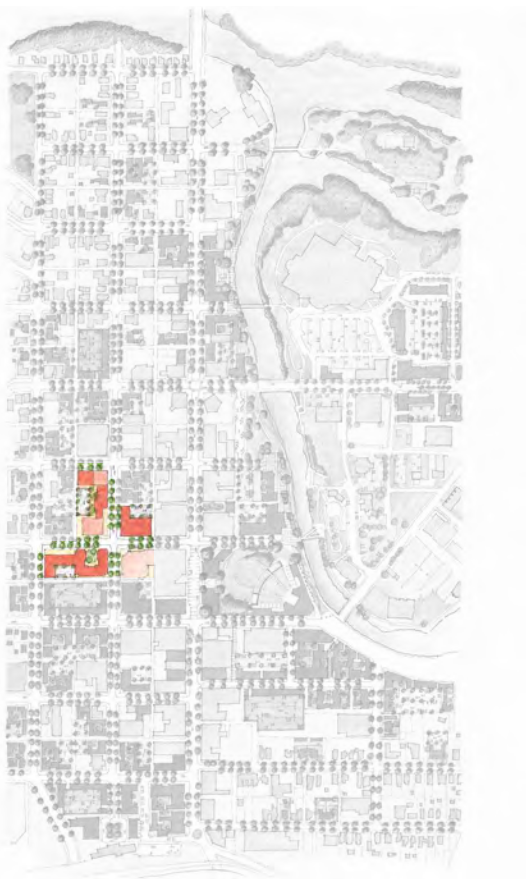
Complete streets are the connective tissue of great neighborhoods. Beyond the initial parking restriping, redesigning Downtown Elkhart's street network as verdant and pedestrian-friendly public spaces will improve safety, accessibility, sustainability, and economic viability. This transition can be achieved more cost-effectively if streetscape implementation occurs simultaneously with other infrastructure and utility improvements.

WISHBONE STREET REDESIGN

Beneath the train tracks, Benham Avenue currently forks into separate one-way streets. This "wishbone" configuration encourages speeding, spoils the streetscape, and convolutes the entry into the train station. By redirecting traffic in both directions through the 3rd Street spur, the eastern half of the wishbone can be filled in and converted to developable land.

STATION SQUARE

The area around the Train Station can be transformed into a new gateway into Downtown Elkhart. Projecting the future relocation of the USPS building, a new plaza and drop-off loop can be introduced in front of the historic train station, a landmark symbol of Elkhart. The added land also presents an opportunity to incorporate structured parking and transit hub. The Station can become a Multi-Modal Center for transit, bike-share, car-share, electric car charging and a catalyst for other modal options.



CIVIC CENTER COMPLEX

A new Civic Center at the intersection of High Street and 2nd Street is a capstone of this revitalization effort. Expanding on the existing cross-corner relationship between the City Hall and Public Library, the Plan proposes the introduction of a new Public Safety Building and Post Office to complete a civic core at the center of the downtown. Clustering important public functions would create a unique civic destination easily accessible to adjacent neighborhoods.

INFILL HOUSING AND COMMERCIAL

New infill housing within Downtown Elkhart will transition the district into a vibrant, livable 24/7 neighborhood. Redeveloping unoccupied and blighted property will not only attract new residents and visitors to the area, but help bring a greater sense of security within Downtown Elkhart with more "eyes on the streets." These new infill projects will expand the city's tax base and also help promote economic growth and quality of life within the downtown.