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April 15, 2025

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Executive Summary – Winona Avenue Revival Project (WARP)



“We are entering a place where past and present collide, and the future brings promise of the glory to come. You are entering the Winona Zone”.

Winona Avenue has long been a travel corridor between the City of Warsaw and the Village of Winona Lake, progressing from a dirt road to a robust truck route. Once the infrastructure included a canal, swamps and broken glass dumping grounds. Today, Winona Avenue is home to businesses like Owens CPA, Smith’s Appliance, Top Thai Restaurant, Orange Marketing Group or Karma Records. Past decades have seen the rejuvenation of the Village at Winona, the continued growth at Grace College, and the desire to make Warsaw and Winona Lake a robust and distinctive community, sparking the desire to upgrade the Avenue by transforming it into a welcoming international gateway. This Whitepaper - The Winona Avenue Revival Project (WARP) is a collaborative effort between the Winona Avenue Business Association, the Frauhiger Real Estate Group, the City of Warsaw, The Village of Winona, the Orthopedic Industry Retention Initiative (OIRI) Visioning Group or *All-In Kosciusko*, Grace College, Grace College Solutions, Kosciusko Economic Development Corporation (KEDCO), Kosciusko Chamber of Commerce, Ball State University, and other strategic partners who provided input resulting in key recommendations and next steps.

Our purpose is that our work will become the catalyst for the City of Warsaw to begin the predevelopment process and the upgrade of aging infrastructure necessary to provide safety, walkability, and economic vibrancy from Detroit Street to the roundabout at the Town of Winona Lake.

This vital corridor is access into Winona Lake and Grace College. Current infrastructure presents challenges that hinder pedestrian accessibility and façade improvements. While investment interest exists, securing sufficient funding remains a hurdle. We will outline the vision, challenges, and recommendations for strategic redevelopment. The mixed-use corridor provides service, commercial, retail, industry, residential dwellings and rentals. Winona Avenue as a designated truck route, while intended for safety and efficiency, can present dangers including increased traffic congestion, potential hazards for cyclists and pedestrians near Lakeview Middle School and the Baker Youth Club.

This project has been compelling because of its size, scope, history, aging infrastructure, rich history, capital investment required, and the number of stakeholders needed to be sustainable. Early grant money designated by the Orthopedic Industry Retention Initiative (OIRI) from the State of Indiana (\$1,000,000 - \$2,000,000) and the Grace College Catalyst Corridor (CCC) Grant from the Lilly Endowment (\$1,600,000) have become the seed money to spark the revival. The commitment by the City of Warsaw to make this project a priority is an early win. The Kosciusko Economic Development Corporation (KEDCO) and a team of designated community stakeholders will take ownership of the project. Should our team win prize money, we will, with the help of KEDCO, host a kick-off reception for stakeholders and business owners to officially convene a sustainability team who will transform Winona Avenue into an international destination, much like the Villages of Winona accomplished with a public/private partnership.

This whitepaper addresses the project’s county-wide impact and what we have accomplished on this economic redevelopment journey. With marketing and communication support by the creative team at Grace Solutions, we can visualize the potential of what redevelopment might look like for Winona Avenue. We are grateful to Crossroads Bank and KLA for providing the funds necessary for the drone footage and renderings.

Introduction – The History of Winona Avenue and Village of Winona Lake

Winona Lake, Indiana evolved from a swamp to a resort area called Spring Fountian Park, later becoming a prominent Chautauqua and Bible conference Center, and is now known for its historical district, Grace College, and the Billy Sunday Home Museum.

In the late 19th century, the Beyer Brothers, dairy farmers, established a resort called Spring Fountain Park near Eagle Lake (now Winona Lake) using the area's natural springs for refrigeration. In 1894, the resort was sold to Presbyterian Church leader Dr. Solomon Dickey, who envisioned a religious retreat and renamed the lake Winona Lake. The Winona Assembly and Summer School Association was established, and the area became a hub for Chautauqua programs and Bible conferences, attracting large crowds.

The 1900's saw a "Golden Age" of summer tourism reaching 250,000 including famous figures like James Whitcomb Riley, William Jennings Bryan, and Helen Keller. Evangelist Billy Sunday moved his family to Winona Lake in 1911, building an Arts and Crafts bungalow that is now preserved as the Billy Sunday Home Museum. Winona Lake became home to Grace College and Grace Theological Seminary.

Built upon the site of a Hoosier resort of the 1880s, born in a chance conversation on a railroad train planned with the assistance of Dwight L. Moody and Bishop John H. Vincent to incorporate the best qualities of the Northfield, Mass. School and the Chautauqua, New York, center, developed by the financial support of John M. Studebaker, H.J. Heinz, Alexander McDonald, and R.G. LeTourneau, these are only a few of the factors that have made Winona Lake the home of one of the world's greatest annual Bible conferences.

[\(https://aletheiabaptistministries.org/Blog/book-review/the-story-of-winona-lake/\)](https://aletheiabaptistministries.org/Blog/book-review/the-story-of-winona-lake/)

After the Chautauqua movement declined, Winona Lake continued as a religious center, but the area experienced some decline in the 1940s and 1960s. In 1994, a restoration project began to transform the Winona Lake community to its former glory with the help of Dane and Mary Louise Miller. With the creation of new commercial and residential areas, as well as the restoration of nearly 30 properties, new life began to reappear. Over the last 20 years the area has once again been transformed into one of Northern Indiana's prime recreation and shopping destinations. The Village at Winona is now an integral part of the community, serving locals, Grace College students and faculty as well as the many vacationers who make day and weekend trips to the area. The Village contributes to Winona Lake's unique character by welcoming small businesses seeking to build a sustainable presence in this welcoming and historic community. Winona Avenue connects to the City of Warsaw, founded in 1837. [\(https://villageatwinona.com/\)](https://villageatwinona.com/)

Stakeholder Interviews

Our priority was to identify as many community stakeholders as possible with the help of the Kosciusko Economic Development Corporation (KEDCO). Our list of interviews includes (in no specific order)

Ryan Christner, Executive Director, Orthopedic Industry Retention Initiative (OIRI)

Emiko L. Kreklau, Ph.D. DABT, Executive Director, Catalyst Corridor, Grace College

Jeremy Skinner, Community and Economic Development Director, City of Warsaw

Justin Taylor, City Planner, City of Warsaw

Craig Allebach, Town Manager, Winona Lake

Winona Avenue Business Association Members:

David Phelps, Orange Marketing Group

Linda Devine, Ownes CPA

Doug Hanes, 1st Source Bank

Brian Smith, Smith's Appliance

Eric Lane and Jane Smoker, Fellowship Missions

John Vance, Karma Records

Eric Ness, Carpet Depot

Ashley Finney, Frauhiger Real Estate Group

Nate Conley, Lake City Bank and Kosciusko Leadership Academy (KLA)

Rob Parker, President & CEO, Kosciusko Chamber of Commerce

Scott Wiley, Member Relations Manager, Warsaw Chamber of Commerce

Kyle Winling, LochMueller Engineering Group

Ball State Architectural Department

Our next priority was to collect as much data from these stakeholders as possible. On multiple occasions we had meetings with all these individuals. Our purpose was to glean the salient information and important issues of the corridor. We developed the following list of questions for the meetings:

1. Do you plan to stay and invest on Winona Avenue?
2. Do you plan to expand or upgrade your current location?
3. How would neighborhood infrastructure improvements impact your business?

4. How would curb appeal enhance your business?
5. Are there any issues that inhibit business growth and stability?
6. Who owns the property where your business is located?
7. How do residential properties in this area impact your business?
8. What would you do to renew/revive/restore/repair Winona Avenue?

From these meetings, we were able to gather a list of critical items that need to be addressed in the revival of Winona Avenue:

1. Attracting local consumers to the area for commerce, recreation, social gatherings, and residential living.
2. Renovating the infrastructure to make the corridor more functional, walkable, safe and appealing, with bike lanes.
3. Proving resources for current and future business owners to improve the look and attractiveness of their facades and surrounding access to adequate parking.
4. Safe crosswalks and striping for students at Lakeview Elementary School.
5. Developing the corridor into a gateway between Warsaw and Winona Lake.
6. Creating an international destination of dining and global-inspired experiences.
7. Creating a charming and inviting district to further entice new businesses and their employees to the Warsaw/Winona Lake Community.
8. Strategically building single family and condominium residential living with programmable green space and landscaping.
9. Burying the electric and fiber utilities where possible in partnership with NIPSCO and KC Connect.

Collaborative Redevelopment/Revival

Summary of current challenges and opportunities:

Challenges:

1. **Walkability and Safety:** Limited pedestrian infrastructure poses risks to residents and visitors.
2. **Road Conditions:** Deteriorating roads require improvements to accommodate both vehicular and pedestrian traffic.
3. **Façade Upgrades:** The corridor would benefit from aesthetic improvements to attract businesses and enhance the community's appeal.
4. **Funding Gaps:** While stakeholders and angel investors are interested in investing, the total financial requirement is still undetermined. A public/private partnership is recommended.

Opportunities:

1. **Community and Institutional Support:** The City of Warsaw, Grace College, OIRI, and local businesses recognize the importance of redevelopment.
2. **Economic Growth Potential:** A revitalized corridor can attract new business opportunities and increased property values.
3. **Research and Data-Driven Planning:** Ball State University has provided Insights that can guide decision-making.
4. **Technology:** The City of Warsaw has acquired the former Warsaw Chemical Campus to construct a Business & Technology Center. Grace College plan to similarly, build its own Business & Innovation Center for its business and entrepreneur students.

Ball State University Warsaw Community Vision and Planning Initiative

Ball State University will collaborate with community partners in a multi-year approach for the college's engagement with Warsaw. A series of eight courses will advance the vision and development for the community, as an initial pilot project. Ongoing involvement beyond the pilot is something that will naturally evolve as the first phase is completed.

Students from Ball State University's College of Architecture and Planning are developing an economic profile for Kosciusko County and the City of Warsaw. This initial research will help them become familiar with the area and lay the groundwork for their major projects on 1) urban design for the Winona Corridor, and 2) mapping the supply chain for the orthopedic industry. Their advanced design techniques class will collaborate with Warsaw stakeholders, particularly on the graphic aspects of the Winona Corridor project. Community partners include the City of Warsaw, KEDCO, Kosciusko Chamber of Commerce, OrthoWorx, and Grace College.

The students participated in a field trip to Warsaw in late February to conduct surveys and interviews. During this visit, students presented their research and initial findings on Warsaw and the Winona Corridor through an Economic Analysis that included location, demographics, infrastructure and land use, quality of place, public finance, industry, business and higher education, and economic development recommendations. They received feedback that will further inform the design and research development of their projects.

Students participated in an Orthopedic Facility Site Visit at Zimmer Biomet where they heard from a panel of orthopedic professionals on a variety of industry issues.

Scope of Work:

1. The Winona Corridor urban design project aims to enhance the local transportation system and conditions for small businesses in the Winona community.
2. The supply chain mapping project seeks to clarify the tiers of medical devices suppliers and employment impact of the orthopedic industry in the county and beyond, providing useful information for industry stakeholders.

Local Winona Avenue business owners were interviewed regarding urban design and infrastructure improvements, and key issues of concern. Funding sources for redevelopment projects will also be identified. Both the orthopedic supply chain mapping team and the Winona Corridor urban design team are making significant progress in their industry research and corridor analysis and are gearing up to start their mapping and design phases.

Sustainability and Funding Sources

With the assistance of KEDCO, we will provide an environment where smart innovative organizations can get the redevelopment/revival of Winona Avenue to the finish line. This sustainability team will focus on environmental sustainability, integrate green infrastructure into urban planning and development such as green roofs, parks, and programable green spaces, community engagement, financial planning and viability, innovation and technology, and business recruitment and retention.

Sustainability partnerships are crucial for economic development because they enable the sharing of resources, expertise, and influence, leading to more sustainable and inclusive economic growth. They foster innovation, promote responsible practices, and build capacity for long-term economic prosperity.

Partnerships allow organizations to pool resources, like funding, technology, and human capital to address complex sustainability challenges. Through partnerships, there is more shared responsibility for achieving sustainability goals and addressing challenges and creating new markets and opportunities for businesses, driving economic growth in the process.

Collaborations between governments and private companies are common in infrastructure projects, where sustainability goals are often integrated into project design and implementation.

The team will be led by KEDCO and include representatives from the City of Warsaw, Village of Winona Lake, Grace College, OIRI, KEDCO, Kosciusko Chamber of Commerce, Winona Avenue Business Association, Frauhiger Real Estate Group, NIPSCO, Indiana Economic Development Corporation (IEDC), Indiana Department of Transportation (INDOT), and as-needed partners.

Special Mention Partners:

Orthopedic Industry Retention Initiative (OIRI): The State of Indiana made a \$30 million appropriation to be transferred to OrthoWorx and may only be used to support efforts to attract talent, retain and expand the orthopedic device industry in Indiana, and enhance the growth and development of Kosciusko County and the communities within. The goal of the initiative is to create amenities and experiences that support Warsaw and Kosciusko County. Their Winona Avenue Project reimagines the Avenue as a connection corridor between the Town of Winona Lake, Grace College, and Downtown Warsaw by promoting walkability, commercial redevelopment opportunities, and traffic calming designs. **Winona Avenue Capital Commitment: \$1,000,000-\$2,000,000.** (OIRI has projected the total cost of redevelopment will exceed \$20,000,000.)

Grace College Catalyst Corridor (CCC): Grace College has received a grant of \$27,000,000 from Lilly Endowment Inc. through its initiative, College and Community Collaboration (CCC). The Catalyst Corridor Project is a series of initiatives in Warsaw and Winona Lake that focus on Innovation initiatives, wellbeing amenities, connection ways and enhanced placemaking. The project will include initiatives along Winona Avenue in Warsaw, through the campus of Grace on Kings Highway, and out to the east side of Winona Lake on Pierceton Road. The grant will provide partial funding to renovate the facility that will house the new Orthopedic Innovation & Research Center, to construct the Business Innovation Center on campus, to renovate the Gordon Health & Wellness Center on campus, to construct a community fieldhouse and outdoor fitness park, to help Kosciusko County Velo Cycling develop a new bike park across from the fitness park and to support other aspects of the project. Through the initiative, the Endowment seeks to help interested higher education institutions collaborate with a diverse range of stakeholders to enhance their communities for the benefit of residents and local businesses as well as to the institutions' faculty, staff, and students. **Winona Avenue Capital Commitment: \$1,600,000.**

[\(https://www.grace.edu/grace-college-receives-27-million-through-lilly-endowment/](https://www.grace.edu/grace-college-receives-27-million-through-lilly-endowment/)

County-Wide Impact and Accomplishments

We believe Kosciusko County will benefit from the revival of Winona Avenue in several strategic ways.

1. The creation of an international shopping, dining, and experiences destination will increase the number of visitors and tourists to the county.
2. Provides for business expansions, new ownership, and large capital investment.
3. Increases the Assessed Equalized Value (EAV) of Kosciusko County.
4. New residential and population growth through single and multi-family apartments and condominiums.
5. Diversity of activity and placemaking.
6. Connectivity with pedestrian and bike paths connecting to rural communities.
7. Broaden the tax base through strategic economic and community development.

We are proud that Project WARP has accomplished the following:

1. Being the catalyst for the City of Warsaw to begin the pre-engineering of Winona Avenue redevelopment.
2. Brought hope to the Winona Avenue Business Association members who were skeptical of the project ever starting.
3. Galvanized stakeholders to create a unified vision for revival.
4. Created the Project WARP Sustainability Team of public/private partners.
5. Bring attention to the concern of gentrification.
6. Begin to identify the sources of capital in real estate deals and how the deal's structure influences the investor's potential return.

Recommendations and Next Steps

“A long journey begins with a single step.”

Such as it is for the Winona Avenue Revival Project. Overwhelmingly, business owners expressed the desire for this project to become a priority to the City of Warsaw. Our interviews with stakeholders expressed they are waiting for words to become actions. After deliberate and well-intentioned research, we recommend the following next steps grouped in three categories:

Category 1 - Immediate and Easy Wins:

1. Re-line the streets and stripe parking lots.
2. Remove the turn lane to create more space; repave roads and implement traffic-calming measures like speed bumps and bike lanes.
3. Extend sidewalk infrastructure.
4. Add bike lanes.
5. Relocate power lines underground.
6. Update gateway signage and add *Welcome to Winona Avenue International District* sign.
7. Solar powered speed limit signage.
8. Improve lighting and wayfinding to encourage pedestrian traffic.
9. Identify crosswalks.
10. Remedy stormwater drainage issues at certain properties.

Category 2 – Establish a Curb Appeal Grant Program

1. Façade improvement including murals, landscaping, signage, awnings, etc.
2. Formation of green spaces.
3. Parking lot infrastructure improvements.
4. Explore federal and state grants, private investment, and public/private partnerships.

5. Engage stakeholders in fundraising initiatives to close funding caps.

Category 3 – Seek Private Investment

1. Create new multi-family residential developments.
2. Introduce new businesses to further the vision for the area.
3. Develop recreational and programmable green space to enhance the walkability and placemaking.
4. Further the Winona Avenue and Fairgrounds Relocation and Redevelopment **(OIRI Capital Commitment: \$1,000,000 - \$2,000,000.)**

Conclusion

We have covered a lot of ground and its time to visualize what our next steps could potentially be. With the assistance of Grace Solutions, here are a few renderings of what Winona Avenue could become. (Disclaimer: Concepts are with all current businesses on the avenue as they are at the time of this whitepaper.) Clean street lines, colorful wayfinding and retail signage, removal of a center lane of traffic, and the addition of sidewalks with a bike lane are visualized. A new multi-unit residential space with a playground is shown amid a bustling business district.

A collaborative effort is crucial for the redevelopment of Winona Avenue to ensure that improvements benefit both businesses and residents while maintaining the area's unique character. By engaging business owners, city officials, stakeholders, and residents, we can develop a shared vision that promotes economic growth, enhances infrastructure, and preserves affordable housing.

Local businesses are key stakeholders in this redevelopment. Their insights help shape improvements that support economic sustainability without displacing long-standing establishments. Many business owners rely on foot traffic, accessibility, and infrastructure improvements to thrive, making their input vital for a revitalization plan that strengthens - not weakens - the existing business community.

At the same time, Winona Avenue is home to many lower-income residents who depend on the area for affordable housing. Without careful planning, redevelopment efforts could lead to gentrification, pricing out these residents and disrupting the fabric of the community. A balanced approach is necessary - one that improves safety, walkability, and aesthetics while ensuring that housing remains accessible. Strategies such as mixed-income housing incentives, small business protections, and community-led decision-making can help prevent displacement. (A list of current residential properties is attached as Exhibit 4.)

City officials provide essential guidance on zoning, funding, and infrastructure needs, ensuring that redevelopment efforts are both feasible and sustainable. Their expertise, combined with the voices of business owners and residents, creates a well-rounded, inclusive plan that addresses economic and social concerns.

By fostering collaboration, we can revitalize Winona Avenue in a way that benefits everyone. Thoughtful urban planning can create a safer, more attractive, and economically vibrant corridor without erasing the existing community. This redevelopment should reflect the needs and aspirations of those who live and work on Winona Avenue, ensuring long-term success without negative consequences. A shared vision, built through open dialogue and cooperation, is the key to a thriving and inclusive future for Winona Avenue.

As we look to the future of the Winona Avenue Revival Project, we must collaborate with multiple stakeholders and integrate the design and purpose with the surrounding area, being respectful of current business owner investment. We aim for improvement and progress, setting a course of **“Second star to the right and straight on until morning!”** (*Famous directions to Neverland, spoken by Peter Pan in the J.M. Barrie book and the 1953 Walt Disney animated film adaptation.*)

Works Cited – It should be noted that much of our research was guided discussions with stakeholders to explore topics in depth, capture nuance, and tap into the collective wisdom of participants, aiming to understand context and generate actionable recommendations.

(<https://aletheiabaptistministries.org/Blog/book-review/the-story-of-winona-lake/>)

(<https://villageatwinona.com/>)

(<https://www.grace.edu/grace-college-receives-27-million-through-lilly-endowment/>)

EXHIBIT 1
Winona Corridor Map (courtesy of City of Warsaw Planning Department)



EHXIBIT 2

Ball State University Warsaw Community Vision and Planning Initiative

Warsaw Community Vision and Planning Initiative

Estopinal College of Architecture and Planning

Ball State University

December 20, 2024

Contact: David Ferguson, Dean dferguson@bsu.edu

CENTER FOR COMMUNITY-ENGAGED STUDIOS

The **Center** is the administrative unit responsible for the outreach, coordination, delivery and stewardship for studio-based research and design products, for the betterment of communities across Indiana. Projects under this model provide students with community partner-driven, long-term projects to complete in studio classes, enhancing the professional training application of their academic work. From the community partner side, the goal of the center is to enable public and private agencies from across the state to develop useful, timely and high-quality, educationally oriented research and design products across multiple courses in the Estopinal College of Architecture and Planning.

PROPOSAL: WARSAW COMMUNITY VISION AND PLANNING INITIATIVE

The Estopinal College of Architecture and Planning proposes to engage the community of Warsaw, Indiana to collaboratively develop long-range visioning and specific project conceptual development for key areas of the Warsaw community. This multi-year project aspires to guide concept development for key areas, such as the Winona Ave. corridor and the Winona Lake area, but also to partner with the community to develop a framework for future vision, growth and development.

The following description of a potential pilot project focused on the corridor, is presented as a possible launch for this partnership.

WARSAW CORRIDOR AND AREA DEVELOPMENT PILOT – Four semesters; eight classes

Over four semesters and eight classes, the College of Architecture and Planning will work with public and private clients, including OrthoWorx, Jim Lancaster/ Zimmer Biomet, KED Co., and the Kosciusko Chamber of Commerce to deliver a high-quality strategy that includes the following four goals:

- 1) Plans for economic growth and diversification, workforce development, talent attraction and retention in the Kosciusko County region.

- 2) Community and client engagement through summits, charrettes, and presentations of studio/ course work.
- 3) Review of land-use code (zoning) and recommendations for changes to shape future development.
- 4) Proposals and preliminary designs to enhance quality of place, especially along the Winona Ave. corridor.

As projects progress over this timeframe, additional discussions between the College and community can dictate ongoing, multi-year involvement. The courses outlined below describe the general process and outcomes that can be expected. However, we anticipate additional conversations will be necessary to confirm that what we have outlined will be the final configuration to meet the needs of the community.

PILOT PROJECT POTENTIAL COURSES – Spring 2025

Class one: Plan 303 – Economic Development Studio

Task: a semester long project that would focus on the regional economy of Kosciusko County, and Warsaw, with recommendations for economic base diversification, siting potential industries and zoning change to accommodate quality of place enhancements.

Deliverable: Report

Needs:

- Active client(s): Professional liaisons within relevant economic development and governmental institutions
- Funds to travel to site 3 times (would include transportation and lodging for class participants)
- Hosting public meetings.
- Printing/ Plotting and supplies.
- Funds for future LA Faculty to observe and participate in final presentation.

Class two: Plan 498 – Advanced Design Techniques

Task: a half semester effort to Identify potential sites, including the Winona Ave. corridor, as well as other sites that might have economic growth potential

Deliverable: Graphics for public meetings, identify potential sites for Fall LA courses, in collaboration with Plan 303.

Needs:

- Funds to travel to site 1 time for photo reconnaissance.
- Printing/ Plotting and supplies.

Summer 2025

Class three: PLAN XXX – Introduction to GIS for planners

Task: Mapping and visualization of social, demographic and economic data

Deliverable: Graphics, Report and web-based data repository

Needs:

- GIS data
- Printing/ Plotting and supplies.

Client/ Instructor Summit

Debrief with previous participant instructors, David DuBois of CERES, future instructors and clients to prepare for final class activities.

Needs:

- Printing/ Plotting and supplies.
- Lunch for participants

Fall 2025

Class four: LA401- Regional Design Studio

Task: A semester long project looking at the Recreational and environmental opportunities in the city and region.

Deliverable: Presentations to the community and a report

Needs:

- Funds to travel to site 3 times (would include transportation and lodging for class participants).
- Field trips support to visit exemplars.
- Hosting public meetings.
- Printing/ Plotting and supplies.

Class five: LA403- Urban Design Studio

Task: A two/three-week charrette identifying, designing, and testing potential development sites.

Deliverable: Presentations to the community.

Needs:

- Funds to travel to site 2 times (would include transportation and lodging for class participants).
- Field trips support to visit exemplars.
- Hosting public meetings.
- Printing/ Plotting and supplies.

Class Six: Plan 629

Task: A semester long project to identify brownfield sites that could be used for redevelopment and/or future green energy production.

Deliverable: Presentations to the community.

Needs:

- Funds to travel to site 2 times (would include transportation and lodging for class participants).
- Field trip support to visit exemplars.
- Hosting public meetings.
- Printing/ Plotting and supplies.

Spring 2026

Class Seven: LA498/598 – Immersive Studio elective

Task: an immersive semester long elective that would develop ideas identified from LA401 & LA403 to illustrate potential solutions. This course would work in conjunction with Plan 421/521.

Deliverable: Graphics and report

Needs:

- Funds to travel to site 3 times (would include transportation and lodging for class participants)
- Hosting public meetings.
- Printing/ Plotting and supplies.

Class Eight: Plan 421/521 Land Use Studio

Task: Would demonstrate how design solutions could be implemented with Form Based Codes. This course would work in conjunction with LA498.

Deliverable: Report showcasing Form Based Code solutions that support the findings of LA498.

Needs:

- Funds to travel to site 3 times (would include transportation and lodging for class participants)
- Hosting public meetings.
- Printing/ Plotting and supplies.

Client/ Instructor Summit Two

Debrief with previous participant instructors, David DuBois of CERES and clients to archive and embed CAP work within planning and development strategies of client organizations.

Needs:

- Printing/ Plotting and supplies.
- Lunch for participants
- Ongoing webhosting/ data storage

EHXIBIT 3

Grace College and Community (CCC) Collaboration Executive Summary



CONNECTION WAYS:

A set of strategic enhancements and projects will further unify the east-west corridor threading from Warsaw through Winona Lake, into the Grace College campus, and to the expanding Winona Town Center — creating a stronger sense of place and connectedness to support recreation, relaxation, and gathering. Grace and partners will establish additional placemaking elements to create connection ways that provide cohesion throughout these communities. Connectivity elements of these projects will include:

Winona Avenue Renovation: Reimagining the streetscape to make it safer, more walkable, better navigable, and well connected to the resources in our community—promoting well-being and connectivity that will enrich the quality of life and attractiveness of our county.

Sidewalk Extensions and Trails: Additional projects will include extending the Winona Heritage Trail, establishing a bike park, and adding beautification elements like new sidewalks and connection ways to the Argonne Road development. These enhancements will convert blighted areas into welcoming spaces and connecting convening center. Connectivity elements will also include a new roundabout at Packerton and Pierceton Roads, providing a safe and seamless traveling experience for the entire community.

WINONA AVENUE:

Reimagining the streetscape to make it safer, more walkable, better navigable, and well-connected to the resources in the community – promoting well-being and connectivity that will enrich the quality of life and attractiveness of Kosciusko County.

Winona Avenue acts as a connection to many aspects of the community including the Town of Winona Lake, Grace College, downtown Warsaw, the Union Station Lofts housing development, and many important amenities and services including Baker Youth Club, Cardinal Services, Kosciusko County Fairgrounds, and dozens of local businesses.

ARGONNE BEAUTIFICATION:

Given one of the key areas along the Catalyst Corridor is the intersection of Winona Avenue, Argonne Road and Kings Highway, attention needs to be given to improving the blighted area surrounding this intersection.

KINGS HIGHWAY SIDEWALK EXTENSION:

The Kings Highway Sidewalk Extension project consists of adding a sidewalk along Kings Highway from the corner of Wooster Road and Kings Highway north from Grace College's campus to the roundabout at Argonne Road.

EHXIBIT 4

Residential Properties on Winona Avenue

RESIDENTIAL PROPERTIES ON WINONA AVE

LAST NAME	FIRST NAME	ADDRES S	CITY	STAT E	ZIP	ZONE CODE	Property & Mailing the Same
Rice	Leona	1116	Warsa w	IN	4658 0	C-2	Y
Saldivar	Noe	1046	Warsa w	IN	4658 0	C-2	Y
Ricos Rentals		1106	Warsa w	IN	4658 0	C-2	N
Village Park LLC		1101	Warsa w	IN	4658 0	C-2	N
DPMP LLC		1042	Warsa w	IN	4658 0	C-2	N
123RentMe LLC		1040	Warsa w	IN	4658 0	C-2	N
Forest Hill Inv LLC		1030	Warsa w	IN	4658 0	C-2	N
Frauhiger Trust		1024	Warsa w	IN	4658 0	C-2	N
TS Rental Prop LLC		1018	Warsa w	IN	4658 0	C-2	N
Frauhiger Trust	Wade	1012	Warsa w	IN	4658 0	C-2	N
TS Rental Prop LLC		918	Warsa w	IN	4658 0	C-2	N
908/910 E Winona LLC		910	Warsa w	IN	4658 0	C-2	N
Oldham	Jason	804	Warsa w	IN	4658 0	C-2	Y
Duran	Mario	742	Warsa w	IN	4658 0	C-2	Y
Pacely	Heidi/Hunter	739	Warsa w	IN	4658 0	C-2	Y