The Plymouth Redevelopment Commission met in regular session in the Council Chambers on the second floor of 124 North Michigan Street, Plymouth, Indiana, on July 21, 2026, at 5:30 p.m.

Vice-President Craig Hopple led the Pledge of Allegiance and called the meeting to order for Commissioners Nate Davis, Kara Steele, and Robin Cupka, who were present. Commissioners Mike Miley and Lana Ball were absent. Other attendees included Aviation Commission President Phil Bockman, City Attorney Jeff Houin, City Engineer Dan Sellers, and Clerk-Treasurer Lynn Gorski. The public was able to see and hear the meeting through Zoom and streamed live at https://www.youtube.com/@CityofPlymouth.

Commissioners Davis and Steele moved and seconded to approve the minutes of the last Regular Session meeting of June 16, 2026, as presented. The motion carried.

TIF #1: U.S. 30/Oak Road Economic Development Area
There were no updates at that time.

TIF #2: East Jefferson/Central Business Economic Development Area
There were no updates at that time.

TIF #3: U.S. 30/Pine Road Economic Development Area
There were no updates at that time.

TIF #4: South Gateway/Western Downtown Economic Development Area
There were no updates at that time.

TIF #5: Western Avenue Economic Development Area
There were no updates at that time.

TIF #6: Plymouth/Goshen Trail Economic Development Area
There were no updates at that time.

TIF#7: Pretzel's Air Parcel
There were no updates at that time.

TIF#8: Water Street Allocation Area
There were no updates at that time.

Other Business:
ONE Marshall County Update
Houin stated that ONE Marshall County had been meeting monthly and they formed several subcommittees doing other work throughout the county. He wished to provide an update specifically on the Housing Subcommittee. He stated one of the major developments in Marshall County over the last couple of years was the formation of a Community Development Corporation (CDC). He stated a CDC was a nonprofit entity that could leverage funding through the state and other sources primarily for affordable housing development. He stated we never had a formal CDC in Marshall County, while other communities like South Bend and Elkhart had multiple CDCs. He stated this one was funded through seed money from a Lilly Foundation grant that went to the three counties jointly. He listed the three counties as St. Joseph, Elkhart, and Marshall County. He stated they're evaluating what sorts of housing programs could be most effective in Marshall County, and we've been talking with them specifically about the City of Plymouth and trying to develop a program to acquire property for developers to build market-rate housing at a more affordable price point. He stated that it had been a big challenge in Marshall County, so we're still developing that plan. He stated the idea of a CDC was so that they could acquire land. He stated that cities like South Bend and Elkhart own a lot of parcels throughout their cities

that they could simply turn over to a developer or an organization like the CDC that can develop a program for building on them. He stated that the City of Plymouth did not have that, so we must figure out a way to do the same sort of programs in a more rural community, and we are developing those plans. He stated that, in the meantime, he provided an update on an edge fund. He explained that it was administered through an organization called Intend Indiana and was a second mortgage for qualifying home buyers, providing them with 20-30% of the home's purchase price at a fixed 2% interest rate, with interest-only payments for 30 years. He stated that it would allow them to cover their down payment with the second mortgage and avoid a PMI on that mortgage. He stated that for a $200,000 house, the edge fund loan could cover $60,000 of that purchase price and lower the payments from approximately $1,400 to a little over $1,000 a month. He stated that to qualify for the fund, you must be at or below 80% of the AMI income based on the number of people in the household. He stated that the CDC and the ONE Marshall County Housing Committee were focused on finding resources like this.

Steele asked if the CDC would be looking at existing residences that may be coming up for sale or if it was just property that could be developed.

Houin replied that they were not ruling anything out right now, but what we had focused on was infill development. He stated the idea was to identify parcels or lots throughout the city that don't have a house on them that could. He stated the biggest barrier was the cost of construction, so if we could leverage certain loan programs for construction or property acquisition that were only available to nonprofits or find a way to fund the interest on those loans for the time it takes to build and sell that house, then we could bring down the total cost. He stated that doesn't mean we would rule out any sort of programs that might do redevelopment or other improvements, but certainly looking at all options to increase the housing supply, especially housing at a moderate-income level.

enFocus Update on AERPlan

Houin introduced Kartik Maheshwari, who's a Project Manager at enFocus. He holds a Master's degree in Engineering Management with a specialization in Aerospace Engineering from Purdue University and brings extensive consulting experience working with manufacturers, startups, and public sector organizations across Northern Indiana. Most recently, Maheshwari was recognized as a Conexus Indiana Rising 30 Under 30 honoree, one of Indiana's top emerging leaders in Advanced Manufacturing and Logistics. He has been leading the AERPlan project and was here today to provide the Redevelopment Commission with a status update on our progress.

Maheshwari presented the following presentation:



What We Aim To Accomplish?

1

Private Sector Evaluates Plymouth Airport for Growth

Manufacturing company & flight training school considering airport for growth

2

Establish a Clear, Shared Vision for Airport-Led Regional Growth

Define long-term direction, priorities, and success criteria for growth

3

Identify Feasible Growth and Development Opportunities

Analyze market conditions, industry trends, and workforce program potential

4

Assess Infrastructure, Land-Use, and Regulatory Readiness

Map limitations, land-use considerations, and compliance requirements

5

Align Funding Pathways, Policy and Governance Strategies

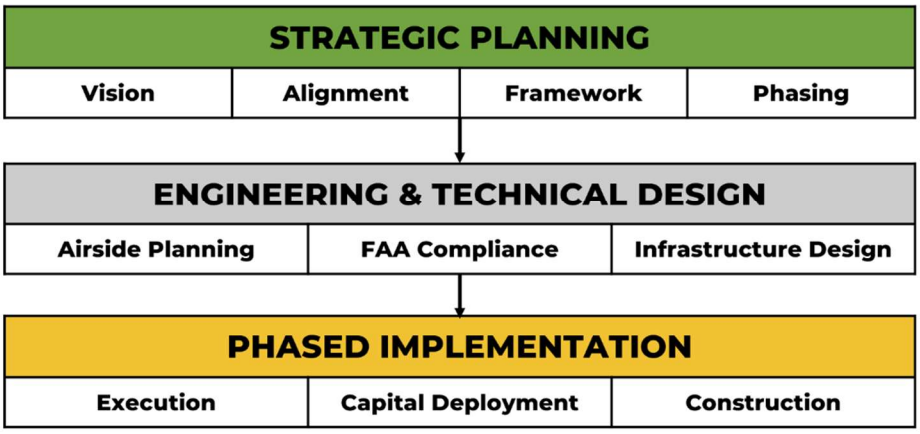
Enable implementation through coordinated funding and policy review

6

Deliver a Airport Expansion and Readiness Plan (AERPlan)

Provide recommendations that inform investment and execution decisions

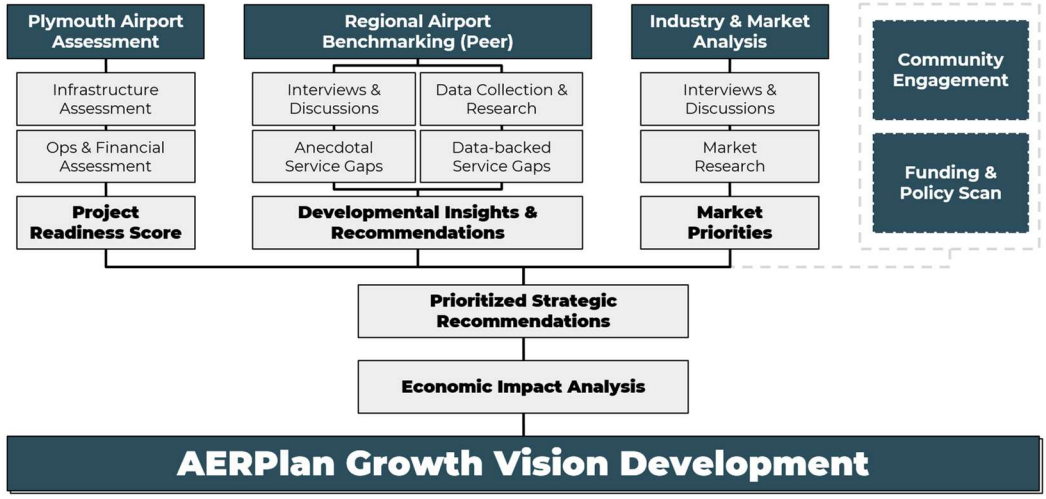
How We Aim To Accomplish?



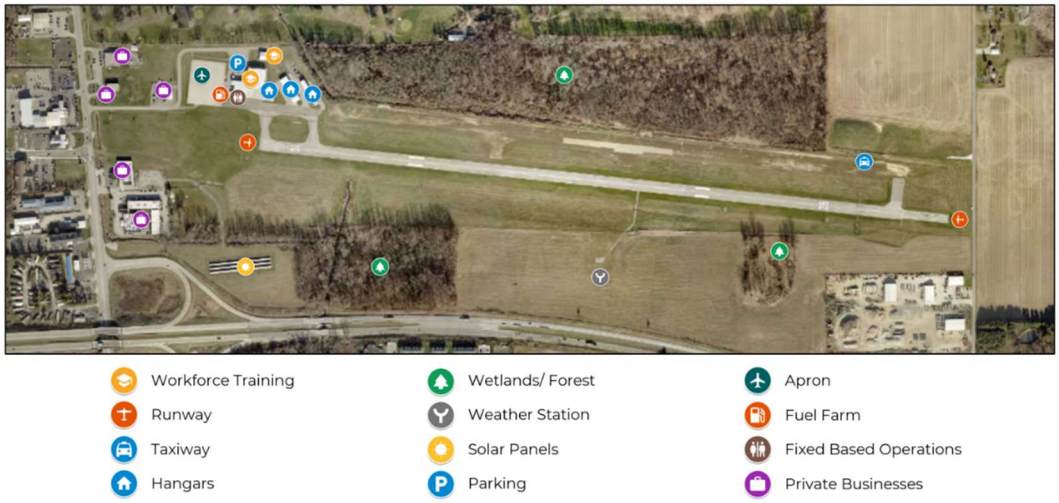
AERPlan - Project Planning & Timeline

Project Timeline [02/26 - 01/27]	Key Activity Lead	Month											
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
P1: **Insight & Opportunity Development (Discovery)**													
KA1: Project Management	enFocus												
KA2: Airport Baseline Assessment	Plymouth Municipal Airport												
KA3: Market and Industry Opportunity Analysis	Marshall County EDC												
KA4: Benchmarking Peer Airport Communities	enFocus												
KA5: Economic Impact Modeling	enFocus												
KA6: Community Engagement	City of Plymouth												
KA7: Funding and Policy Scan	City of Plymouth												
KA8: Growth Vision Development	enFocus												
KA9: Stakeholder Review and Iteration	All Stakeholders												
P2: **Framework & Strategic Blueprint (Design)**													
KA1: Utilities and Infrastructure Planning	City of Plymouth												
KA2: CTE & Aviation Training Facilities Planning	AlphaFlight LLC												
KA3: Airport District Planning	City of Plymouth												
KA4: Speculative Building Concept Development	Marshall County EDC												
KA5: Municipal Airport Technical Planning	Woolpert												
KA6: Funding and Policy Framework	City of Plymouth												
KA7: Community Engagement	City of Plymouth												
KA8: AERPlan Development	enFocus												
KA9: Stakeholder Review and Iteration	All Stakeholders												

AERPlan - Discovery (Phase I)



Plymouth Municipal Airport



Plymouth Municipal Airport - Baseline

Runway: 4400' x 75'
Runway length allows for limited access of private jet aircraft

Operations: ~10.5k
Operations primarily driven by local civil and general itinerant traffic

Approach: RNAV (GPS)
Advanced GPS-based system delivers ~2-ft accuracy for takeoff/ landing

Fuel: 100LL & Jet-A
JET-A sales grew 32% & 100LL sales grew 69% (2015-17 to 2023-26) period

Based Aircraft: 23
Based Aircraft increased from 17 to 23 over the past ~8 years

Payroll Expense: $205k
Payroll accounts for the largest share of the regular operating budget

Hangar: 18
Hangar occupancy at 100%, with 6 aircraft currently on the waitlist

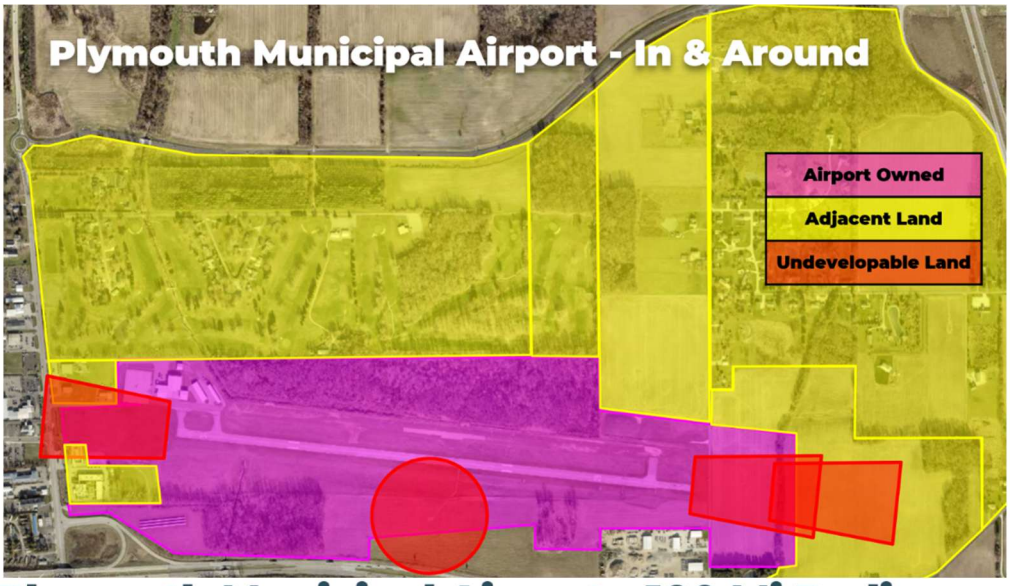
Business: 3
All on-airport businesses are currently focused on flight training

Budget: $390k
Regular operating budget increased by 56% over the past ~8 years

Revenue: $271.4k
Regular revenue increased by 400% over the past ~8 years

FBO: Limited
Limited FBO capabilities with primarily self-service offerings

Employment: 2 FTE
Fourth consecutive summer hosting an aviation college intern



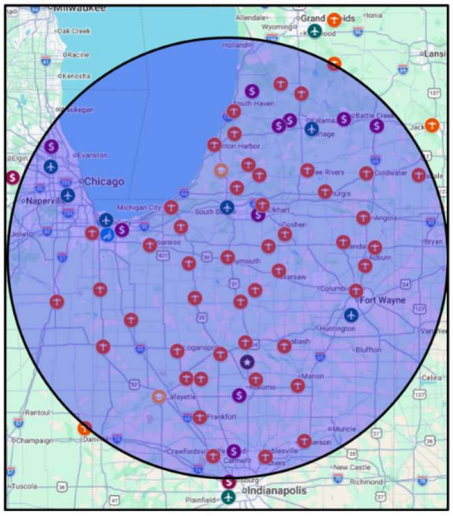
Plymouth Municipal Airport - 100 Mi Radius

- Regional Municipal Airport **[52]**
- Executive Airport **[13]**
- International Airport **[08]**
- University Airport **[02]**
- Military Airport **[01]**
- Reliever Airport **[01]**

Indiana - 49
Michigan - 22
Illinois - 06

77 Airports

*Heliports, private strips, seaplane ports, etc. are not included



Regional Airport Landscape - Review

South Bend International Airport

- Growth driven by community engagement
- Parking is the airport's largest revenue source while cargo is the fastest declining revenue source
- Operational capacity at 50–55% and hangar occupancy at 80%
- 2 private FBOs and 1 full-service on-field MRO

Porter County Regional Airport

- Early growth challenged by limited inter-agency coordination
- 210 hangars with 40 under construction, and 32 already booked
- 4 flight schools, 3 maintenance shops, and 2 charter operators are the major amongst 140+ tenants
- Regional Airport Authority since 1991, operating on a ~$1.4M annual budget

Other Airports (BAK/ HFY/ DCY)

- **BAK:** Leverages aerotropolis model to drive growth through aviation, agriculture, education, and industry
- **DCY:** Attracts aircraft through landing fee waivers, fuel incentives, and round-the-clock access
- **HFY:** Built a sustainable aviation ecosystem through flight training and workforce development

Fulton County Airport

- Nearest peer airport, located just 22 miles from Plymouth, with comparable annual operations
- Serves as the primary destination for fuel, maintenance, and other services for most Plymouth-based aircraft
- Competitive advantage driven by the historically low fuel prices and a strong, growing maintenance scene

Warsaw Municipal Airport

- Legislative partnerships have been instrumental in securing growth
- Major development plans underway to strengthen its position as a premier corporate aviation hub
- 64 hangars at 100% occupancy, supported by strong corporate aviation demand from the regional orthopedic industry

Takeaways

- Industry anchors create the strongest and most sustainable demand drivers
- Runway extensions are the most common catalyst for airport growth
- Quality maintenance providers create a sustainable engine for traffic growth
- Effective governance structure with strong inter-agency coordination are critical success factors

AERPlan - Strategic Options

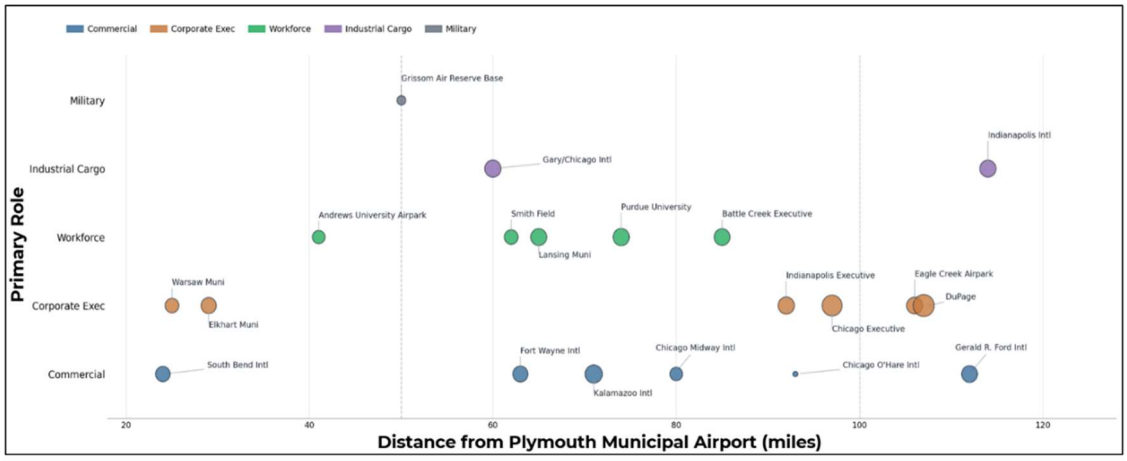
- Private Jets Aviation Hub
- Flight Training Hub
- Regional Aviation Repair Hub
- Aviation Trades Training Hub
- Industrial Park
- Community Destination
- Technology Research Park
- Cargo-Logistics Hub
- Drones Testing Center (Future)
- Electric Aviation Hub (Future)

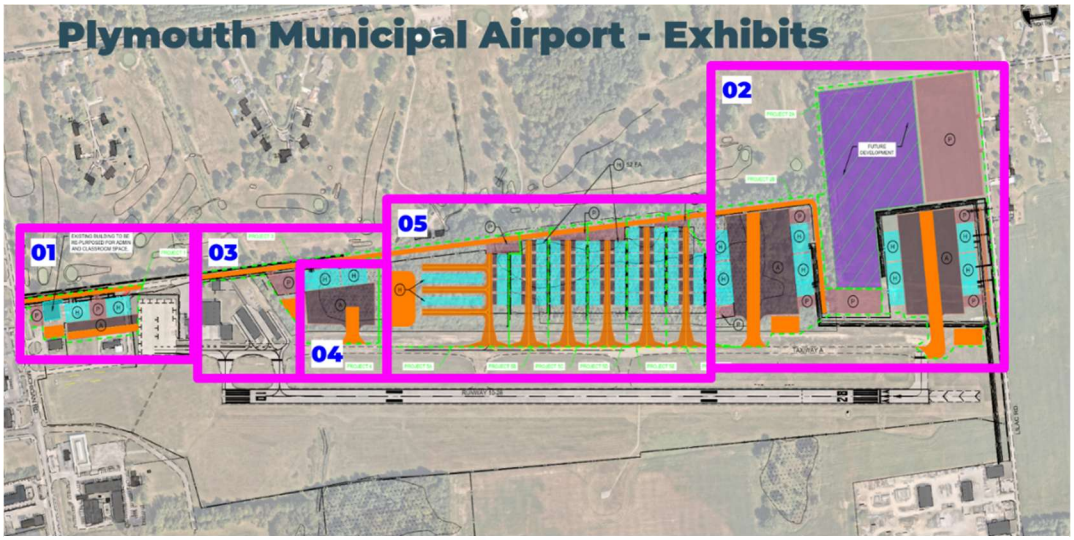
Airside-to-Landside Virtuous Growth Cycle

Phase I	Airside Development	Phase II	Landside Development
Hangars - Runway Extension - Fuel Farm		Restaurant - Recreation - Housing	
Maximizes Federal Funding		Leverages Private Capital	
Generates Direct Revenue		Generates Passive Income	
Creates Demand Catalyst		Community Integration	
Unlocks New (Premium) Market		Diversified & Resilient Operations	

Airside supplies the demand. Landside drives the economics.

Regional Airport Alignment - Review





Airport Led Economic Impact (Expected)

What We're Measuring	How We'll Model It
Direct Jobs Maintenance, training, FBO, and administration	**Developmental Scenarios** Safe/ Base/ Optimistic projections
Indirect & Induced Jobs Airport-adjacent and other supporting businesses	**Dual Time Horizon** Short term (1-5 yr) and long term (10-15 yr)
Tax Revenue Impact City of Plymouth and Marshall County	**Peer Benchmarked** Outcomes anchored to leading regional airports
Private Capital Attracted Investment into airport district development	**Wage & Workforce Depth** Employment type, pay bands, and workforce impact

Hopple asked for clarification that the hangars we had now were already at 100% capacity. Maheshwari agreed. Hopple asked for clarification that the longer the runway, the more we could attract corporate or larger planes to come into our airport. Maheshwari agreed. Hopple stated, based on those two factors, whether we currently had enough land that's already used for that expansion or whether we had to purchase land to provide that.

Houin replied that, for the runway itself, the city already owned land east of Lilac Road. He explained that the intention was to eventually expand the runway, which was controversial several years ago and the plans were put on hold at the time. He stated the focus at that time was to improve what we already had, and now we're at a point where we do need more space to grow and a longer runway to attract that traffic that would like to come to Plymouth instead of going to Rochester, Starke County, or further away. He stated the challenge was that most of the funding for development of the airport came from grants through the FAA. The breakdown of grants was often 90% FAA, 5% INDOT, and 5% local. He explained that the FAA was not going to approve a runway expansion until we could demonstrate that we already have the traffic to justify it, so our challenge was trying to figure out how we get that traffic because the jets were not coming here. After all, the runway was not long enough, and we can't build that longer runway until the jets are coming here. He stated that, as for hangars, hangar construction was a losing proposition unless you do it right, as you could not charge enough rent for a general aviation hangar to cover the cost

of building those hangars. He stated the FAA would not fund hangar construction because that's profit, a revenue generator. He stated that to justify the hangar expansion, we must have a tenant that's paying a premium, such as some of the flight training programs or larger corporate aircraft.

Maheshwari added that the strategy we are using to build a strong case for runway extension was that we already had high fuel sales. He stated our jet fuel sales had grown by 32%, so there was growing demand.

Approval of Redevelopment Invoices

Paid from:		
TIF 1		
Old National Bank	Lease Payment for City Hall Renovation Project	$156,750.00
TIF 2		
Bank of New York Mellon	Bond Payment – Riverpark Square Phase 1	$63,920.00
Bank of Oklahoma	Bond Payment – Water Street Townhomes	$57,500.00
TIF 3		
1st Source Bank	Bond Payment – Aquatic Center	$221,715.57
enFocus	enFocus Services for Economic Development	$7,500.00
TIF 6		
Bank of New York Mellon	Trustee Fee for 2020 Bond	$1,575.00
Bank of New York Mellon	2020 Bond Payment – Centennial Crossings	$75,275.00
Bank of New York Mellon	2022 Bond Payment – Centennial Crossings	$80,365.99
Transfer to Wastewater	Infrastructure for Centennial Crossings per Res#2021-951	$45,000.00
TIF 7		
Bank of Oklahoma	Bond Payment – Pretzel's	$436,780.00
Redevelopment Authority		
Old National Bank	Semi-annual Bond for City Hall Construction Project	$153,337.50
	Total Amount of Claims in packet	**$1,299,719.06**
ADDITIONAL		
TIF 3		
1st Source Bank	Trustee Fee for 2021 Refunding Bond for Aquatics Center	$1,000.00
	Total Amount of Claims	**$1,300,719.06**

Commissioners Steele and Davis moved and seconded to approve the Redevelopment Invoices as presented. The motion carried.

Acceptance of Communications

The following communications were provided to the Commissioners:

- 1993 TIF Trial Balance – June 2026 (TIF #1: U.S. 30/Oak Road Economic Development Area)
- 2000 TIF Trial Balance – June 2026 (TIF #2: East Jefferson/Central Business EDA)
- 2005 TIF Trial Balance – June 2026 (TIF #3: U.S. 30/Pine Road Economic Development Area)
- 2016 TIF Trial Balance – June 2026 (TIF #4 South Gateway/Western Downtown EDA)
- 2019 TIF Trial Balance – June 2026 (TIF #6 Plymouth-Goshen Trail EDA)
- 2019 TIF Trial Balance – June 2026 (TIF #7 Pretzels Air Parcel)

Commissioners Davis and Steele moved and seconded to accept the communications as presented. The motion carried.

Adjournment

The next meeting was scheduled for August 18, 2026, at 5:30 p.m. There being no further business to discuss, the meeting was declared adjourned at 6:12 p.m. after a motion and second by Commissioners Steele and Davis. The motion carried.

/s/ Lynn M. Gorski
Clerk-Treasurer