

BROADWAY/ BLUFFTON BLUEPRINT

PREPARED BY

Bishop Luers High School Student Leadership Board

&

Emily Hepworth, Candidate for MURP, BSU

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TABLE OF CONTENTS

TABLE OF CONTENTS	2
ACKNOWLEDGEMENTS.....	4
EXECUTIVE SUMMARY	5
INTRODUCTION	6
<i>What is My Community, My Vision?</i>	7
<i>What is Bishop Luers Student Leadership Board?</i>	8
<i>MCMV Applied to Our Community</i>	9
<i>Our Planning Process</i>	9
ANALYSIS OF COMMUNITY	10
<i>Fort Wayne/Foster Park Area Profile</i>	10
<i>S.W.O.T. Analysis</i>	13
Strengths	13
Weaknesses	13
Opportunities.....	14
Threats	14
<i>Quantitative Analysis</i>	14
INITIATIVES	15
<i>RENOVATION OF PEDESTRIAN BRIDGE</i>	16
Why it is Important	16
Recommendation	17
Improvement Actions	17
Funding Sources	17
Case Study	18
<i>CROSSWALK CONNECTING “THE VILLAGES”</i>	19
Why it is Important	19
Recommendation	19

Improvement Actions	20
Funding Sources	20
Case Study	21
<i>OPEN AIR MARKET</i>	22
Why it is Important	22
Recommendation	23
Improvement Actions	23
Funding Sources	24
Case Study	24
<i>REDEVELOPMENT OF GE CAMPUS</i>	25
Why it is Important	25
Recommendation	25
Improvement Actions	27
Funding Sources	27
APPENDICES	28
<i>Appendix A—Environmental Inventory and Analysis</i>	29
<i>Appendix B—ERSI Community Analyst Data</i>	32
<i>Appendix C—Quimby Village Retail Market Analysis</i>	39
<i>Appendix D—GE Building Inventory</i>	44
<i>Appendix E—Funding Sources</i>	45
<i>Appendix F—Contacts</i>	49
REFERENCES	50

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EXECUTIVE SUMMARY

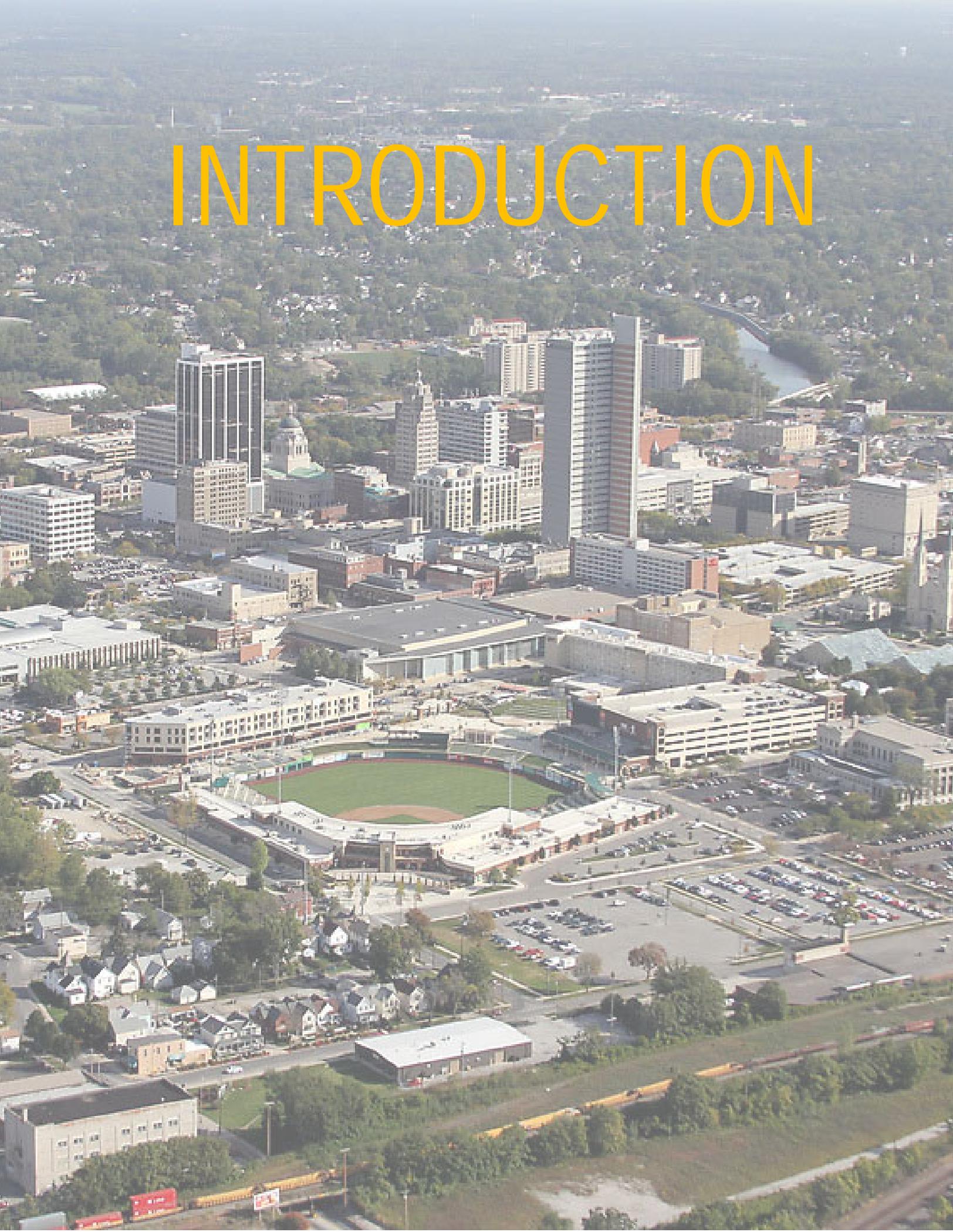
Fort Wayne, IN exists as a typical Midwestern manufacturing city. The city is nestled conveniently on the convergence of three rivers, and a short commute from Cincinnati, OH, Columbus, OH, Detroit, MI, Chicago, IL, and Indianapolis, IN. This allowed it to flourish as a manufacturing community which grew into a suburban, rust belt, city. Despite the plethora of colleges in the area, youth from the city tend to leave and start their careers and lives elsewhere, be it the larger urban areas in the region which attract the majority of young professionals, or to the coastal regions which often draw attain the Midwest's best and brightest.

Working with the Student Leadership Board at Bishop Luers High School, the generalities mentioned above were proven true. Seniors set to graduate this year cited a desire to move to either coasts, Indianapolis, or Chicago, before wanting to stay in their hometown of Fort Wayne. We began our analysis of the community together with a qualitative study; the students compiled examples of their favorite places in the city, explaining why they liked them, and what they did in these places/spaces that they loved. During this exercise, the students realized that they were often too negative toward their hometown—Fort Wayne had more to offer than they give it credit. I urged them to keep this in mind as we brainstormed what our goals were in the community, and also reminded them to stay mindful of what it is they wanted from the communities that they said they were interesting in moving to—what is it about that place that drew them to it, and how can they have that in their hometown as well, if at all?

As we were brainstorming our goals we wished to accomplish, we kept bringing up the latest growth that has been happening in downtown Fort Wayne. Downtown has seen increases in mixed-use development, beautiful apartments and new (as well as pre-existing) entertainment in the form of restaurants and sports. The students came to the consensus that downtown is an important hub of entertainment in Fort Wayne, but it definitely does not exist alone as the most valuable part of the community. Fort Wayne also boasts a great parks system and a River Greenway system that is a huge asset to the community. The students, early on, recognized Quimby Village as an area with so much to offer; with all the attention it has been receiving lately in an effort by the community to revitalize the area, the students knew they wanted to focus handful of their initiatives on improving this area.

What if a new corridor initiative was brought forward? What if we encouraged a connection between these important parts of Fort Wayne's community, to encourage growth all around these particular areas? From these questions came our overarching goal. Connecting the downtown to the GE campus will connect people to entertainment, housing and even further economic development in the area. With the growth of Quimby Village, and the incorporation of our initiatives, the area has a potential to become an arts, recreation, and entertainment district drawing people from the region to utilize the space.

INTRODUCTION



What is My Community, My Vision?

In its third year, My Community, My Vision (MCMV) is youth planning initiative created by a partnership between Indiana Housing and Community Development Authority (IHCDA) and Ball State University (BSU), with a mission of curtailing the Mid-West’s “brain-drain.” Through mentorships between municipalities and BSU’s top planning students, youth in communities across the state become involved in their local planning process through discovering and brainstorming local, youth-centric plans to transform their hometowns into places they can continue to be a part of while curating their career, rather than abandoning post-graduation. Mentor’s work with the youth to pinpoint initiatives that tackle issues and concerns that the youth have expressed, and together they curate a formal document that serves as their youth plan. These students then present their initiatives to local stakeholders in the community, giving them an opportunity to have their opinions heard and acted upon. The year wraps up with the students presenting their plan at the Indiana State House, giving them an opportunity to exhibit their initiatives to those working at the state and local level to help curtail said “brain-drain” problem as well as other important issues our state faces today.



Ideas flow during the November Common Meeting.



BLHS students Ben and Sally present their community SWOT analysis during the November Common Meeting.

What is Bishop Luers Student Leadership Board?

Prepared by Sally McNamara, President of the Student Leadership Board

The Student Leadership Board is a committee comprised of fourteen juniors and seniors. It has been in existence for about two years and meets every week. The board was created in an effort to change the lack of student involvement in important school decisions. The main purpose of the board is to act as a liaison between the staff and students of Bishop Luers High School. Beyond that, their goal is to make Bishop Luers and its surrounding community a better place, and enable the community and the school to explore work together to achieve their full potential.

Though it is only in its second year, the board has undertaken several projects to improve the life of the community. Initiatives taken by the board include helping rewrite the Student Handbook and improving the atmosphere/overall student experience in the school cafeteria and beyond. The board is also very dedicated to community service, hosting a drive-in movie with admission being canned goods that were donated to a local food kitchen, as well as creating tie-blankets for the local women's center this year. The opportunity to work with MCMV this year helped them to look at Fort Wayne on a grander scale, and brainstorm ways that they could affect even more change beyond basic community service. Determined to make a difference throughout its society, the Student Leadership Board is an example of an exemplary group of students dedicated to the future.

MCMV Applied to Our Community

Despite being the second largest city in the state of Indiana, Fort Wayne continues to face issues similar to many other communities across the state. Youth continue to take their talents elsewhere post-graduation, creating what is known as a “brain-drain” effect. This in turn drives out industry, drains communities of their desirability and creates a disproportionate number of elderly for the community to support. Through the creation of My Community, My Vision (MCMV), the Indiana Housing and Community Development Authority (IHCDA) has tasked the youth of Bishop Luers High School in the southeastern portion of Fort Wayne to think about the community they want to inhabit in their future, and how Fort Wayne—their current hometown—can emulate that. Fortunately for Fort Wayne, growth of the city has been steady and is expected to hit about 355,000 by 2025 (Allen County Plan, 2007). This is found to be due to recent investment in the downtown area and a collaborative effort between the city and the county to increase attractiveness for economic opportunities. Regardless, it is important for youth in the community to feel connected to the future and to have a desire to continue to move the city forward. As the second largest metropolitan area in the state of Indiana, Fort Wayne has great potential to become a vital economic stronghold in the state. By considering youth ideas in improving the community, the city will without a doubt see a decrease in the persistent “brain-drain” effect.

Our Planning Process

In early October 2016, we began with students curating personal presentations of their favorite place in Fort Wayne, focusing on space they felt connected to and spaces that made Fort Wayne truly feel like home for them. Next, we executed a qualitative analysis of the city, focusing on strengths, weaknesses, opportunities and threats that the city faces moving forward.

After thinking generally about the city, the students involved officially decided to pinpoint

their brainstorming efforts on the “Broadway Street Corridor” and the south side’s Quimby Village area. The connection provided by Broadway St from the downtown to the Quimby Village/Foster Park area has increased potential as development continues. The Quimby Village area specifically will be seeing economic development through the renovation of the Clyde Theater, making the long closed space into a functional performing arts and special events space (Clyde Theater). Even Keel Event Productions along with Indianapolis-based MSKTD & Associates architectural firm are working together to complete these privately funded renovations, which began in early 2017. The area already has existing restaurants and some shopping, which should see economic growth with the revitalization of this anchoring structure. Over the past couple years, the area has been in the spotlight for its potential, something the students understood from the get-go, so the students brainstormed a handful of specific initiatives that can make this area more attractive for its current residents, as well as draw others to the area. With the location of two of Fort Wayne’s existing park spaces directly across the street, the idea of a central economic space/arts hub across from a recreational space, surrounded by a residential area became clear.

During our stakeholder meeting in early March of 2017, which was attended by 5th district city councilman Geoffrey Paddock and representative Nancy Schoenle from the Businesses on Broadway Organization, the students presented their initiatives and gained feedback from the attendees. Unsurprisingly, attendees were very interested in the student’s ideas for the revitalization of the GE campus. The connection of the Downtown to Quimby Village was much appreciated, and the vision created by the students was shared effectively to the stakeholders. We took the critiques and information gathered during our stakeholder meeting, further honed the original initiatives and ideas and presented our final plan during the *My Community, My Vision* final meeting in April of 2017.

ANALYSIS OF COMMUNITY

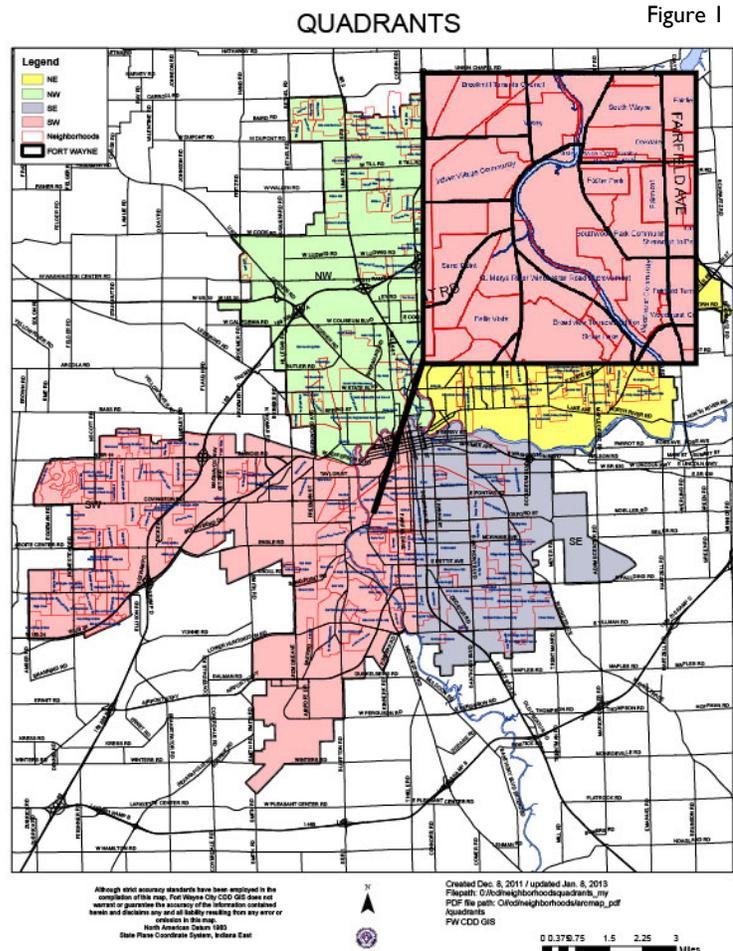
Fort Wayne/Foster Park Area Profile

With a population of roughly 253,691, Fort Wayne stands as second largest city in the state of Indiana and the 77th most populous city in the US (Census Bureau, 2015). The city’s strategic location/proximity to the St. Joseph, St. Mary, and Maumee River confluence can be contributed to the city’s first settlers—soldiers. Despite a strong manufacturing history, Fort Wayne has followed the path of many cities along America’s “Rust Belt” and seen an economic decline since the departure of the manufacturing industry in the area. The main industries in Fort Wayne today are healthcare, logistics, and professional services. Fort Wayne is also the home to four different colleges, serving as one of a handful of Indiana’s “college towns.”

Our specific area of focus begins south of Fort Wayne’s downtown area spanning towards Foster Park and Bluffton Rd. The communities it most specifically includes are Indian Village, Vesey, Illsley Place, Sand Point, and Foster Park. Figure I depicts these communities (Fort Wayne Community Development, 2016).

Following Broadway St heading south of the downtown, the General Electric Campus stands proudly. Officially opened in 1881, GE has strong ties to Fort Wayne and stood as an established employer for over 100 years. At its economically strongest, the plant employed nearly 10,000 people, and was involved in the manufacturing of transformers and motors for power grids and systems through WWII. By 2013, less than 100 employees remained and the plant officially closed all operations in 2014 (Kenny, 2016). One of our initiatives focuses specifically on this campus.

Following Broadway St to Bluffton Rd, placed on either sides of the street is Quimby Village and Indian Village Park. Though Quimby Village is home to a handful of shops and restaurants, the village’s economic and “landmark” anchor stands as Clyde Theater. Opened in 1951, the 1,782 seat theater served as “the region’s premier movie house”; an attraction drawing in people from across the state as well as northwestern Ohio. Though disinvestment caused eventual closure, the art deco design



has withstood time and is currently undergoing renovations (Clyde Theater, 2016). Across Bluffton Rd, Indian Village Park boasts open space, a pavilion, a playground, and proximity to the St. Mary's Greenway. Indian Village Park was established in 1929, and is only separated from Foster Park by St. Mary's River. Foster Park was established in 1912, and serves as a staple recreational space in the city, boasting pavilions, golf course, a dog park, baseball diamonds, soccer fields, playgrounds, community garden, and access to the Rivergreenway (Fort Wayne Parks, 2017).

Both these areas have strong ties Fort Wayne historically, and have seen significant disinvestment in recent years. Both are “hot” locales, on many investors and residents radars, and naturally the youth are interested in the future of these spaces.

Using 2015 census data from the five surrounding census tracts of Foster Park area, it is found that 30% population is 50+ years of age, while 29.7% population is aged 19 and under, a figure which will henceforth represent the areas “youth.” This means that roughly 40% falls in the “middle-aged” category (depicted in

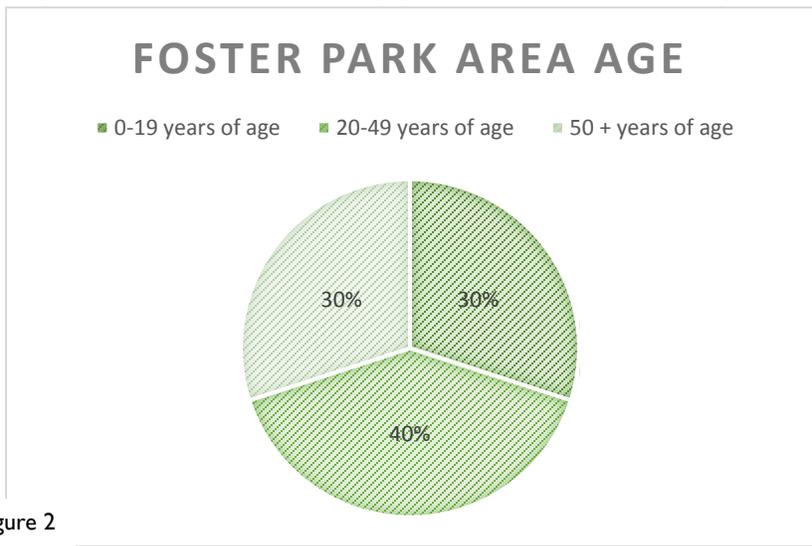
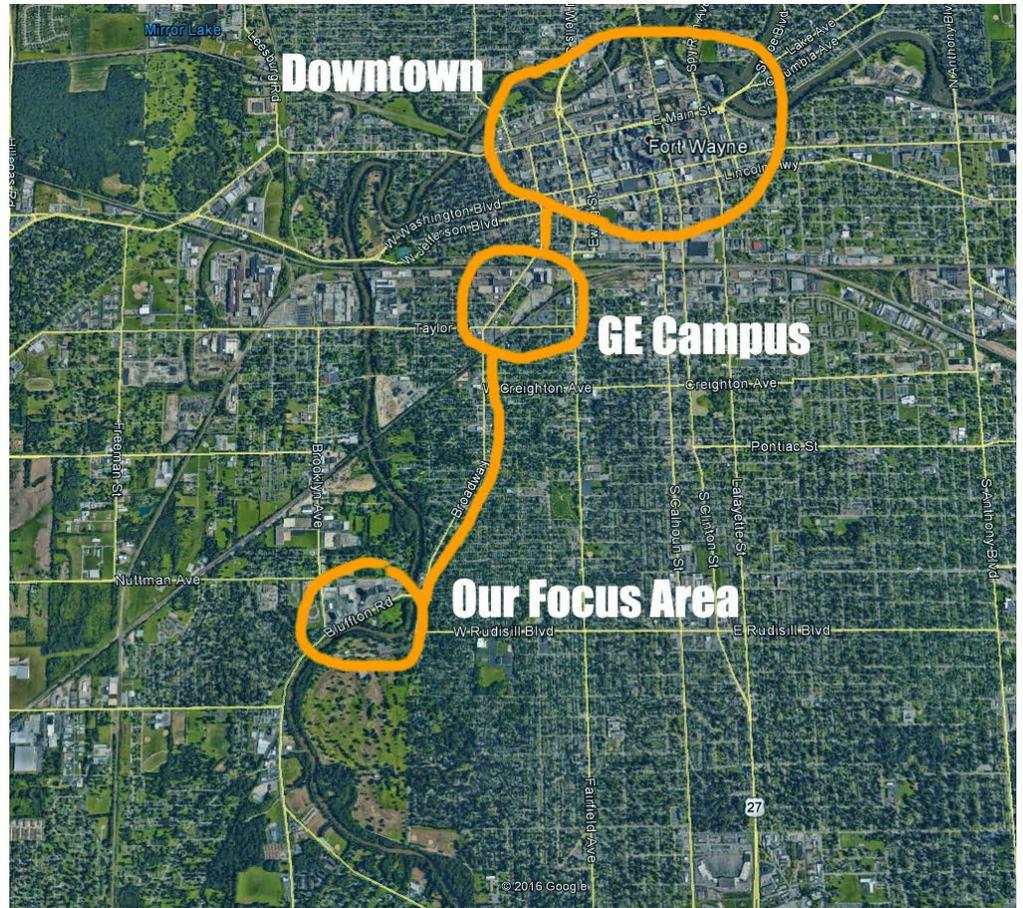
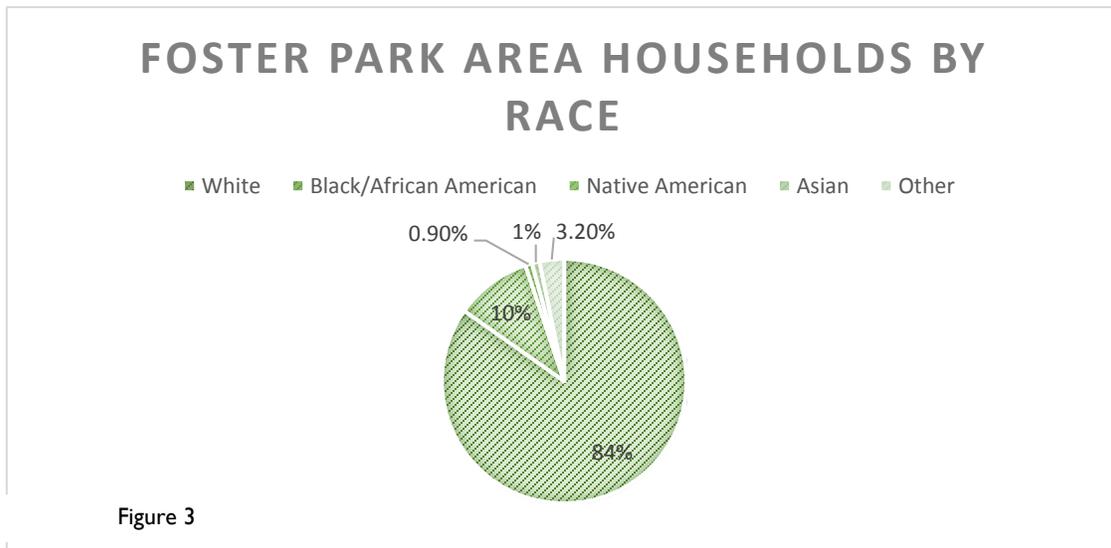


Figure 2

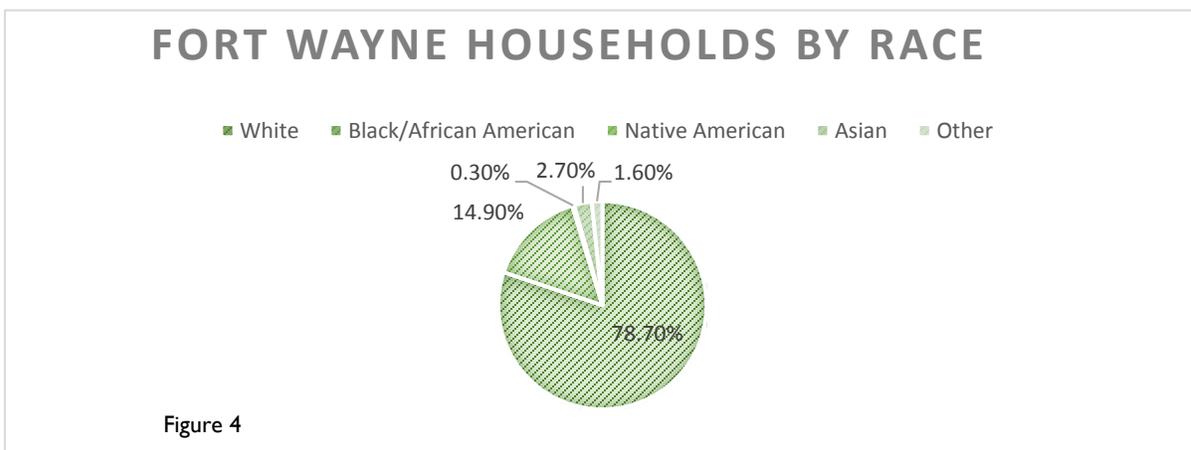
Figure 2). Of the roughly 7366 households in those census tracts, the median annual income for the area stands at \$42,559.

As seen in Figure 3, households in this area are overwhelmingly white, with over 80% of the population



identifying as “white.” There is an average of 68% labor force participation, which considers those eligible (i.e. over the age of 16), a population which totals over 14,000 people for the area (Census Data, 2015). Considering 60% of the population in the area is comprised of under 19 years of age and over 50 years of age, an argument could be made that this area boasts a healthy employment rate.

Comparing this data with the city of Fort Wayne, the Foster Park sample is very representative of the city as a whole. 28.8% of Fort Wayne’s population is aged 19 and under and 31.2% of the city’s population is



50 and older. Of the roughly 102,273 households in the city, the annual income is \$43,774. Racial representation in the Foster Park area sample is extremely similar, as illustrated in Figure 4. The population over the age of 16 (i.e. eligible to participate in the work force) is comprised of 196,761 citizens of which 66% are active participants in the labor force (Census Data, 2015).

S.W.O.T. Analysis

The students started their journey by conducting a qualitative analysis of the city of Fort Wayne, focusing on what it holds as its strengths and weaknesses, as well as future threats and opportunities that the community faces moving forward.

Strengths

- Fort Wayne boasts an interesting history, as a (past) large manufacturing hub with a convenient location to other states, and lakes. It was originally settled because of its three river convergence, and quickly grew as a trading center.
- Fort Wayne is the second largest city in the state of Indiana.
- Fort Wayne has a plethora of festivals and outdoor concerts in the summer time (nearly weekly), including the “Tour De Fort” and well known “Johnny Appleseed festival”, and the downtown is continually seeing growth through economic development initiatives (new mixed use apartment complexes).
- Parkview area of the downtown, which houses Fort Wayne’s minor league baseball team, provides sports-based entertainment and draws people from the city and surrounding areas into the downtown area.
- St. Mary’s River Greenway is a bicyclist/pedestrian trail which boasts miles of paths which run along the city’s three rivers, provides green space and recreation space, and also acts as an attraction of the city.
- Updated comprehensive plan (2007) which focuses on the city of Fort Wayne, Allen County, and a select few nearby towns. This all-inclusive comprehensive plan gets the citizens of the area to think together and cooperate on mutually beneficial future planning.

Weaknesses

- In recent years, Fort Wayne has continually seen violence.
- Students feel as though entertainment in the area seems to be food centered.
- Despite serving as home to the “Tin Caps” minor league baseball team, students found that there was a lack of sports-based entertainment.
- Any entertainment around proved to be “too costly” for youth, as most high school aged students could not afford to go out to eat all the time, or continuously pay for ticket admittance to movie theaters, baseball games, etc.
- Urban Sprawl is a persistent issue. Students note that owning a car is nearly required for access to grocery, entertainment and access to school/employment.
- Public Transportation leaves much to be desired. Fort Wayne Public Transit has fifteen different routes, but does not provide simple access to separate hubs of the sprawled city.

Opportunities

- A large void can be filled by providing more youth engagement projects in the area, and allowing students and youth to invest in their own community, and create their own sense of place.
- Incorporation of technology by local government and their initiatives could be a great start for youth (and other citizens) to easily become aware of events around the community and get involved with them.
- More family-oriented entertainment, beyond outdoor park space, is needed. How can the community and the local government create an environment for these type of businesses to thrive?
- More mixed/low-income housing options are needed in areas across the city.

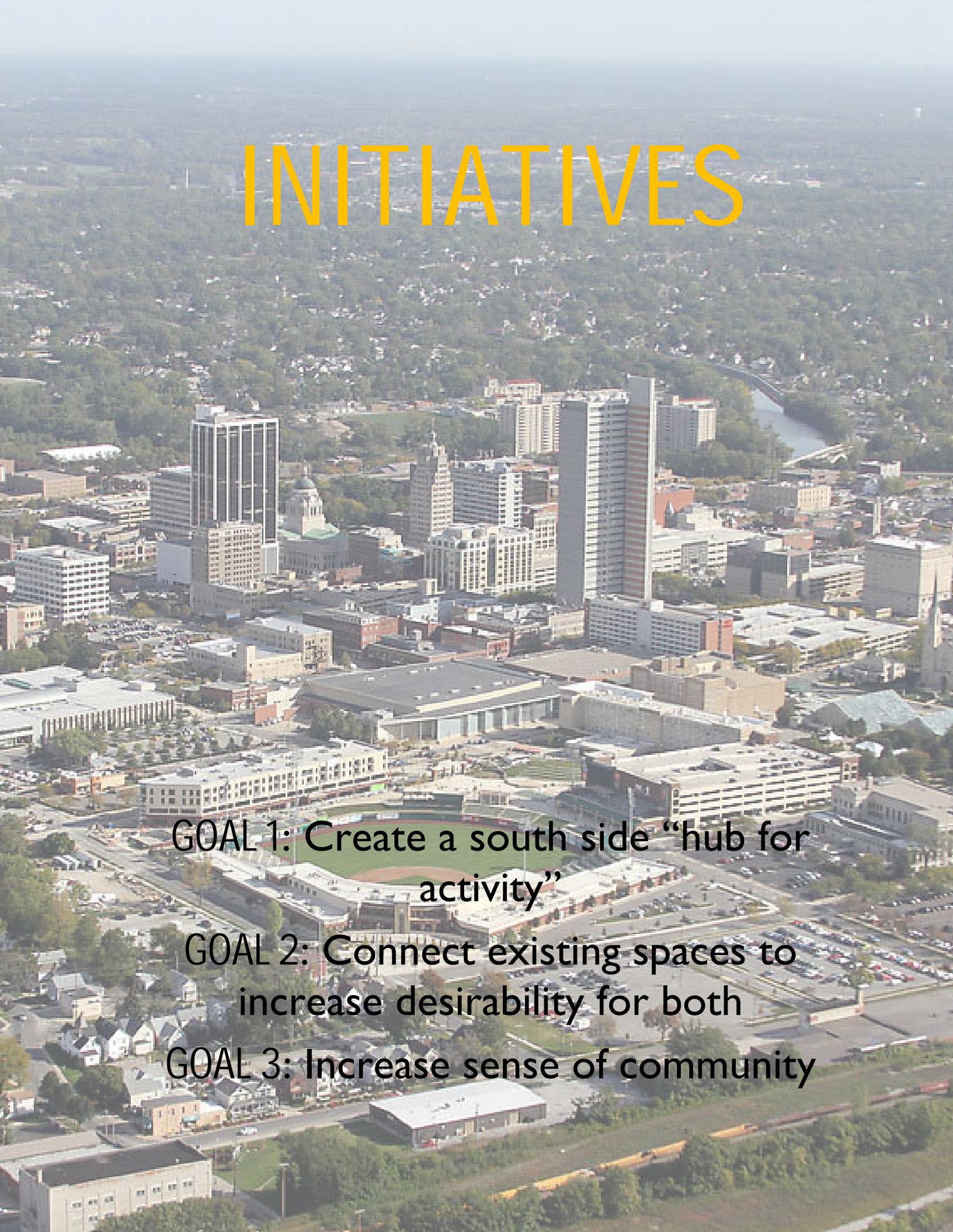
Threats

- In planning, there is a phrase called “Meds and Eds” and it refers to employment in a municipality mainly consisting of work in medical or educational fields, and Fort Wayne emulates this phrase perfectly. A large number of well-paying jobs in the area come from hospitals, medical clinics, high schools and colleges in the area. This poses many issues for other industries trying to succeed in an area.
- As mentioned above, entertainment in the growing downtown area caters to adults. In order to retain youth, Fort Wayne needs to consider more youth-friendly entertainment opportunities.
- Sprawl continues to threaten the urban center. Though investment is continuing through the downtown area, citizens, developers, and other community influencers must continue to be weary of sprawl.
- Along with the investment in the downtown comes the potential for gentrification. As mentioned in the opportunities, developers should consider mixed-income housing opportunities when building housing in areas seeing reinvestment.
- Students showed concern for the “conservative-leaning” politics of the town, something they acknowledged as a consistent issue in the Midwest. Many youth leave for more progressive areas, and they say this contributes to the issue of the “brain-drain.”

Quantitative Analysis

Quantitative Analysis was conducted using ESRI Community Analyst as well as existing resources such as economic studies and data, which can be found in Appendices B and C.

INITIATIVES

An aerial photograph of a city skyline, likely Atlanta, Georgia. The image shows a dense urban area with numerous skyscrapers and commercial buildings. A river, the Atlanta-Fulton County Stadium Canal, is visible on the right side of the image. The sky is clear and blue. The word "INITIATIVES" is overlaid in large, bold, yellow capital letters at the top of the image.

GOAL 1: Create a south side “hub for activity”

GOAL 2: Connect existing spaces to increase desirability for both

GOAL 3: Increase sense of community

RENOVATION OF PEDESTRIAN BRIDGE

Relates to Goal 2 and 3

- **WHY:** encourage use of the Greenway and existing park space by the residents; tie the parks together centrally
- **WHAT:** provide more clear and safe access to bridges, ensure upkeep of the path, create a more direct foot/bike bridge connecting Foster and Indian Village Parks

Why it is Important

Both Indian Village Park and Foster Park offer great amenities, and are beautiful open spaces along the St. Mary's Riverway. These parks currently exist in what feels like isolation to one another, and could be cohesively working together and attracting people to their recreational amenities from Quimby



Figure 5

Village. Foster Park has amenities such as golf courses, soccer fields and tennis courts. Fusing the Indian Village Park and Foster Park with a more centrally located, larger, sturdier bridge can create ease of access for bikers and pedestrians. The current bridge leaves much to be desired, and issues arise in the winter when the steps become slippery and treacherous to use (see Figure 5). Access to Foster Park is available by the St. Mary's River Greenway entrance that is located at the intersection of Bluffton and Vesey Avenue, which does not even enter into Indian Village Park. An updated bridge would create a plain access route, centrally between the two parks. Figure 6 depicts the location of the current bridge.

Foster Park is also home to a community garden for local residents to patronize, after paying a small fee. Another initiative posed by in this plan could potentially utilize said garden, and though Bluffton Road provides easy vehicle access between Quimby Village and said garden, a pathway through the parks, utilizing the Greenway but

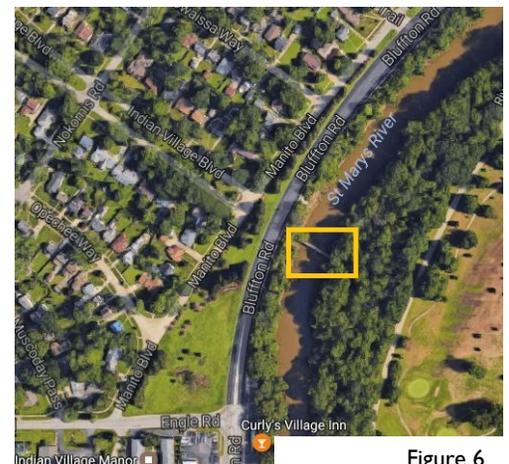


Figure 6

allowing a central crossing point, would be more attractive for pedestrians and bicyclists.

This improvement of accessibility to the space will also decrease vehicle usage in the area, creating a healthier and safer environment. An eventual goal to work towards would be creating multiple access points for bikes and pedestrians. This would further discourage vehicle usage, as closer access points for multiple residential areas creates incentive for residents to walk or bike rather than drive. More people will begin to use the space do to the convenience of a more centrally located bridge, then the neighborhood residents should encourage more paths and entrances to the greenway between residential streets and the path of the greenway which runs along Bluffton Road and Foster Park.

Recommendation

1. Build a showcase pedestrian bridge on the edge of Indian Village Park centrally located, crossing the river into Foster Park. This will require an environmental impact statement conducted by the city's engineers/public works. This bridge could be a great opportunity for a local business/organization or school to sponsor this project, showing their investment in the community and giving them the opportunity to have the bridge named after them, offering advertisement and positive public relations for years to come. Figure 7 depicts the potential placement of the new bridge.

2. After the bridge is built, further integrate the neighborhoods and park by creating access points to both Foster and Indian Village Parks along Bluffton Road. Bluffton Road currently serves as the main collector street that provides car access to both Foster Park, Indian Village Park and the Quimby Village area. Though bikes already share Bluffton Road with cars, a safer route would be provided by creating



Figure 7

access points for bicyclists and pedestrian to leave the arterial road and access it from a further point. With creation of these access points, we need to insure that environmental impact on the existing trees and shrubbery as well as the river is mitigated and managed. The parks department must ensure upkeep of these access points, which should allow safe passage for bikes and pedestrians through proper vegetation trimming and trail upkeep. The “improvement actions” section explains more.

Improvement Actions

As Foster and Indian Village Parks, as well as Bluffton Road, are city property, it will be up to the city to maintain this infrastructure. The Fort Wayne Parks and Recreation department currently manages the River greenway and many spaces abutting the trail, and these bridges will need to be maintained through their ownership as well.

Creating more access points with multiple bridges and creating a flowing space between the park and the neighborhood will continue to improve ease of access to the park by the neighboring residents. These access points would be further improved by the creation of crosswalks between the surrounding subdivisions and the potential access points. Catering to bicyclists and pedestrians in this area will discourage the usage of cars along Bluffton Rd as well, in an effort to calm traffic without implementing any traffic calming techniques, beyond the creation of crosswalks.

Funding Sources

The local neighborhood associations should be the first to take steps in implementing this initiative. They will most directly see benefit of implementing this initiative, nearly immediately, but the city of

Fort Wayne (who owns the parks) should also see increased park attendance. In 2016, Fort Wayne Parks and Recreation received three million in funding from the city to continue to improve and increase safety in their existing parks (Staff Reports, 2015). None of 2016's projects included Foster Park or Indian Village Park. Though local residents cannot depend on further funding from the city to implement these initiatives, becoming involved with your local district representative and explaining to them your concerns and wishes will put these parks on the radar and effect change.

- **Crowdfunding:** Encouraging action and investment by the Quimby Village business owners would be a viable—though long term—source of funding. Though they may not immediately see the benefit of their investment, as convenient access increases and vehicular traffic decreases, they will see more patronage of their business when the space surrounding their commercial district is attractive and safe. People want to frequent areas which are comfortable, beautiful, and also easily accessible. Quimby Village's current set up, which includes a very large parking lot and busy Bluffton Rd, is neither safe nor friendly to pedestrian traffic. This initiative as well as our Crosswalk Initiative, should be shown to the business owners in Quimby Village, as they have the opportunity to benefit economically by increased foot traffic around their business. By creating a recreational, pedestrian-friendly flow between these parks, the neighborhoods, and the Quimby Village shopping area, economic growth will ensue. More funding sources are explained in Appendix E.

Case Study

University of Massachusetts Amherst connected a study on the effects of renovating a much larger bridge, the Schell Bridge in Northfield, MA. In their document, they explain the benefits of trail connections for neighborhood residents, the cost of renovating the existing bridge, and the economic benefits of doing so. The document can be found at this link: https://www.umass.edu/ced/reports/schell_bridge_study.pdf

CROSSWALK CONNECTING "THE VILLAGES"

Relates to Goal 1 and 2

- **WHY:** Creating a pathway between recreation and the economic/arts center with make it easier for people to use both spaces
- **WHAT:** obtain permit to have a crosswalk implemented, conduct a traffic analysis study, address safety/feasibility

Why it is Important

In curating a desirable sense of place, walkability is proven to increase attractiveness and desirability for citizens to frequent the area. By incorporating a crosswalk between an economic/arts center (Quimby Village) and a recreational area (Indian Village Park), a myriad of people will be attracted to the area, due to offering more than just one type of entertainment.

Safety is a constant issue for walkability of areas, and though both parks boast sufficient parking, this area has an opportunity to become more environmentally friendly by implementing a crosswalk and encouraging pedestrian traffic over vehicular traffic.

Recommendation

1. Notify business owners and stakeholders in the Quimby Village area, as well as residents and city employees of the benefits of incorporating a crosswalk. Bluffton Rd currently experiences approximately 13,000 average daily trips (ADTS), shown in Figure 8 to the right. By creating a designated space for pedestrians and bicyclists to cross traffic, usage of those alternative modes of transportation are proven to increase due to increased safety. Through providing these alternative transportation options, vehicular traffic will also be discouraged.
2. A traffic analysis study should be conducted in the area to determine the best way to make this street friendlier to alternative transportation.
3. As the area becomes busier, physical medians, as well as a stoplight may be required to help reduce traffic speeds and make the crosswalk safer.

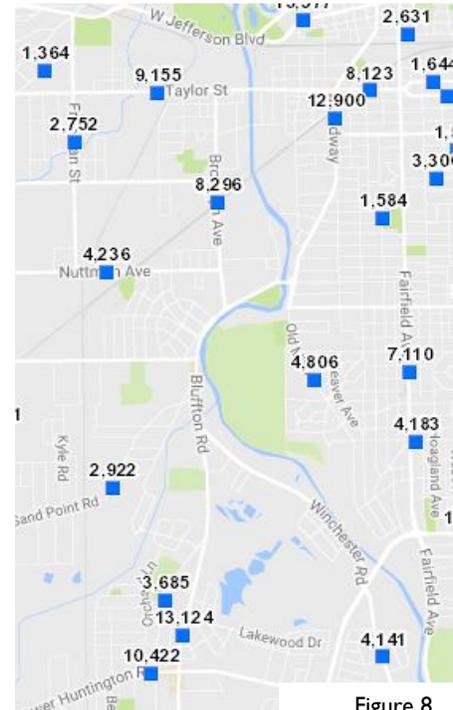


Figure 8



Figure 9

Improvement Actions

As mentioned in the above recommendation, the incorporation of a potential traffic light along the crosswalk could be needed. This would further increase the safety of crossing Bluffton Rd. Waiting to implement this is a more cost effective route of action because as usage increases, flow of investment in the area will also increase, creating more incentive to upgrade infrastructure features (i.e. a traffic light). The city of Fort Wayne is currently planning to upgrade the intersection of Broadway and Bluffton to increase safety for those utilizing the River Greenway, as well as for residential pedestrians. This upgrade will greatly encourage alternative modes of transportation in the area and subsequently make the area safer down the line. Potential location of the crosswalk could be as pictured in Figure 9.

Funding Sources

Though technically the crosswalk would be the property of the city, implementation will also benefit business owners in Quimby Village. Tax breaks/credits for business owners who choose to invest in the construction of the crosswalk would provide incentive for those who would see an economic impact of the initiative. Investment will also create sense of a sense of ownership for Quimby Village business owners.

As of December 8, 2016, Mayor Henry had proposed a TIF district for the Quimby Village area in an effort to stimulate development. Though this money is dedicated currently to helping local business owner in the area and renovating the Clyde Theater, this TIF should also help to pay for the crosswalk which will make the area safer for pedestrian visitors.

Beyond this TIF, funding can also come from further grant allocation, as well as crowdfunding from the local residents, business owners, and even invested citizens from different sides of the city and beyond. The Fort Wayne Parks Department also receives funding annually to improve the existing parks. This crosswalk will directly benefit park users by offering a safe connection from the north side of Bluffton Rd to the entrance to Indian Village Rd.

- **Crowdfunding:** This initiative pairs strongly with the previous initiative, the creation of a pedestrian bridge, because together these two initiatives link the recreational park space with

Quimby Village. Incorporating investment by surrounding business owners builds comradery and shows that business owners truly care about the community they are involved in.

- **TIF money already allocated to the Quimby Village area:** December of 2016, Mayor Henry approved TIF districting for the Quimby Village area. Increasing pedestrian-friendliness makes sense for an area expecting growth, and complies with the end goal of the area.

More funding sources are explained in Appendix E.

Case Study

Complete streets have been studied across the nation and their worth has been proven many times over. Even though incorporation of just a crosswalk is not necessarily a “complete street,” this is a step in the right direction to incorporate multi-modal transportation. Smart Growth America is a program run on the federal level to educate and encourage multi-modal transportation and shared/more attractive road spaces. For more information, check out their website: <https://smartgrowthamerica.org/program/national-complete-streets-coalition/>

OPEN AIR MARKET

Relates to Goal 1 and 3

- **WHY:** Provide local marketplace for increased sense of community, fresh food options
- **WHAT:** Petition an organization to sponsor the initiative, create an advertising campaign, and partner with the existing community garden located in Foster Park

Why it is Important

An open air market in the Quimby Village area would curate “sense of place” for south side residents near the center. Though Quimby Village currently exists as a restaurant/retail hub, with a few shopping locations as well, the renovation of the old Clyde theater into an art gallery/artist’s space gives the area a potential to become busier, beyond the current restaurant patronage. The area has plenty of existing concrete/parking space, both behind the strip center and at the business front. Currently, the parking space is extremely underutilized by the current business solicitors. Creating a temporary, weekly, biweekly, or monthly “open-air market” space using some of the underutilized parking space would draw residents to the area from across the Fort Wayne municipality to Quimby Village, which would potentially increase business for existing restaurants and retail. An open air market also provides an opportunity for small business owners to gain recognition by offering them a low cost business venue. Local farmers can also provide organic produce to the residents, and finally, this space offers artists an opportunity to showcase and sell their work. Overall, an open air market has the potential to be a strong community space, economic space, and so much more.



Figure 10

Recommendation

1. The creation of an organization between the residents and the Quimby Village business owners would offer an opportunity for both residents and economic stakeholders in the area to work together to create a community that both desire. Working together to achieve common goals between residents and business owners is the first step in curating an economic environment that benefits the entire community.
2. The organization would be best suited to manage the open air market, specifying dates and times for its opening and creating a set of rules that would designate what types of vendors could participate in the market. This collaborative collation would ensure that business owners in the Quimby Village area would not feel as though their business space is being infringed on by other business owners, and any concerns they would have about an initiative, such as this, would be met.
3. After the creation of this organization, steps could be taken to alert the public of the creation of the public market, and inform the public on steps to get involved and reserve/pay for a space.
4. Ideally, the market would utilize the asphalt in the rear of the buildings, with patrons utilizing the front parking lot and walking to the back. This creates a safer walking space, away from Bluffton Rd, and provides plenty of room for vendors to set up their “store-front” space. See Figure 10 above for an aerial view of Quimby Village and suggested open space to hold the market.
5. Currently, there is a community garden located adjacent to Foster Park along Bluffton Rd. Connecting the community garden to this open air market increases recognition for both the market and the community garden, and is mutually beneficial. People renting out garden space and growing a surplus of produce could sell their goods in the market. Farmers from the southern outskirts of the city can also come forward and utilize spaces to sell their crops locally.
6. With produce being the basis of the market, its frequency and general occurrence is dictated by the weather and time of year. Summer months would be ideal, as it is for any farmer’s market in the Midwest, and though Memorial Day to Labor Day is a simple suggestion, opening and closing dates can (and should) be dictated by the leaders of the initiative.



Figure 11

Improvement Actions

As the potential organization and open-air market become staples of the area, improvements can be made upon the involvement of the organization, their reach, and their efforts. This coalition can be absorbed by current goals of the neighborhood association (with future efforts including economic stakeholders of the Quimby Village area) or otherwise. The market will also be at the mercy of the organization who supports the efforts. The potential is great for patronage from citizens across the

city, thanks to the connection provided by the River Greenway. Existing organizations that would be great to partner with include:

- Businesses on Broadway
- Southwest Neighborhood Action Plan Committee
- Fort Wayne Chamber of Commerce
- Local Churches
- Foster Park Community Garden Organization

Funding Sources

This initiative should run as low cost as possible to remain inclusive for businesses of a range of profit. The market should stay afloat mostly from fees for space rental, but donations from market solicitors should also be made available. Overhead costs for marketing the initiative to the public will likely be paid by the organization sponsoring the market. Dues, and fees should be discussed during the final stages of initial organization and should be determined by the leaders of the organization sponsoring the market. Organizers can go as far as determining price minimums and maximums for vendors to ensure adequate profit is being made for the market to run effectively. Refer to the case study below for an extensive example of how to run a successful market.

More funding sources are explained in Appendix E.

Case Study

The Massachusetts Department of Energy and Environmental Affairs outlines a detailed checklist to help organize the creation of a farmer's market and successfully run it. The entire outline can be found on their website at this link: <http://www.mass.gov/eea/agencies/agr/markets/farmers-markets/farmers-market-howtorun-generic.html>.

REDEVELOPMENT OF GE CAMPUS

Relates to Goal 1 and 2

- **WHY:** Reusing vacant spaces is cost effective, and respectful to the rich history of Fort Wayne
- **WHAT:** Bring in viable business, provide housing (mixed income options), expand existing park space, capitalize on economic revitalization occurring in the downtown

Why it is Important

The old GE campus is an important part of Fort Wayne’s manufacturing history. As one of the largest employers in the area for many years, the campus exists as a reminder of stronger economic times for the city. Renovation and reuse of these historical buildings fills a long vacant area, which is centrally located to many important areas in the city of Fort Wayne, including the downtown and—important to our process—the Quimby Village area. Redevelopment of this 31-acre campus could consist of retail, office space, and housing.

Even though GE, in conjunction with CBRE, Inc. provided a 27 page marketing document highlighting potential uses of east subset of the campus, the Student Leadership Board members felt it was important to offer youth-centered ideas and bring forward what they think would be beneficial reuses for the area. GE is currently in talks of selling the campus to Greater Fort Wayne Inc.

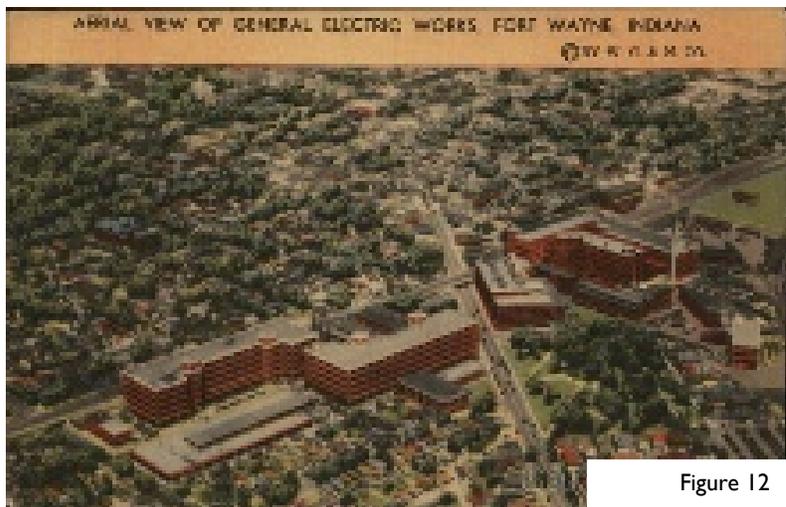


Figure 12

Based on the marketing document, GE hopes whichever entity purchases the totality of the campus will create a mixed-use development boasting housing, hotels, retail and office space, creating a neighborhood center. This vision, running along the Broadway corridor, lines up well with the development of Quimby Village as Broadway Street abuts Bluffton Road and serves as connection to Fort Wayne’s downtown center. Flow and connection of these three urban centers creates attraction to the area for both businesses and residents of Quimby Village and Downtown Fort Wayne.

Recommendation

This space has incredible potential, as recognized by and large by the community. Providing varied housing opportunities, both luxury and affordable, help with the city’s goals to increase density in Fort Wayne, which for years has continued to sprawl. Mixed-use development allows density to be both attractive and feasible, allowing residents to live, work and play without having to commute more than a short walk. Some of the space exists already as old entertainment spaces, which should be renovated and used as such. Large warehouse style spaces are perfect to be converted to “maker’s spaces,” and existing open spaces that were used previously for parking should be used to accommodate future parking needs, as well as future open/green/park space.

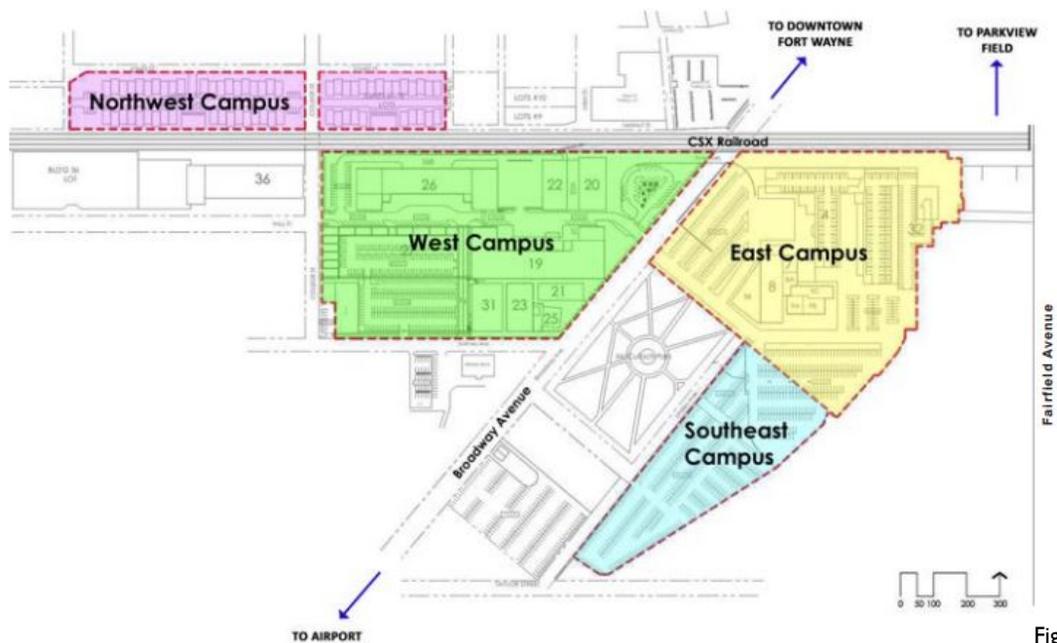


Figure 13

As pictured above in Figure 13, ideas are separated by color and focused on campus areas. We opted to divide up ideas based on the campus areas as were separated by GE and CRBE in their marketing document, for readability and congruency sake. We used single building research provided by this marketing document to formulate potential ideas; for more information on each building individually, please see Appendix D.

Northwest Campus: The campus is comprised of approximately 4.3 acres. This area exists as an abandoned parking lot; therefore, a proposed parking garage should be built to support increased traffic to the area. A large majority of the commercial amenities in this area should be located on the West Campus, so parking should be adjacent to this property. Parking garages provide more accommodation for vehicles without requiring more parking space to be created.

West Campus: The campus is comprised of approximately 12.2 acres. This area exists as warehouse space, as well as where the old GE entertainment area for employees stands, which boasted a basketball court and bowling alley. Working with existing availability, it makes the most sense to convert the West Campus to a mixed-use building with commercial retail on the ground floor and residential apartments on the upper floors.

East Campus: The campus is comprised of approximately 10.75 acres. Due to East Campus's separation from the other campuses, we think that providing mixed-income housing, focusing on affordable housing opportunities should be provided on this campus. As downtown Fort Wayne and the surrounding areas become more developed, the cost of living in the downtown area has begun to sky-rocket. Combating potential gentrification and allowing a myriad of income-level citizens to live and work in this space keeps Fort Wayne working for all of its citizens, not just those that can afford it.

Southeast Campus: The campus is comprised of approximately 4.62 acres. This area is currently a parking lot with no existing structures on the site. Due to the lack of structures, the space should be used to expand McCulloch Park. This would be an opportunity to create more open space for the residents of the area to utilize, as well as citizens beyond the potential residents/workers of the GE campus area.

Improvement Actions

As a privately owned campus, this area would be under the jurisdiction of business owners and residents who invest in this property post development. Recently purchased by Cross Street Partners Development, in conjunction with Fort Wayne, Inc., construction is projected to start early Fall of 2017. Cross Street has shown commitment to keeping Fort Wayne's wishes involved in the development process. Contact your local representative to remain included in the developmental process.

Funding Sources

The following document was prepared for marketing of the GE Campus by CBRE.



PROPERTY OVERVIEW

Redevelopment Opportunity | Fort Wayne, IN

Potential Economic Incentives

Based on discussions with Greater Fort Wayne Inc. and the City of Fort Wayne, the redevelopment of the GE Fort Wayne campus is expected to be a transformational public/private partnership with potential economic incentive programs made available to developers. Incentives may include the following:

Regional Cities Funding Grants: The Region will receive \$42 million in 2016-2017 to deploy to support transformational development projects focused on quality of place. The funds will be available through Indiana's Regional Development Authority. Owner understands that applicants seeking to access these funds will apply to the privately constituted RDA board to apply for matching funds available through the state's Regional Cities Initiative, which seeks to make Indiana a magnet for talent attraction.

Tax Increment Financing District: While the GE Fort Wayne campus is not currently in a tax increment financing (TIF) district, TIF is a substantial and widely used tool to support economic development projects in Indiana. Examples of recent projects that utilized TIF are:

- Cityscape Flats
- Ash Brokerage Building
- Skyline Tower

Historic Tax Credits: Federal and State of Indiana historic tax credits may be available to support the redevelopment.

Legacy Funds: In recent years, Ft. Wayne created and funded a \$75 million "Legacy Fund" to support economic development in the community. The funds are controlled by city counsel and are designed to provide catalytic investment, leverage additional resources, and directly benefit residents of Fort Wayne.

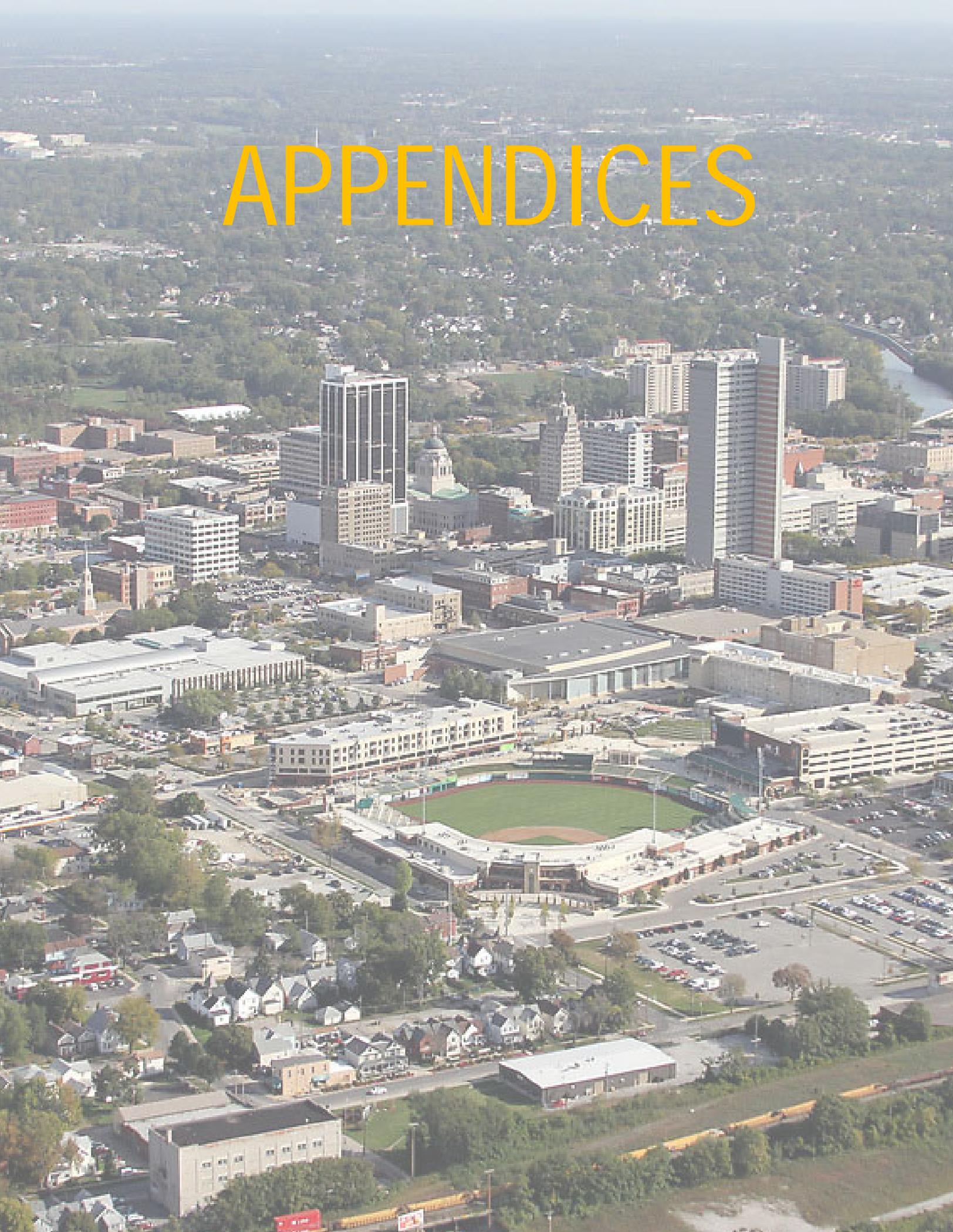
Tax abatement: Indiana enables local communities to abate and/or exempt new investment from local property taxes for up to ten (10) years. Example of recent projects that utilized tax abatement are:

- Cityscape Flats
- Ash Brokerage Building
- Skyline Tower



More funding sources are explained in Appendix E.

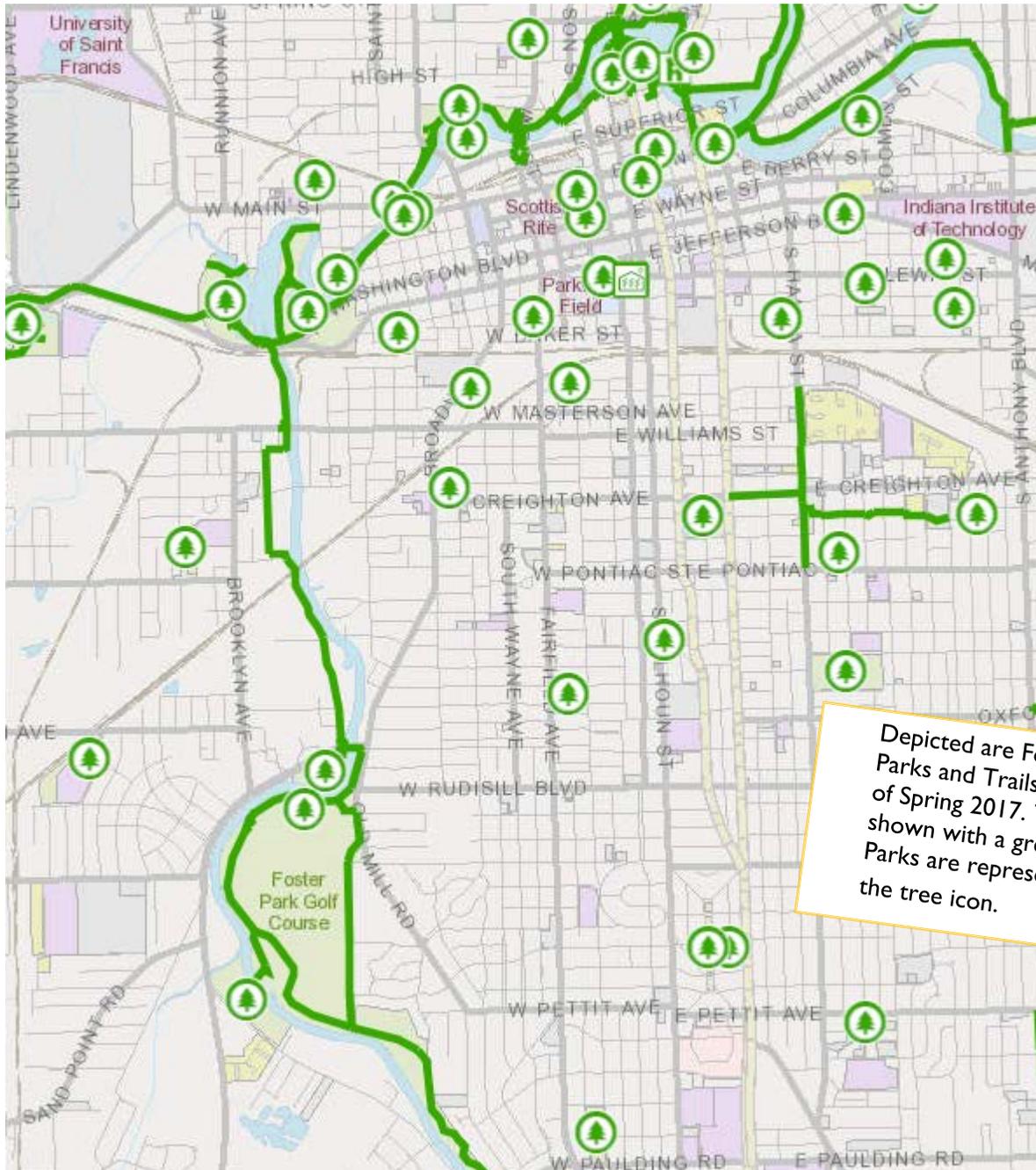
APPENDICES



Appendix A—Environmental Inventory and Analysis

AMENITIES

The amenities that should be protected are Fort Wayne’s current environmental assets, pictured here are the existing park spaces and trails, but rivers and lakes in the region should also be protected.

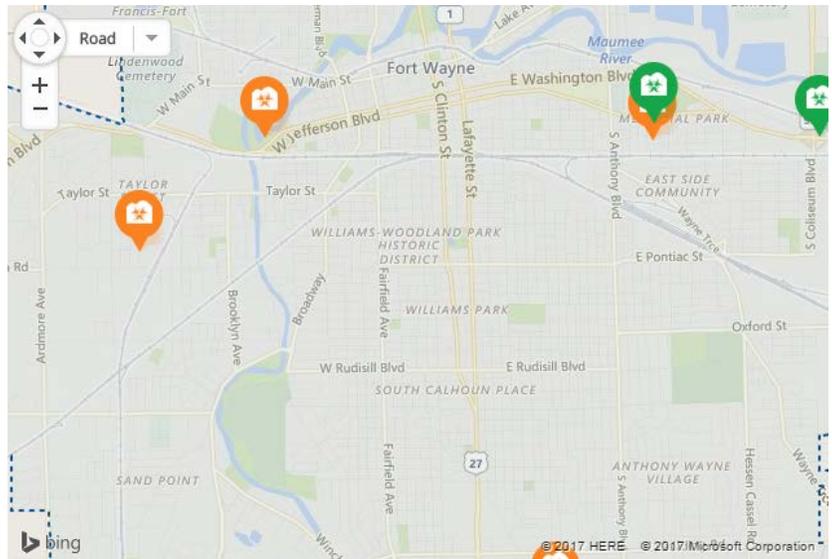


Depicted are Fort Wayne’s Parks and Trails existing as of Spring 2017. Trails are shown with a green line and Parks are represented with the tree icon.

HAZARDS

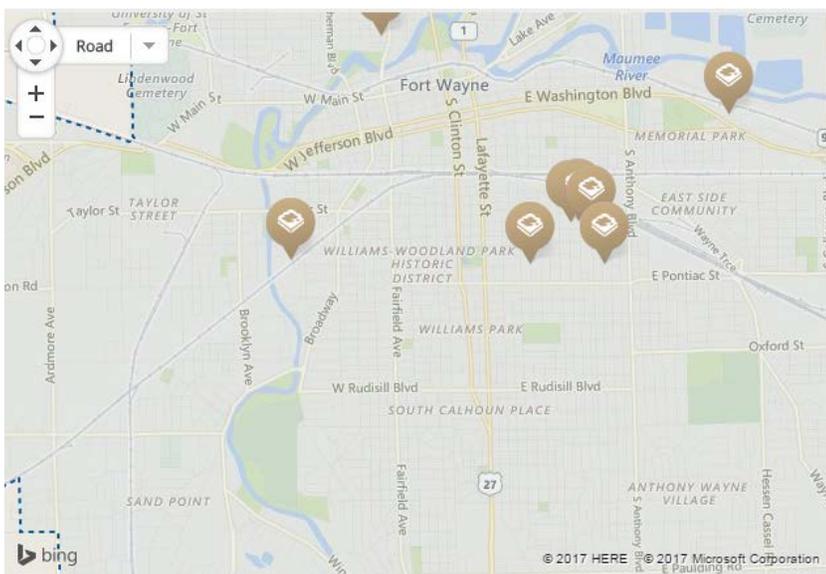
SUPERFUND SITES

The city of Fort Wayne currently has 46 superfund sites, eight of which are active and 38 of which are “archived,” meaning they have been remediated and cleaned up to the EPA’s current standards. Superfund sites are land that have been identified by the EPA as having been contaminated by hazardous waste and selected for cleanup because they pose risk to human health and/or the environment. The following map has focused on our area study for this project, and the only sites that are existent in our area are Gladieux Refinery West Tank Terminal, Ashland Chemical Company, Hassan Barrel Site, Three Rivers Plating, and I J Covington Road (Home Facts, 2017).



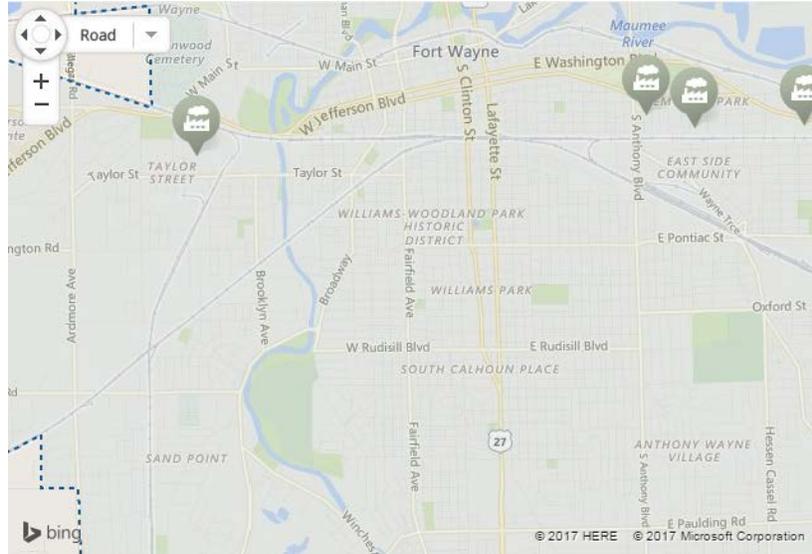
BROWNFIELDS

The city of Fort Wayne currently has 23 brownfield sites. Brownfields are former industrial or commercial sites where future use of the land has the potential to be affected by real or perceived environmental contamination. The following map has focused on our area of study for this project, and the only brownfields existing near our area are the former Easter Seals Arc Building, the former Coca Cola Factory, the McMillen Foundation Buildings, Falstaff Brewery, and the Fort Wayne Urban League Youth Center (Home Facts, 2017).



POLLUTERS

The city of Fort Wayne has 82 current polluters in the city area. The following map has focused on our area of study for this project, and the only polluters existing near our area are Valbruna Slater Stainless Inc., Wayne Metal Protection, and both Vee Engineering Inc. Plants (Home Facts, 2017).



Appendix B—ERSI Community Analyst Data



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Age by Sex Profile

Fort Wayne City, IN
 Fort Wayne City, IN (1825000)
 Geography: Place

Prepared by Esri

Summary	Census 2010	2016	2021	2016-2021 Change	2016-2021 Annual Rate
Population	253,828	261,136	269,365	8,229	0.62%
Households	101,627	104,540	107,863	3,323	0.63%
Average Household	2.44	2.45	2.45	0.00	0.00%
Median Age	34.5	35.5	36.3	0.8	0.45%
Median Male Age	33.4	34.4	35.1	0.7	0.40%
Median Female Age	35.7	36.7	37.4	0.7	0.38%

Total Population by Age	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
Total	253,828	100.0%	261,136	100.0%	269,365	100.0%
0 - 4	19,254	7.6%	18,846	7.2%	19,181	7.1%
5 - 9	18,567	7.3%	18,396	7.0%	18,455	6.9%
10 - 14	18,014	7.1%	17,974	6.9%	18,422	6.8%
15 - 19	18,573	7.3%	17,783	6.8%	18,185	6.8%
20 - 24	18,458	7.3%	19,034	7.3%	18,114	6.7%
25 - 29	18,400	7.2%	18,752	7.2%	19,391	7.2%
30 - 34	17,269	6.8%	17,993	6.9%	18,460	6.9%
35 - 39	16,177	6.4%	16,743	6.4%	17,661	6.6%
40 - 44	15,555	6.1%	15,814	6.1%	16,450	6.1%
45 - 49	16,962	6.7%	15,388	5.9%	15,431	5.7%
50 - 54	17,659	7.0%	16,662	6.4%	15,480	5.7%
55 - 59	15,847	6.2%	16,926	6.5%	16,196	6.0%
60 - 64	12,729	5.0%	14,907	5.7%	16,069	6.0%
65 - 69	8,814	3.5%	11,912	4.6%	13,813	5.1%
70 - 74	6,367	2.5%	8,363	3.2%	10,912	4.1%
75 - 79	5,500	2.2%	5,677	2.2%	7,167	2.7%
80 - 84	4,875	1.9%	4,503	1.7%	4,609	1.7%
85+	4,808	1.9%	5,463	2.1%	5,369	2.0%
18+	186,895	73.6%	195,564	74.9%	202,655	75.2%
21+	175,699	69.2%	184,219	70.5%	191,352	71.0%

rounding. **Data Note:** Detail may not sum to totals due to

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021.

February 08, 2017



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Age by Sex Profile

Fort Wayne City, IN
 Fort Wayne City, IN (1825000)
 Geography: Place

Prepared by Esri

Male Population by Age	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
Total	122,850	100.0%	126,765	100.0%	131,247	100.0%
0 - 4	3,718	7.9%	3,510	7.5%	3,715	7.4%
5 - 9	3,345	7.6%	3,334	7.4%	3,324	7.1%
10 - 14	3,174	7.5%	3,072	7.2%	3,374	7.1%
15 - 19	3,330	7.6%	3,383	7.1%	3,189	7.0%
20 - 24	3,971	7.3%	3,369	7.4%	3,949	6.8%
25 - 29	3,035	7.4%	3,286	7.3%	3,635	7.3%
30 - 34	3,621	7.0%	3,901	7.0%	3,232	7.0%
35 - 39	3,004	6.5%	3,320	6.6%	3,703	6.6%
40 - 44	2,705	6.3%	2,830	6.2%	3,199	6.2%
45 - 49	2,370	6.8%	2,610	6.0%	2,610	5.8%
50 - 54	2,584	7.0%	2,441	6.4%	2,651	5.8%
55 - 59	2,708	6.3%	2,220	6.5%	2,399	6.0%
60 - 64	2,941	4.8%	2,120	5.6%	2,696	5.9%
65 - 69	2,010	3.3%	2,451	4.3%	2,468	4.9%
70 - 74	2,767	2.3%	3,739	2.9%	4,887	3.7%
75 - 79	2,254	1.8%	2,419	1.9%	3,135	2.4%
80 - 84	1,862	1.5%	1,728	1.4%	1,814	1.4%
85+	1,451	1.2%	1,732	1.4%	1,767	1.3%
18+	89,018	72.5%	93,606	73.8%	97,441	74.2%

Female Population by	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
Total	130,378	100.0%	134,371	100.0%	138,118	100.0%
0 - 4	3,536	7.3%	3,336	6.9%	3,466	6.9%
5 - 9	3,222	7.0%	3,062	6.7%	3,131	6.6%
10 - 14	3,340	6.7%	3,302	6.6%	3,048	6.6%
15 - 19	3,243	7.1%	3,800	6.5%	3,396	6.5%
20 - 24	3,487	7.2%	3,665	7.2%	3,165	6.6%
25 - 29	3,365	7.2%	3,466	7.0%	3,756	7.1%
30 - 34	3,648	6.6%	3,092	6.8%	3,228	6.7%
35 - 39	3,173	6.2%	3,423	6.3%	3,358	6.5%
40 - 44	2,850	6.0%	2,984	5.9%	3,251	6.0%
45 - 49	2,532	6.6%	2,778	5.8%	2,821	5.7%
50 - 54	3,075	6.9%	3,521	6.3%	2,829	5.7%
55 - 59	3,139	6.2%	3,706	6.5%	3,297	6.0%
60 - 64	2,788	5.2%	2,787	5.8%	3,373	6.1%
65 - 69	2,804	3.7%	3,461	4.8%	2,345	5.3%
70 - 74	3,600	2.7%	4,624	3.4%	6,025	4.4%
75 - 79	3,246	2.5%	3,258	2.4%	4,032	2.9%
80 - 84	3,013	2.3%	2,775	2.1%	2,795	2.0%
85+	3,357	2.6%	3,731	2.8%	3,602	2.6%
18+	97,877	74.7%	101,958	75.9%	105,214	76.2%

Source: U.S. Census Bureau, Census 2010 Summary File 1, Esri forecasts for 2016 and 2021.



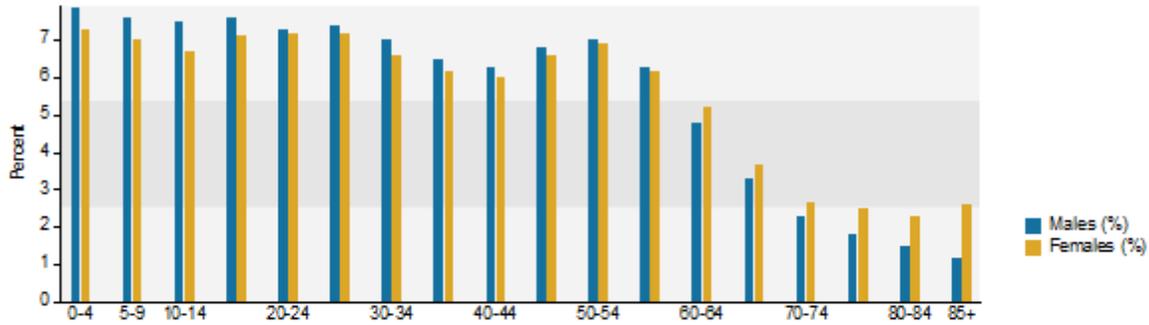
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Age by Sex Profile

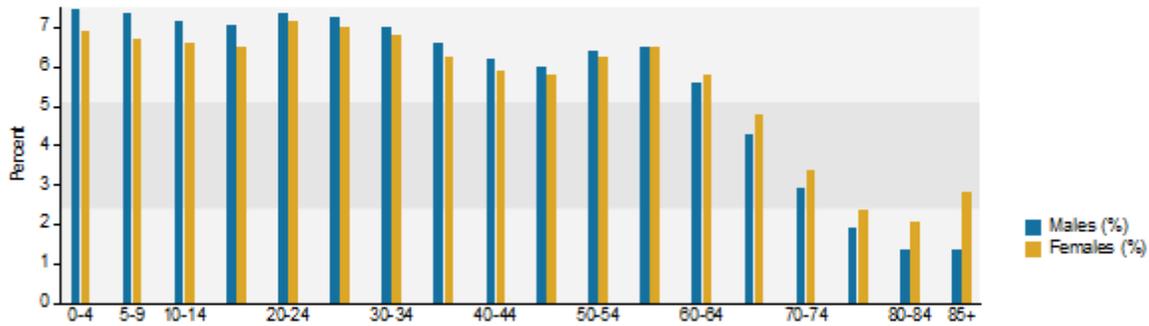
Fort Wayne City, IN
Fort Wayne City, IN (1825000)
Geography: Place

Prepared by Esri

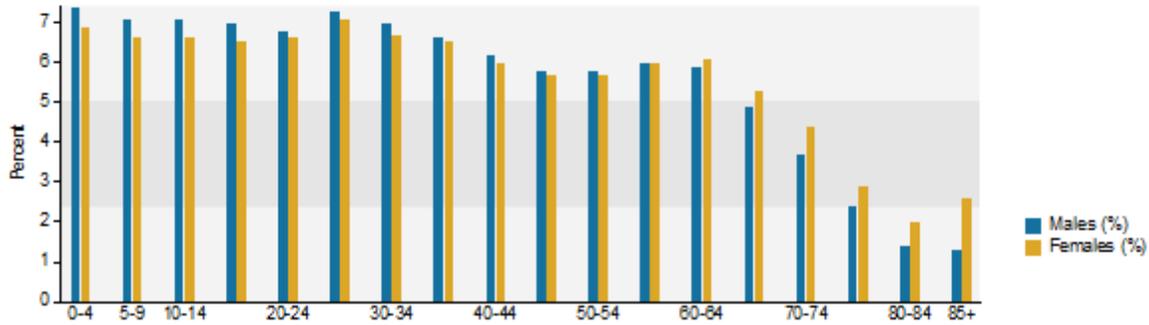
Census 2010 Population by Age and Sex



2016 Population by Age and Sex



2021 Population by Age and Sex





esri

Business Summary

Fort Wayne City, IN
Fort Wayne City, IN (1825000)
Geography: Place

Prepared by Esri

Data for all businesses in area		Fort Wayne ci...	
Total Businesses:		11,022	
Total Employees:		184,762	
Total Residential Population:		261,136	
Employee/Residential Population Ratio:		0.711	
		by SIC Codes	
		Businesses	Employees
		Number	Percent
Agriculture & Mining		154	1.4%
Construction		841	5.8%
Manufacturing		404	3.7%
Transportation		249	2.3%
Communication		121	1.1%
Utility		20	0.2%
Wholesale Trade		513	4.7%
Retail Trade Summary		2,421	22.0%
Home Improvement		120	1.1%
General Merchandise Stores		77	0.7%
Food Stores		201	1.8%
Auto Dealers, Gas Stations, Auto Aftermarket		362	3.3%
Apparel & Accessory Stores		173	1.6%
Furniture & Home Furnishings		189	1.7%
Eating & Drinking Places		700	6.4%
Miscellaneous Retail		599	5.4%
Finance, Insurance, Real Estate Summary		1,484	13.5%
Banks, Savings & Lending Institutions		567	5.1%
Securities Brokers		158	1.4%
Insurance Carriers & Agents		284	2.6%
Real Estate, Holding, Other Investment Offices		475	4.3%
Services Summary		4,445	40.3%
Hotels & Lodging		74	0.7%
Automotive Services		310	2.8%
Motion Pictures & Amusements		257	2.3%
Health Services		724	6.6%
Legal Services		202	1.8%
Education Institutions & Libraries		211	1.9%
Other Services		2,667	24.2%
Government		256	2.3%
Unclassified Establishments		314	2.8%
Totals		11,022	100.0%

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.

February 08, 2017



esri

Business Summary

Fort Wayne City, IN
Fort Wayne City, IN (1825000)
Geography: Place

Prepared by Esri

Data for all businesses in area		Fort Wayne ci...	
		by NAICS Codes	
		Businesses	Employees
		Number	Percent
Agriculture, Forestry, Fishing & Hunting		12	0.1%
Mining		3	0.0%
Utilities		7	0.1%
Construction		693	6.3%
Manufacturing		432	3.9%
Wholesale Trade		487	4.4%
Retail Trade		1,669	15.1%
Motor Vehicle & Parts Dealers		273	2.5%
Furniture & Home Furnishings Stores		100	0.9%
Electronics & Appliance Stores		92	0.8%
Bldg Material & Garden Equipment & Supplies Dealers		119	1.1%
Food & Beverage Stores		171	1.6%
Health & Personal Care Stores		152	1.4%
Gasoline Stations		89	0.8%
Clothing & Clothing Accessories Stores		202	1.8%
Sport Goods, Hobby, Book, & Music Stores		111	1.0%
General Merchandise Stores		77	0.7%
Miscellaneous Store Retailers		241	2.2%
Nonstore Retailers		42	0.4%
Transportation & Warehousing		204	1.9%
Information		206	1.9%
Finance & Insurance		1,026	9.3%
Central Bank/Credit Intermediation & Related Activities		574	5.2%
Securities, Commodity Contracts & Other Financial		165	1.5%
Insurance Carriers & Related Activities; Funds, Trusts & Other		287	2.6%
Real Estate, Rental & Leasing		590	5.4%
Professional, Scientific & Tech Services		997	9.0%
Legal Services		225	2.0%
Management of Companies & Enterprises		8	0.1%
Administrative & Support & Waste Management & Remediation		457	4.1%
Educational Services		244	2.2%
Health Care & Social Assistance		1,032	9.4%
Arts, Entertainment & Recreation		168	1.5%
Accommodation & Food Services		791	7.2%
Accommodation		74	0.7%
Food Services & Drinking Places		717	6.5%
Other Services (except Public Administration)		1,426	12.9%
Automotive Repair & Maintenance		242	2.2%
Public Administration		256	2.3%
Unclassified Establishments		314	2.8%
Total		11,022	100.0%

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.

February 08, 2017



Household Income Profile

Fort Wayne City, IN
 Fort Wayne City, IN (1825000)
 Geography: Place

Prepared by Esri

Summary	2016	2021	2016-2021	
			Change	Annual Rate
Population	261,136	269,365	8,229	0.62%
Households	104,540	107,863	3,323	0.63%
Median Age	35.5	36.3	0.8	0.45%
Average Household Size	2.45	2.45	0.00	0.00%

Households by Income	2016		2021	
	Number	Percent	Number	Percent
Household	104,539	100%	107,863	100%
<\$15,000	14,662	14.0%	15,464	14.3%
\$15,000-\$24,999	11,735	11.2%	11,581	10.7%
\$25,000-\$34,999	13,565	13.0%	14,397	13.3%
\$35,000-\$49,999	16,976	16.2%	10,289	9.5%
\$50,000-\$74,999	21,280	20.4%	23,634	21.9%
\$75,000-\$99,999	11,830	11.3%	14,531	13.5%
\$100,000-\$149,999	9,459	9.0%	11,802	10.9%
\$150,000-\$199,999	2,662	2.5%	3,469	3.2%
\$200,000+	2,370	2.3%	2,696	2.5%
Median Household Income	\$44,818		\$51,506	
Average Household Income	\$59,616		\$65,430	
Per Capita Income	\$24,120		\$26,441	



esri

Retail MarketPlace Profile

Fort Wayne City, IN
 Fort Wayne City, IN (1825000)
 Geography: Place

Prepared by Esri

Summary Demographics

2016 Population	261,136
2016 Households	104,540
2016 Median Disposable Income	\$37,128
2016 Per Capita Income	\$24,120

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$3,388,890,184	\$5,541,950,591	-\$2,153,060,407	-24.1	2,282
Total Retail Trade	44-45	\$3,071,630,111	\$4,989,699,191	-\$1,918,069,080	-23.8	1,579
Total Food & Drink	722	\$317,260,073	\$552,251,400	-\$234,991,327	-27.0	703

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$723,018,898	\$1,266,397,731	-\$543,378,833	-27.3	268
Automobile Dealers	4411	\$581,953,743	\$1,113,879,817	-\$531,926,074	-31.4	158
Other Motor Vehicle Dealers	4412	\$86,343,163	\$34,755,309	\$51,587,854	42.6	17
Auto Parts, Accessories & Tire Stores	4413	\$54,721,992	\$117,762,605	-\$63,040,613	-36.5	93
Furniture & Home Furnishings Stores	442	\$81,329,707	\$175,884,540	-\$94,554,833	-36.8	96
Furniture Stores	4421	\$54,746,683	\$119,109,716	-\$64,363,033	-37.0	53
Home Furnishings Stores	4422	\$26,583,024	\$56,774,824	-\$30,191,800	-36.2	43
Electronics & Appliance Stores	443	\$142,229,028	\$183,408,588	-\$41,179,560	-12.6	84
Bldg Materials, Garden Equip. & Supply Stores	444	\$188,890,855	\$286,714,462	-\$97,823,607	-20.6	112
Bldg Material & Supplies Dealers	4441	\$174,439,542	\$277,912,340	-\$103,472,798	-22.9	97
Lawn & Garden Equip & Supply Stores	4442	\$14,451,313	\$8,802,122	\$5,649,191	24.3	15
Food & Beverage Stores	445	\$555,816,125	\$699,979,713	-\$144,163,588	-11.5	151
Grocery Stores	4451	\$482,439,834	\$592,447,423	-\$110,007,589	-10.2	76
Specialty Food Stores	4452	\$34,582,932	\$55,866,688	-\$21,283,756	-23.5	36
Beer, Wine & Liquor Stores	4453	\$38,793,359	\$51,665,602	-\$12,872,243	-14.2	39
Health & Personal Care Stores	446,4461	\$181,026,334	\$242,297,237	-\$61,270,903	-14.5	115
Gasoline Stations	447,4471	\$222,586,542	\$318,887,452	-\$96,300,910	-17.8	102
Clothing & Clothing Accessories Stores	448	\$111,224,327	\$218,839,227	-\$107,614,900	-32.6	199
Clothing Stores	4481	\$67,819,964	\$163,498,771	-\$95,678,807	-41.4	144
Shoe Stores	4482	\$20,822,910	\$30,811,367	-\$9,988,457	-19.3	26
Jewelry, Luggage & Leather Goods Stores	4483	\$22,581,453	\$24,529,089	-\$1,947,636	-4.1	29
Sporting Goods, Hobby, Book & Music Stores	451	\$62,764,418	\$120,366,164	-\$57,601,746	-31.5	108
Sporting Goods/Hobby/Musical Instr Stores	4511	\$50,152,793	\$104,456,883	-\$54,304,090	-35.1	93
Book, Periodical & Music Stores	4512	\$12,611,625	\$15,909,281	-\$3,297,656	-11.6	15
General Merchandise Stores	452	\$568,724,399	\$1,106,351,059	-\$537,626,660	-32.1	77
Department Stores Excluding Leased Depts.	4521	\$445,923,558	\$724,281,431	-\$278,357,873	-23.8	32
Other General Merchandise Stores	4529	\$122,800,841	\$382,069,628	-\$259,268,787	-51.4	45
Miscellaneous Store Retailers	453	\$158,769,480	\$251,017,717	-\$92,248,237	-22.5	237
Florists	4531	\$6,395,510	\$10,673,285	-\$4,277,775	-25.1	22
Office Supplies, Stationery & Gift Stores	4532	\$23,769,874	\$39,050,197	-\$15,280,323	-24.3	49
Used Merchandise Stores	4533	\$17,614,747	\$28,597,476	-\$10,982,729	-23.8	48
Other Miscellaneous Store Retailers	4539	\$110,989,349	\$172,696,759	-\$61,707,410	-21.8	118
Nonstore Retailers	454	\$75,249,998	\$119,555,301	-\$44,305,303	-22.7	30
Electronic Shopping & Mail-Order Houses	4541	\$54,948,984	\$110,696,415	-\$55,747,431	-33.7	19
Vending Machine Operators	4542	\$4,096,848	\$4,828,962	-\$732,114	-8.2	5
Direct Selling Establishments	4543	\$16,204,166	\$4,029,924	\$12,174,242	60.2	6
Food Services & Drinking Places	722	\$317,260,073	\$552,251,400	-\$234,991,327	-27.0	703
Special Food Services	7223	\$8,088,049	\$17,430,822	-\$9,342,773	-36.6	22
Drinking Places - Alcoholic Beverages	7224	\$10,996,895	\$52,660,290	-\$41,663,395	-65.4	60
Restaurants/Other Eating Places	7225	\$298,175,129	482,160,288	-\$183,985,159	-24	621



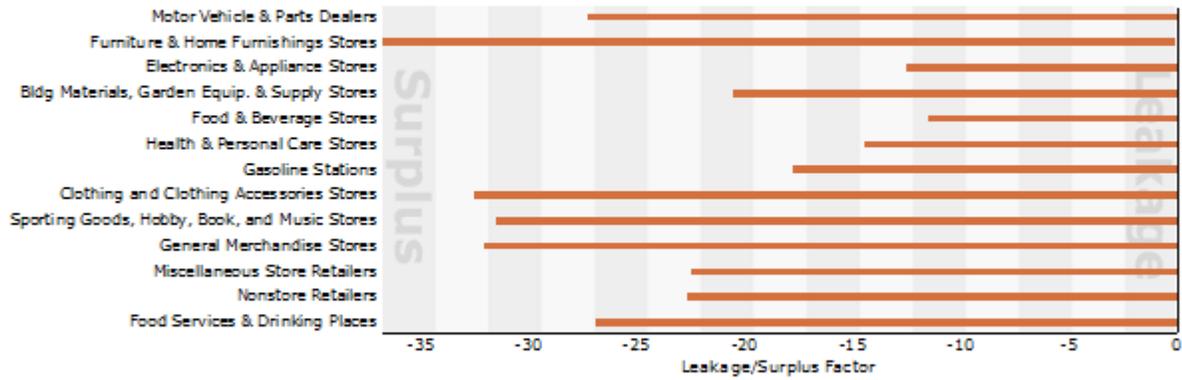
esri

Retail MarketPlace Profile

Fort Wayne City, IN
Fort Wayne City, IN (1825000)
Geography: Place

Prepared by Esri

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Appendix C—Quimby Village Retail Market Analysis

Prepared in July of 2015 by Gibbs Planning Group, Inc.

South Fort Wayne, Indiana

QUIMBY VILLAGE RETAIL MARKET STUDY

Gibbs Planning Group, Inc. 01 July 2015

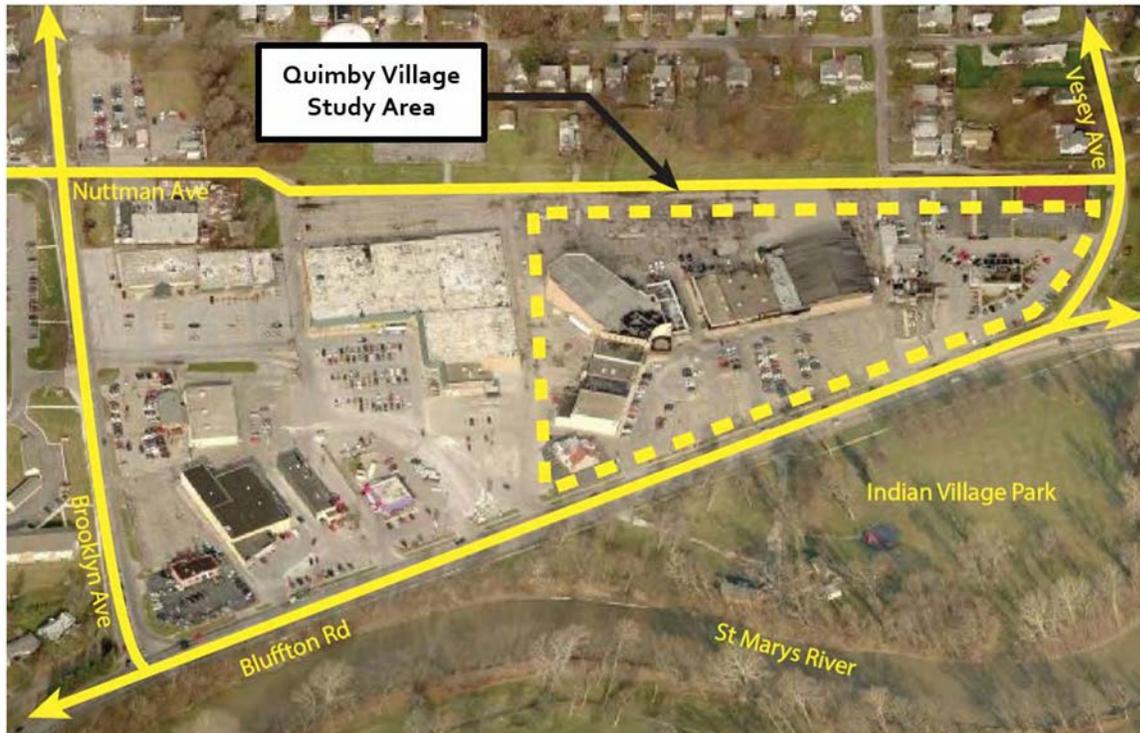


Figure 1: The Quimby Village subject study area is shown above. The Quimby primary trade area can presently support an additional 26,800 sf of retail and restaurant development.

Executive Summary

This study finds that the Quimby Village primary trade area located in South Fort Wayne, Indiana has an existing demand for 26,800 square feet (sf) of additional retail development producing up to \$7 million in sales. By 2025, due to household income growth and economic development within the South Fort Wayne study area, this demand will likely grow to support 27,700 sf of total new retail develop with the potential to generate up to \$7.8 million in gross sales.

Please find below a summary of the 2015 supportable retail:

- 6,000 sf Pharmacy
- 5,600 sf Grocery Stores
- 3,800 sf General Merchandise Stores
- 1,560 sf Department Store Merchandise
- 1,480 sf Hardware
- 1,150 sf Sporting Goods & Hobby Stores
- 1,150 sf Apparel Stores
- 1,130 sf Limited-Service Eating Places

- 1,130 Electronics & Appliance Stores
- 1,100 sf Office Supplies & Gift Stores
- 900 sf Full-Service Restaurants
- 800 sf Special Food Services
- 700 sf Book & Music Stores
- 300 sf Home Furnishings Stores
- 26,800 sf Total

This new retail could be absorbed by existing businesses or with the opening of 13 - 18 new retailers and restaurants including: a pharmacy, a specialty grocery store, one to two general merchandise stores and one to two restaurants.

Trade Area Boundaries

This study estimates that the Quimby Village study area has a 4.2 square-mile trade area, limited by the Chicago, Fort Wayne & Eastern Railroad (CFE) to the North, Fairfield Avenue to the East, W. Pettit Avenue and Deaner Road to the South, and the Norfolk Southern Railroad tracks to the West.

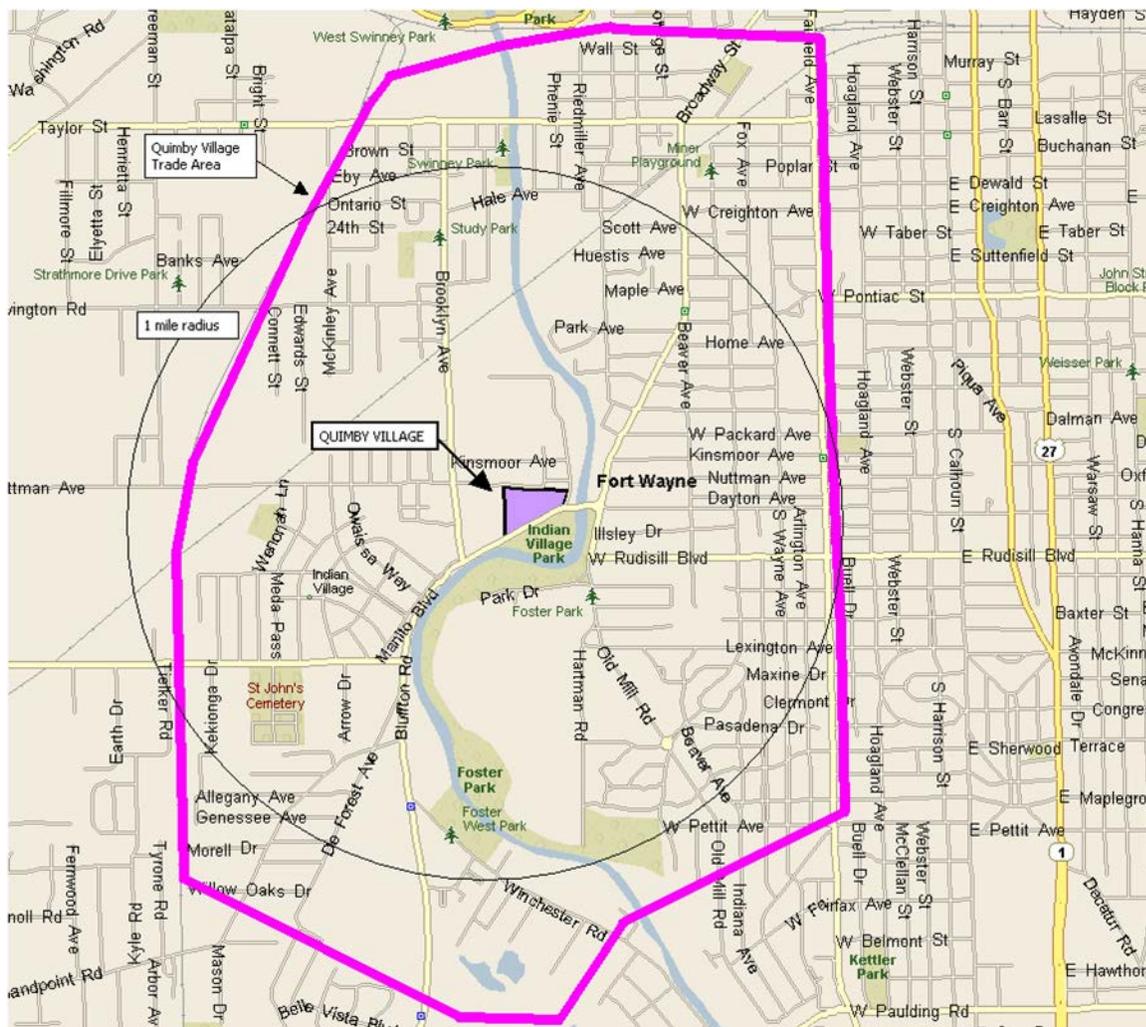


Figure 2: The Quimby Village subject site located just south of downtown Fort Wayne has a 4.2-square-mile primary trade area (shown above in fuchsia).

No existing concentrations of retail lie within the primary trade area. The closest shopping center is Southgate Plaza, 1.5 miles away from the subject site. This 229,800 sf neighborhood center is anchored by Kroger and Rainbow. Otherwise, the next closest shopping alternative is the conglomeration of retail on Jefferson Blvd. at Illinois or Covington Roads, two to three miles northwest of Quimby Village.

Trade Area Demographics

The study site's primary trade area includes 14,140 people and 5,440 households, and is expected to grow an insignificant 0.04 percent by 2019. The primary trade area's 2014 average household income is \$49,900, while median household income is \$39,800 and estimated to increase to \$46,400 by 2019. Moreover, 15.2 percent of the households earn above \$75,000 per year. The average household size of 2.59 persons in 2014 is expected to remain the same through 2019; the 2014 median age is 33.3 years old.

Table 1: Demographic Characteristics

<i>Demographic Characteristics</i>	<i>Quimby Village Primary Trade Area</i>	<i>City of Fort Wayne</i>
2015 Population	14,140	256,800
2015 Households	5,440	103,100
2020 Population	14,160	262,700
2015-2020 Annual Growth Rate	0.04%	0.46%
2015 Average Household Income	\$49,900	\$58,800
2015 Median Household Income	\$39,800	\$44,300
2020 Median Household Income	\$46,400	\$51,800
% Households w. incomes \$75,000 or higher	15.1%	24.6%
% Bachelor's Degree	15.2%	17.5%
% Graduate or Professional Degree	5.9%	8.2%
Average Household Size	2.59	2.44
Median Age	33.3	35.2

Table 1: Key demographic characteristics of the primary trade area.

In comparison, the City of Fort Wayne includes 256,800 people and 103,100 households. The former is projected to grow at an annual rate of 0.46 percent, and the latter is projected to grow at an annual rate of 0.33 percent to 2019, when the city's projected population will be 262,700 with 105,500 households. Average household income in 2014 for this trade area is \$58,800, estimated to grow to \$65,400 by 2019; median household income in 2014 is \$44,300 estimated to grow to \$51,800. More than 26 percent of the city's population earned more than \$75,000 annually in 2014. Average household size is 2.44 persons, projected to hold steady through 2019; the 2014 median age is 35.2 years old.

Table 2: 2015 & 2020 Supportable Retail Table

Retail Category	2015 Estimated Retail Sales	2015 Sales/SF	2015 Estimated Supportable SF	2025 Estimated Retail Sales	2025 Sales/SF	2025 Estimated Supportable SF	No. of SF Stores
Retailers							
Apparel Stores	\$198,749	\$175	1,136	\$225,371	\$192	1,176	1
Book & Music Stores	\$106,138	\$145	732	\$118,272	\$159	745	1
Department Store Merchandise	\$289,043	\$185	1,562	\$328,739	\$203	1,623	1
Electronics & Appliance Stores	\$315,655	\$280	1,127	\$355,484	\$307	1,159	1
General Merchandise Stores	\$687,880	\$180	3,822	\$773,062	\$197	3,922	1 - 2
Grocery Stores	\$1,816,998	\$325	5,591	\$2,051,283	\$356	5,764	1 - 2
Hardware	\$309,715	\$210	1,475	\$351,516	\$230	1,529	1
Home Furnishings Stores	\$83,237	\$274	304	\$96,107	\$300	320	< 1
Office Supplies & Gift Stores	\$227,498	\$210	1,083	\$253,506	\$230	1,102	1
Pharmacy & Personal Care Stores	\$1,935,895	\$325	5,957	\$2,178,253	\$356	6,121	2-3
Sporting Goods & Hobby Stores	\$252,706	\$220	1,149	\$284,440	\$241	1,181	1
Retailer Totals	\$6,223,513	\$230	23,937	\$7,016,034	\$252	24,642	11 - 15
Restaurants							
Full-Ser\Ice Restaurants	\$227,192	\$245	927	\$259,152	\$268	966	< 1
Limited-Ser\Ice Eating Places	\$272,028	\$240	1,133	\$323,819	\$263	1,232	1
Special Food Ser'Aces	\$186,897	\$225	831	\$208,987	\$246	848	1
Restaurant Totals	\$686,118	\$237	2,891	\$791,958	\$259	3,046	2-3
Retailer & Restaurant Totals	\$6,909,631	\$231	26,828	\$7,807,992	\$253	27,689	13 - 18

Table 2: The Quimby Village sites primary trade area has demand for approximately 26,800 sf of new retail and restaurants

Assumptions

The projections of this study are based on the following assumptions:

- No other major retail centers are planned or proposed at this time and, as such, no other retail is assumed in our sales forecasts.
- No other major retail will be developed within the trade area of the subject site.
- The region's economy will stabilize at normal or above normal ranges of employment, inflation, retail demand and growth.
- Parking for the area is assumed adequate for the proposed uses, with easy access to the retailers in the development.
- The new retail development will be planned, designed, built, leased and managed at or above commercial industry standards.
- Visibility of the shopping center or retail is assumed to meet industry standards, with signage as required to assure good visibility of the retailers.

Limits of the Study

The findings of this study represent GPG's best estimates for the amounts and types of retail tenants that should be supportable in the South Fort Wayne Quimby Village study site's primary trade area by 2020. Every reasonable effort has been made to ensure that the data contained in this study reflect the most

accurate and timely information possible and are believed to be reliable. It should be noted that the findings of this study are based upon generally accepted market research and business standards. It is possible that the Quimby Village study site's surrounding area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of the study area.

This study is based on estimates, assumptions and other information developed by GPG as an independent third party research effort with general knowledge of the retail industry, and consultations with the client and its representatives. This report is based on information that was current as of January 29, 2015, and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time. Such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our market analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

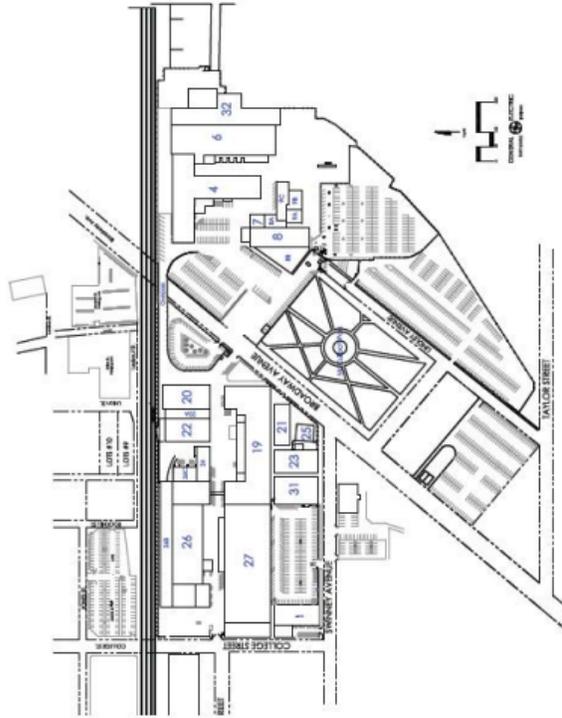
This study should not be the sole basis for designing, financing, planning, and programming any business, real estate development, or public planning policy. This study is intended only for the use of the client and is void for other site locations, developers, or organizations.



PROPERTY OVERVIEW

Redevelopment Opportunity | Fort Wayne, IN

Site & Building Conditions



Building Summary & Conditions

Building	SF	Floors	Floors	Interior	Exterior	Roof	Structure
East Broadway							
1	520	1	B	B	B	B	B
4	304,500	6	B to D	C	C to D	B to D	B
6	195,000	4	B to D	C	C to D	B to D	B
7	4,600	2	D	D	C	B to C	B
8	54,800	2	B to D	C to D	C	B to D	B to C
9	9,500	2	B	C to D	C	D	C
32	35,000	1	B	B to C	B to C	C to D	C
West Broadway							
19	237,000	5	C to D	C to D	C	D	B
20	31,700	2	B	C	B	B	B
21	7,150	1	B	B	B	B	B
22	12,800	1	B	C	B	B	B
23	24,000	2	B	B to C	B	B	B
24	4,800	1	B	B	B	B	B
25	3,350	1	B	B	B	B	B
26	275,000	5	C to D	C to D	C	C to B	B
27	67,500	1	C to D	C to D	C	C	B
31	26,000	2	B	B to C	B	B	B

Conditions Key

- A - no signs of falling structure, roof intact, floors appear usable, no visible weathering or damage; no apparent leaks
- B - no signs of falling structure, floors appear usable, no visible weathering or damage; C - roof material appears intact, but leaks have been observed, minor cracks, limited weathering; limited damage
- D - cracked concrete/foundations/columns; heaved wood-block; delaminated coverings; noticeable damage; holes, penetrations; obvious water leaks

Disclaimer:

Chart is not a representation of building conditions and identifies general features as opposed to qualitative assessment of structural integrity or performance. No structural assessment has been completed. Normal utilities to site perimeter are available.

Appendix E—Funding Sources

Prepared in 2014 by Lindi Conover

While each community has their specific goals and initiatives, there are several factors that each plan has in common. This list of economic improvement strategies was developed at a meeting of all the community members on November 22, 2014 in Columbus, IN. The list was compiled and organized by India Ballard-Bonfido. This portion of the plan is intended to share resources which empower each community to achieve their goals. Online resources on the My Community, My Vision website supplement this information. It is highly recommended that each community review these resources.

<http://www.mycommunitymyvision.org/>

1. Business Improvement Districts
2. Crowdfunding

3. Heritage Tourism
4. Makers Districts
5. Revolving Loan Funds
6. Downtown Living Opportunities
7. Student Led Restaurants
8. Community Gather Events
9. Food Security
10. Resource Recovery

The list includes the overall strategies for community development. Viewed alone, these strategies can be rather overwhelming. “How does one actually implement heritage tourism?” for example, is a question you might ask yourself. If broken down into smaller tasks in the form of individual projects and programs, coupled with community dedication and provided the resources to do so, the goals can become ever-achievable!

Overall strategies

Smaller Projects/programs (1-5 years)	Longer-term goals (5-15 years)
Crowdfunding	Business improvement districts
Revolving loans funds	Heritage Tourism
Student-lead restaurants	Makers districts
Community gathering events	Downtown living opportunities
Farmers markets	Food security
Community Gardens	Resource recovery

Oftentimes, larger goals must be broken down into smaller projects, pilot projects and use project-specific funding sources to be achieved. Once a history of success is established, then higher-dollar funders will be more likely to give, as is the case for federal funding resources.

ACTION

All programs, whether they are small projects with a short timeline, or larger projects that will take five years or more, require collaboration with various local, state and federal partnerships. Such partnership is essential for success, but also demonstrates strong, grassroots commitment to community improvement.

An online video guide on the “My Community, My Vision” website accompanies the following action items and the economic tools and fundraising resources listed below. In this guide, Lindi Conover takes you through the following components with an example to explain the particular organizing goals and strategies, along with the fundraising and economic implementation tools.

Keys to success include the following:

- **A core group of dedicated individuals who will begin the planning**

The good news is that you already have this in place by being a part of the My Community, My Vision program! But you may need more people on board, which involves “selling” or lobbying for your project(s). Before you can really begin to inform and educate, you have to identify and plan out the smaller tasks of your specific projects/plan. Again, because of your involvement in the My Community, My Vision program, you already have a really strong start!

- **Identifying local stakeholders**

Include local county and city government (mayor, city & county council, commissioners), school boards, libraries, parks departments, community leaders, businesses and business owners, political parties, banks, chambers of commerce, tourist and visitors centers. This step usually involves the core group of organizers to brainstorm and systematically write down what headway has been made. Time will be spent looking up phone numbers, asking questions, being re-directed to

the right people and generally learning the “lay of the land” in your local community.

- **Educate & Advocate**

Now your job is to get the stakeholders on board with your project, to bring them into the fold and get them excited for your plan. This is the step in which partnerships really begin to emerge and blossom. You will discover aspects of your community which you didn’t already know and begin to work together with others who are passionate about your town(s). Delegate out to your core group of people specific tasks required to get the job done. Don’t be afraid to ask for help and guidance. This is your chance to show stakeholders what the plan is and why you need them.

- **Assign Tasks to Achieve the Plan**

You have committed individuals, agencies, organizations, and all sorts of local institutions ready to see your plan take shape and begin to make a difference in the experiences of people within the community. Identify which institutions are best suited to take part in various aspects of the process and ask them to do so.

FUNDING

Funding sources for community projects can be broken down into several basic category types. Each type of funding sources has its benefits and particular use, which are described below.

- **Grants**

Grants are monies which are applied for by organizations from foundations. These are monies that do not need to be repaid, but often have certain requirements, including public acknowledgement and reporting. Foundations which grant money usually have one or more application rounds each year and give priority to particular program areas or project types. Check with each foundation for details.

One great thing to keep in mind is that each county in Indiana has an established community foundation. This good fortune was made possible by the Eli Lilly Foundation. These local community foundations grant funds in each county, and their giving levels can vary based on available funds. This is always a great place to start with funding and grants because these foundations are plugged in to what is happening on the local level and are very accessible.

- **Private corporate or business sponsorship**

Oftentimes, corporations or local businesses are interested in working with local communities to support projects, especially if those projects have some connection to the business's mission or commercial matter. Like grants, sponsorship dollars do not need to be repaid but may require significant public acknowledgement and reporting. Business sponsorship committees may also have application deadlines, or rolling deadlines. Be sure to check with each business prior to requesting funding.

One great way to encourage sponsorship is to frame it as an advertising opportunity for the local business by giving them naming rights and/or allowing the entity to place their logo on publicly displayed objects like signs, etc.

- **Individual sponsorship**

Individual sponsorship generally occurs for a particular event and is funded by an individual, family, or small group of individuals who have donated money to the same thing. Typically, this

type of sponsorship involves direct solicitation and request, and does not include an application. These types of sponsorships might be given as memorials for a loved one, because the individual(s) cares about the program/project, and can include naming rights.

- **In-kind sponsorship**

In-kind donations or sponsorships occur when an entity provides goods or services free-of-charge as a donation and does not include direct monetary donations. In-kind sponsorship is often appropriate for projects that might require supplies that can be donated by a local business, but can occur at any scale. It might also be appropriate for overhead costs that an organization might not have in their budget as they start up, like marketing services.

- **Crowdfunding**

Crowdfunding is an emerging field of fundraising in which funds are requested from a large group of people, usually for a singular project, and typically occurring through intense social media campaigns. There are 3 participants in the crowdfunding model: the project initiator who proposes the project, individuals/groups who support and fund the project; and a moderator to bring the groups together. The project initiator creates a business plan and marketing strategy for their idea. After deciding on an appropriate crowdfunding platform, they connect with a moderator. The moderator assists them in finding local supporters appropriate for the project.

An organization typically sets up a website which accepts pledges; if a particular amount is met, then those pledges are turned into donors and the project is funded. See this resource for rules about crowdfunding projects in Indiana: <http://www.in.gov/sos/securities/4114.htm>.

- **Tax Incentives**

This type of economic development tool requires detailed coordination with governing bodies like state and local councils and

government agencies. Tax incentive tools are designed to bring a certain type of business or resident to an area and offer certain tax credits or benefits for those people/businesses.

- **Business Improvement Districts**

A business improvement district is an economic development tool with a purpose to improve the livelihood of a downtown area. Through a BID, all owners within the proposed district are required to contribute to the communal fund through an assessment fee. Additional funds can be raised (through efforts like those described above). These communal funds are then used for services that benefit the downtown; this in turn makes the area more attractive to visitors, tourists, residents, which spurs businesses, and propels from there. This requires intensive local organizing and buy-in from policy makers who will approve the plans and assessments, owners within the district, and intense management once implemented.

- **Revolving Loans**

Revolving loan funds provide a source of capital within the community that can be used to fill in gaps for funding. They provide low interest loans to community members. When the loans are repaid, the loan amount is returned to the fund and is available to other borrowers. This type of funding is most useful for projects that will eventually make money and be self-sustaining. RLFs are typically administered by planning and development commissions or economic development organizations. Initial funding can come from federal grant programs and other sources, listed above.

- **Business Loans**

Business loans are available through banks. Loans must be repaid with varying levels of interest. The best resources are usually those in one's own community, including local credit unions and banks.

Appendix F—Contacts

These contacts were compiled in the Spring of 2017 and are subject to change over time.

NAME	ORGANIZATION	CONTACT
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