



Downtown Fort Wayne

Action Plan

BLUEPRINT
for the
FUTURE

January 2003



The Downtown Initiative



Commissioner Marla Irving

Co-Chairs

Mayor Graham Richard

Dear Citizens:

It is with great pleasure that we present this plan for the future of downtown Fort Wayne. This development and revitalization effort, known as the Downtown Initiative, has been underway for almost two years. It has evolved from the ideas and energies of our citizens, businesses and neighborhoods. This document is a strategic plan to transform downtown Fort Wayne into a vibrant place for our citizens to live, work and have fun.

Downtown is everybody's neighborhood. It is the core of the City of Fort Wayne and Allen County. It is important to all of us no matter where we live. In the next five years, this plan will be the blueprint for developing new business, housing, dining and cultural attractions in the heart of the community.

It will also serve as our guide for creating a "digital downtown" with the technology infrastructure to connect people and businesses to the world.

As you review this plan, you will find sketches and proposals that give you a true sense of the revitalization planned for downtown Fort Wayne. The ideas we have proposed will give Fort Wayne and Allen County a major competitive advantage over other cities working to attract new businesses.

We thank the many people who helped with this project for their hard work and the community for its support and participation. Through continued leadership and commitment we can once again make downtown Fort Wayne a vibrant center for business, residential and recreational life.

Sincerely,

A handwritten signature in black ink, reading "Graham Richard".

Graham Richard
Mayor

A handwritten signature in black ink, reading "Marla J. Irving".

Marla J. Irving
Allen County Commissioner



ACKNOWLEDGEMENTS

Downtown Initiative Co-Chairs

Graham A. Richard, Mayor

Marla J. Irving, Allen County Commissioner

Downtown Initiative Steering Committee

Downtown Task Force Committees

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INTRODUCTION

Fort Wayne Mayor Graham Richard and Allen County Commissioner Marla Irving commenced the *Downtown Initiative & Five-Year Action Plan* process in early 2001 with the goal of developing a plan that will make Downtown Fort Wayne a more vibrant and exciting place to live, work, and play. The intent of this action plan is to provide a comprehensive guide for future Downtown growth, investment, and development.

A Task Force was formed by City and County leadership to investigate and provide preliminary recommendations on focus areas within the Downtown. These focus areas included: 1) Arts, Culture & Entertainment; 2) Commercial, Retail, Restaurants & Office Use; 3) Government & Institutions; 4) Hotels, Conventions & Tourism; 5) Recreation & Parks; 6) Transportation & Parking; and 7) Urban Design. This phase of the Initiative concluded with a report of findings to the public in late 2001.

A 19-member Steering Committee was established to lead the second phase of the *Downtown Initiative*- the creation of a *Five-Year Action Plan*. The nine-month planning process was sponsored by the City of Fort Wayne, Allen County, and the Downtown Improvement District (DID). The consulting firms Development Concepts Inc. and HNTB were retained to provide a comprehensive market analysis, further data collection, and to gather public input. The planning process involved input from several sources including approximately 40 stakeholder interviews, three focus group discussions, two community-wide public open houses, and nine Steering Committee meetings.

The action plan provides an overall assessment of Downtown's existing economic and physical conditions. Using this empirical information the Downtown is then evaluated based on 38 "Elements of a Healthy Downtown", a set of basic criteria used to identify assets and deficiencies. This evaluation supplemented by an existing conditions assessment is combined with community desires and market analysis to develop programmatic initiatives and identify viable catalyst and long-range projects. The plan is designed to be action-oriented, thus fundamental elements such as key implementers, funding sources, and timing have been included to assure the successful implementation of the plan.

Downtown Initiative Steering Committee

Co-Chairs

Mayor Graham Richard, City of Fort Wayne
Commissioner Marla Irving, Allen County

Members

Angela Boerger, Communications Consultant
Ben Eisbart, Omni Source
Dave Gionet, Citilink
Christopher Guerin, Redevelopment Commission
Eric Heffley, Southwest Area Partnership
George Huber, Equity Investment Group
Paula Hughes, Downtown Improvement District
Darrell Jaggars, Salin Bank, Invent Tomorrow
Phil Laux, Chamber of Commerce

Senator David Long, Indiana State Legislature
James Owen, Plan Commission
Steve Rahn, Lincoln National
Elias Samaan, Northeastern Indiana Regional
Coordinating Council (retired)
Tom Smith, Fort Wayne City Council
John Stafford, Sagamore Associates
Pat Tippmann, Tippmann Group
Bob Walters, Barrett & McNaghy





THE VISION

Downtown Fort Wayne is...
Everybody's History
Everybody's Neighborhood
Everybody's Playground
Everybody's Opportunity!

Like the rivers flowing through it, Downtown Fort Wayne belongs to each of us. It is the heart of this community. It is where we come together. No matter what corner of the region you call your own, Downtown Fort Wayne is your downtown – “everybody’s downtown.”

Downtown says much about who and what we are as a community. It marks the place of our beginning. It defines our image to the world. It is the showcase for our creative spirit, our heritage and our pride of place. It is where we gather to celebrate, to affirm our beliefs and to realize our greater civic mission. That shared importance, that claim of communal identity, endows each of us with a stake in its future. Downtown is ours to envision, ours to shape.

As we have changed as a people, so has, and will, the role of Downtown. From Kekionga’s trading village to its days as a territorial fortress, from transportation hub to the seat of government, from commercial nexus to the hothouse for art and culture, each era has invented and invigorated Downtown Fort Wayne with a new focus and energy.

To reach its potential and fulfill our aspirations, Downtown Fort Wayne must become the activity center for the region, providing one-of-a-kind economic, residential, cultural and recreational opportunities.

Living. Working. Enjoying. Vibrant downtowns work successfully within each of these realms. They are significant contributors to the identity, livability and competitiveness of their greater communities. And they are magnets for activity. Regardless of size, the impact of a healthy downtown is enormous. The goal of this planning effort is to encapsulate in direction and then stimulate in action a Downtown Fort Wayne with an exciting, undeniable energy and presence.

The importance of Downtown will always remain. But with each new age, Downtown must find anew its substantive purpose. In 2002, that charge is both our challenge and our opportunity.

Symbolically and substantively...
Downtown Fort Wayne will always be “everybody’s downtown.”





CURRENT CONDITIONS

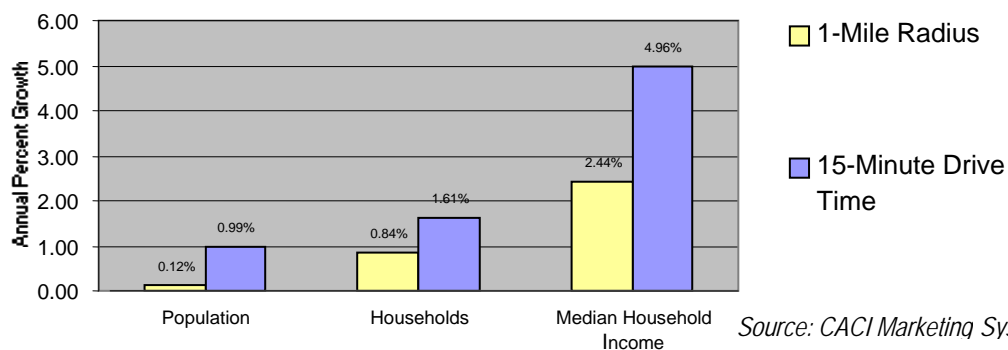
Market Overview

Downtown Fort Wayne's future success is dependant upon a clear understanding of the market trends and opportunities. To gain that knowledge, a comprehensive market analysis of the Downtown was conducted by Development Concepts Inc. and compiled into a newsletter, highlighting key market findings and potential areas for economic growth. (See Appendix) The newsletter was distributed to the Steering Committee and made available to the public at the Downtown Initiative's web site: YourDowntown.com. The market analysis provides an economic baseline for Downtown Fort Wayne in the context of the City, Allen County, the six-county metropolitan statistical area (MSA), and the State of Indiana. The analysis illustrates the market potential for residential, commercial, and retail investment activity.

The key finding in the study was that a healthy, vibrant Downtown Fort Wayne is dependent upon expanding its market reach. The market must include the Fort Wayne MSA and beyond. Without the ability to market to this larger population base with its significant disposable income and demand for a variety of services, Downtown faces an uncertain future. In other words, Downtown must become a major regional destination, attracting more customers to its business, cultural, and entertainment venues.

Five market segments, or niches, emerged as potential areas of opportunity: tourism, arts and entertainment, recreation, residential, and office. All of which are currently evident in the Downtown marketplace. The challenge for Downtown Fort Wayne will be to capitalize on the larger regional economy and the daytime population of more than 67,000 within three miles to create niches that will distinguish it from the suburban areas of Allen County.

Growth Trends 2001-2006
1-Mile Radius vs. 15-Minute Drive
from Downtown Fort Wayne



Market Conclusions

- Modest regional business & residential growth in the next 5 years
- Vulnerable Downtown office market
- Downtown office competing with more convenient west & north side markets
- No linkages between Downtown retail & area shopping destinations
- High paying manufacturing jobs at risk –little to no growth
- Median household income in a 1-mile radius of Downtown is relatively low
- Significant market potential within 15-minute drive of Downtown





Existing Physical Conditions

Framework and Land Uses

Dominant high-rise structures, which create the Downtown skyline, are the most readily identifiable physical element to Downtown. Once in the Downtown there is a lack of a unifying look or physical theme. Much of this can be attributed to past development trends which have removed historic structures in order to make room for surface parking areas and parking structures. A rich collection of historic landmark buildings does exist but these structures are scattered. The Downtown area also has several park and open space areas which are primarily passive in nature and do not appear to be well connected to one another or other pedestrian amenities. Overall, these conditions have created a downtown with limited street-level, pedestrian-oriented activity.

Notable gateways and corridors into the Downtown areas exist but do not contain elements that convey a sense of formal entry into Downtown. Existing corridors tend to be oriented to vehicular traffic and are not pedestrian friendly. The railroad viaducts on the north and south ends of Downtown are two good examples of underutilized gateways into Downtown business districts which are not visually inviting and act as pedestrian barriers.

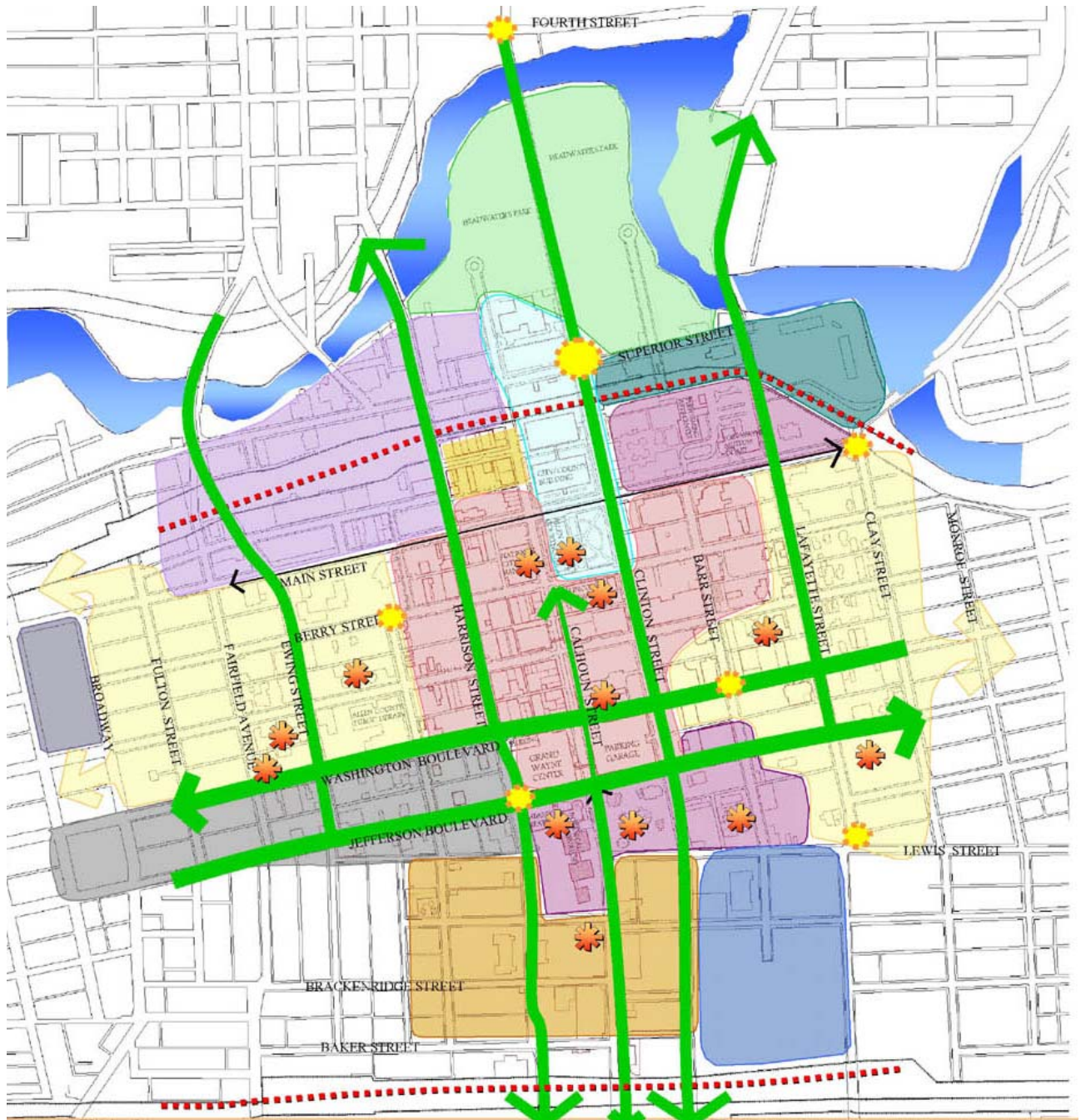
The Existing Framework Map (See Page 5) is a graphic illustration summarizing the existing conditions present in Downtown Fort Wayne. It highlights such features as focal points, landmarks, gateways, pedestrian spines, vehicular thoroughfares, resources, liabilities, and categorizes areas with similar development characteristics (both physical and non-physical). The Existing Framework Map identifies the key components of Downtown Fort Wayne. Many of the areas show strengths, but others are not fully developed in that there is not enough critical mass (e.g. no significant concentration of restaurants in close proximity to one another).

Downtown land uses primarily consist of nonresidential commercial, office, and institutional uses. Most residential uses are multiple family and are generally located outside the core of Downtown. The Land Use Map (See Page 6) illustrates the existing land uses located in the Downtown and surrounding areas.





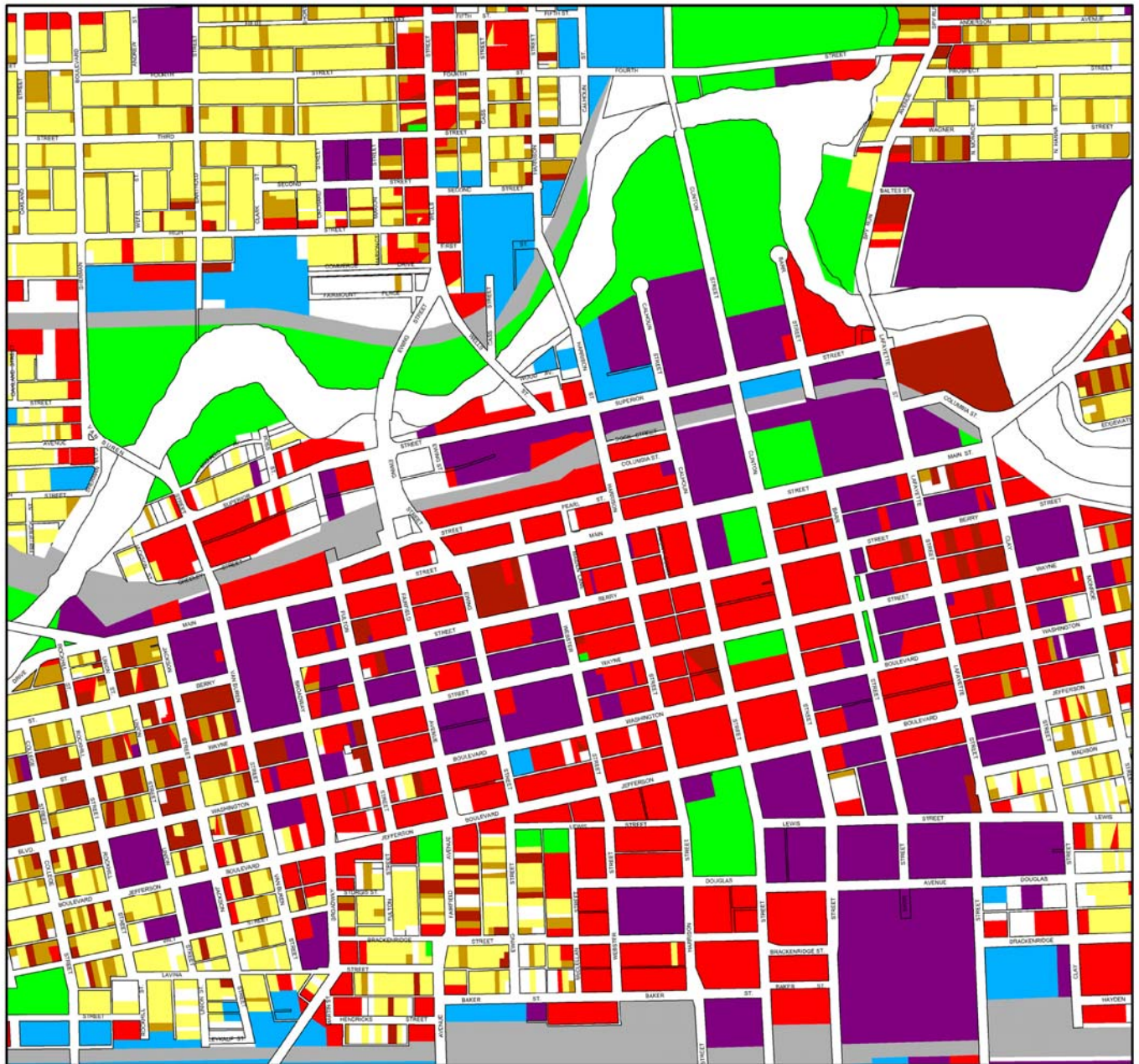
Existing Framework Map



- | | | |
|---|--|---|
| Distinctive Core Area (High density, mixed-use, pedestrian oriented) | Civic Spine (Public offices, transit hub, and jail) | Mixed-use River Focused Development (Entertainment, residential, parking) |
| Riverfront Open Space | Mixed-use Transitional Zone (Small scale business, public & institutional uses linking Downtown neighborhoods) | City-Wide Service Center (Post office, public school center) |
| The Landing (Entertainment cluster along Historic Columbia Street) | Jefferson Corridor (Auto-oriented commercial) | Visual Skyline Landmarks |
| Arts, Culture, & Entertainment Concentration | Business/Industrial Center (manufacturing distribution and light industrial structures) | Gateways |
| Business Campus (Office and public use center with adjacent surface parking and other services) | St. Joseph Hospital (Medical Center) | Barriers |



Land Use Map





Vehicular Circulation

One-Way Streets

Vehicular traffic in the Downtown consists of a grid pattern of both one-way and two-way streets. Generally circulation benefits the vehicular user over the pedestrian.

The proposed expansions of the Grand Wayne Center and the Allen County Public Library include the closure of portions of two two-way streets within the Downtown core, Harrison Street between Washington Boulevard and Jefferson Boulevard and Webster Street between Wayne Street and Washington Boulevard. Closing a one-block section of Harrison and Webster to vehicular traffic will further complicate and restrict circulation throughout the Downtown. To provide better circulation, conversion of certain one-way streets to two-way operation has been discussed.

If roadways such as Berry Street, Wayne Street, Calhoun, Fairfield Avenue and Ewing Street were to be converted from one-way to two-way operation, wayfinding and overall circulation in the Downtown area could be positively impacted. Furthermore, conversion to two-way operation would result in lower vehicle speeds within the affected areas, benefiting pedestrian circulation and commercial retail business. Traffic volumes on these routes are relatively low in comparison to primary arterials leading to and from Downtown such as Clinton, Lafayette, Jefferson, and Washington. Due to their traffic volumes, these one-way routes serve as the primary thru streets for Downtown and should remain in one-way operation.

Conversion of signalized intersections from one-way to two-way can require significant modifications to lane markings, turning radiuses, and signal controls. The conversion of Calhoun Street would require roadway modifications to the 'narrow' one-way blocks that currently exist between Washington Boulevard and Berry Street.

The positive and negative impacts of one-way to two-way roadway conversions should be taken into consideration with additional traffic impact studies completed before final decisions are made.

Access Into and Through Downtown

Downtown enjoys relatively good accessibility from the overall community and the surrounding region. Clinton, Lafayette, Jefferson, and Washington serve as the major access points for Downtown. Traffic volumes on these arterials average 23,000 vehicles per day, with Jefferson Boulevard experiencing the highest level of traffic at 28,000 cars per day.

Improvements on West Jefferson Boulevard between Main and Swinney Park, including a center turn lane, new curbs, and lighting, have improved access into Downtown from the West. Additional improvements on other primary arterials will further improve access into Downtown.

The I-469 bypass provides an alternate route for truck and other through traffic, relieving congestion on Downtown's major arterials. Similarly, north-south alternatives are proposed or under construction including Ardmore/Hillgas Road, Wayne Trace, and Maplecrest Road.

Parking

Currently, there are a little over 11,000 available parking spaces (both public and private) in the Downtown (See Page 9). The primary issues with Downtown parking are distribution of parking where





it is needed, the design of parking areas to accommodate a higher percentage of parking spaces, and lack of appropriate signage to locate and identify permitted use.

A parking study focusing on the development of a new parking structure to service the needs of the Grand Wayne Center/Hilton Hotel, Allen County Public Library, Embassy Centre, and Botanical Conservatory was conducted by Carl Walker, Inc. in February 2002. This study identified that a new parking structure would provide needed public parking for these venues during peak periods. The study concluded that the northwest corner of Washington and Harrison would be the most desirable location for a new parking structure.

Pedestrian Circulation

Most pedestrian circulation is concentrated within the area bounded by Main Street, Clinton Street, Washington Boulevard, and Harrison Street. Calhoun Street provides the recognizable pedestrian active corridor within this area. There are several barriers that prevent circulation of pedestrians throughout the entire Downtown. The decrease in storefront activity and an increase in surface parking areas creates uninviting environments and discourages pedestrian circulation. Many of Downtown's activity generators (Headwaters Park, Embassy Centre, Museum of Art, etc.) are located a significant distance from each other. These major attractions are not well linked by pedestrian friendly or safe-feeling streetscapes, so circulation is often achieved by automobile. Better physical connections to uses in close proximity and even programmatic linkages to events and venues can create better connections and encourage pedestrian activity.

Vehicular traffic in the Downtown consists of a grid pattern of both one-way and two-way streets. One-way streets, although sufficient for moving vehicular traffic, do not provide an inviting environment for pedestrian oriented uses. Wayne, Berry, and Calhoun streets, because of their lower volumes of traffic could be converted to two-way streets, providing a safer environment for the pedestrian. The volume of traffic on some one-way streets (Clinton, Lafayette, Jefferson, Washington) does not allow for conversion to two-way, however, traffic-calming measures are needed in areas where there is high pedestrian activity.

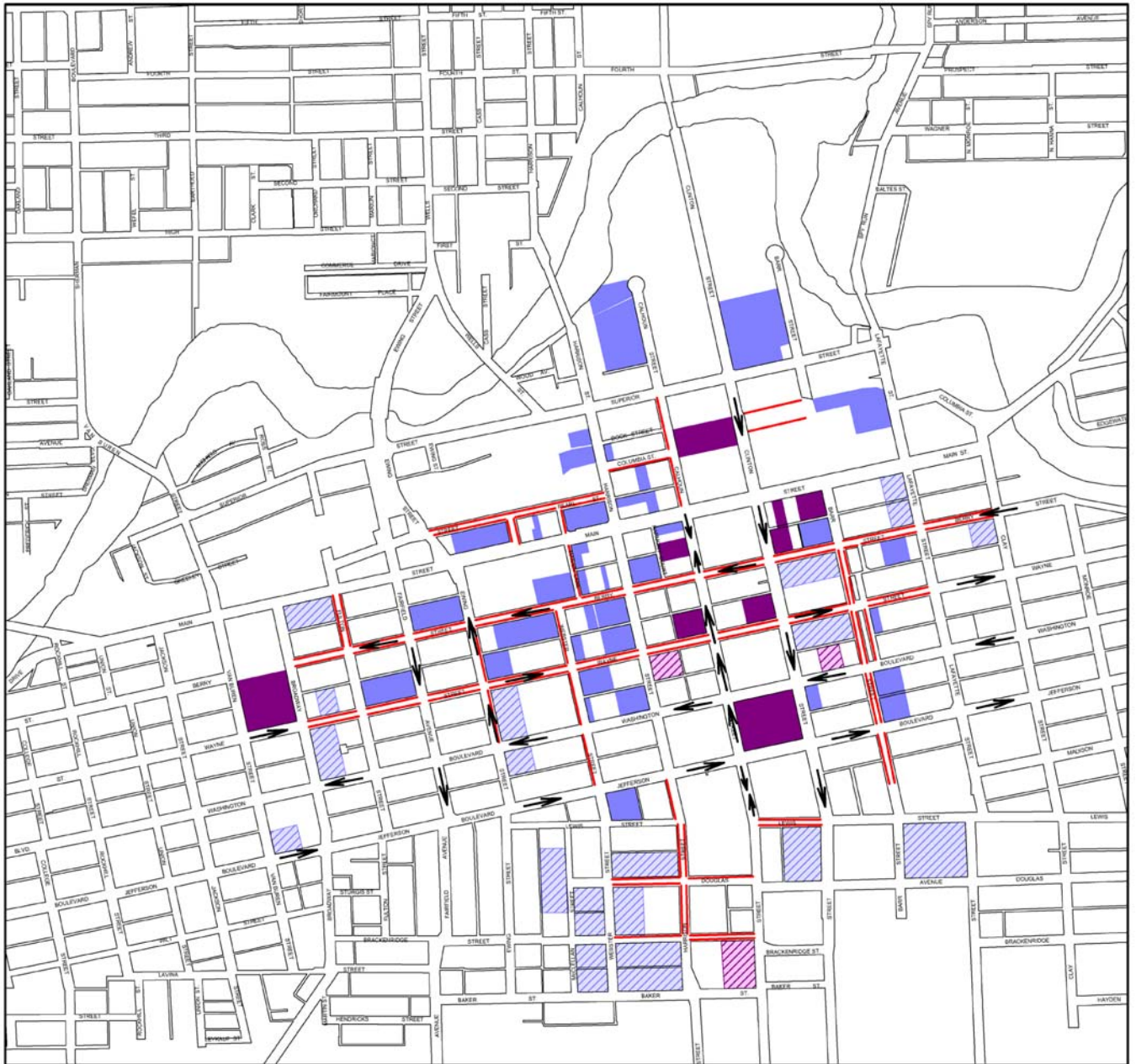
Transit Station

The Fort Wayne public transportation company, Citlink, has conducted an extensive study for the relocation of its Downtown transit station. An existing transit station exists at the corner of Clinton and Superior streets. This station, however, cannot accommodate all busses at one time, a necessary component for its new pulse transfer operation to work efficiently and adequately. In addition, the current transit station has no indoor facilities, nor adequate protection for users from adverse weather.





Parking Inventory Map



- | | |
|--|--|
|  Surface Parking |  Private Surface Parking |
|  Garage Parking |  Private Garage Parking |
|  Street Direction |  City Metered Area |



Community Input

The full participation of the community was actively sought throughout the planning process. A separate marketing and outreach committee consisting of City, County, DID, and citizen members was established. This committee promoted public meetings, hosted a website dedicated to the development of this plan, and collected input through a countywide phone survey and an online survey. In addition to using surveys, Development Concepts Inc. conducted approximately 40 stakeholder interviews, three focus group discussions, two community-wide public open houses, and nine Steering Committee meetings.

Community Telephone Survey

A 500-person telephone survey was conducted between October 1-17th, 2001 by Brown & Associates. The survey sample was a representative cross-section of Fort Wayne/Allen County households. The survey focused on five areas: Use of Downtown, Importance of community aspects, Evaluation of community aspects, Importance of possible action items, Desire to live Downtown. Complete survey results can be found in the appendix.

Telephone Survey Findings

Use of Downtown, Reason for going Downtown

Library, Professional Services, Entertainment (Top 3)

Importance of Community Aspects

Being Well-Maintained 86% important

Evaluation of Community Aspects

Excellent - Downtown Library

Poor/Failing Downtown Housing

Importance of Possible Action Items

Develop more reasons for people to come downtown 45% excellent idea

Desire to Live Downtown

25% have a desire to live downtown

Of Those:

50% would prefer to live in historical housing

54% would prefer single- family housing

Online Survey

An online survey was posted on YourDowntown.com from March-July 2002 to solicit the opinions of the Fort Wayne community. A majority of the questions focused on destinations and amenities found in "exciting" and "lively" cities. Over 750 responses were submitted. Although not scientifically based, the survey does provide anecdotal information on community desires. The results of this survey are in the appendix of this plan.

Activities & Themes Generated by Online Survey

- An Active Environment - both day & night
- Diverse Restaurants
- Pedestrian Friendly
- Casual Dining
- Evening Entertainment
- Specialty Food /Specialty Retail





Downtown Meetings

Two public meetings were held to solicit community input. The consulting team, Development Concepts Inc. and HNTB, facilitated the meetings. The first public meeting, the Downtown Open House, was held on March 25, 2002. The Downtown Open House provided the public an opportunity to review the consultants' preliminary findings and to offer their thoughts and opinions. The format was informal and participants were free to come and go during afternoon (11 a.m. - 1 p.m.) and evening (5:30 p.m. - 7:30 p.m.) sessions. A summary of the Open House can be found in the appendix.

The second public meeting, the Downtown Summit, was held on June 26, 2002. The Summit began the concluding phase of the planning process and provided an opportunity for residents, business and property owners, stakeholders, and other interested parties to review a number of ideas and recommendations. Similar to the Downtown Open House, the format was informal with participants free to come and go during afternoon (11am-1pm) and evening (5pm-7:30pm) sessions. A summary of the Downtown Summit can be found in the appendix.

Focus Groups/Interviews

The consulting team, Development Concepts Inc. and HNTB, conducted a series of focus groups targeting Downtown workers; Downtown residents; and Downtown arts, cultural, and entertainment oriented organizations. The consulting team also conducted over three dozen one-on-one interviews with community leaders, elected officials, developers, realtors, business leaders, DID board members, major lenders, foundations, and City staff.

Current Conditions Summary – Key Assumptions

Based on the analysis of Downtown Fort Wayne's current physical conditions, market analysis, and community input, several conclusions were reached.

Key Assumptions

- The health of Downtown's core area (Harrison – Superior-Lafayette-Jefferson) is critical; and the core is the primary focus area.
- Downtown has not been capturing its share of the regional market.
- Downtown must become a regional destination point.
- Downtown must spotlight and create regional destination venues.
- Downtown's future is as a mixed-use center (institutional, office, retail and residential).
- Downtown must link its major destination venues.
- Design, amenities and uniqueness are three terms that should drive future investment.
- The strong interest in and connection to the city's rivers and the potential they represent are future development opportunities.





Elements of a Healthy Downtown

All downtowns share some basic elements that make them successful. The consultant team developed a list of 38 basic “Elements of a Healthy Downtown” necessary for a downtown “to work.” The inclusion of these components ensures an operational downtown, providing the foundation for types of investment and development necessary to make a unique and special downtown. The “Elements of a Healthy Downtown” are divided into four categories: Leadership, Economic Development, Urban Design, and Programming.

Downtown Fort Wayne’s “Elements” were evaluated throughout the planning process. The evaluation is based on site analyses, market research, interview discussions, public input, and comparisons to other communities similar to Fort Wayne. The evaluation is laid out as a “Report Card” to the community. This report card is like any other – it clearly “grades” Downtown’s performance in specific areas. For any downtown to reach its potential it must perform well across all of the elements, and a balanced commitment to improvement is critical to achieving success. The report card also provides a valuable tool for measuring progress, and will be used on an annual basis to report progress to the community. Recognizing Downtown’s strengths and weaknesses provides a valuable method for prioritizing the recommended projects in this action plan.

Urban Design		Programming	
<u>Element</u>	<u>Grade</u>	<u>Element</u>	<u>Grade</u>
▪ Landmarks	✓	▪ Transit System	✓
▪ Pedestrian Orientation & Scale	✓-	▪ Street-Level Retail	✓-
▪ Historic Fabric	✓-	▪ Arts, Culture, & Entertainment	✓+
▪ Sense of Place	✓	▪ Nightlife	✓
▪ Open/Public Space	✓+	▪ Parks & Recreation	✓+
▪ Strong Linkages	✓-	▪ Residential Base	✓
▪ Gateways	✓-	▪ Urban Neighborhoods	✓
▪ Defined Districts	✓-	▪ Ethnic Themes & Diversity	✓-
▪ Preservation & Adaptive Reuse	✓-	▪ Hospitality Area	✓
▪ Parking	✓	▪ Civic/Public Buildings	✓+
▪ Understandable Traffic Network	✓	▪ Destination Places	✓-
Urban Design Grade D		Programming Grade C	
Leadership		Economic Development	
<u>Element</u>	<u>Grade</u>	<u>Element</u>	<u>Grade</u>
▪ Coordinated Marketing	✓	▪ Opportunities for Growth & Development	✓
▪ Promotions	✓+	▪ Market Potential	✓
▪ Plan for the Future	✓	▪ Activity Centers	✓
▪ Security	✓	▪ Public/Private Agenda	✓
▪ Management	✓	▪ Economic Development Tools	✓-
▪ Corporate Participation	✓	▪ Business Core	✓
▪ Major Institutional Presence	✓	▪ Entrepreneurialism	✓-
▪ Educational Presence	✓-	▪ Business Recruitment/ Retention	✓-
Leadership Grade C		Economic Development Grade C-	

Overall Grade C-

The evaluation concluded that the Downtown currently excels in areas such as Arts and Culture, Civic/Public Buildings, Open/Public Space, and Downtown Promotions; however, it is deficient in areas such as Pedestrian Orientation and Scale, Defined Districts, Preservation and Adaptive Reuse, Street-Level Retail, Economic Development Tools, and Business Recruitment/Retention Programs. These deficiencies must be addressed before the Downtown can prosper.





BIG PICTURE 2020

The "Big Picture: Downtown 2020" illustrative plan demonstrates how the recommendations outlined in the Action Plan can be implemented to create a revitalized Downtown. It is not to be viewed as a site plan, but rather as a concept for development resulting from the policies and principles of the overall Action Plan



Potential Key Projects & Initiatives

1. Art Museum Expansion
2. New Main Street Plaza
3. Main Street Median Project
4. Intersection Improvements- Barr/Main Street
5. Heritage Square Strategy
6. Marketplace Development
7. Phased Streetscape Improvements
8. New Citilink Intermodal Transit Facility
9. Embassy Theatre Streetscape/ Indiana Hotel Renovation
10. Study Reduced Width of Jefferson/Washington
11. Grand Wayne Center Streetscape
12. Grand Wayne Center Expansion
13. Hotel/Mixed Use S/W Corner of Harrison and Washington
14. Maximize Use of Bonsib Building
15. Mixed Use/Parking Garage N/W Corner of Washington & Harrison
16. New Webster Street Plaza
17. Library Expansion
18. Scottish Rite Center
19. Phased Streetscape/Angled Parking on Harrison Washington to Superior
20. Harrison Street Infill Development – Wayne to Superior
21. Traffic Circulation Improvements – one-way to two-way streets Berry/Wayne/Calhoun
22. New Mixed Use Infill
23. Maximize Use of Bonar Bldg
24. Landing Streetscape Improvements
25. Canal Area Feasibility Study
26. Rail Overpass Gateway Enhancements
27. Clinton Street Traffic Calming and Pedestrian Improvements
28. Harrison Street Anchor Development at River
29. Lighting/Enhanced Walkways – Clinton and Lafayette Bridges



RECOMMENDATIONS

Foundation Elements

The Foundation Elements are priority initiatives that are tied to the Elements of a Healthy Downtown. These elements provide the structure and support for all other aspects and recommendations of the plan. Engaged and empowered leadership at the highest levels; focused and sustained economic development efforts; strong attention to the aesthetic elements of a successful downtown; and innovative programming of downtown buildings, uses and activities ensure the “foundation” on which the unique and special downtown will be built.

Leadership

Aggressive, committed leadership is required for the successful implementation of the plan. Two immediate leadership recommendations are proposed:

Action Plan “Blueprint” Leadership

One of the most distinguishing outcomes of the Downtown Initiative is the Blueprint’s action orientation. Specifically, the Blueprint proposes the development of a formal leadership structure which, through a Memorandum of Understanding (MOU), partners the Mayor of the City of Fort Wayne, the Commissioners of Allen County, the Downtown Improvement District, legislative representatives, and the private sector. This leadership will coordinate the implementation of the Action Plan and guide efforts needed to ensure adequate ongoing funding support. Further information on the Blueprint Leadership is provided in the implementation section on page 35.

Unified Marketing and Branding Strategy

Downtown Fort Wayne requires a brand identity that defines its market niche within the region — and the implementation of a unified marketing strategy that delivers a coordinated message to potential regional customers. Potential partners in the development of this marketing and branding strategy include the Downtown Improvement District (DID), Downtown arts and cultural organizations, City Parks, and the Convention and Visitors Bureau, among others.

Economic Development

The Action Plan recommends the following priority economic development initiatives:

Business Retention/Recruitment Program

The City’s Department of Economic Development and the DID must establish a retention and expansion program in support of business activity Downtown. The community must position itself to provide increased support for existing Downtown business as a foundation to support business recruitment. The City’s Department of Economic Development and DID will partner in the recruitment of niche retail, restaurant and service-oriented businesses. An additional partnership with the Fort Wayne-Alen County Economic Development Alliance should be formalized to strengthen Downtown office recruitment efforts.

Economic Incentives/Inducements

In support of the above retention/recruitment effort, the City’s Department of Economic





Development should define specific incentives and/or inducements in support of new Downtown business investment. Both the Department of Economic Development and the City's Planning and Land Use staff should promote economic incentives for businesses and developers as outlined in the Downtown Design Guidelines.

Digital Downtown

The economic future of progressive cities will be defined by their capacity to generate, process and distribute information. Fort Wayne can become a regional and national communications hub if it realizes itself as a leader in the information age. Through the development of wireless zones and hot spots, promotion of existing high capacity fiber networks and elevation of available uses of technology, Downtown will gain a strategic advantage as it becomes a magnet for technology-oriented businesses and activities.

Urban Design

The visual perception and user-friendliness of Downtown Fort Wayne are both critical elements in the successful recruitment and retention of business, residents and customers. The following initiatives are recommended:

Wayfinding Signage System

For Downtown to be successful, visitors must be able to easily locate key destinations – including parking, museums, restaurants and entertainment venues. A new comprehensive wayfinding signage system is proposed to inform and direct visitors and enhance linkages between major destination venues. This new wayfinding system will assist in making Downtown more “user-friendly” and inviting.

Wayfinding & Signage Recommendations

- Initiate a coordinated & comprehensive wayfinding & signage program.
- Incorporate program into overall marketing initiative & Downtown branding/identity.
- Use signs to identify important entry points into Downtown, points of interest, districts, locations of parking garages/lots & transit facilities, connections to the River Greenway & linkages to near-Downtown neighborhoods.

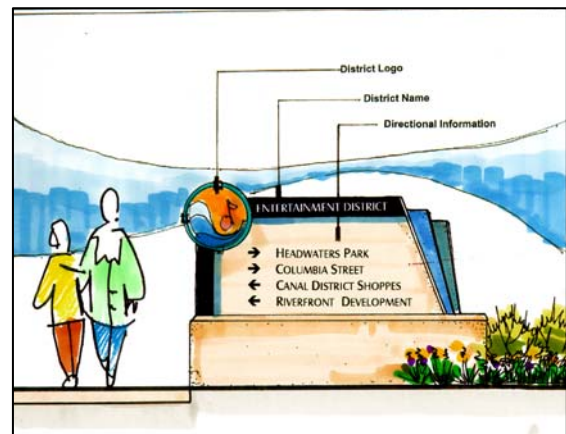


Fig. 2. Example of Wayfinding Signage

Urban Design Guidelines

Downtown's aesthetics often represent the first impression to residents, visitors, and investors. Good urban design standards help create an active, exciting, and attractive environment while





maintaining Downtown's unique character. Establishing downtown design guidelines is an essential component of the Downtown Action Plan as it addresses the aesthetic requirements of a successful downtown. The Downtown Fort Wayne Design Guidelines document was developed as part of the planning process for the Action Plan and is integral to the implementation of many of the plan's recommendations.

The intent of the Downtown Fort Wayne Design Guidelines is to act as an implementation tool, setting standards that help to guide new development throughout the Downtown area. The guidelines will provide the City the means to evaluate projects and give developers a thorough understanding of community expectations, and a greater flexibility of use options.

The focus area for the Downtown Design Guidelines is much broader than the study area for the Action Plan. Taking a more comprehensive approach, the document recommends the creation of two Downtown zoning classifications: CM5 A – Central Downtown District and CM5 B – Downtown Edge District. (See Page 18) Based on existing development patterns and the historic character of each of these areas, a different set of design guidelines will be recommended for each area.

The main principles used in establishing the Design Guideline recommendations are three-fold. First, it is intended that the guidelines encourage the development of defined street edges in the urban core. This will identify the primary path of movement and create a unified urban fabric. This can be accomplished through special attention to infill development used to fill the "gaps" along the street and identify consistent building setbacks and orientation to the street. Second, it is important that these guidelines recommend development standards and policies that strengthen the visual character of Downtown. Special attention to detail, including use of materials and architectural style, can help to develop local or regional design criteria. Finally, creating an environment oriented toward pedestrians is an important factor driving these recommendations. Activity and interest at the street level enhances the pedestrian experience and promotes a sense of vitality for Downtown.

Existing financial incentive programs should be reevaluated to improve their effectiveness in meeting the goals of the design guidelines. A few of these programs include: the Historic façade grant program, Community Development Corporation Façade or Targeted Façade loans, tax abatements, and tax credit programs. Additional financial incentives and other non-financial incentives should also be explored as a way to encourage compliance with the guidelines.

It is intended that the general policy guidelines and recommendations stated in the design guidelines be expanded where appropriate and incorporated into applicable ordinances, or adopted as policies by applicable government agencies and other appropriate entities in order to provide design direction to property owners, developers, designers and decision makers. Through attention to simple design principles, the guidelines will help to contribute to an active, unique, attractive, and pedestrian-friendly downtown.

Downtown Design Guidelines Goals

- To foster attractive and functional design solutions in the Downtown.
- To preserve and enhance the unique character of Downtown by maintaining the integrity of those areas that have special significance
- To protect and encourage public and private investments in the Downtown
- To provide design direction to property owners, developers, designers, and decision-makers
- To facilitate the implementation of the Downtown Action Plan.





Streetscape Improvements

Overall streetscape improvement themes should be developed to guide phased district-specific improvements. These themes should emphasize unique, enjoyable pedestrian environments that are fun to experience. A streetscape development plan is currently underway for the streets bordering the Grand Wayne and Allen County Library. The standards developed from this plan will provide the framework for future streetscape projects to be implemented in phases throughout Downtown. This set of standards will apply to street lighting, paving accents, furniture, and other elements developed for the street and sidewalk right-of-way.

Fig. 3.
Example of
Streetscape
Amenities

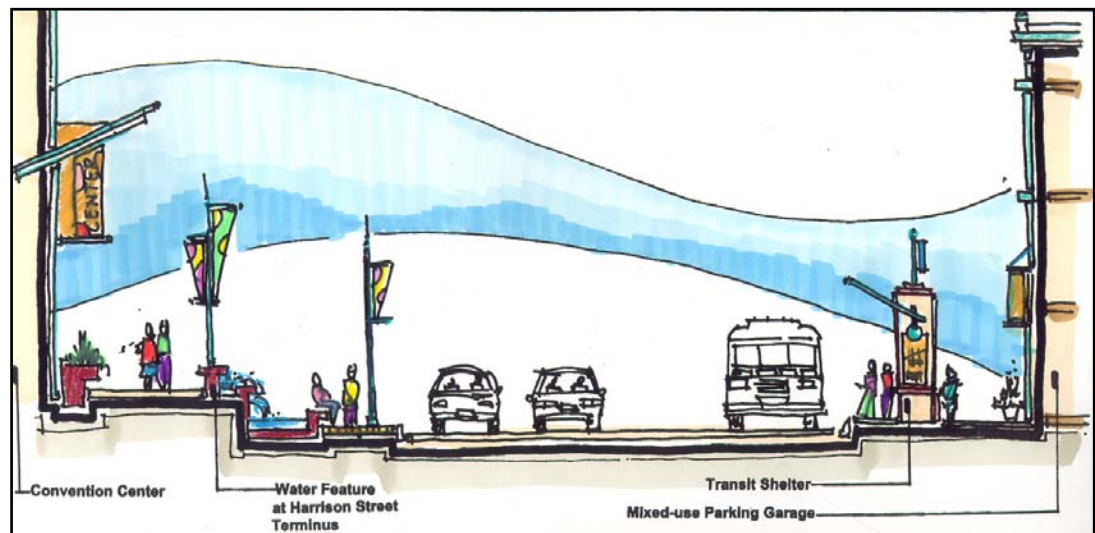
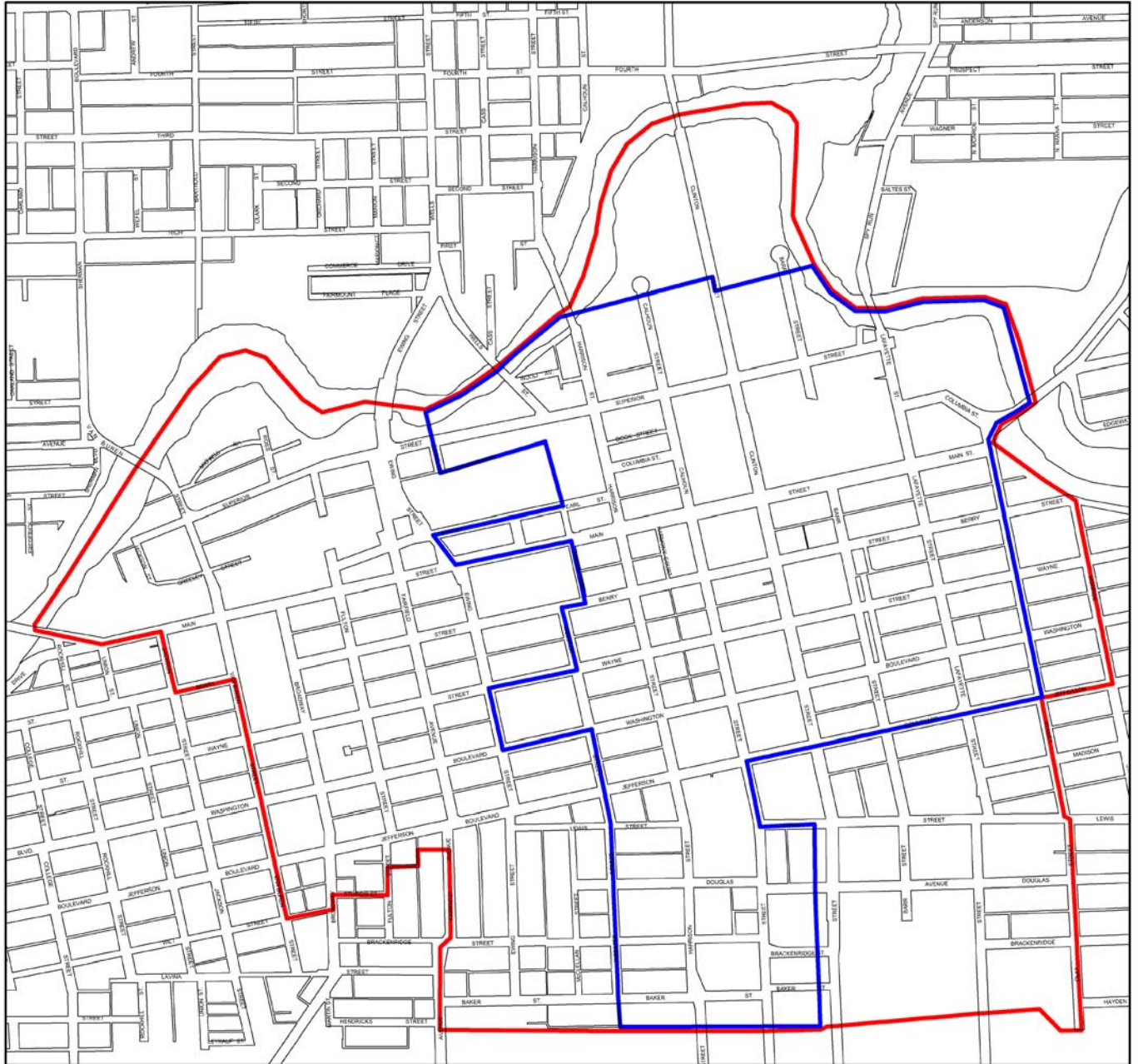




Fig. 4. Possible Streetscape Improvements for Washington Boulevard





CM5 A & B Zoning Map



 CM5A
 CM5B



Traffic Circulation and Parking Improvements

Traffic circulation and parking are identified as two key “Elements of a Healthy Downtown.” It is essential that Downtown provide a street network that is easy for motorists to understand and convenient to navigate. Several initiatives should be undertaken to improve both the vehicular and pedestrian circulation network Downtown, including street closures, conversions of one-way streets to two-way traffic, traffic calming devices, streetscape enhancements, integration of the proposed Citilink transit facility, and parking design and management techniques. These modifications will allow Fort Wayne to achieve a stronger, more cohesive Downtown transportation framework and address these important elements.

As part of the Grand Wayne Center and Allen County Library expansions, portions of Harrison and Webster streets will be closed to vehicular traffic, however, they will remain accessible for pedestrian uses. City Council has approved the closing of Harrison Street to traffic between Washington and Jefferson Boulevards. A pedestrian walkway through the expanded Grand Wayne Center will replace the roadway. City Council has also approved the closing of Webster Street between Wayne Street and Washington Boulevard. It is proposed that this block of Webster be converted to a pedestrian plaza, serving as a high quality outdoor gathering place adjacent to the Allen County Public Library with close proximity to a new parking garage. While these street closures will provide new pedestrian opportunities, they will necessitate some modification of the existing vehicle circulation network. The conversion of a select number of one-way roadways to two-way operation will ease traffic circulation for visitors unfamiliar with the Downtown street network and improve access and visibility to Downtown businesses.

Vehicular & Pedestrian Traffic Network Recommendations

- Convert Wayne & Berry Streets to allow 2-way traffic, between Broadway & Monroe.
- Consider converting Calhoun Street to allow 2-way traffic between Washington & Berry.
- Install traffic calming devices, including paved crosswalks, along Clinton Street through Headwaters Park to Main Street.
- Improve pedestrian safety particularly under railroad overpass.
- Consider reducing the width of Washington & Jefferson Boulevards within the Downtown core to calm traffic & increase the pedestrian walkway.
- Improve intersection at Main & Barr Streets with new pedestrian crossings & signals.
- Ensure safe & convenient connections to the proposed Citilink transit facility, Baker Street Station & the River Greenway.
- Coordinate streetscape improvements with new development.
- Use new streetscape amenities as incentives to potential Downtown investors & developers.

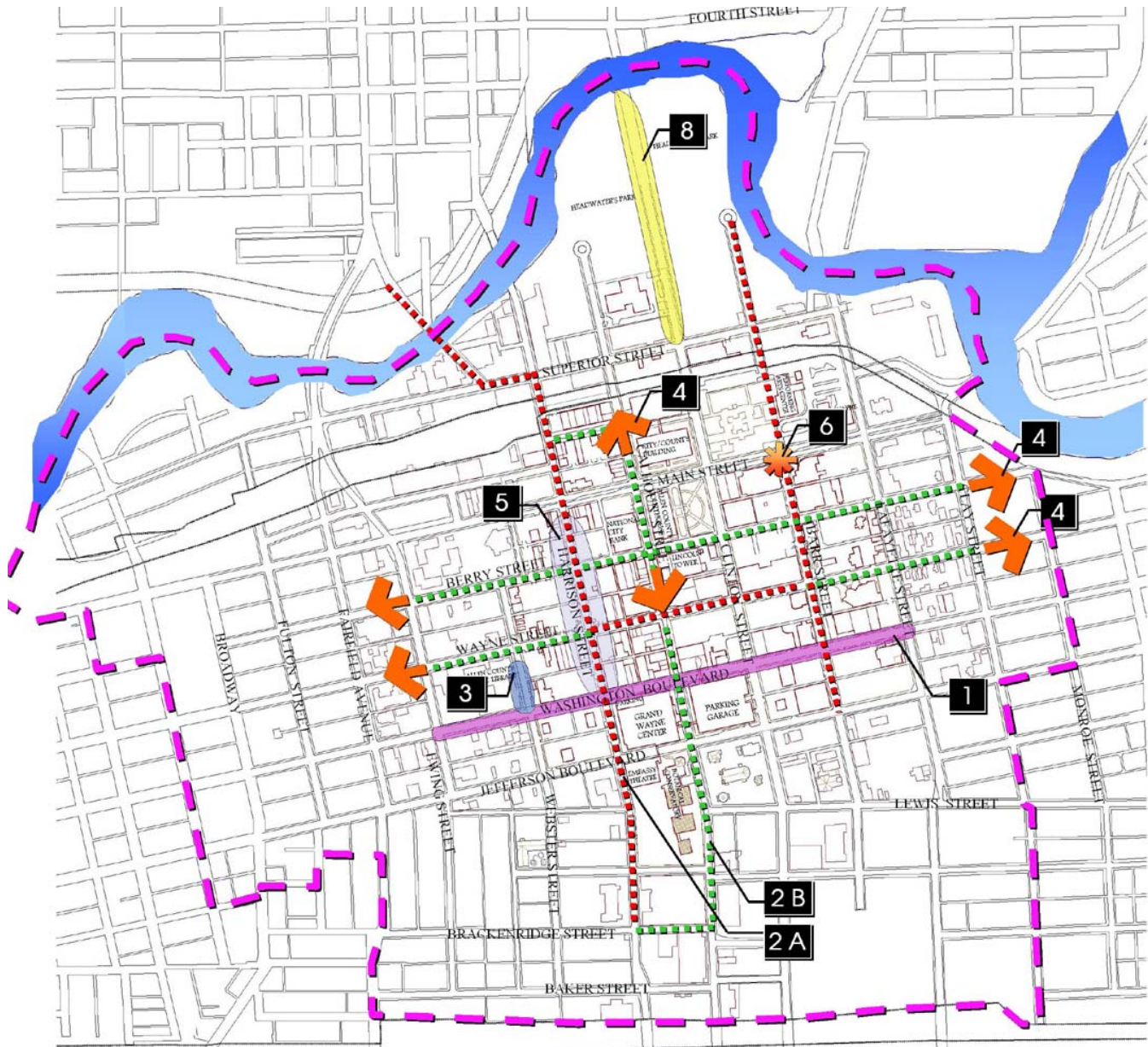
Parking & Parking Management Recommendations

- Examine possibility of angled parking along a portion of Harrison Street, potentially between Washington & Main.
- Design new parking garages with features to promote street-level pedestrian activity.
- Include active retail & commercial space on first floors of parking garages.
- Incorporate architectural elements into street-level parking garage façades.
- Program & design parking into all new mixed-use development.
- Investigate continued use & possible expansion of on-street parking meters to encourage short-term parking.
- Investigate enforcement of meter time limits & violation fines to encourage all-day users to park in garages.
- Investigate allowing short-term convenience parking with grace period for metered parking.
- Consult Fort Wayne Downtown Design Guidelines for specific parking design recommendations.





Parking and Circulation



1. Investigate possibilities of reducing width of Washington and Jefferson Boulevards
- 2A. Enhance streetscape along phase one priority streets and pedestrian network
- 2B. Enhance streetscape along phase 2 priority streets and pedestrian network
3. Close Webster Street to create pedestrian plaza

4. Investigate possibility of converting Calhoun, Wayne, and Berry Streets to two-way
5. Introduce angled parking along Harrison Street
6. Improve intersection of Main and Barr Streets
7. Improve wayfinding/parking signage
8. Institute traffic calming techniques along Clinton Street through Headwaters Park

--- --- WAYFINDING SIGNAGE APPLICATION AREA



Programming

The development of new amenities and programs will attract diverse customers, appealing to various market segments from singles to families to empty nesters, creating an environment inviting to everyone. The Downtown Improvement District (DID) has done an excellent job of organizing and hosting events within the “core” area of Downtown – offering visitors an opportunity to enjoy the richness of the Downtown environment. Additional organizations should be encouraged to explore and pilot new programming that will invite greater enjoyment of Downtown Fort Wayne’s assets.

Downtown Churches Partnership

Fort Wayne is known as the “City of Churches,” and Downtown is home to a number of historic and architecturally significant churches. Downtown is the center and origin of a strong religious community that remains very active today. The mission of many of these churches is to foster and improve their Downtown presence. In addition to providing spiritual guidance, many also provide learning opportunities, entertainment opportunities, non-profit child-care, and other faith-based social services within Downtown. These services and programs bring people Downtown at traditionally non-peak hours, presenting unique opportunities for supporting downtown revitalization.

Arts and Cultural Funding Program

Fort Wayne’s Downtown is the home of exceptional cultural facilities such as the Embassy Centre, Fort Wayne Museum of Art, and Lincoln Museum. Arts and cultural programs and events continue to generate an exceeding amount of “draw” and revenue for the Downtown, providing economic as well as cultural benefits to the community. However, art facilities and venues require a continued financial source to remain current and competitive in the marketplace. The establishment of a sustainable private/public funding source for art programs, marketing, and other arts related capital improvements is needed to enhance and sustain Downtown’s arts and cultural assets.

Sports Corporation Project

The Fort Wayne Sports Corporation published a report in Spring 2002 detailing the type and possible sites for a recreational sports facility capable of hosting state, regional and national events. The project represents a highly desirable activity generator for Downtown, increasing its visibility and customer base. The Blueprint for Downtown proposes a joint effort between the Sports Corporation and the City to undertake a detailed Downtown site assessment/selection as the key next step to moving this catalyst project forward.

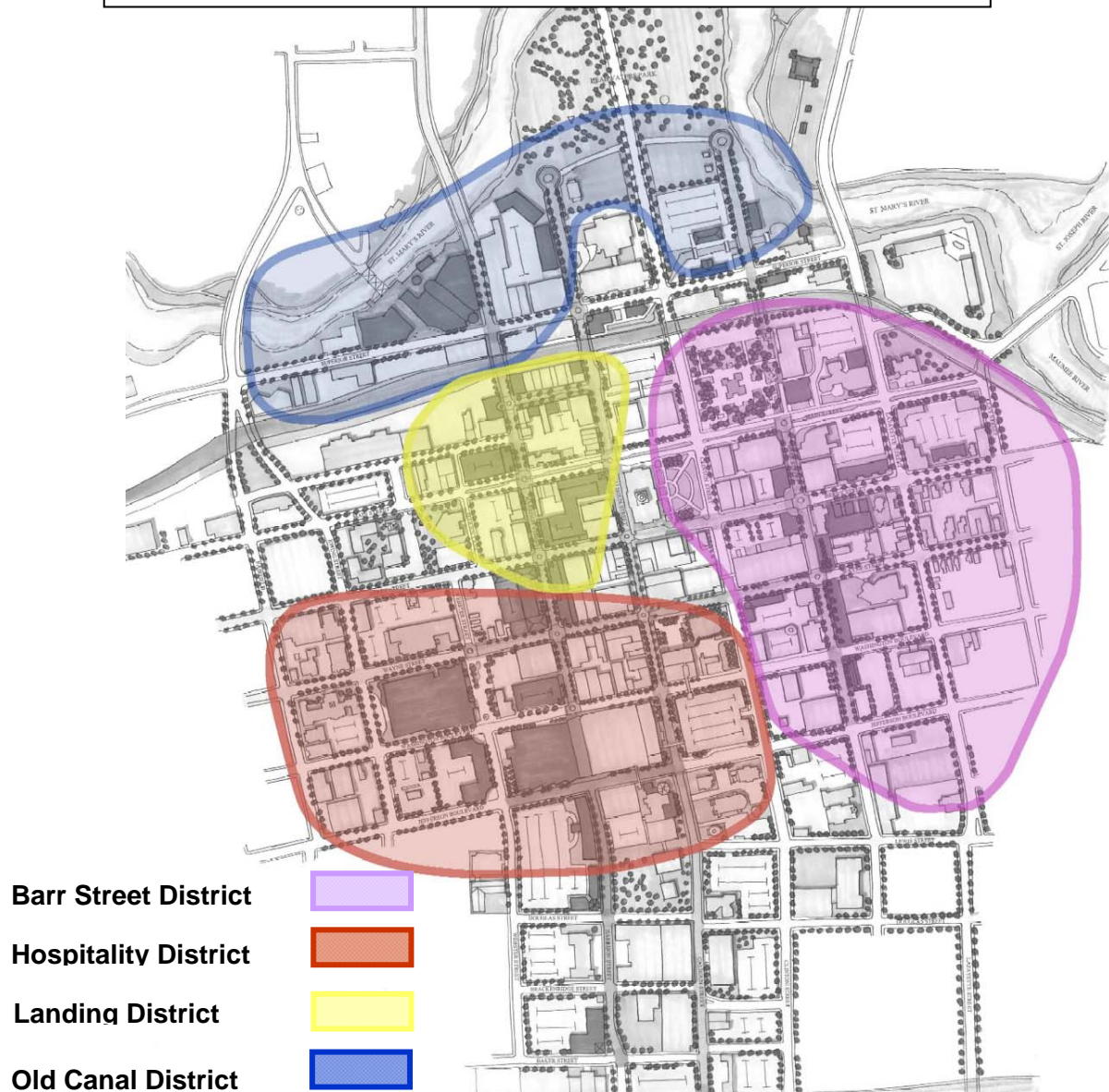




Downtown Districts Map

One of the Elements of a Healthy Downtown, defined districts will bring recognition to Downtown's unique businesses and points of interest by employing strategies that group them together. Businesses are more successful when located in an area that is known to have a concentration of "like uses." Districting is a way to place a name and identity in a specific area; it is a form of brand awareness.

It is recommended that Downtown be divided into four distinct districts based on physical character, type of uses, and use concentration -- both current and future. Preliminary names have been chosen for these districts, the final naming of districts will occur through a branding process. (page 14)





District Recommendations

Barr Street District

The Barr Street District should elevate awareness of Downtown as a fun and entertaining place for art and culture in the Fort Wayne region, in terms of facilities, activities, and programming. This designation does not suggest that all cultural venues must be located on Barr Street in order to be a part of the district. Barr Street merely serves as the organizing element and the location of several existing cultural venues. It is a symbol associated with Fort Wayne cultural activities both current and future and the starting point for this initiative. The following is a detailed list of recommended projects for the Barr Street District:

Fig. 5.
Barr Street
District



Main Street Median Project

This beautification project, currently underway, includes the planting of daylilies in a river-like flowing design within the median on Main Street from Clay to Harrison Streets in the Downtown core.

Intersection Improvement at Barr and Main

Improvements to the intersection will establish a theme and gateway into the Barr Street district. The gateway will serve as a north anchor of the district.





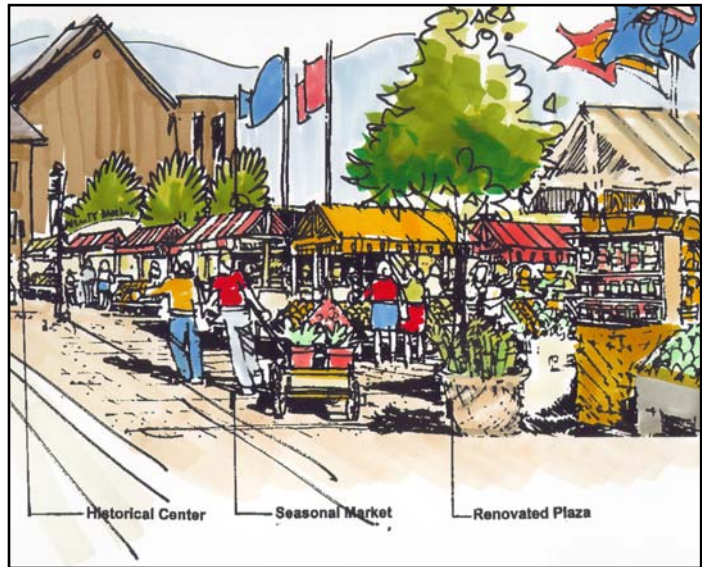
Phased Streetscape Improvements Along Barr Street

Improve streetscape along Barr Street with amenities such as sidewalk treatments, landscape enhancements and public art to provide a unique experience for the pedestrian.

Develop a 'Marketplace' along Barr Street

Conduct a market study to determine feasibility of an indoor/outdoor marketplace along Barr Street from Berry to Washington Streets, creating a unique facility to draw patrons from the regional market. In addition to fresh produce the Marketplace could offer local cuisine, exotic foods, art for sale, multi-cultural offerings and entertainment. The Marketplace would provide an opportunity for economic growth as well as entrepreneurial innovation, making shopping an event.

Fig. 6
The
Marketplace
on Barr
Street



New Citilink Transit Facility / Possible Marketplace Expansion

The new Citilink transit facility, to be located at the corner of Barr and Washington Streets, will serve as an anchor at the south end of Barr Street. This facility will provide indoor/outdoor waiting areas and enhancements such as public art, and space for potential expansion of the Marketplace. Construction of a new \$4 million transit terminal is scheduled to begin in 2004.

Rich Concentration of Public Art / Blank Wall Treatments

The pedestrian environment along the Barr Street District should be enhanced with the addition of public art and various design treatments such as banners and murals on blank walls and facades.

Heritage Square

Undertake a planning initiative with the History Center, ARCH, and Historic Landmarks of Indiana to establish a historic block to include the History Center, the McCulloch House and the Rankin House. This initiative would include the renovation of two historic homes: the Alexander Taylor Rankin House (818 S. Lafayette Street), and the McCulloch - Weatherhogg





Double House (334-336 E. Berry Street). The Rankin House is the only standing structure within the City of Fort Wayne with direct associations to the Abolition Movement and the Underground Railroad. The McCulloch-Weatherhogg House is one of few double houses that remain in Fort Wayne and a rare local example of the High Victorian Gothic style.

Maximize Use of NIPSCO Building (SE corner of Main and Barr Streets)

Recruit commercial, office and/or institutional uses at this facility that complement the District's theme.

Art Museum Expansion

An investigation to expand the Art Museum is currently underway.

New Mixed Use Infill Development

Explore market feasibility for infill development along Barr Street that will complement the theme of the District.

Fig. 7.
Infill
Development
and blank wall
treatment on
Barr Street.





Hospitality District

The Hospitality District is Downtown's welcome center, the first stop for the Fort Wayne visitor. The focal points for this District are the Grand Wayne Center, Allen County Public Library, Embassy Centre, and Botanical Conservatory. Several other important Downtown venues are located in this district as well, such as the Hilton Hotel, Convention and Visitors Bureau Welcome Center, Scottish Rite Center, Firefighter's Museum, and many historic and notable churches. The following is a detailed list of projects for the Hospitality District:



Fig.8. Hospitality District

Grand Wayne Center Expansion

A major \$40 million expansion of the Grand Wayne Center Convention facility is currently in the final stages of design. Construction is scheduled to begin in April 2003.

Allen County Public Library Expansion

A major \$55 million expansion of the Downtown Library is scheduled to begin construction in early 2004.

Maximize Use of Bonsib Building (northeast corner of Washington and Harrison)





Recruit commercial, office and/or institutional uses for this building that complement the District's theme.

Embassy Centre and Botanical Conservatory Streetscape Improvements

Streetscape improvements along Jefferson Street in front of the Embassy and Botanical Conservatory are planned. Improvements fronting the Embassy will commemorate celebrities from the area and coincide with the 75th anniversary of the Embassy Theatre.

Grand Wayne / Downtown Library Gateway Streetscape Improvements

In conjunction with the expansion of the Grand Wayne Center and Allen County Public Library, a new streetscape is proposed to highlight this important gateway into Downtown.

Webster Street Plaza Improvements (east Library entrance)

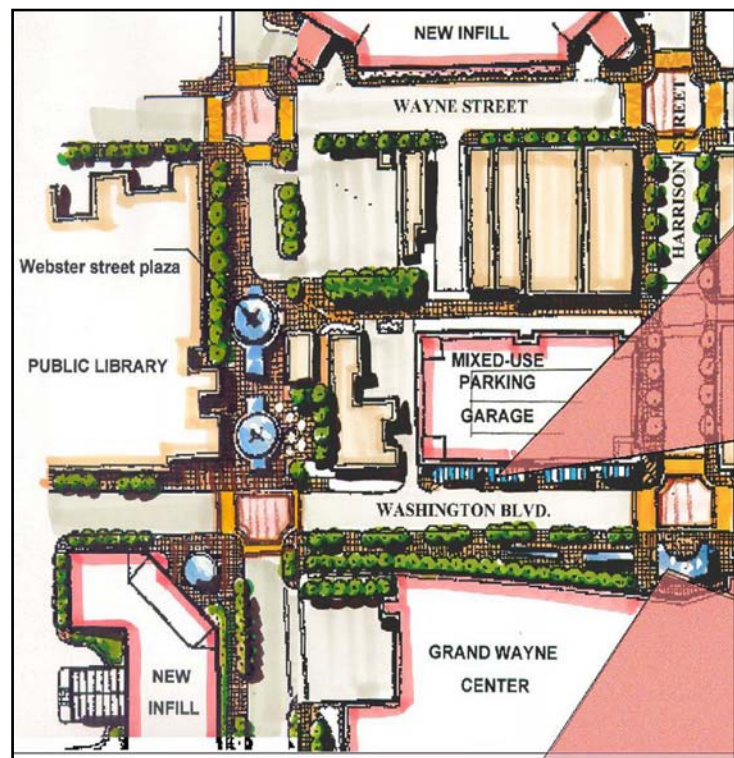
City Council has approved the closure of Webster Street to vehicular traffic between Washington and Wayne Streets. As part of the Library's expansion, a public plaza would be constructed to provide a comfortable gathering place for Downtown patrons.

Parking Garage / Mixed-Use Project at Washington and Harrison Streets

A new parking garage would be constructed to accommodate expanded Grand Wayne Center and Library parking along with street level commercial space.

Fig. 9.

Improvements around the Grand Wayne Center and the Allen County Library.



Civic Center Parking Garage Renovation (east side of Calhoun Street between Washington and Jefferson)

Renovation and repair of existing parking garage is currently being initiated.





Traffic Calming Study along Jefferson and Washington Boulevards within Downtown Core

Conduct traffic calming feasibility study to explore possible reduction of lanes along Jefferson and Washington Boulevards to enhance pedestrian safety.

Proposed Hotel / Mixed-Use at Southwest Corner of Jefferson and Harrison Streets

Determine market feasibility for a new hotel to accommodate increased use of Grand Wayne Center.

Botanical Conservatory Expansion / For-Profit Retail

Conduct a market feasibility study to expand the Botanical Conservatory to include for-profit retail and/or restaurants.

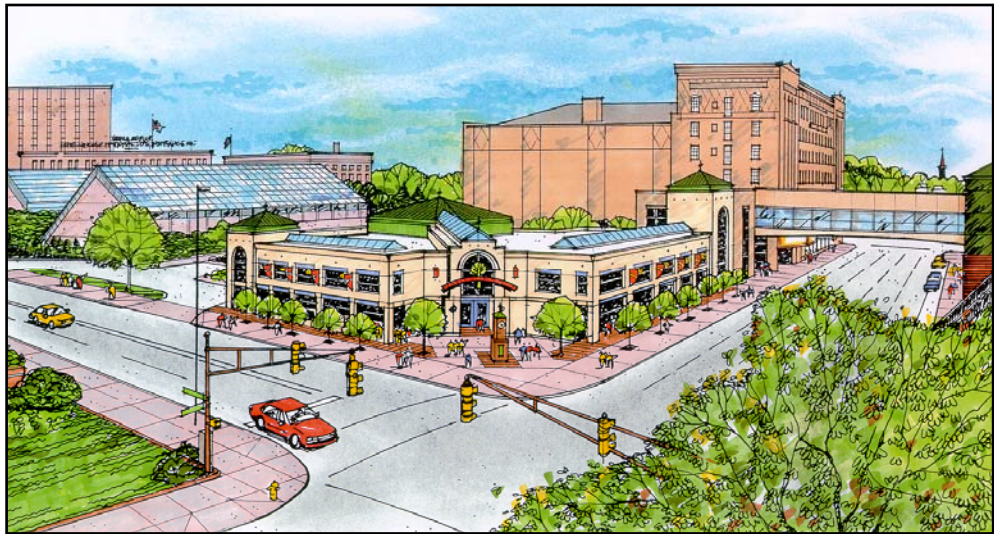


Fig. 10.
Botanical Conservatory expansion with retail space fronting Jefferson and Calhoun.
Courtesy of Design Collaborative Inc.

Scottish Rite Center Renovation

This major \$3 Million renovation project is currently underway. Interior renovations include updating kitchen and restroom facilities, auditorium seating and wiring, along with painting, new carpet and other furnishings. Exterior improvements include a new marquee sign.

Indiana Hotel Renovation

The Embassy Board proposes to refurbish the top five vacant floors of the former hotel. Once renovated, this space could be used as offices or additional hotel suites.

Embassy Centre Façade

The Embassy Board proposes to raise funds to restore and preserve the Embassy's façade; previously refurbished 25 years ago.





Redevelopment of Portland Building block (west of Webster Street between Washington and Jefferson)

Study long-term potential for highest and best use for this strategic block.

Landing District

The Landing Historic District (Dock Street to Main Street, Harrison Street to Calhoun Street, including Columbia Street) represents one of the few remaining clusters of 19th and early 20th century commercial buildings. The proposed Landing District builds on the existing entertainment momentum of the current Landing Historic District and expands its boundaries down Harrison Street. This district includes uses that are considered traditional entertainment district uses, such as restaurants and nightclubs, in addition to mixed-used development featuring “creative industries” (architects, interior designers, advertising firms, etc.), commercial office space, and residential units located on upper-floors above unique and indigenous retail uses. The Landing District is a lynchpin among the Downtown districts in that it has a physical connection to each district - a strong development and pedestrian link along Harrison Street to the Hospitality District, a strong development and pedestrian link to the Barr Street District along Main Street, and it is directly adjacent to the Old Canal District. The following is a detailed list of projects for the Landing District:

Fig. 11.
The Landing
District



Landing Streetscape Improvements

The Landing renovation project is near completion. Improvements include sidewalk treatments, landscape enhancements and new lighting.

Phased Streetscape Improvements on Harrison - Washington Boulevard to Superior Street

Design unified streetscape improvements for Harrison Street from Washington to Superior. These improvements will be phased in and include sidewalk treatments, landscape enhancements, public art, and other thematic changes to create a more people friendly and fun environment.





Maximize Use of Bonar Building (NW corner of Pearl and Harrison Streets)

Recruit commercial, office, and/or residential uses that complement the District's theme.

Restore Fountain at Columbia and Harrison Streets

Determine feasibility of restoring the fountain at Columbia and Harrison.

New Mixed-Use Infill - Northwest Corner of Harrison and Main Streets

Initiate strategy to develop the City owned surface parking lot with a mixed-use development that will complement the District's theme.



Fig. 12. Mix-Use Infill south of the Bonar Building.

Harrison Street Infill Strategy - Washington to Superior Streets

Develop market strategy for infill development of underutilized surface parking lots along Harrison Street to assist in establishing Harrison as a vibrant entertainment area.



Fig. 13. Harrison Street Mixed Use Development





Old Canal District

In the 1830's the Wabash & Erie Canal earned the City its nickname "Summit City", because it was the highest point above sea level along the entire canal route. The Old Canal District proposes to highlight this part of our City's heritage with the introduction of a canal or significant water-based features for recreational use. The District would also include a mix of recreational and commercial uses along Superior Street. The focal project will be the development of a new "anchor – activity generator" at the north end of Harrison Street at the St. Mary's River. Additional features would include, a connection to the existing River Greenway system, a physical link between the Landing and Barr Street Districts, enhanced pedestrian access to Headwaters Park, and improvements to the rail overpass on Clinton Street to create a defining gateway into Downtown. The following is a detailed list of projects for the Old Canal District:

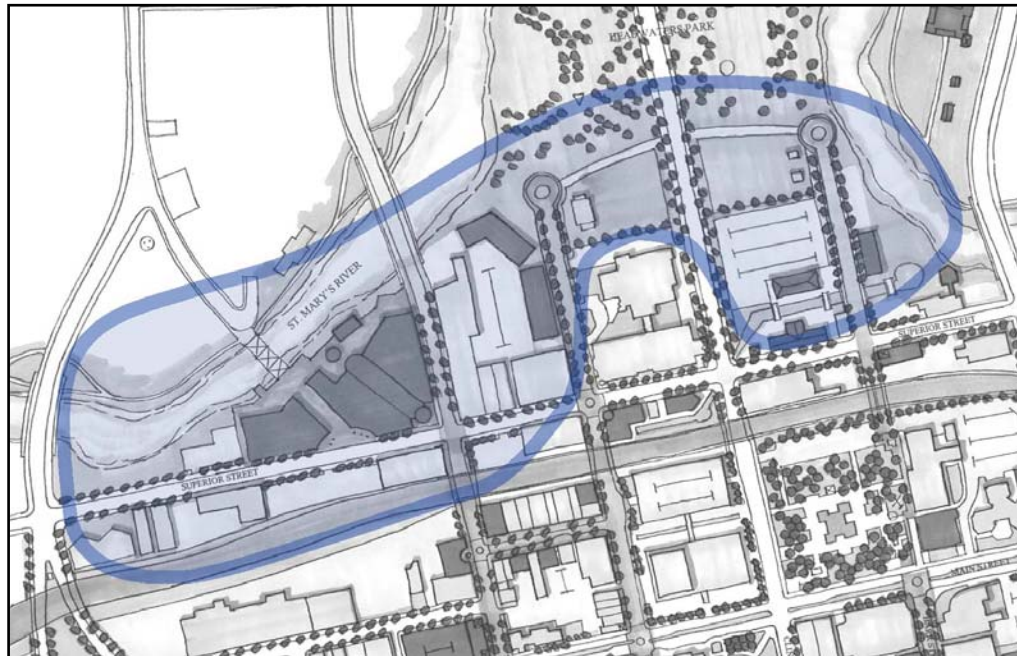


Fig. 14. Old Canal District

Rail Overpass Gateway Enhancements

A beautification project at the Superior / Clinton Street overpass is proposed to enhance this significant gateway into Downtown.

Clinton Street - Traffic Calming and Pedestrian Improvements

Develop improvements to enhance pedestrian safety and access along Clinton Street between Headwaters Park and Downtown.

Enhanced Linkages to River Greenway System

Develop a strategy to provide direct linkages from the Downtown to River Greenway system trails. The Parks Department is currently developing a master plan that will explore this project.





Canal Area Feasibility Study

Determine the feasibility of creating a canal in the alignment of the original Wabash and Erie Canal or by introducing significant water features in close proximity to the location of the original canal.

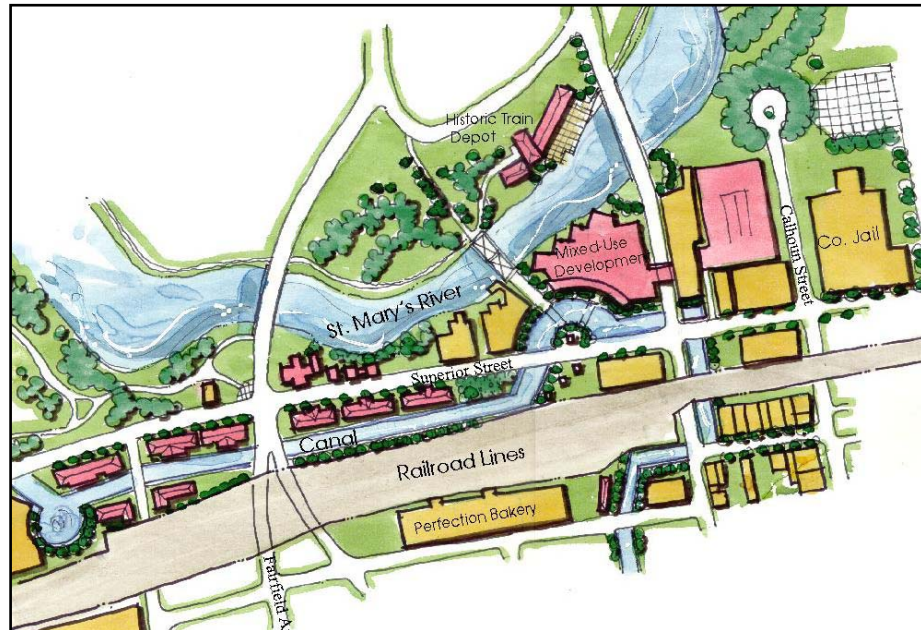


Fig. 15. Possible Canal Configuration

East Superior Street Market Study / River Oriented Development

Develop a market study for the east end of Superior Street that explores the extension of arts and cultural themes to Superior Street and also maximizes the use of the newly renovated Taylor Rental Building.



Fig. 16.
Mixed-Use
development
around Wells
Street Bridge on
Superior Street.





Fig. 17.
Canal Area
Development



Maximize Use of Existing Citilink Transit Site

Evaluate redevelopment opportunities at the site of the Superior Street Citilink transit facility that maximize the thematic potential of the District.

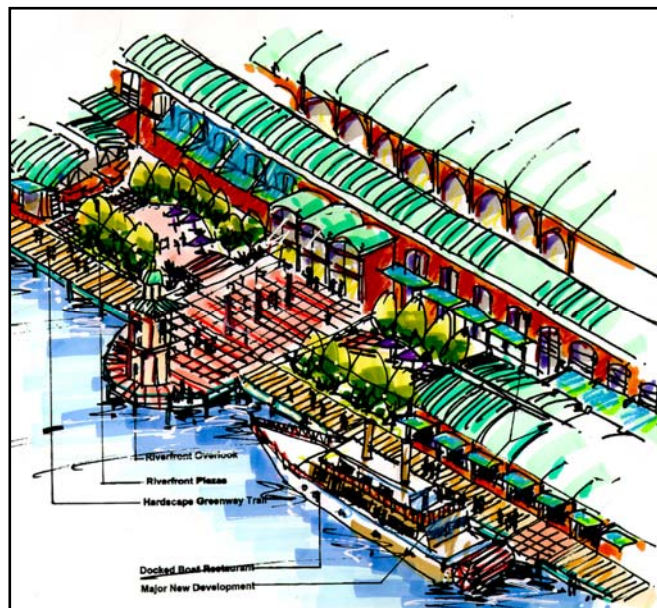
Lighting / Enhanced Walkways at Clinton and Lafayette Bridges

Explore bridge lighting and walkway enhancements that will create unique visual effects and improved pedestrian safety.

Harrison Street Anchor at River

Explore the development of a major activity generator to anchor the north end of Harrison Street at the St. Mary's River.

Fig. 18.
Activity
Generator
along St.





Collaborative Initiatives

The Action Plan illustrates the pivotal role of Downtown set amidst, and interacting with, the residential neighborhoods and commercial areas surrounding it. Some of these include East and West Central neighborhoods, St. Joseph Hospital, the Lincoln National campus, the areas just north of the river along with the OmniSource site, and the Historic Fort. Expanding upon the collective regional potential, Downtown Fort Wayne can become an additional magnet for activity and investment when marketed in concert with other leading shopping areas, cultural and visitor attractions and sporting venues.

The Collaborative Initiatives are grouped into the following categories:

Strategic Developments Adjacent to Downtown Core

- North River Development (Omni Source)
- Indiana Institute of Technology (IIT)
- St. Joseph Hospital
- Lincoln National Campus
- Historic Fort
- Baker Street Station Renovation
- West Jefferson Corridor Enhancements
- High Speed Rail

Coordinated Community Planning Efforts

Concurrent with the development of this Blueprint, the City and County have initiated other important planning projects that are being coordinated with the Downtown efforts. Specifically, the City Parks Department has begun work on a new Parks Master Plan, the City Planning Department has initiated work on a new Housing Strategy, East Central and West Central Neighborhoods have initiated neighborhood plans; and finally, beginning in 2003, the City and County are embarking on a joint effort to create a new comprehensive plan for the entire community. Each process will focus significant attention on the Downtown and the central city.





PLAN IMPLEMENTATION

The Downtown Action Plan represents a blueprint for Downtown Fort Wayne's future focusing on the "Elements of a Healthy Downtown" and establishing easily defined districts and activity generators. The Action Plan envisions a downtown that is dynamic with new investment, unique in what it offers the region, and diverse with a broad array of commercial, residential, recreational, and cultural uses. In order to realize these goals, the implementation strategy becomes very critical to the plan's success.

Several key elements of the implementation strategy must be carried forward within the first six months following the planning process. The first element is the development of a governance council consisting of City of Fort Wayne, Allen County, Downtown Improvement District, state legislative, and Downtown business representatives to guide and assess the plan's implementation. Second, it is necessary to identify key implementers and initial funding sources for each project/initiative. Finally, the appropriate governmental and private boards, commissions, and councils must approve and recognize the Downtown Action Plan. These key elements must all transpire within a relatively short time frame for a seamless and immediate transition from the planning stage.

Organizational commitments, the identification of initial funding sources, and project prioritization for the first six months will be essential to create the momentum needed to fully implement the recommendations outlined in the Action Plan. The key questions for determining the initial project priorities should be: 'Which projects, if implemented, will have the greatest opportunity for success and which will have a major impact for Downtown over the next 18 to 36 months?' The City of Fort Wayne, Allen County, and the Downtown Improvement District will be responsible for "jump-starting" this effort during this first six-month period. Private sector entities should be recruited to provide support, but public sector leadership needs to be established first.

Coordinated Leadership

Successful implementation of the Action Plan requires a coordinated and committed effort from both the public and private sectors. The City of Fort Wayne, Allen County, and the Downtown Improvement District must work together with the single purpose of creating a downtown capable of attracting significant new private and public investment over the next ten years. A unified coalition of these entities will set the tone for private sector and overall community involvement and support of the plan. Public and private sector leadership must create a long-term partnership in order to accomplish the new vision for Downtown Fort Wayne.

Downtown Coordinating Council

A five-member council will be created under the direction of a Memorandum of Understanding (MOU) to be signed by the Mayor of Fort Wayne, the Board of Commissioners of Allen County, and the Fort Wayne Downtown Improvement District. Membership on the council will include the Mayor, one member of the Board of County Commissioners, the Chairman of the Downtown Improvement District. These three "participant members" will select one Senator or Representative from the Allen County delegation to the Indiana General Assembly and one member representing a Downtown employer or property owner. The three participant members can appoint a designee if necessary.





Role of the Coordinating Council

- Assist in prioritizing action steps
- Identify and advocate the local, state, and federal, as well as private, financial resources necessary to implement the action steps
- Provide the public-private leadership to champion the long-term campaign for downtown revitalization and marshal the political and civic capital necessary for successful implementation of the action steps
- Continue the public involvement established throughout the preparation of the Downtown Fort Wayne Action Plan
- Create advisory committees and task forces, as it deems necessary and appropriate
- Provide, at a minimum, an annual presentation to the community outlining the actions to revitalize downtown taken over the respective prior year

Project Implementation Team

Established by the Memorandum of Understanding, the Project Implementation Team will manage and coordinate specific actions necessary to aggressively implement the recommendations identified in the Action Plan. The team will be staffed and managed jointly by the City of Fort Wayne, Allen County and the Downtown Improvement District. The Project Implementation Team will maintain a system to monitor the status of programs and projects, and shall make a formal report of progress to the Downtown Coordinating Council at its regular meetings.

Work Program

Over seventy projects and initiatives have been identified as part of the Action Plan's work program. These recommendations have been prioritized based on timing for implementation. The timing categories include: jump start projects (first 18 months), short term (18 months – 3 years), medium range (3 years – 5 years), and long range (more than 5 years). A primary lead agency has been identified to implement or “champion” each project. The lead agency will be responsible for managing the project and identifying secondary participants or stakeholders who are essential to the successful completion of the project. Each lead agency will also be charged with identifying funding sources for each project. A work program matrix is located in the appendix.

The projects and initiatives found within the work program are based on the results of the “Elements of a Healthy Downtown/Report Card”. The report card will act as a benchmark to measure progress toward accomplishing the goals and recommendations set forth in the plan. It will be the responsibility of the Downtown Coordinating Council to report the progress toward accomplishing the work program to the public.

Plan Adoption

It is recommended that the Downtown Action Plan be adopted as an amendment to the City of Fort Wayne's Comprehensive Plan and incorporated into any subsequent Comprehensive Plan updates. Adoption as part of the City's Comprehensive plan will give the plan and its recommendations the legal standing accorded under Indiana Code 36-7-4.





The Action Plan will be presented before the Fort Wayne Redevelopment Commission and the Fort Wayne Plan Commission for approval. Once the Plan Commission has endorsed the plan, the Commission is required to certify the plan to City Council. At this point the plan will go before City Council for adoption as part of the Comprehensive Plan. It is recommended that the Downtown Design Guidelines, a separate implementation “tool” for many of the Action Plan’s recommendation, be formally adopted by Plan Commission through resolution.

The Action Plan will also be presented before the Downtown Improvement District Board, the Board of Public Works, the Historic Preservation Review Board, and the Sign Ordinance Review Board. However, no formal adoption is required from these boards.

Financing

The Downtown Action Plan is a multi-year initiative requiring multiple funding partners contributing at varying levels. It can be assumed that several layers of funding will be needed and utilized outside of local city and county government. There will be funding roles for all levels of government including state and federal, as well as a major role for the private sector. During the planning process, potential funding sources for many of the project initiatives were identified. Innovative partnering and leveraging by both the public and private sectors will considerably reduce the local burden to implement many of the catalyst project costs.

Local Public Sector Funding

It is estimated that an *annual* investment of \$4 to \$5 million will be necessary from City/County government to implement the recommendations outlined in the Action Plan. This public investment will be divided between Downtown public improvements and inducements designed to attract new private investment. Currently, City Council has appropriated \$2.5 million in CEDIT funds to begin some project initiatives including: Streetscape Design and Wayfinding studies and implementation, and Landing streetscape enhancements. Local government (City/County) must make a commitment to provide the seed monies in order to generate additional public and private investment required to accomplish the Action Plan objectives. Local public sector expenditures related to the Action Plan projects and programs should, in most instances, leverage significant outside public and private funding.

State and Federal Funding

Having a detailed, project specific, action plan for Downtown favorably positions local government to pursue state and federal funding sources. Local government funding can be matched using state and federal funding sources creating a larger public sector pool in leveraging private investment. Some possible sources include Community Development Block Grant, TEA-21, and Build Indiana Funds among others.

Private Sector and Foundation Funding

Initial implementation will likely include limited private sector funding. Gaining private sector and foundation interest will require strong leadership, initiative, examples of success, and sustained commitment from the public sector. Over a ten- year period, private investment should increase to a 4:1 ratio (private to public) towards the implementation of this plan.



APPENDIX

Downtown Initiative Steering Committee Minutes
Summary of Phone Survey
Summary of Online Survey
Summary of Downtown Open House -Public Meeting
Summary of Downtown Summit -Public Meeting
Market Newsletter
Project Matrix

APPENDIX A

Downtown Initiative Steering Committee Minutes

STEERING COMMITTEE MEETING MINUTES

Monday, February 4, 2002
At Bakers & Daniels Law Office
111 E. Wayne St.

Steering Committee Members in Attendance: Mayor Graham Richard, Commissioner Marla Irving, Ben Eisbart, Tom Smith, Christopher Guerin, Paula Hughes, Elias Samaan, John Stafford, Angela Boerger, James Owen, Darrel Jagers, Kathy Droste, Pat Tippman, Steve Rahn. Staff in Attendance: Mark Becker, Pam Holocher, Russ Garriott, Jody Ford,

Absent Members of the Steering Committee: Senator David Long, Eric Heffley, Dave Gionet, Phil Laux, Bob Walters.

Mayor Richard gave introductory comments about the focus of the Steering Committee.

Mike Higbee from Development Concepts gave an overview of the project and asked the Steering Committee members if they had any questions or concerns relating to the "scope of work." Mike stated that this effort would be a collaborative effort between the consulting team, the Steering Committee and Fort Wayne citizens.

The current goal of the consultants is to understand the Fort Wayne community. Mike said his team would act as "sponges" to soak up as much information about the Fort Wayne community and then bring back ideas to create a master plan. The completion of a downtown master plan is the goal of the Steering Committee.

Jill Owens from Development Concepts spoke about how the Steering Committee will use the notebooks presented to the group as a working tool. These notebooks will be critical as more information is added to them and will provide the group with a "to do list" or action projects to accomplish during the next several years.

Jill explained some of the information contained in the notebooks. Information following tab 1 in the notebook gives the process overview including the Steering Committee, Consulting Team and City Staff. The notebook also includes benchmarks detailing what is expected during the next eight months in the "Scope of Work" for the 5-year plan. Jill noted the Steering Committee would meet five times during the six-month process, with this effort being completed by the end of August 2002. There will be two meetings open to the public for additional community input. The consultants have read the Downtown Task Force Committee Reports and these reports will serve as a "spring board" to start the project.

Jill noted that the physical products from this process would be: 1) Poster plan to market the 5-year initiative; 2) Planning process notebook; and 3) final presentation materials. This map will be presented at the next Steering Committee meeting.

The second section in the notebook includes maps of the study area, a site aerial map and an existing framework map. There was significant discussion involving the existing framework map. While the framework map represented the consultant's first impressions it was clear that the map needed to be revisited. A specific concern was that no art and cultural areas were delineated. A revised existing framework map that describes barriers, landmarks, major corridors and basic land uses will be presented at the next meeting.

The consultants then presented an aerial map of the downtown area. The consultants asked the Steering Committee members to define specific boundaries of the downtown. Many different viewpoints were discussed. It was suggested that a focus area be defined with adjacent areas being delineated that have direct linkages for opportunity to the downtown. Tentative boundaries discussed were Broadway at the western boundary, Clay Street at the eastern boundary, the tracks on the south and the river to the north.

Jill noted that Section 7 in the notebook deals with the downtown study committee groups and how the committee reports summaries would work into the vision of Fort Wayne. She briefly summarized the reports and dominant themes that ran through most of the recommendations.

Finally, Jill explained that the next step entailed creation of a vision statement. To begin the process, Jill asked true and false questions to help represent the merging of the themes of the common vision. Attached are the questions, answers, and common themes expressed during the vision exercise.

The next meeting will be held on Monday, March 4, 2002 from 2:00 P.M. to 4:00 P.M. at the Baker & Daniel's Law Office. The discussion will focus on downtown marketing opportunities.

STEERING COMMITTEE MEETING MINUTES

Monday, March 4, 2002

At Baker & Daniels Law Office

111 E. Wayne St.

Steering Committee Members in Attendance: Commissioner Marla Irving, Tom Smith, Christopher Guerin, Paula Hughes, Elias Samaan, Eric Heffley, Angela Boerger, David Gionet, Phil Laux, Darrel Jagers, Kathy Droste, Pat Tippman, Bob Walters, Steve Rahn. Staff in Attendance: Mark Becker, Pam Holocher, Russ Garriott, Jody Ford,

Absent Members of the Steering Committee: Mayor Graham Richard, Ben Eisbart, Senator David Long, and John Stafford and James Owen.

Commissioner Irving called the meeting to order at 2:10 PM with a welcome and introduction of members present. Commissioner Irving announced that Elias Samaan will be retiring at the end of March but agreed to remain a member of the Downtown Revitalization Steering committee.

Paula Hughes announced that there is a sub-committee of this group consisting of Angela Boerger, Paula Hughes, Pam Holocher and Russ Garriott whom are discussing community outreach efforts for the Downtown Steering Committee. This sub-committee is working to establish a web-site. This web-site will include a survey that citizens can fill out and be able to participate in our downtown planning process. The web-site will also include diagrams, sketches and plans that are discussed in Steering Committee meetings so the community can be informed as to the progress being made with the plan. The web-site will be linked to the City's web-site and the Downtown Improvement District's new web-site. The web-site should be up and functioning within two to three weeks. A postcard will be sent out using the mailing list from the Downtown Improvement District to promote the web-site.

The outreach committee has been discussing how to get people to attend the Open Houses. The committee is open to any ideas. The open house will be held in a central downtown location from 11:00 AM – 1:00 PM as well as 5:30 PM – 7:30 PM. Promotion will be through postcards, media alerts and news conferences.

Paula Hughes presented a slide show. She put this together using the Planning Department file photos from the 1980's and Paula thought it would be interesting for the Steering Committee to see how far our community has come in the last 20 years. The presentation led the Steering Committee to think about what can be accomplished in the next 20 years.

Mike Higbee presented the Market Analysis. This piece is the initial draft of the market analysis. Additional information will be gathered before the Open House. A newsletter will be passed out in a subsequent meeting

that will summarize the major findings. The presentation study is not meant to be an in-depth analysis but rather to identify major trends within the Fort Wayne market place that could have an influence on the outcomes of the final Downtown Plan . The market analysis information goes in Section Four of your Downtown Notebook.

The first map identified different trade areas for the downtown. The first two trade areas are traditional areas used in many market analysis efforts. The downtown market analysis calculates a one-mile radius as well as a three-mile radius market area. The third area delineated shows a 15-minute drive time from the downtown as indicated with a jagged edge outline. The distances are calculated from the center of downtown at Wayne and Calhoun Streets.

Population within the three trade areas has been calculated. There are major differences moving from one trade area to the next. Within the one-mile radius area there is a population of 14,000, within the three-mile radius there is a population of 97,000 and within the 15-minute drive time area the population is over 286,000, as of the year 2000. Within the next five years, very little population growth is forecast in the one-mile radius area. The three-mile radius will likely see a 1% population increases and the 15-minute drive time will likely see a 5% growth rate.

During the next 20 years Allen County and the Metropolitan Statistical Area (MSA) are forecast to grow a small amount ahead of the rest of the State. Population characteristics indicate the profile of the one- mile radius shows over 62,000 households and 25,000 families which indicates a significant number of non-traditional households (unrelated or single households) within the one-mile area.

Mike Higee continued with a discussion on growth trends. Growth trends indicate the population increase of the United States over the next five-year period will be 1.15% and household formation growth is projected at 1.21%. The 15-minutes drive time radius area population is projected to grow at 1% over the next five years, but with a much higher household formation growth rate. Medium household income for the one to three mile radius areas shows an increase from \$24,000 to \$29,000 for the five-year period. There is also projected to be a significant increase in household income within the three-mile radius and the 15-minute drive time.

Per Capita income within the one and three-mile radius is extremely low. This corresponds with a high unemployment rate and a higher number of people on public assistance. The one-mile area indicates a lower income for its population than in other market areas in the county. Employment categories within the Allen County market shows that 91% of the employees work in the private industry sector compared to the rest of the state where 86.2% of the working population work in the private industry sector. There are a significantly lower number of people who work in government within our market study areas as compared to overall state percentages.

Most manufacturing facilities are out away from the downtown area, mostly in the 15-minute drive time area. Service industries (fire, real estate, insurance, and finance) show a lower percentage of facilities in the one-mile radius. This data is consistent to many of the interviews the consultants have had with area businesses. Some people indicated these services have been moving out of the downtown area.

Fort Wayne's major (top 10) employers are listed in the material provided. The data regarding business within the three-mile area indicates that there are quite a few smaller businesses. There is a population of 42,000 daytime business workers within the three-mile radius with total sales at \$9.7 Billion. The number of employees per resident ratio is 1:1 match within the market areas. This shows a significant amount of business activity within the three miles radius and the 15-minute drive time.

A recent article in a Fort Wayne newspaper regarding the occupancy of buildings in the downtown area indicates a concern for the struggling office market and a trend that more office space has become available in the suburbs. A good absorption rate for office space in Allen County is 60,000 to 80,000 square feet per year.

There is a low percentage of owner occupied housing units in the downtown area. The national average of home ownership is 60% and home ownership within the one-mile downtown fringe area is at 26 to 27% and then increases as you go away from the downtown area. The average home value climbs steadily as you move away from the downtown area.

The primary trade area is considered to be within the one-mile radius, the secondary trade area is considered to be within the three-mile radius and the tertiary trade area is the 15-minute drive time from the downtown area. The primary and secondary trade areas exhibit significant numbers of households that fall into the newly formed household category. The primary trade area identifies two groups as being predominant, low-income young and old individuals and "twenty somethings". The secondary trade area is much more diversified with urban working and retirement families.

Retail spending in the three different market areas shows how much profit and what the square footage would be supported by the spending power in each of the market areas. You can see significant jumps from one market area to the next. It appears that the downtown households and their incomes would not support a grocery store in the downtown spending area. If the Fort Wayne downtown can pull in business from the other two market areas, the three-mile and the 15 minute drive areas, then the downtown might be able to support a grocery store. What this indicates is the need to pull people from other market areas to support various types of business and activities in the downtown.

Mike Higbee went on to discuss an interview he had with the owners of Jefferson Point. He noted that the developers were looking for a market with an average household income of \$86,000. The developers saw the Fort Wayne area having over \$5 billion in retail sales per year and that the current market is under-served. Glenbrook Square has done well with \$400 per square foot in annual average sales, which indicates a strong market area, while the Grand Wayne Center generates \$1.13 million and sponsors many local theme events with arts and culture.

In conclusion, Mike Higbee noted that there is some modest regional business and residential growth projected in the next five-year period. The office market downtown, however, is a soft market. The downtown market is clearly competing and losing its battle with more convenient west and north side markets. There is no real link between downtown retail and area shopping destinations. High paying manufacturing jobs are at risk with little to no growth in this sector. Household income within the one-mile radius is relatively low. There is significant market potential in the region and also within the 15-minute drive time area. The 15-minute drive time area is a significant benchmark to generate downtown income. This is the primary customer base with the greatest opportunities. We need to focus on the three-mile and 15-minute drive time market segments and reinforce unique market segments. Also, we need to create a sense of place with arts, culture and history, reinforce near downtown neighborhoods and assess the downtown market for an educational and training center. New economy business trends should be explored as well as the short-term downtown office sector market. We will need to compare real estate downtown with businesses in suburban locations, and assess the advantages and disadvantages.

Jill Owens conducted the exercise to start to develop the Vision Statement. The Vision Statement is under Tab #3 in the notebook. The discussion held at the last meeting began to shape various vision alternatives. The first vision statement is more focused on the economics for the downtown area, the second statement is more focused on cultural venues, the third statement focuses on neighborhood development, and the fourth statement is focused on the downtown as a multi-service center. Jill asked the committee members to rank certain key goals for the downtown which consisted of office anchors, AM/PM businesses, investment property, mix of housing opportunities, public art, civic/cultural destinations, well integrated rivers, community gathering space, strong neighborhood connections, recreational amenities, safe and comfortable streets and governmental center. The top three candidates as key goals for the downtown area were office anchors, AM/PM businesses and civic/cultural destinations. The objective is to go to the open house with a vision statement and get feedback from the community-at-large.

Maps were passed out to go behind Tab #5. The existing framework map was revised after various input was received. The Steering Committee will build on the existing framework and considered how things should be arranged in the framework, what constraints there are and what can be accomplished.

The following are the top three key components or theme areas for a desired downtown that were presented: 1) The River – Mixed Use Development Open Space scenario primarily serving residential, entertainment and recreational uses, consisting of the Omni Source site, Headwaters Park, the greenway trail, Lawton Park, Courthouse Square and the Landing. Other ideas include: transit stops, neighborhood redevelopment, or a

sports facility. 2) Districts scenario, establishes and recognizes specific downtown districts based on the major activity generators. One such district would be a Cultural District that links the arts museum, arts center, Lincoln Museum, Grand Wayne, Library, restaurants, cafés, etc. 3) Development/Redevelopment scenario, looks at the core area of Wayne and Calhoun Street centered around that intersection with potential larger development of a sports arena with supporting developments, linkages, and possibly changing street directions.

The Open House will be in a downtown storefront on Monday, March 25th. Times will be from 11:00 AM – 1:00 PM and 5:30 PM to 7:30 PM. Each of four stations will have a specific focus. The stations will focus on the vision statement, the existing and desired framework, the market analysis, and the downtown districts.

The next meeting of the Steering Committee will be held on April 22nd. The consultants will be presenting the input from the Open House and the next steps the Steering Committee will need to undertake.

The meeting was adjourned at 4:25 PM.

**Downtown Initiative
Meeting of the Steering Committee
March 25, 2002**

Members Present: Mayor Graham Richard, Paula Hughes, Dave Gionet, Steve Rahm, Don Avery, Tom Smith, Angela Boerger, John Stafford. Staff: Russ Garriott and Mark Becker

Jill Owen (DCI) explained the different stations set up at the Open House which were designed to give direction and reflect the community's personality in the development of a Downtown Mission Statement.

Mike Higbee (DCI) explained that the Vision Statement is a product that will come out of the process of the Open Houses. The Vision Statement will coincide with the framework plans the committee has discussed which will provide direction to the development of the Master Plan.

The importance of the Vision Statement is to give direction in the formulation of the end product. The Downtown Initiative is not just a plan for the City of Fort Wayne or local government, but the vision can become the mission for the community. Therefore, it is important to clearly understand what the vision represents. Some downtown initiatives have been successful with strong vision statements alone. However, what is really needed is a consensus of the vision so the total community strives for the same goals. That is why the development of the Vision Statement is very important.

Jill Owen explained that the Market Analysis station dealt with growth opportunity, living opportunity and play opportunity for the downtown. The information in the Market Analysis described why people use the downtown for living, working or playing.

Jill Owen went on to describe the next station. The Existing Framework station proposed three potential "big ideas" for the desired framework. The diagrams have been simplified to focus on the big ideas and encourage people to think about the merit of each idea. The diagrams indicate three different areas that would have different intensities of activity and development. These areas differ from areas that would be traditionally the Central Business District with the high intensity business district, down to lower intensity residential areas. A fourth "big idea" area at the Open House was a river orientated area for development and activity. The "big idea" on the river was to shift and expand the downtown uses to utilize the river as a significant focal point. The circuit idea was to establish a pedestrian circulation network that unites arts, culture and entertainment corridors with the business district. The crossroads district reinforces the intersection of Wayne and Calhoun Street as the center of downtown, and from the district merges the synergy of all of these areas as market opportunities. Some of the margin districts that help to define the downtown are riverfront, arts, entertainment, and hospitality. The map geographically indicates the themes for the districts.

About 60 people attended the morning session of the Open House, which was a great achievement considering the snowstorm that occurred. The feedback during the Open House was very informative.

Mike Higbee felt it was important to call this special Steering Committee meeting because of the limited discussion time during the last Steering Committee meeting. A 10-page Market Analysis Newsletter was handed out at the Open House that gave an overview of the market analysis and where some of the opportunities may lie. Discussion on the "big ideas" was conducted to encourage thinking about what could develop, and get input on any ideas that might have been overlooked.

The question was asked; "What were some of the things that have come out of today's results?" Jill Owen looked over the ideas and made the following general comments: 1) Major new residential areas adjacent to the riverfront was given a high score 2) Connection to the river greenway was another popular concept and 3) Civic amenities with a focus on downtown activities were other highly valued desired downtown venues.

Mike Higbee put forth several questions to the Steering Committee for discussion. What are some of the issues that would need to be studied if the riverfront big idea concept was pursued? What are some of the constraints and options to consider regarding riverfront development?

Mayor Richard stated that it is unlikely in our lifetime to see the river used for full body contact activities. The Mayor also stated he felt most people do not want to swim in the river, but most want more activity on the river including canoeing, boating, etc. We need to take the things that are going on in areas that we know the flood control is secured. There are no easy answers due to water supply issues, and flood control. The Mayor suggested the Eppley Institute Study on "rails and trails" be reviewed. Another issue for consideration is riverbank cleanup. Can the river and area adjacent area to the river support development and bring downtown closer to the river?

Further discussion about the river and utilizing the riverfront as a recreational area occurred. Tom Smith stated that the riverfront "big idea" was something to pursue. Smith expressed the idea of a restaurant district along the river. The final big idea may incorporate any number of these ideas. It was agreed the river as a focus area needed to stay on the table.

Another issue discussed was the network of vehicular street patterns versus the pedestrian street environment and what the network should look like. The "big idea" concept would be to prioritize street flow with the anchors downtown and assess walking and parking issues.

A general summary of the Open House will be sent to the Steering Committee before the next meeting for review. The next regular Steering Committee meeting will be April 22, 2:00 PM at Baker & Daniels.

**Downtown Initiative
Meeting of the Steering Committee
April 22, 2002**

Members Present: Mayor Graham Richard, Commissioner Marla Irving, Ben Eisbart, Councilman Tom Smith, Senator David Long, Christopher Guerin, Paula Hughes, Elias Samaan, Eric Heffley, John Stafford, Angela Boerger, James Owen, Dave Gionet, Phil Laux, Darrel jagggers, George Huber, and Bob Walters. Staff: Russ Garriott, Pam Holocher and Jody Ford

Consultants: Mike Higbee, DCI, Jill Ownes, DCI, Jenette Collins, DCI, Dave Wenzel, HNTB and Scott Stefker, HNTB.

Members Absent: Steve Rahn, Pat Tippman. Mark Becker (staff)

Mayor Graham Richard opened the meeting by thanking everyone for their continued effort and commitment to this Steering Committee.

Angela Boerger gave an update on the outreach committee working to educate, promote, and publish to the community the process of the Downtown Initiative. Angela showed the postcard that was sent to the community and passed out business cards to promote the web site address. These business cards will also be passed around to downtown businesses.

Commissioner Irving brought up the suggestion that it might be a good idea for the people who came to the Open House to give their occupation. Paula Hughes commented there was a difference in people who attended the afternoon and evening sessions. The noon session were primarily downtown workers and retired people, the evening sessions were primarily neighborhood people. Mike Higbee commented that if you give the community a good window into this process they are much more likely to understand why you come up with the recommendations. They will also be more supportive if they understand concepts throughout the process rather than being given all the information at the end of the process.

The Consultants began a power point presentation on the Open House results that started building a framework and gave potential directions. Jennelle Collins gave the results. A summary of the results was distributed to members. There were approximately 110 people participating in the Open House. The Open House was divided into stations: Station A was Vision Statement/Goals and Objectives; Station B was Existing and Desired Frameworks; Station C was Market Analysis and; Station D was Downtown Districts.

Station A: Vision Statements/Goals and Objectives – What is the mission or role of Downtown?

Overall Feedback was that the river is important to the Downtown's identity. The Downtown should cross both sides of the river.

Participants identified elements of a healthy downtown to include open space; arts and culture currently viewed as dominant elements in the downtown. Also, street-level retail and pedestrian orientation and scale considered not apparent elements in downtown.

The Top three goals of the Vision Statement include 1) Business that supports daytime and evening activity; 2) well-integrated rivers and 3) Recreational amenities.

Station B: Existing and desired frameworks – What are the pieces of the Downtown puzzle?

The overall feedback for Station B was that the river was the desired framework concept. The Key elements for desired framework include civic, amenities, venues and destinations linked, on entertainment district adjacent to the river, connections to river greenway, major new commercial and residential areas adjacent to the riverfront, and providing additional passive and active recreational opportunities in or near the downtown.

Station C: Market analysis – How can Downtown distinguish itself from other markets?

Station C Overall feedback included "Play" as an important function of Downtown. Investment should be made in Downtown entertainment destinations and venues. Attract visitors first, then potential business and industry and residents. Cultural and after-hours entertainments have the greatest likelihood of success Downtown.

Participants would consider living Downtown if it had the following: A nice environment to raise a family, more quality retail and restaurants, several continuous blocks of well-maintained business and residential buildings, and preserved historic and unique architecture and to feel safe.

Participants would consider working Downtown if it had better parking, trolley-style bus transportation loop to and from work sites and destinations, new businesses and job types and more choices for lunch.

Participants would consider playing Downtown if it had: Restaurants open on the weekend, more of a recreation and arts mix, a clean river, more free or low cost parking, weekend entertainment and a recreation center.

Development types considered to be very likely to succeed are entertainment after hours, cultural entertainment, traditional businesses and creative industries. Development types considered not likely to succeed are single-family housing.

Station D: Downtown Districts - How do Downtown uses relate to one another? The overall feedback for Station D was a strong sentiment about projects and urban design elements that pertain to Riverfront, Entertainment and a Central Business district. Streetscaping and outdoor dining were identified as desirable in several districts, and there was not a clear consensus as to the boundaries of proposed defined districts.

The Framework Plan The Framework Plan consists of three, four or five critical ideas or key concepts that need to be concentrated on. The Framework begins to be a series of critical actions. The critical actions that are the context for a long-range plan need to include linkages to other projects in the Downtown area including the Library and the Grand Wayne Center complex. These areas need to have detailed planning and sketching in connection to the context of the framework of the downtown.

The Distinctive Core Area (Fairfield to Lafayette, Jefferson to the Railroad overpass) contains the highest concentration and greatest mix of uses, the most dense building fabric, a street environment that prioritizes the pedestrian experience over any other, and design elements that embellish the role of the rivers as defining elements of Downtown's development opportunity, physical appearance, and livability.

The Distinctive Core Area potential elements include wireless district, the enhancement/removal of rail overpass, Art museum expansion, Farmers' Market, Grand Wayne expansion/Library addition, Webster Street, Berry, Wayne and Calhoun converted to a two-way street, and water features as extensions of the river theme. Additional potential elements include office retention/recruitment program, mixed-use investment program, special streetscape improvements to Barr, Berry and Harrison streets, Gateways into Downtown at Jefferson and Barr and Jefferson and Harrison and Arts, culture and entertainment trail.

River and South Riverfront opportunities would provide the pedestrian connection between the core and the rivers. Development along the riverfront would provide major activity centers from a recreational and entertainment standpoint that would attract others to the rest of Downtown.

The North Riverfront Redevelopment Opportunities include land adjacent to the bend of the St. Joseph River and offers key points of connection with the core of Downtown along the edges of Headwaters Park; the south edge is characterized by large-scale redevelopment that serves as an activity generator; the north edge by an extension of the arts, culture, and entertainment with programmed activities among significant open spaces.

The North River Redevelopment Opportunities provide the following potential elements: A par 3 golf course, housing, major activity generator (natatorium, ice rink, entertainment center), re-use of Cass Street Station, Water-related recreation, interpretive/outdoor museum at historic Fort, reinforcement of neighborhoods to the north, Science Central related facility/expansion and prominent signature pieces of art.

Outlying Opportunity Areas - The West area includes West Central Neighborhood and St. Joseph Hospital. The South Area includes Lincoln National, Baker Street Station and Calhoun Business District and the East Area including East Central Neighborhood and Indiana Institute to Technology. Connectivity to the core is the key to these areas. Potential elements include a Natatorium/ice rink, Neighborhood appropriate infill, hospital-related fitness center, residential stabilization, connections to IIT (physical and programmatic), regional rail station, campus-style offices, water features as extensions of the river theme.

Barr Street Arts Corridor - The Potential elements for Barr Street include public art in plazas and streetscapes, unique signage, artists, gallery, nonprofit recruitment, programmed activities, water features as extensions of the river theme, wall art/paintings, banners and coordinated hours for retail and cultural activities (evenings, weekends, as "Art Night").

Dave Wenzel outlined the process of where the Grand Wayne and Library expansion projects are in the design process. There are many factors that need to be discussed to work through the development to come up with the best designs for the Downtown.

A General Discussion was held. One concern was the railroad expressway. Transportation, parking, and hotel issues were discussed. The question was asked that if tourists came to Fort Wayne, where would they stay? As the master plan develops these answers will be discussed in length to come up with answers to address these issues. The mindset needs to be on the "Big Picture" for grand changes. These grand changes could include changing things that one would not necessarily think need to be or could be changed. Possibly a separate task force needs to review the specialized data used for broadband and laying pipeline for the downtown area. Cultural districts were discussed and the 1st phase greatest opportunity for success was Barr Street. A 2nd phase for a district would be in the vicinity of the Botanical Conservatory. The "fast food block" was discussed and no solution was resolved. Science Central, the Fort, and a restaurant area were discussed and the venues of uses. Recreational themes, and youth competition was a market that needed to be addressed. The core area of the Omni Source site was seen as a huge opportunity that has potential and could compliment the Downtown area. Other Big Idea areas included the Zoo, a Farmers' Market, and Headwaters park.

The next Steering Committee meeting will be held May 29th at 2:00 PM at Bakers and Daniels Law Office Conference Room.

**Downtown Initiative
Meeting of the Steering Committee
May 29, 2002**

Members Present: Mayor Graham Richard, Elias Samaan, Christopher Guerin, Ben Eisbart, Senator David Long, Paula Hughes, Eric Heffley, John Stafford, Angela Boerger, James Owen, Darrel Jagers and Bob Walters, John Gerni proxy for Steve Rahn.

Absent: George Huber, Dave Gionet, Phil Laux, Tom Smith, Pat Tippman, Commissioner Marla Irving

Staff: Mark Becker, Russ Garriott, Pam Holocher, Jody Ford, and Jim Lindsey

Consultants: Mike Higbee, DCI, Jenelle Collins, DCI, Dave Wenzel, HNTB and Scott Siefker, HNTB and Bob Cross with DCI.

Mayor Graham Richard opened the meeting announcing that a news briefing was held to bring the media up to date on the progress of the Downtown Initiative.

Angela Boerger gave an update on downtown outreach activities.

Mike Higbee gave a schedule for The Steering Committee completion dates: June 26th, the Downtown Summit will be held, July 24th will be a working meeting and August 28th will be the final meeting and presentation of the draft plan.

Mike Higbee gave some Key Assumptions that need to be "revisited".

1. The core area is critical to the Downtown.
2. The existing market for Downtown is not successful and needs to be expanded to the region.
3. The downtown needs to be a regional destination point.
4. The downtown needs to be a mixed-use center (housing, retail, business, entertainment, Gov.).
5. The downtown needs to become a regional destination point.
6. Major destination venues need to be created downtown.
7. Design, amenities and uniqueness are the drive and the future for Downtown investment.

Dave Wentzel presented an update on the Grand Wayne and Library Expansion. There are four main issues that are being reviewed in the design of this Downtown project.

1. The exterior façade on Washington Street of the Grand Wayne Center expansion
2. Terminus of Harrison Street
3. Webster Street loading area
4. Programmatic concept for internal linkages

The Downtown Initiative is going to be measured by the general public by what happens in this Steering Committee. What are needed are a desired framework, vision/goals and objectives,

- The Desired Framework includes a demonstrated success in the core area. Fort Wayne has strength in the arts.
- The river is a future development opportunity.
- The Omni Source property is a huge opportunity.

Scott Siefker then presented a 25-year vision for downtown. This vision will be based on the goals that we put in place now.

The Physical Downtown Plan for 2017 is the long-term vision. The key issues including the identification and location of projects are critical elements in the plan. Several projects will be key in creating linkages. An example of this linkage concept is Harrison Street development. By creating a major catalyst project north on Harrison and linking the Grand Wayne Center expansion on South Harrison an exciting corridor along Harrison can be established.

Short-term, from 1 to 3 year catalyst projects will include, parking and circulation, development and redevelopment, programming and future analysis and studies.

The parking and circulation related project would include creating visual and functionally appealing corridors and access points downtown. Making enhancements to the pedestrian traffic and the vehicular pattern. Development and redevelopment project summary will include creating and connection of the downtown destinations through design and economic development and encouraging significant investments to improve the aesthetic and the economic viability for the Downtown.

The short-term catalyst projects create opportunity for future investments, will organize human resources, promote new initiatives and generate activities and events downtown. The short term projects will also prepare the downtown for future investment opportunities, sets strategies for future major capital investments and establish a healthy downtown element.

More dynamic projects would include the infrastructure, redevelopment and development starting points. Wayne Street going east and west and Harrison Street going north and south are identified as potential pedestrian activity areas. Other projects could include a farmers market, more restaurants, shopping and possible broadband initiative targeted into the downtown area for businesses.

The following are ideas that we see as starting points for the action plan implementation:

Historic area including McCullough House, the arts corridor on Barr Street, a restaurant row on Wayne Street, water development, link of arts and entertainment facilities, parking more user friendly, signage, safety, high speed rail/passenger rail, broad band and Bi and Tri lingual issues. There are many small projects that can make a difference towards the long-term 25-year plan.

The next Steering Committee meeting will be held on June 26, 2002, 1:30 P.M. at 840 South Calhoun, location of the Downtown Summit event.

**Downtown Initiative
Meeting of the Steering Committee
June 26, 2002 - MINUTES**

Members Present: Commissioner Marla Irving, Angela Boerger, Paula Hughes, Mayor Graham Richard, Elias Samaan, George Huber, Darrel Jagers, Senator David Long, John Stafford, Tom Smith, Steve Rahn.

Absent: Christopher Guerin, Ben Eisbart, Eric Heffley, James Owen, Bob Walters, Dave Gionet, Phil Laux, and Pat Tippman.

Staff: Mark Becker, Russ Garriott, Pam Holocher, and Jody Ford

Consultants: Mike Higbee, DCI, Jenelle Collins, DCI, Scott Siefker, HNTB and Bob Cross with DCI.

Mayor Graham Richard thanked everyone for coming and thanked everyone for participating in the Downtown Summit.

Mike Higbee passed out a Draft Copy of Urban Design Guidelines for Downtown Fort Wayne. He explained that this is a work in progress for everyone to review and make responses back to the consultant team.

Scott Siefker stated that this guideline moves us into the last phase of the plan for the Downtown. The Downtown Design Guidelines provide three major elements. The first element is for the encouragement of redevelopment in the Downtown area. The second element details information that makes a friendly environment for the Downtown and the third element describes the overall architectural detailing.

Discussion was held on major design standards in the downtown area and to set standardized guidelines. These standards can provide incentives for retail and residential development and provide a framework to amend zoning ordinances.

Pam Holocher requested this committee to focus on the goals in the introduction on page two of the Downtown Design Guidelines Draft. The guidelines and standards need to flow from the goals and the recommendations need to reflect these goals. Any recommendations would be appreciated.

Mike Higbee introduced the focus of the four Downtown Districts. The first district, the Hospitality District, is located around the Grand Wayne, Public Library, and the Embassy. This area is being utilized a great deal by the regional market place. The Entertainment District, which includes the Landing up to Harrison Street down to Main Street, is where people can go to have fun. The Old Canal District would include area history and encourage potential development of some of the old warehouses. The Barr Street Cultural District, would include the Arts Center, the Arts Museum, and the History Center. These are the areas that the downtown plan needs to focus on within the next five years of the Master Plan.

Mike Higbee passed out Catalyst Projects Elements for each district area. Barr Street Cultural District would encourage a regional cultural use consolidation. The cultural organizations would need to focus their activities within this District to make it a thriving cultural district.

The Hospitality district focuses on the Grand Wayne, the Public Library, Embassy Theatre and Botanical Conservatory. The focus needs to be the development of Harrison Street as a pedestrian corridor that could become the Main Street of Downtown. The focus would be to provide incentives for storefronts to attract pedestrians to the area.

The Entertainment District includes the end of Harrison Street, Main Street and up to Superior Street. The focus would be to create a "funky" unique district for entertainment with restaurants, nightclubs, artist galleries, and creative industry.

The Canal District includes Superior Street, Clinton Street. The entertainment and the Canal District present an opportunity to enhance the residential base downtown. There is a potential opportunity to create a Canal that links the Canal District, the Entertainment District and the Cultural District to enhance the development potential.

Elements of a healthy downtown include Urban Design, Economic Development, Leadership and Programming. These elements provide the foundation for the catalyst projects necessary to make the center of Fort Wayne a unique and special Downtown.

Discussion was held on issues involving the districts and funding sources for catalyst projects.

The next meeting will be held at Bakers and Daniel, July 24, 2002 at 1:30 P.M. The July 24th meeting will be a working meeting with detail projects, programs, budgets, and funding options.

**Downtown Initiative
Steering Committee
Minutes
July 24, 2002**

The meeting of the Steering Committee was held at Bakers and Daniels Law Office Conference Room on July 24, 2002.

Members Present: Mayor Graham Richards, Commissioner Marla Irving, Eli Samaan, Tom Smith, Jim Owen, Dave Gionet, Bob Walters, Angela Boerger, Eric Hefly, Christopher Guerin, John Stafford, Steve Rahn, Ben Eisbart, Senator David Long, Paula Hughes and Darrell Jaggars

Staff Members Present: Mark Becker, Pam Holocher, and Jody Ford

Mayor Graham Richard opened the meeting thanking everyone for their commitment to the Downtown Initiative.

Jim Owen informed the Committee that the Plan Commission was updated on where the Downtown Steering Committee is on this project and also where the Consultants are in developing the Master Plan. The information was well received and not many questions were asked.

Pam Holocher explained that both City and County organizations are aware of the Downtown Plan and can offer input as we proceed, instead of having issues with the Plan after the final version is presented. The Arts & Culture Funding Study's purpose is to get proposals for sustainable funding for arts and culture within the City for programs, as well as capital improvements. There will be a focus on arts and culture in the downtown plan.

Angie Boerger stated that marketing and communication is the ultimate success to bring the community along with the Downtown Initiative. Promotional mailings, flyers in church bulletins, news media, public service announcements, promotional materials and the downtown web site have played a big part in allowing the community to become aware and have a part of the downtown presentation. The same venues will be promoted for the final presentation to the community. Discussion was held on how to involve the community to incorporate the final presentation with a special event.

Scott Siefker gave a summarization of the key points of the Downtown Summit that feeds into catalyst projects to be discussed. There were approximately 221 total people at the Summit. The first question asked of the participants was if they had one million dollars to spend where would they spend it? The Canal district received the highest percent of money being spent, followed by entertainment and hospitality areas. The relationship between the river and the downtown is still the most important theme and momentum carried forth from the first Summit to the second.

The Entertainment District would support restaurants and night-club development. The Cultural District already has good support and one of the first projects recommended is to re-establish the Farmers Market.

The Hospitality District was the lowest rated district for dollars spent despite the Grand Wayne and Library expansions. However, ideas for the Indiana Hotel ranked high, followed by a new development parcel with additional activity type generator.

General positive comments focused on the Canal District, the "Old Fort" area, and the Farmers Market. Negative comments were, how to fund the projects, street closings and traffic circulation.

Mike Higbee reiterated that this steering committee needs to make sure that at the end of this process there will be a plan in laying a foundation for the future for Downtown Fort Wayne in the next five years. When the plan was first looked at there was no obvious market sector to drive downtown today, so we are creating the context for private investment, as well as public investment. There are studies that need to be done to bring in the market, as well as the economic feasibility studies.

Leadership is a key in making this master plan work. The leadership has to be in place and obvious in the implementation of the plan. Recommendation was made to keep this group or a smaller version of this group together to guide, check course direction, and follow through on the Master Plan. A second group should be brought together to keep the community informed and engaged about the projects before they are implemented.

The Communities engagement and backing of this project with marketing effort will create a strong identity for Downtown to pull projects together and get them promoted. The goal is to come up with a consistent, coherent image both in design and materials.

The estimated cost for marketing will come in about \$550,000 over a three year period. The timing should be started immediately to carry over from this Committee.

Mike Higbee stated that the costs quoted are only educated guesses. The consultants showed funding sources that will fund the many objectives we have suggested over the next five years.

Mike Higbee presented that first, an economic development and an active retention expansion program is necessary. Second, there is a need for the creation of a targeted business recruitment program. There is also a market for creative industry downtown. A program on how to create space and geographical locations is a way to bring businesses together with a recruitment program and an incentive fund with upfront costs to get into downtown spaces. A third issue is how we fund the Master Plan over the next five years. The table has been set and the message is that this is going to happen and a budget directive needs to be set.

The Hospitality District, the planned expansion of the Grand Wayne Center and Library, presents an opportunity to shape a front to the Hospitality District. The overwhelming majority of visitors to downtown start in the Hospitality District. The recommendation is that the community allocate streetscape improvements into this area to compliment what is already in the budget. Make a statement to make it clear that the people are really coming into the front door of the community. Recommend some inducement to private development to get desired businesses that service the visitors who come into the area.

Potential funding sources would include TEA-21 dollars, local dollars, and state funded dollars. It is suggested a small task force be developed to work with the Convention Center, the Library and others in that area to make sure the design is right. The venue is critical to work together quickly, due to the completion of the plans for Grand Wayne Center and Library.

The Canal District is a big item. It is the lead initiative in that the next 18 months and getting this on the community's agenda is critical. The purpose of the redevelopment district would be to redefine this area in a manner that will encourage introduction of new uses that are compatible with those found in the Entertainment and Cultural Districts. This district should achieve linkages between the downtown core and the three rivers. Adaptive re-use of the more historically and architecturally significant industrial buildings, as well as new development will be sought. Determining the feasibility of reestablishing the old Erie Canal or introducing significant water features into the districts streetscape will also be part of this effort. It has been determined that the lead initiative will be a feasibility study.

A feasibility study should be completed by the fall/winter of 2003, starting development in 2004, water design and initial funding in 2005. This is based on the assumption the railroad will not be dismantled.

It is proposed the Entertainment District be a mixed-use anchor development that will compliment the Grand Wayne and the Hospitality, Front Door District initiative. Proposed is a new street level retail activity, residential, retail and or office spaces and some parking. The project would contain a minimum of 6,000 square feet of retail/entertainment uses and 8 to 25 residential units. Development is recommended between Harrison between Superior and Main Streets. With a push this development can be started under construction within the next 18 months.

The Barr Street area is unique with two important elements with the historical Farmers' Market and the Cultural District. The re-establishing of the Farmer's Markets would offer more than produce but extend to flower, local produce, arts and crafts and entertainment. Relative to the other districts the Barr Street Farmer's Market is inexpensive and easy to start up. It is recommended to hire a part-time, seasonal staff person to work 6 to 9 months of the year to direct the marketing/promotions, funding sources, participation and management of the market. Potential funding sources would also include the City, Purdue University Extension – Allen County Extension, USDA and NEA.

Barr Street is also host to several cultural destinations. This area will create an on-going entity to focus on existing organizations such as the Embassy Theatre and Botanical Gardens. This would also serve as space for venues that do not currently have a home such as the Children's Choir and FAME. The success of organizations like Arts United demonstrates that organizational cooperation is possible. The potential funding for cultural improvements would be local and national foundations and business supported with accountability as a joint effort of DID and Arts United. It could take three to six months to identify appropriate participants and determine the structure of the new organization.

Urban design relates to a healthy downtown. If you see a downtown you feel is successful, the aesthetics makes it very appealing and attractive to walk around and experience the environment. This is one of the critical four pieces of this program. Other Urban Design issues would include street projects, enhancements to the core of downtown, linkages between the districts, signage to get around the downtown area, and parking including parallel parking. The timing of this project could be short term within the next 18 months.

The last catalyst and follow-up project initiatives have been put on a three tier level. Tier one would include the front door public space enhancements, pedestrian friendly streetscape, and way-finding standardization and signage installation in the various districts. Tier two would include significant activity generators downtown to anchor development in the Hospitality District. Residential adaptive reuse, with focus on artist live/work potential and potential canal design and engineering are proposed in the Canal Area Redevelopment District. Recruitment of creative industries and retail infill with restaurants and nightclubs at the Landing and along Harrison Street in the Entertainment District and Barr Street Cultural District public art installation are also recommended.

Tier three would entail a new hotel feasibility study for the Hospitality District, and a significant activity generator downtown to anchor development for the Canal District. Additional mixed use development, with focus on residential development in the Entertainment District and finally, support for cultural venue expansions for the Barr Street Cultural District.

One other recommendation given was a sports venue downtown feasibility study. This could be a great activity generator with the understanding of what kind of market would be attracted downtown.

Funding sources for the catalyst projects would be from local, state, federal and private levels. \$95 million is an estimated cost for the Downtown revitalization package. The projects will have many funding sources available and a list will be provided in the final action plan.

Open Discussion was held.

The Mayor spoke about making sure we identify the specific commitments to this project and be able to make it practical to bring in the investors who will be willing to help this project and the community grow.

The new parking garage issue was discussed. Is this what the Steering Committee wants or is this the best place for a new parking garage at the front door of Harrison Street? It is important to make sure the design serves as the beginning point and needs to draw people to the facility.

A Hotel to support the expanded Grand Wayne Center in the Hospitality area was discussed. It was recommended to have a feasibility study done to locate the best area for the facility.

A commitment must come from both the City and the County every year for the next five years to budget for the Downtown Initiative. Mayor Richard led a discussion regarding three major funding issues; 1. The creation of a Capital Improvement Board, 2. Potential Lottery funding, 3. Increase of the cap on CEDIT and COIT or make the use of CEDIT more flexible. It is imperative that discussions occur between key players to decide which funding issues are most viable to implement this initiative.

Next Meeting is scheduled for Monday, August 26th at 2:00p.m. at the offices of Baker and Daniels.

**Downtown Initiative
Steering Committee
August 26, 2002**

The meeting of the Steering Committee for the Downtown Initiative was held at Bakers and Daniels Law Office Conference Room on August 26, 2002.

Members Present: Mayor Graham Richards, Commissioner Marla Irving, Darrell Jaggars, Dave Gionet, Bob Walters, Christopher Guerin, Paula Hughes, Angela Boerger, Tom Smith, John Stafford, Eli Samaan, Jim Owen, Eric Heffley

Staff Members Present: Mark Becker, Pam Holocher, Russ Garriott and Jody Ford

Commissioner Marla Irving welcomed and thanked everyone for coming. A few things have happened since the last Steering Committee meeting. A meeting was held to discuss the financing of the City/County Comprehensive Plan. The Comprehensive Plan will help to accelerate this project. The community has started questioning about the Downtown plan. To provide outside communication to the public is important to support this project, both positive and negative input. The Grand Wayne Center property acquisition is going well.

Mike Higbee explained there will be no PowerPoint presentation. Agendas were passed out.

Parking and Circulation – It is suggested to open some streets and to study the reduction of the Washington right-of-way due to the perception of the volume of traffic flow.

Discussion was held in reference to the Citilink's relocation of facility. Several years ago a consultant was brought in to consider the site at the current terminal. Several other sites were suggested as better locations for a new terminal. Citilink would like this committee to support the new location which will work to enhance the downtown initiative.

Discussion was held on several options for traffic flow for Jefferson, Lafayette, Washington Streets and several other streets.

Discussion was also held on parking in the core area and the new proposed parking garage for the Grand Wayne Center and Library.

Mike Higbee showed a draft format of the final plan. The Action Plan Summary will be an "easy read" document. The themes will be the three rivers and "Everybody's Downtown".

Discussion was held on the Canal District area around Main Street and Superior Street. The intent of the canal is to bring the river closer to the core of downtown and the core of downtown closer to the river.

The objective of how to deal with the railroad impediment was discussed. If the decision is made that it is impossible to remove the railroad then other solutions for improvement such as color, banners and beautification should be considered.

Financing of the catalyst projects with public funding will help leverage private funding.

There are a number of initiatives identified for the first 18 months, and other steps to investigate local, state and federal funding.

HOSPITALITY DISTRICT - The first 18 month recommendation includes the establishment of a group to identify and maximize of both Washington and Harrison streetscape and design elements, as well as the design potential of the northeast and northwest corners. This includes street improvements and landscaping. The funding would come from the CEDIT money already set aside by the City for this project.

ENTERTAINMENT DISTRICT - The catalyst project proposed is an anchor, mix-used development. The implementation group should select a developer through the RFP process and hopefully be under construction within an 18 month time period. Focus should be on the area around Harrison and Main Streets with site improvements along the landing. Land acquisition dollars would be about \$300,000 with other improvements publicly sponsored projected to be approximately \$500,000.

BARR STREET CULTURAL DISTRICT - The Market Place site improvements are estimated at \$100,000. The next improvements should focus on art, transit and the creation of a gateway. Seed money needs to be provided for cultural opportunities. This money would be used to make these downtown cultural organizations operate more efficiently within some of the downtown venues. Also some efficiencies to explore are shared space, administrative support and alleviate some of the financial strain they currently endure. These agencies can create an organizational direction for themselves as well as, improve their downtown presence.

CANAL AREA REDEVELOPMENT - This needs to be looked at as a full-scale redevelopment initiative that has potential to encourage new activity over the next five years or longer. Their needs to be a feasibility study done as soon as possible to find out if the rail relocation idea is reasonable. There should be a review of the location, a theme and potential water features for this concept.

URBAN DESIGN - A signage, way-finding program needs to start immediately. Bond Issue money should be allocated for this improvement. Streetscape improvements should be associated with district initiatives. \$1 million is allocated for this project. Included in this element are traffic circulation, beautification and parking around Harrison Street and the Grand Wayne Center. A priority list for these projects needs to be detailed which is anticipated to take 2 ½ years.

ECONOMIC DEVELOPMENT - There are several key initiatives over an 18 month period that would be easy to focus on. The first is an active business retention program. The businesses that are currently downtown need to stay downtown and also be provided with opportunities for expansion.

A Recruitment program needs to be in place to attract business to downtown.

The downtown needs to develop a theme such as a Governmental Center or a Banking, Financial Center.

The consultants recommended to find some seed money for these businesses in the form of grant money, deferred loans or a low interest rate loan.

LEADERSHIP - is needed to make the downtown initiative work. A commitment of \$3-5 million dollars per year is needed for the first 2 to 2 1/5 years. A revenue source needs to be created and the issue needs to be discussed publicly. The money commitments total should be split at 30% City, 30% County, 30% State/Federal Funding and 10% Private Sector with a commitment of \$4 million per year to the Downtown Initiative.

Evansville, Indiana has a successful program for loan pool by the banks with a below market rate. This would be a good program to develop locally.

Next meeting is scheduled for Tuesday, October 22nd at 2:30pm at Baker and Daniels

**Downtown Initiative
Steering Committee
October 22, 2002**

Members Present: Commissioner Marla Irving, Darrell Jagers, Dave Gionet, Christopher Guerin, Paula Hughes, Angela Boerger, Tom Smith, John Stafford, Eli Samaan, Jim Owen, Eric Hefly, and Senator David Long

Staff Members Present: Mark Becker, Pam Holocher, Russ Garriott, Karen Goldner, Sharon Feasel, Ron Fletcher and Jody Ford

Commissioner Marla Irving gave opening remarks by thanking everyone for coming and for their commitment for the last two years. There will be three sub committee's to continue the work this committee laid as a foundation and encouraged everyone to sign up on one of these committees.

Mark Becker added that this is a transition from working with the Consultants and we need to make sure all our expectations are met before the Draft Report is given to the public on November 20th.

Commissioner Irving stated that this two-year project has brought us to a draft of an action plan that was just a dream. This is a continuous work-in-progress project. This meeting is an attempt to wrap up what our consultants have provided for us. We need to excite the private sector into the downtown revitalization. Government cannot do this by itself we need to champion with the business sector. We need to ask ourselves what are the Key projects that excite not only the private sector but the entire community. What are the projects that we are going to be able to get the community involved in? This downtown is a place we are going to live, work and play but most of all we're going to support.

Commissioner Irving turned the meeting over to John Stafford to identify a couple of issues with the consultants. John Stafford stated that as a committee this is our last opportunity to ask questions from the consultants as an objective perspective since they are not a part of our community and have experience working with other communities. This is absolutely critical that we get off on the right foot with the implementation, so what are the 4-5 things that you suggest we start to implement immediately?

Mike Higbee stated that from the early finds the downtown had a strong foundation that works reasonably well. This downtown is not broken it is a matter of filling in the gaps that make it a full service downtown physically and functionally. It is suggested that organization be done around the action plan with a public sector team and a private sector team. If these teams are activated, this sends an important message to the community. The second suggestion is to pick out two or three initiatives that can show physical, visible impact on the downtown area. Resources are tighter but there is money already allocated for the downtown action plan for streetscape and infrastructure improvements. This committee needs to focus on the core and the first 18 months of this Action Plan does this. The next step would be to pick one to three projects that you can lead with that will get people excited. We suggest the entertainment district, look at some property to revitalize as an extension to the Landing with entertainment like use there. Another project would be the front door project to the hospitality district. This will look at two northern corners of Harrison and Washington. This would include the Library lot and the building for sale to the east. Focusing on these properties given that they are across the street from a significant investment public sector makes sense by using this block to anchor Harrison as the main street of downtown. The third project we identify is Barr Street. This is a good solid project that has history with the community to bring back the market place. This would require some ongoing subsidies. It could be modest subsidies, but it sends messages about the future of Barr Street and the future of downtown. These three catalyst projects are consistent with the Action Plan to begin within the first 18 months. These projects would send the right message to the community.

Dave Wenzel added that one of the first things needed is to coordinate any future announcements about projects, ground breakings, etc. as being consistent with the downtown plan. Perception to the community at large is very important. People need to see all the projects like CitiLink and the Grand Wayne Center are in conjunction with the Downtown Action Plan. Secondly, institutionalize with various policy boards an ongoing seeding, funding program for downtown. This will perceive that the downtown is healthy. Third, the catalyst projects show the leveraging of private sector dollars is giving an acknowledgement to the Downtown Action Plan.

John Stafford stated we have struggled with the private sector and it has been difficult to get the participation to take ownership. What are the things that we need to do for ongoing private ownership?

Mike Higbee stated that one of the common ingredients is that the public sector be shown a clear commitment to a plan of action. This convinces the private sector that the initiative is started. Make it clear to the public sector that this is the propriety. The public sector is willing to commit resources and the private sector has the ability to influence the ultimate outcome.

Senator Long asked about money sources. How do we get the private sector to buy into the downtown? What is going to create the investment?

Mike Higbee stated you need to entice the development on the three focused projects within the 18 month period. The public needs to be focused on the downtown area and it's not.

Commissioner Irving asked to go around the table and give concerns, comments and recommendations for the Action Plan.

- . Transportation, the impact on the street changes one way vs. two way.
- . Sidewalks widened on Washington for heavy foot traffic.
- . Alternative to the Canal District
- . Reluctance to entice the development of businesses
- . Designs to capture attention
- . Canal is the only "big picture idea" nothing else has really captured the publics attention.
- . Not able to see the finished product
- . The rivers were ignored
- . Leadership is key
- . One clear idea to come out of these meetings; something specific
- . The Action Plan is not a selling product as it is printed
- . Canal district has no enthusiasm, review a new possibility
- . Target something that is already downtown and fix it. Something tangible.
- . The plan is good but is fuzzy. It needs something to make people want to celebrate and come to the downtown
- . Something for people to be proud of the community
- . We need to give positive support
- . Create a model to let people see what is happening
- . Economic foundation
- . Targeted events
- . Build on what we currently have
- . Marketing and changing positive attitudes
- . Arts & Culture investing opportunities
- . The Indiana Hotel is a wasting asset and a 3rd hotel downtown needs to be reviewed
- . Embassy and hotel issues
- . Branding one thing and turn around the pride of the community.
- . Incentives for the basic infrastructure
- . Enterprise zones
- . Canal is a "crazy idea" to make people think
- . Creative marketing for downtown
- . Significant water features
- . Big impact feature
- . Leveling the playing field to encourage development

- Target the private sector
- Transportation emphasis on people (buses vs. cars)
- Rail service back to downtown
- Need fulfillment and listen to the public
- True opportunities for people to come to – they want to be close to water
- Have to keep talking positively to the community
- Market to the public
- Government involvement as well as the public sector
- The canal is a long term feature not abandoned but a what if
- Need early success to get people to come to the downtown
- The Convention Center focuses on the venue, market the package for the whole downtown
- Private sector investment
- Throw out the rules and build something from nothing – think out of the Box
- Modify the plan, start with successes and grow momentum
- We are talking conservatively, think about the big idea
- Advantage of the new projects like the Library and the Grand Wayne these are the time that people are going to see things happening and this will bring the momentum.
- The Mayor desires a transition point
- Focus on technology with the "digital downtown"
- Move ahead in the 2003 budget, the city provided some funds for the downtown improvement district.
- The plan should be seen as dynamic not static
- Need to jump start for tangible results
- Catalyst projects to be supported as a beginning point, and continue with a steady pace
- Steadily do good things in small steps collectively
- Changes take time but time can make the changes
- Create opportunities for people to come downtown like the jazz concert
- Set the table to serve the main course
- Understand what the market will support, be smart about it and stay the course.

Commissioner Irving announced that November 20th will be the unveiling of the Action Plan to the community. The community needs to know that we are united.

Paula Hughes stated that we have a lot of potential in this Action Plan. People in the community are eager for something to happen and this is just a start.

Pam Holocher stated the Sub-committees will be meeting within the next couple of weeks to pull together the information by November 20th

The Healthy Cities Sub-Committee will be chaired by Paula Hughes, Russ Garriott, and Sharon Feasel as staff, and will contact members of this committee who signed up.

The District Sub-committee will be chaired by Mark Becker with staff of Pam Holocher and Sharon Feasel.

The Transition Team Sub-committee will be chaired by John Stafford, with staff of Karen Goldner, Ron Fletcher and Sharon Feasel.

Mike Higbee spoke about the 18-month plan. The fact that we have an Action Plan is the "big idea" that people say we are missing. The public is willing to participate and support the fact that we have an Action Plan and are willing to implement it is a big step. The Canal is the perfect "big picture" project because it is a lightening rod for the steering committee and the community. The canal and significant water features together with the core makes Headwaters Park the destination point. The vision to Make Downtown Everybody's Downtown is stated in the Action Plan and it needs to be done. There is a direction with the Action Plan and the need to creatively make the vision happen is the challenge. Lead with visible projects and design guidelines that will be implemented.

Meeting adjourned at 4:23 PM

APPENDIX B

Summary of Telephone Survey

I. Executive Summary

This marketing research project was designed to provide strategic facts for achieving the best possible planning directions for the Fort Wayne Downtown Task Force.

Objectives of the research were to measure and determine:

1. Extent of and reasons for use of downtown;
2. Perceived strengths of and concerns toward downtown;
3. Degree of appreciation toward existing downtown assets and venues; and
4. Aspects and venues perceived to be missing from downtown.

A total of 500 telephone interviews were completed between October 1, 2001 and October 17, 2001 with a representative cross-section of Fort Wayne/Allen County households. To provide additional assurance of a representative sample, age, gender and geographic quotas were employed.

A. Summary of Findings

1. Use of Downtown

- a. Three percent of Fort Wayne/Allen County residents live downtown. 12 percent commute into downtown for employment.
- b. Of the other 85 percent of residents that neither live nor work downtown, nearly a third (29%) visit downtown at least weekly. About one fourth (26%) almost never travel to downtown.
- c. Among those individuals going downtown at least once a month, key reasons for being downtown (in descending order) include visiting the downtown library, professional services, entertainment, governmental services, restaurants and attending church.

2. Importance of Community Aspects

Tier 1: Rated “extremely...” or “very important” by 80 percent or more respondents.

- Being Well-Maintained
- Free-Flowing Traffic to and from Downtown
- Friendly People
- Pleasant Surroundings

Tier 2: Rated “extremely...” or “very important” by 70 percent or more respondents.

- Free-Flowing Traffic Within Downtown
- Downtown Library
- Availability of Off-Street Parking
- Being Pedestrian-Friendly

Tier 3: Rated “extremely...” or “very important” by 60 percent or more respondents.

- Availability of On-Street Parking
- Festivals
- Parks

Tier 4: Rated “extremely...” or “very important” by 50 percent or more respondents.

- Multicultural Commitment
- Media Campaigns to Encourage Greater Use of Downtown
- Arts and Cultural Events
- Restaurants
- Entertainment

Tier 5: Rated “extremely...” or “very important” by 49 percent or fewer respondents.

- Medical facilities
- Retail Shopping
- Night Life
- Housing

3. Community Pride

35 percent of Fort Wayne/Allen County residents are “proud” of the downtown area, 52 percent are “somewhat proud” and 13 percent are “not proud.”

4. Evaluation of Community Aspects

Tier 1: Rated “excellent” or “good” by 70 percent or more of respondents.

- Downtown Library

Tier 2: Rated “excellent” or “good” by 60 percent or more of respondents.

- Festivals
- Street Lighting

Tier 3: Rated “excellent” or “good” by 50 percent or more of respondents.

- Parks
- Police Presence
- Being Clean
- Attractive Looking
- Being Well-Maintained
- Friendly People
- Pleasant Surroundings

Tier 4: Rated “excellent” or “good” by 40 percent or more of respondents.

- Medical Facilities

- Arts and Cultural Events
- Being Safe
- Image of Downtown
- Lack of Loitering
- Free-Flowing Traffic to and from Downtown
- Being Pedestrian Friendly
- Free-Flowing Traffic Within Downtown
- Multicultural Commitment

Tier 5: Only 30 percent range of evaluation for “excellent” or “good” or 70 percent range of “fair”, “poor” or “failing.”

- Availability of Off-Street Garage Parking
- Entertainment
- Restaurants

Tier 6: Only 20 percent or less range of evaluation for “excellent” or “good” or 80 percent or more range of “fair,” “poor” or “failing.”

- Availability of Off-Street Surface Parking
- Condition of Rivers in Downtown Area
- Availability of On-Street Parking
- Signage for Off-Street Parking
- Housing
- Night Life
- Cost of Off-Street Parking
- Retail Shopping

5. **Comparing Importance Ratings to Performance Evaluations** - A comparison of how respondents valued the importance of community aspects to their performance evaluation of those same areas provides an indication of whether or not the community’s needs are being met presently.

Community Aspect	Importance:	Evaluation:	Delta:
	% Extremely & Very Important	% Excellent & Good	Meeting Needs
Downtown Library	72	73	+1
Festivals	66	67	+1
Parks	60	56	-4
Medical Facilities	43	37	-6
Arts & Cultural Events	57	49	-8
Housing	26	16	-10
Night Life	37	23	-14
Multicultural Commitment	57	41	-16
Entertainment	53	36	-17

Retail Shopping	35	12	-23
Restaurants	56	32	-24
Being Pedestrian-Friendly	77	46	-31
Friendly People	81	50	-31
Being Well-Maintained	86	54	-32
Pleasant Surroundings	84	50	-34
Free-Flowing Traffic Within DT	79	42	-37
Free-Flowing Traffic to/from DT	81	41	-40
Avail. Of Off-Street Parking	70	30*	-40
Avail. Of On-Street Parking	61	20	-41

6. Importance of Possible Action Items

Tier 1: Rated “excellent...” or “good idea” by 80 percent or more respondents.

- More Reasons for People to Come Downtown

Tier 2: Rated “excellent...” or “good idea” by 70 percent or more respondents.

- Develop More of Our Riverfront
- Use our Historical Buildings as an Identity for Downtown.

Tier 3: Rated “excellent...” or “good idea” by 60 percent or more respondents.

- Develop Better Quality Bike Routes and Greenways into Downtown.
- Improve Communications about Arts’ Activities Downtown.
- Develop More Reasons for People to Want to Live Downtown.
- Tax Incentives to Encourage More Commercial Development of Downtown.
- Use of Downtown Churches as an Identity for Downtown.

Tier 4: Rated “excellent...” or “good idea” by 50 percent or more respondents.

- Have More Sports and Recreational Offerings.
- Encourage Location of Multi-Ethnic Businesses.
- Develop and Promote a Theme for Downtown.
- Have more Small Neighborhood Parks Downtown.

Tier 5: Rated “excellent...” or “good idea” by 40 percent or more respondents.

- Expand the Size of Our Convention Center.

* Evaluation question separated off-street surface parking from off-street garage parking. The 30 percent figure used in this table represents an average of the two.

- Expand the Downtown Library.
- Re-Route the Through Traffic Around Downtown.
- Build a New Arena in Downtown.

7. Interest in Downtown Housing & Residency

- a) One-fourth of Fort Wayne/Allen County residents would consider living downtown.
 - Of these, approximately 70 percent would likely rent and 30 percent would likely own.
 - 50 percent of those would consider living downtown would prefer historical housing; 26 percent prefer new housing and 18 percent prefer existing housing.
 - Single-family housing is the overwhelming preference at 54 percent, followed by condominiums at 17 percent, apartments at 12 percent and loft-type housing at nine percent.
 - Those persons who would consider living downtown are more likely to be single or divorced (index = 219), a high proportion are 21-29 years of age (index = 264) and tend to live in zip code areas adjacent to downtown.
- b) “Too Cramped/Crowded” is the top reason for not desiring to live downtown.

II. Methodology

The questionnaire was developed by use of results from recently completed SWOT sessions across the Task Force’s committees along with background information and facts currently assembled by the various committees. The questionnaire consists of the following sections:

- Use of Downtown
- Importance of Community Aspects
- Evaluation of Community Aspects
- Importance of Possible Action Items
- Demographics

A copy of the questionnaire can be found in the Appendix of this report.

A total of 500 telephone interviews were completed between October 1, 2001 and October 17, 2001 with a representative cross-section of Fort Wayne/Allen County households. To provide additional assurance of a representative sample, age, gender and geographic quotas were employed. The age quotas were based upon recent Census of Population statistics. Gender quotas represented an even division between women and men. The geographic quotas were five geographic divisions of the Fort Wayne area – Downtown, Northwest, Northeast, Southeast, and

Southwest. Each defined area was based upon existing of Zip codes and number of households within Zip codes constituting each geographic division.

In addition to descriptive statistics deemed important for the analysis, market segmentation analysis was also completed. By employing this analysis, the Downtown Task Force will have the necessary insights to shape a downtown urban product for specific users and to target messages to specific audiences. To build a strong strategic plan for downtown Fort Wayne, knowledge should be available about the various urban sub markets.

Table 1 contains the demographic characteristics of the 500 randomly selected households/individuals.

Table 1

Demographic Characteristics

Characteristic	Percent
Age	
21 – 29	14
30 – 39	25
40 – 59	40
60 – 74	15
75 – 84	6
	100
Marital Status	
Married	63
Single	22
Divorced/Separated	9
Widowed	6
	100
Household Income	
Under \$20,000	12
\$20,000 - \$39,999	28
\$40,000 - \$59,999	25
\$60,000 – \$79,999	18
\$80,000 Plus	17
	100
Children at Home	
Yes	35
No	65
	100
Years Living in Fort Wayne Area	
Less than 3 Years	2
3 – 4 Years	4
5 – 9 Years	7
10 Years or More	87
	100

Geographic Area	
Downtown	4
Northwest	23
Northeast	22
Southeast	25
Southwest	26
	100

III. Findings

A. Use of Downtown

Table 2

Question	Percent
Live or Work Downtown	
Live	3
Work	12
Neither	85
	100
If not living or working downtown:	
Frequency of Going Downtown	
At Least Once a Week	29
2 –3 Times a Month	14
About Once a Month	17
Less Than Once a Month	14
Almost Never	26
	100
If going downtown at least once per month:	
Reasons for Being Downtown During Past 30 Days*	
Library	18
Professional Services	17
Entertainment	17
Governmental Offices	14
Restaurants	13
Church	10
Cultural Events	5
Medical Purposes	5
Shopping	1

* Greater than 100 percent due to more than one reason for many respondents.

B. Importance of Community Aspects

The respondents were asked to tell us how important 20 community aspects are to them in using and/or appreciating downtown. They indicated their level of importance by the using the following rating scale:

- 1 = Extremely Important
- 2 = Very Important
- 3 = Somewhat Important
- 4 = Not Important

See Table 3 for the results.

Table 3

Importance of 20 Community Aspects

Community Aspect	Extremely Important	Very Important	Somewhat Important	Not Important
	Percentage			
Being Well-Maintained	47	39	10	4
Free-Flowing Traffic to/from DT	44	37	14	5
Free-Flowing Traffic Within Downtown	43	36	15	6
Friendly People	38	43	13	6
Downtown Library	38	34	15	13
Pleasant Surroundings	37	47	11	5
Availability of Off-Street Parking	36	34	17	13
Being Pedestrian Friendly	34	43	17	6
Availability of On-Street Parking	28	33	24	15
Festivals	27	39	19	15
Parks	23	37	23	17
Multicultural Commitment	22	35	27	16
Media Campaigns to Encour. Use of DT	20	37	29	14
Arts and Cultural Events	20	37	25	18
Restaurants	19	37	24	20
Entertainment	19	34	28	19

Medical facilities	19	24	25	32
Retail Shopping	14	21	30	35
Night Life	13	24	24	39
Housing	9	17	22	52

C. Evaluation of Community Aspects & Downtown Pride

Each respondent was asked for their opinion on how well the downtown is performing for each of 30 areas. They responded by using one of the following descriptions:

A = Excellent
 B = Good
 C = Fair
 D = Poor
 F = Failing

See Table 4 for the responses.

We also asked each respondent if they are “proud,” “somewhat proud” or “not proud” of the downtown. The responses were as follows:

Proud	35%
Somewhat Proud	52
Not Proud	<u>13</u>
	100%

Analysis revealed that persons identifying themselves as proud of downtown also tended to provide higher evaluations of the following key attributes of downtown (from table 4):

Image of Downtown
 Attractive Looking
 Arts and Cultural Events
 Pleasant Surroundings

No correlation was revealed between downtown pride and the frequency of visiting downtown.

Table 4

Evaluation of 30 Community Aspects (Percentages)

Community Aspect	Excellent	Good	Fair	Failing
Downtown Library	30	43	20	7
Festivals	24	43	23	10
Street Lighting	15	46	29	10
Parks	15	41	31	13
Police Presence	11	39	33	17

Being Clean	9	48	34	9
Attractive Looking	9	41	36	14
Medical Facilities	9	28	32	31
Being Well-Maintained	8	46	35	11
Friendly People	8	42	41	9
Arts and Cultural Events	8	41	40	11
Being Safe	8	38	34	20
Pleasant Surroundings	7	43	38	12
Image of Downtown	6	41	37	16
Lack of Loitering	6	39	41	14
Free-Flowing Traffic to and from DT	6	35	42	17
Availability of Off-Street Garage Parking	6	26	40	28
Entertainment	6	30	43	21
Being Pedestrian Friendly	5	41	41	13
Free-Flowing Traffic Within Downtown	5	37	43	15
Restaurants	5	27	39	29
Multicultural Commitment	4	37	45	14
Availability of Off-Street Surface Parking	4	23	42	31
Condition of Rivers in Downtown Area	3	18	34	45
Availability of On-Street Parking	3	17	36	44
Signage for Off-Street Parking	3	16	47	24
Housing	3	13	36	48
Night Life	2	21	39	38
Cost of Off-Street Parking	2	18	38	42
Retail Shopping	2	10	18	70

D. Evaluation of Possible Action Items

A list of 16 areas of possible changes for the downtown area was presented to each respondent. They rated each area as follows:

A = Excellent Idea
B = Good Idea
C = Fair Idea
D = Weak Idea
F = Bad Idea

See Table 5 for the results.

We also asked each respondent several questions about living downtown. The results are in Table 6.

Table 5

Evaluation of 16 Possible Action Items (Percentages)

Action Item	Excellent Idea	Good Idea	Fair Idea	Weak/Bad Idea
Develop more reasons for people to come downtown	45	39	12	4
Develop more of our riverfront	35	39	17	9
Use our historical bldgs as identity for downtown	30	45	21	4
Develop better quality bike routes & greenways into d-t	26	42	21	11
Expand the downtown library	26	21	22	31
Develop more reasons for people to live downtown	25	39	20	16
Tax incentives to encourage more commercial development	24	37	20	19
Have more sports & recreational offerings	24	34	21	21
Build a new downtown arena	24	16	14	46
Improve communication about arts activities downtown	23	45	25	7
Use downtown churches as an identity for downtown	22	40	27	11
Encourage location of multi-ethnic businesses	17	38	31	14
Develop and promote a theme for downtown	16	39	29	16
Expand the size of our convention center	16	32	26	26
Re-route through traffic around downtown	15	26	22	37
Have more small neighborhood parks downtown	12	38	25	25

Table 6

Desire to Live Downtown

Question	Percent
Consider Living Downtown	
Yes	25
No	<u>75</u>
	100
IF YES	
Likely to Rent or Own	
Rent	71
Own	<u>29</u>
	100
Overall Type of Preferred Housing	
Historical	50
New	26
Existing	18
Don't Know	<u>6</u>
	100
Specific Type of Preferred Housing	
Single Family	54
Condominium	17
Apartment	12
Loft	9
Other	3
Don't Know	<u>5</u>
	100
IF NO	
Reason for Not Desiring to Live Downtown	
Too Cramped/Crowded	32
Lack of a Yard	14
Lack of Desired Type of Housing	14
Safety Concerns/Crime	8
Lack of Grocery/Drug Store	3
Would be Too Expensive	3
Lack of Parking	2
No Specific Concern	4
Other	<u>20</u>
	100

APPENDIX C

Summary of Online Survey

Downtown Online Survey Results*

Here's what you've told us . . .

Over 750 of you submitted a survey, giving us your perspective on what you want downtown Fort Wayne to be.

Question 1. *We've all visited downtowns that are exciting and lively. What elements/ amenities did you find in these downtowns that made them memorable destinations?*

Listed in order from most to least selected element/amenity.

1. An active environment - both day and night
2. Diverse Restaurants
3. Pedestrian Friendly
4. Entertainment Venues
5. Specialty Retail
6. Outside dining
7. Arts and Cultural Events
8. Festivals
9. Interesting Architecture
10. Plazas / Public Spaces
11. Sporting Events/Venues
12. Inexpensive and inviting transportation
13. Parks/Greenways
14. Children's Activities/Family Fun

Question 2. *Mark the response that best describes how the availability of the following retail/services would change the frequency of you shopping Downtown.*

Retail / Service (ranked based on respondents indication they'll shop more)

1. Casual Dining
2. Evening Entertainment
3. Specialty food
4. Specialty Retail

5. Boutiques
6. Specialty Grocery
7. Antiques/ re-sale
8. Fast food/take-out (tied)
Hair/nail care, tanning, day spa (tied)
9. Laundry/dry cleaning

Question 3. *When is it most convenient for you to shop or dine in Downtown Fort Wayne?*

Day / Time	Percentage
Weekdays	21%
Weekday Evenings (after 5PM)	36%
Late Nights (after 10 PM)	5%
Weekends	38%

Question 4. *In an average month, which entertainment/cultural venues do you visit? (check all that apply)*

Listed in order of most frequently visited Venue

- Jefferson Point
- Glenbrook Square
- Rave Motion Pictures
- Downtown Branch of the Allen County Library
- Downtown Restaurants
(Paula's/Oyster Bar/Park Place)
- Headwaters Park
- Downtown Entertainment
(Toast N Jam/Columbia St. West/Club Soda)
- Coldwater Shops
- Embassy Theatre
- Cinema Center
- Performing Arts Center
- Piere's
- Botanical Gardens
- Science Central
- Downtown Church program (other than service)

- Lincoln Museum
- Artlink
- Historical Museum (History Center)

Question 5. *How do you rate the overall quality of life in Fort Wayne?*

Excellent	10%
Good	60%
Fair	24%
Poor	6%

Question 6. *Do you consider crime to be a problem in Downtown Fort Wayne?*

No	73%
Yes	27%

Question 7. *With future growth in Downtown Fort Wayne, there will likely be a need for infrastructure and streetscape improvements. What is your opinion on adding the following?*

Element / Amenity

Strongly Agree/Agree/Disagree/Strongly Disagree /Undecided

Better Directional Signs	35%	44%	10%	1%	10%
Bike Paths/Lanes	40%	37%	8%	2%	13%
Decorative Street Lights	42%	39%	6%	2%	11%
One-Way Streets (converted to Two-Way)	20%		14%	23%	16% 27%
One-Way Streets (remain One-Way)	18%		30%	15%	14% 23%
Parking Garages	33%	44%	11%	4%	8%
Public Art	53%	32%	6%	1%	8%
Street Parking	28%	37%	19%	5%	11%
Trash Receptacles	33%	52%	4%	1%	10%
Trees/Landscaping	71%	12%	6%	1%	10%

Question 8. *What do you like best about Downtown Fort Wayne*

Here are a few of the comments you've given us...

"The potential for the future..."

Some Sites Mentioned:

- The Embassy Centre
- Grand Wayne Center
- Ft. Wayne Museum of Art
- Botanical Conservatory
- Science Central
- Lincoln Museum
- Performing Arts Center
- Cinema Center
- Artlink
- Allen County Library
- Lincoln Tower
- Summit Square
- National City Bank
- Train station
- Courthouse
- The Cathedral
- Downtown Churches
- The Landing
- Calhoun street corridor
- Stoners
- Antique stores
- The co-op
- Galleries

- The smell of the Sunbeam bakery
- West Central Neighborhood Homes
- We have a good entertainment facilities

Restaurants Mentioned:

- Cindy's Diner
- Dash In
- Henry's
- Club Soda
- Halls, Gas House
- Columbia Street
- Coney Island
- Park Place
- Powers Hamburgers
- Window Garden Restaurant

- The availability of fast food
- Things that are exceptional, not chains found anywhere else.
- The restaurants that are downtown are usually unique because they're family owned
- I like that most of the restaurants/bars are centrally located so you can leave your car and walk to them.
- I like the Dash-In's outside seating in the summer, and the Broadway improvements with the fountain and outside eating area by Chappels
- Close proximity to home

- It's close to where I live and work. Also, as a matter of personal taste, I prefer urban downtowns to suburban shopping malls.
 - Can get to any part of the city within 15 minutes from downtown
 - I like the flow of traffic downtown
 - Easy to get to
 - Central location
 - It's the heart of the city!!
 - It is attractive
 - It is well-kept and attractive
 - It's cleanliness.
 - Good appearance, easy to get around, friendly people and busy appearance of sidewalks and business area.
 - Seeing the same people - it reminds me that Fort Wayne is really just a BIG small town.
 - It is a small city with a big city appeal
-
- It is a great place to raise children. It is safe, affordable, friendly
 - It feels safe
 - I live Downtown -I love the beautiful churches and the fact that I always feel safe
-
- Combination old and new architecture.
 - The Historic architecture of some of the buildings
 - Revitalization of some of the old buildings
 - The history-- how it was exciting in the 40's and 50's
 - The skyline.
 - There are some tall buildings/metropolitan feel
 - The way it looks at night
 - Low cost of parking.
 - Location near the rivers
 - Potential of developing the area around the rivers - I don't think we use our rivers wisely. We should be able to play off them to bring more people downtown.
 - Freimann Square
 - The work done to display the courthouse courtyard and Headwaters Park are incredible. All of Fort Wayne needs to look like that.
 - Headwaters Park is beautiful
 - Headwaters without a festival
 - Rivergreenway
 - The trees
-
- Arts and culture
 - The Arts organizations
 - The variety of cultural opportunities and festivals for adults and children.
 - The block parties
 - It's nice to have a place where so many festivals can be held. Especially with all of the different heritages we have in the city."
 - Three Rivers Festival
 - I like the lights at Christmas time
 - I love downtown fort Wayne in the summer when there are people everywhere and things to do
-
- There are possibilities to have a downtown on a smaller scale similar to Indianapolis.
 - The diversity and rich history and potential that it has to become a great city once again
 - The possibilities. It seems things are moving in the right direction. I am hoping that the library expansion will be the catalyst that promotes the rebirth

- I like the fact that the area is not that big. You can get to a lot of places in a short amount of time. There is a lot of wasted space, and poor use of existing lots. I like the fact that there is room for improvement.
- The potential for improvement and revitalization. Ft. Wayne has longed for a ""culturally diverse"" and interesting downtown area. Now is the time to explore the opportunities and utilize resources to make it happen!
- In spite of the retail market abandoning the downtown area, the city has continued to maintain and tried to promote its eventual re-growth. This program is a prime example and needs to continue as long as it takes.
- I like the availability to skateboard in some really neat locations. The problem is, that there is not a legal place to skate downtown
- I live outside of Fort Wayne and come in from the northwest and I have always loved the convenience of getting downtown as well as the specialty shops and diners
- Downtown Fort Wayne has a lot of potential and character, but the attractive sites are not there. There needs to be more expansion and specialty shops. I would never go to the mall when I could go to a specialty shop. Public art is a terrific idea; Fort Wayne is a really nice place to walk around. I would relocate some of the fast food restaurants and replace with specialty restaurants.

Question 9. *In Three words, how would you describe your ideal downtown?*

Top three words used to describe your ideal downtown:

Safe, Fun, Clean

Other words commonly used: Shopping, Active, Entertaining, Diverse, Accessible

* The Downtown Initiative's Online Survey is not a scientific survey. Its intent is to allow a forum for community ideas and to stimulate discussion on ways to improve Downtown Fort Wayne.

APPENDIX D

Summary of Downtown Open House – Public Meeting

Fort Wayne Downtown Initiative & Five-Year Plan Public Open House Results Summary March 25, 2002

The public Open House provided the Fort Wayne community an opportunity to review the work completed to date and contribute thoughts and opinions giving future direction for the subsequent steps of the planning process. The Open House format was informal and participants were free to come and go during an afternoon (11 a.m. to 1 p.m.) and evening (5:30 p.m. to 7:30 p.m.) session.

Sixty-one participants signed in during the afternoon session; 51 in the evening, although it is suspected that more were in attendance. Participants at the afternoon session represented mostly employees of Downtown Fort Wayne businesses. The evening session attracted more Fort Wayne residents from outside the immediate Downtown area.

Open House attendees were asked to visit four stations: Vision statement/goals & objectives, Existing & desired frameworks, Market analysis, and Downtown districts. At each station, participants were asked to review and comment in regard to 1) existing conditions or relevant factual information and 2) preliminary ideas and alternatives in response to the existing conditions. Information gathered from each station is described below and on the following pages.

Station A: Vision statement/goals & objectives – What is the mission or role of Downtown?

Participants at this station (and others) focused a great deal on the importance of the river to Downtown's identity. It was pointed out that the river was missing from the vision statement and "well-integrated rivers" scored the second highest in the goals prioritization. Yet it was also mentioned by participants that the rivers are not visually appealing because the riverbed is silt. A couple of participants suggested that Downtown should cross both sides of the river and that entertainment uses would be more dominant on the north side and traditional business uses on the south side.

Input also indicates that participants are looking for a venue, space, or district that will highlight the community's history and German heritage and will be almost symbolic of the larger Fort Wayne community. It is interesting, however, that even with that desire for a unique, Fort Wayne-representative character within downtown, the "Arts & Culture" was the second highest scoring (behind "Open/Public Space") category within the evaluation of "Elements of a Healthy Downtown" that are currently DOMINANT in Fort Wayne.

Station B: Existing & desired frameworks – What are the pieces of the Downtown puzzle?

When voting on the "Big Idea," participants opted for the River concept—shifting and expanding the Downtown uses to utilize the river as a significant focal point. To support the "Big Idea" concepts, participants were asked to indicate their top five preferred potential key elements considered to be the most important in the development of a Downtown Master Plan. Participant preferences were tallied using a dot sticker rating system. There were elements of each framework option that were well-received and elements that were not. Participants at this station focused a great deal on special amenities and destinations which will bring people into the core of downtown. The single element with the highest priority rating was "Civic amenities, venues and destinations linked (library, transit station, parks, arts facilities, etc.)."

Station C: Market analysis – How can Downtown distinguish itself from other markets?

Overall, participants indicated the importance of the "play" aspect of Downtown, specifically that investment should be made in Downtown's entertainment destinations and venues in order to first attract visitors then potential business/industry and then residents. Most frequently, entertainment (in terms of additional restaurants

and retail) was mentioned. Cultural entertainment and after-hours entertainment were considered by participants to be the two development types with the greatest likelihood of success, with after-hours entertainment considered most important to Downtown's success.

Station D: Downtown districts – How do Downtown uses relate to one another?

Participants felt most strongly about projects and urban design elements that pertained to the Riverfront, Entertainment, and the Central Business districts. Design elements such as streetscaping and outdoor dining were identified as desirable in more than one district and others, such as restoring the historic fort and a small business incubator, generated a lesser response from attendees. Through the voting process, participants organized projects and elements into themed districts; however, when asked to place these districts on a map, there was not a clear geographic consensus among participants. Some did mention that formally defined districts in Downtown Fort Wayne may not work because uses and characteristics tend to overlap.

APPENDIX E

Summary of Downtown Summit – Public Meeting

Fort Wayne Downtown Initiative & Five-Year Plan Downtown Summit Summary of Results June 26, 2002

The Downtown Summit began the concluding phase of this planning process and provided an opportunity for residents, business and property owners, stakeholders, and other interested parties to review a number of ideas and recommendations, ultimately contributing their thoughts and ideas towards the final steps of the process and the plan's completion. Similar to the March Public Open House, the format was informal where participants were free to come and go throughout a morning/early afternoon (11am – 1pm) and evening (5pm – 7:30pm) session. A summary of the proposed stations and general activity at each station is presented below.

Ninety-eight participants signed in during the morning/early afternoon session; 123 in the evening, (221 total participants) although it is suspected that more were in attendance. Participants at the morning/early afternoon session represented mostly employees of Downtown Fort Wayne businesses. The evening session attracted more Fort Wayne residents from outside the immediate Downtown area. Open House attendees were asked to visit four stations; information gathered from each station is described below and on the following pages.

Station A: Big Picture – Downtown 2020
Station B: Catalyst Projects – Destination Downtown
Station C: Catalyst Projects – Developing Downtown
Station D: Support Projects – Making Downtown Work

Key Project Assumptions

As a preface to the work presented, participants were given a list of “Key Project Assumptions” that has been guiding the planning team and this planning process.

- Core area's health is critical.
- Existing market areas are not strong.
- Downtown must become the regional destination point.
- Downtown must create regional destination venues.
- Downtown's future is as a mixed-use center.
- Downtown must connect its major destination venues.
- Design, amenities and uniqueness are three terms that should drive future investment.

Tell Us What You Think . . .

As attendees signed in, they were given a card with the title, “Tell Us What You Think . . .” Participants were asked to keep the question printed on the card in mind while they visited each of the four stations. After reviewing the information presented at all stations, participants were asked to help prioritize the Downtown catalyst projects and related project elements.

Question: “If you had \$10 million to spend on Downtown improvements/projects within the next five (5) years, how would you spend this money?” In total, 77 cards were returned—42 from the morning/early afternoon session; 35 from the evening session. Participants invested most of this money in Developing Downtown (Canal District – 31.72% and Entertainment District – 27.58%) with 22.27% allocated to the Barr Street Cultural District and 18.42% allocated to the Hospitality District (Destination Downtown). Specific projects or elements with the highest level of prioritization are as follows:

Canal District (31.72% of \$10 million)

1. Increased activity/improved relationship between River and Core (9.66%)
2. Railroad relocation and canal re-establishment feasibility study (8.25%)

Entertainment District (27.58% of \$10 million)

1. Retail infill with restaurants and nightclubs (11.1%)
2. Mixed-use developing (focus on residential) (5.06%)

Barr Street Cultural District (22.27% of \$10 million)

1. Farmer's Market re-establishment (6.26%)
2. Art Museum expansion (3.07%)

Hospitality District (18.42% of \$10 million)

1. Development program for Indiana Hotel (4.64%)
2. Significant activity generator/Downtown anchor (3.77%)

At Stations B and C (Destination Downtown and Developing Downtown), participants were asked for their comments on the respective key project elements. Station B asked participants to indicate which catalyst project elements they considered to be most and least important in creating a Destination Downtown in the Hospitality and Cultural Districts. In general, Summit attendees referenced the re-establishment of the Farmer's Market as an important element as well as the inclusion of outdoor cafes to prompt activity after 5pm. Retail was considered both the most and least important element by participants of both Summit sessions. Station C asked participants to indicate which catalyst project elements they consider to be the most and least important in Developing Downtown in the Entertainment and Canal Districts. Overall, participants were excited about the possibilities of both of these districts and indicated that additional retail and entertainment developments, with an emphasis on after-hours activity and outdoor dining, are important elements to the catalyst project initiatives.

The Elements of a Healthy Downtown outline the basic components necessary for a downtown to be operational which provides the foundation for the catalyst projects necessary to create a unique and special downtown. Participants at Station D: Making Downtown Work were asked to identify which Elements were most and least represented in the catalyst project districts.

Most represented: housing (residential base), entertainment, public spaces Least represented: transportation (transit system), economic development tools, business recruitment/retention, environmental quality (pertaining to the rivers)

General Comments

Identified important initiatives:

- environmental quality of the rivers and improved access to them, both visually and physically (for recreation purposes)
- addition of restaurants, specifically ones featuring outdoor dining, in the Hospitality and Entertainment Districts
- additional evening activity generators in the Entertainment District, complementing the current uses at the Landing
- first promote and enhance existing activities, restaurants, and venues
- building on current resources, including filling under-utilized and vacant buildings before constructing new
- sense of history and the need to preserve and program the Old Fort as well as incorporate the City's heritage into public art themes
- convenient (ideally free) parking lots and structures should be located near (ideally adjacent) major Downtown destinations
- easily readable, recognizable, and consistent signage/wayfinding program

Overall enthusiasm about:

- possibilities created by removing the northern railroad tracks and re-establishing the historic canal
- return of the Farmer's Market on Barr Street
- interpretive center adjacent to the Old Fort

General concerns:

- feasibility of relocating the railroad tracks and re-establishing the historic canal (due to the cost associated with such an endeavor, alternative uses that incorporate keeping the tracks be introduced)
- Farmer's Market may be better in a permanent, year-round facility (such as the freight building near the Omni Source site)
- placement of the Botanical Gardens and Conservatory in the Hospitality District and not included in the Cultural District
- street closings shown in the illustrative plan at Station A, in fear that it would further complicate navigation of the Downtown street network and discourage private investment

APPENDIX F

Market Newsletter

DOWNTOWN INITIATIVE & FIVE-YEAR PLAN NEWSLETTER

Market Summary

March 2002



Primary Market Findings

This newsletter, prepared as part of the Fort Wayne Downtown Initiative and Five-Year Plan by Development Concepts, Inc. and HNTB Corporation, highlights the key findings related to Downtown Fort Wayne's market potential. In particular, office, retail, residential, and tourism markets are profiled. These findings will help provide a direction for assembling a realistic master plan that focuses on key development initiatives.

This analysis provides a baseline description of Downtown Fort Wayne in terms of general socioeconomic information placing Downtown in the context of the City, Allen County, the metropolitan statistical area (MSA), and the State of Indiana. A socioeconomic analysis of Downtown's conditions illustrates the market potential for proposed development activity given the overall economic environment.

Know Your MSA

The United States Office of Management and Budget bases its definition of a metropolitan statistical area (MSA) on the concept of a core area with a large population nucleus, plus adjacent communities having a high degree of economic and social integration with the core. In order to be considered a MSA, the core area must be a city with a population of at least 50,000 or an urbanized area (UA) with a population of at least 100,000. The Fort Wayne MSA is comprised of Adams, Allen, DeKalb, Huntington, Wells, and Whitley counties—the City of Fort Wayne is the core.

"The Fort Wayne MSA is a growing & prosperous market that could have a significant influence on Downtown."

With 2,447 square miles and a Year 2000 population of 502,141, the Fort Wayne MSA is the third largest MSA in Indiana (behind Indianapolis and Gary). It is important to recognize the relevance of the MSA when analyzing the market. With Fort Wayne as the

MSA's core, the conditions of the surrounding areas become significant when determining growth areas and patterns, population bases, employment centers, etc. leading to eventual decisions regarding development opportunities and investment.

Downtown Fort Wayne's position within the Fort Wayne MSA is important to understand. The Downtown economic indicators alone are not substantial enough to warrant major investment; however, investment is occurring elsewhere in the MSA. Downtown relies on the support of surrounding areas. Any understanding of Downtown's market potential must focus on the MSA marketplace. In Fort Wayne's case, it is a growing and prosperous market that could have a significant influence on Downtown.

Trade Area Definition

For purposes of this market study, the demographics of three geographic areas underwent a comparative analysis. From the Downtown intersection of Wayne and Calhoun streets, these geographic, or trade, areas are delineated by a one-mile radius, three-mile radius, and a 15-minute drive time (see map on page 2).

Methodology

Understanding market trends and opportunities is a critical component of a successful plan. This newsletter provides an overview of the Fort Wayne market and how the Downtown can position itself for development in the years ahead.

Information was gathered for this newsletter in a variety of ways. Demographic data was purchased from a national database. Interviews were conducted with local real estate professionals, residents, business owners, and public officials. Existing studies were examined, as was information from the U.S. Census Bureau and other national, state, and local government agencies.

The information was analyzed and conclusions drawn regarding the market potential of Downtown Fort Wayne. These conclusions will be incorporated into the final development recommendations.

Prepared by



Primary Market Findings (continued)

Population Characteristics

within a 1-mile radius of
Downtown

Median age
30.5

Households
6,236

Families
2,553

Average household size
2.08

Race/ethnicity
68.5% white
21.2% African-American
9.4% Hispanic (any race)

Population

The trade area calculated at a one-mile radius includes the immediate study area in addition to some near-Downtown neighborhoods. The 2000 population of this area was 14,166, with 11,190 of these residents in the Downtown study area. A small increase of .12% per year is expected to bring the 2006 population to 14,319. A modest growth rate is also forecasted for the three-mile trade area, the 15-minute drive time, Allen County, and the MSA. All areas, with the exception of the one- and three-mile trade areas, are expected to grow at a rate greater than the State average.

Population

	1-Mile Radius	3-Mile Radius	15-Minute Drive Time
Population			
2000	14,166	97,040	286,858
2001 (forecasted)	14,231	97,558	290,761
2006 (forecasted)	14,319	98,934	305,374

Source: CACI Marketing Systems

	Allen County	Fort Wayne MSA	Indiana
Population			
1990	300,836	456,281	5,544,156
2000	331,849	502,141	6,080,485
2020 (projected)	343,414	529,024	6,481,489
Percent change 1990 - 2000	10.3%	10.1%	9.7%

Source: Indiana Business Research Center

The incomes of the population residing in Downtown and near-Downtown neighborhoods are relatively low in comparison to the 15-minute drive time and Allen County. Both the median household and per capita incomes are lower than the State

Median Household Income

1-Mile Radius
\$24,636

3-Mile Radius
\$29,582

15-Minute Drive Time
\$39,266

Allen County
\$44,141
Indiana
\$39,719

Per Capita Income

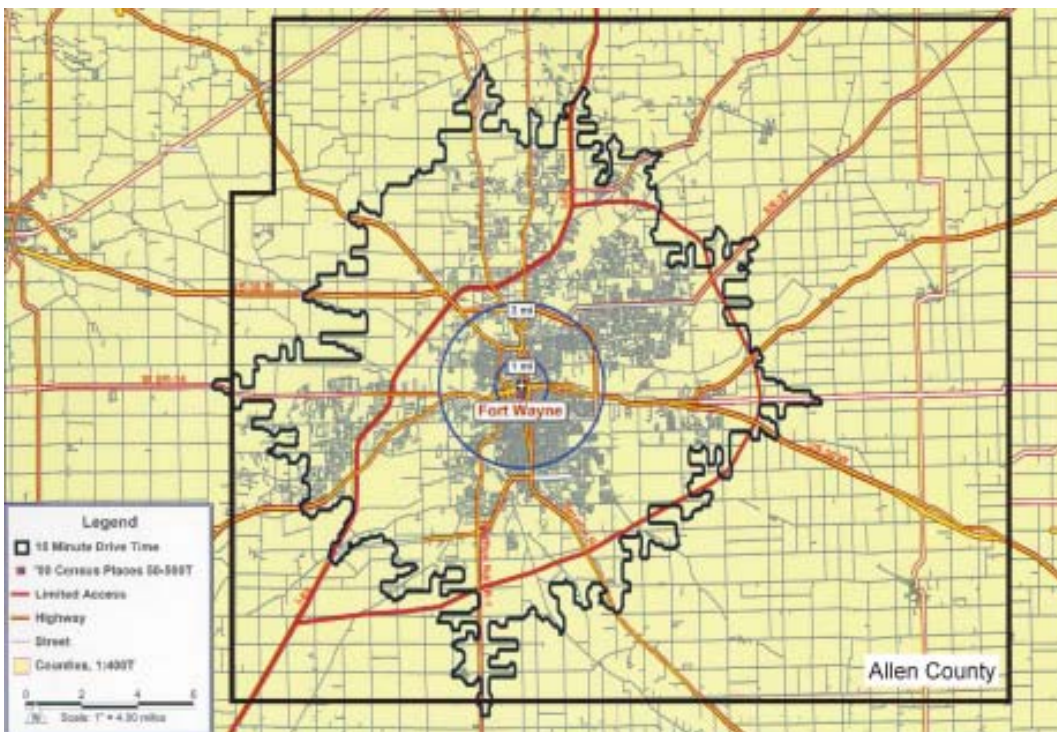
1-Mile Radius
\$14,654

3-Mile Radius
\$15,394

15-Minute Drive Time
\$20,569

Allen County
\$28,985
MSA
\$27,355
Indiana
\$26,157

Trade Area Definition from the Intersection of Wayne & Calhoun Streets



Primary Market Findings (continued)

average; however, both Allen County and the MSA are above the State average. Because this larger trade area and MSA possess a significant amount of greater Fort Wayne's wealth and income, these areas are important to consider when fully assessing the Downtown market potential and investment opportunities.

Residential

Downtown housing opportunities are limited, especially owner-occupied, single-family homes. Of the 7,491 housing units located within one mile of Downtown, approximately 26% are owner-occupied with an average value of \$53,181. Allen County's average owner-occupancy rate is just below 66% with an average value of \$114,961. In 2000, the City of Fort Wayne issued 2,416 single-family residential building permits with an average value of \$148,500.

Listed on the National Register of Historic Places in 1984 and the recipient of a local historic designation in 1985, the West Central Neighborhood represents some of Downtown's highest single-family home values. Many homes in the West

Central Neighborhood have been converted into multi-family units commanding higher rents than the majority of Downtown's apartment buildings. More than 56% of the housing units in a one-mile radius of downtown are renter occupied. This is an unusually high percentage of rental units and compares to approximately 27% countywide. According to a Downtown initiative committee report, 95% of Downtown's nearly 6,000 rental units are occupied. A sampling of Downtown rents indicates that Downtown units are renting at rates lower than the Fort Wayne average of \$500 to \$600 per month.

Arts, Culture & Entertainment

Downtown Fort Wayne hosts more than 30 arts, cultural, and entertainment venues and destination points. In recent years, these venues and destinations have created \$15.8 million in expenditures, supported 864 full-time jobs, and generated \$668,000 in local government tax revenues. In addition to the economic impacts of arts, culture, and entertainment, there exists a set

Multi-Unit Housing			
	Units	Rent	Occupancy
Three Rivers Apartments	355	\$390 - \$2000	95%+
Edsall House	223	\$524 or 30% of income	100%
Midtown Crossing	104	n/a	99%
West Berry Apartments	99	\$275 - \$380	75%
Worthington Manor	52	\$275 - \$380	100%
Van Buren Apartments	33	n/a	85%+

Source: Committee Report

of non-quantitative quality of life impacts. The presence of the Embassy Theater, Performing Arts Center, Museum of Art, Headwaters Park, and others are all a part of Downtown Fort Wayne's identity and contributors to its "sense of place."

Restaurants, as a form of entertainment, contribute significantly to the Downtown economy; 277 "Eating and Drinking Places" are located within a three-mile radius of Downtown. These establishments employ more than 4,800 people and generate \$203 million in sales. Residents living within a 15-minute drive of Downtown annually account for \$25 million in restaurant spending. Unlike the arts market, there are several competing options for the restaurant/entertainment expenditures. The most recent addition to this market segment is Jefferson Pointe with its cinema and many restaurants. While the three-mile radius around Downtown offers restaurant/entertainment opportunities, few exist in the immediate Downtown area.

"The presence of the Embassy Theater, Performing Arts Center, Museum of Art, Headwaters Park & others are all a part of Downtown Fort Wayne's identity & contributors to its sense of place."

Housing

	1-Mile Radius	3-Mile Radius	15-Minute Drive Time	Allen County
Units (2000)	7,491	43,949	123,127	138,905
Owner occupied	26.7%	51.1%	63.1%	65.8%
Renter occupied	56.5%	37.3%	29.3%	26.9%
Vacant	16.7%	11.6%	7.7%	7.3%
Average Home Values (2001)				
Owner occupied	\$53,181	\$70,910	\$110,426	\$114,961

Source: CACI Marketing Systems

Primary Market Findings (continued)

Retail

Market Conclusions & Assumptions

- Modest regional business & residential growth in next 5 years
- Downtown office market shrinking
- Downtown office competing with more convenient west & north side markets
- No link between Downtown retail & area shopping destinations
- High paying manufacturing jobs at risk—little to no growth
- Downtown median household income (1-mile radius) relatively low
- Significant market potential within 15-minute drive of Downtown

Downtown Fort Wayne retail is relatively non-existent. The limited retail that does exist tends to serve the office/daytime population and is scattered throughout Downtown. When analyzing the annual retail expenditures of the three trade areas closest to Downtown, it becomes apparent that spending is low in most retail categories in comparison to the national averages. This indicates the need to expand Downtown's potential market beyond its immediate residents, for this population cannot support a significant amount of retail alone. Retail establishments will need to draw from the greater Fort Wayne/Allen County/MSA area in order to be successful.

The table below labeled "Retail Expenditures" provides information regarding the spending potential for common household expenditures. The expenditures are compared or



One example of a vacant storefront in Downtown Fort Wayne.

indexed against the national average for these categories. The index for every category within the one- and three- mile Downtown market segments are well below the national average. These finding would dissuade potential retailers from considering a Downtown location. Any consideration for future retail investment in the Downtown area must focus on methods that supplement the existing customer base with a

focus on attracting patrons with higher disposable incomes

Regional malls such as Jefferson Pointe and Glenbrook Square are currently meeting the retail needs of greater Fort Wayne, Allen County, and the MSA. Their close proximity suggests that Downtown will most likely never be a retail destination in the same capacity as the two regional malls. Jefferson Pointe and Glenbrook Square depend on a large trade area that extends beyond the Fort Wayne MSA and into neighboring states, Ohio and Michigan. The annual income of the average shopper exceeds the average income of the population residing within 15 minutes of Downtown Fort Wayne. These two retail destinations offer more than just the traditional sale of goods, they are programmed and marketed to be an overall entertainment experience—much like the downtowns of yesterday.

Retail Expenditures

	1-Mile Radius		3-Mile Radius		15-Minute Drive Time	
	Current Total Dollars Spent*	Current Spending Potential Index**	Current Total Dollars Spent*	Current Spending Potential Index**	Current Total Dollars Spent*	Current Spending Potential Index**
Groceries	\$16,053,757	61	\$116,568,374	71	\$440,255,415	90
Restaurants	\$8,481,681	59	\$62,434,399	69	\$245,069,843	92
Household Furnishings	\$4,011,397	55	\$30,053,922	65	\$123,827,902	91
Women's Apparel	\$3,294,287	61	\$24,252,657	71	\$92,396,643	92
Home Improvement	\$2,072,876	57	\$18,732,066	67	\$73,452,878	90
Furniture	\$1,883,891	55	\$14,210,912	67	\$57,560,995	91
Men's Apparel	\$1,735,978	57	\$13,070,724	68	\$52,110,948	92
Children's/Infants' Apparel	\$1,450,864	57	\$11,293,078	71	\$44,072,166	92
Books & Periodicals	\$898,517	59	\$6,593,631	69	\$25,795,961	92
Theater & Movies	\$483,315	61	\$3,478,945	70	\$13,717,002	93

* Source: CACI Marketing Systems

** Spending potential index measures the amount spent for a product compared to the national average of 100. For example, an index of 95 indicates spending patterns are 5% less than the national average, 105 indicates spending patterns are 5% greater than the national average.

Primary Market Findings (continued)

Industry & Employment

In Allen County, 91% of all employees work in private industry. Of this 91%, more than 29% are employed in the services sector with approximately 17% working in manufacturing and 17% in retail. Allen County residents, on average, earn \$32,258 per year—greater than both the MSA and State averages. Manufacturing jobs pay the County's highest wages at an average of \$51,759 per year; retail jobs pay the lowest at an average of \$15,563 per year.

Within a three-mile radius of Downtown Fort Wayne, there are a total of 4,289 businesses providing a daytime population of more than 67,000. Collectively, these businesses generate \$9.7 billion in annual sales. The presence of these businesses introduces both tax revenues and a customer base into the Downtown and near-Downtown economy. managerial, sales, construction, craftsman, and operatives.

Office Market

The Downtown Fort Wayne office market is stagnant. According to CB Richard Ellis Sturges, more than 400,000 square feet, or 16%, of Downtown's Class A and B office space is vacant. Downtown absorbed a negative 191,850 square feet of space between September 2000 and September 2001—meaning, more Downtown tenants vacated their respective spaces than new tenants leased space. This negative absorption is partially attributed to the consolidation occurring in the banking industry and large tenants vacating buildings like the Standard Federal Building. The suburban market boasts more square feet of Class A and B office space and a lower vacancy rate (8%) than the Downtown market. The 12-month (September 2000 to September 2001) net absorption was slightly more than a positive 81,000 square feet. Downtown office lease rates are competitive with suburban

space; however, Downtown tenants typically pay for parking which, on average, adds \$2 per square foot to the lease rate.

The past year has been a year of slow growth for both the Downtown and suburban office markets. No new construction of major speculative office buildings in either location has taken place because of the overall market conditions. This downturn is viewed as temporary; as the U.S. economy improves, growth in the greater Fort Wayne area is likely to resume, particularly in the "new economy" sectors. At I-69 and Dupont Road, growth in medical and computer technology and services is expected to continue representing Fort Wayne's investment in this industry sector.

Downtown's Major Employers

Lincoln Financial Group
1,400
St. Joseph Hospital
1,100
Allen County
864
Fort Wayne Newspapers
526
Post Office
425
City of Fort Wayne
344
Fort Wayne Community Schools
244

Office Space Summary

	Downtown	Suburban
Total space (Class A & B)	2,483,283 sq/ft	3,313,717 sq/ft
Vacant space	400,609 sq/ft (16%)	263,779 sq/ft (8%)
Absorption	-191,850 sq/ft	81,094 sq/ft
Lease rates (Class A)	\$14 - \$17 sq/ft	\$16 - \$18 sq/ft
Lease rates (Class B)	\$12.50 - \$14.50 sq/ft	\$11 - \$13.50 sq/ft
Parking	\$2 sq/ft	free

Source: CB Richard Ellis Sturges, 9/00 - 9/01

Business by Employment

SIC Code	Description	Businesses		Employees		Sales (\$000)	
		Number	Percent	Number	Percent	Number	Percent
27	Printing, Publishing & Allied Industries	53	1.2%	2,443	3.6%	\$253,193	2.6%
33	Primary Metal Industries	10	0.2%	2,943	4.4%	\$730,714	7.5%
37	Transportation Equipment	7	0.2%	2,792	4.1%	\$862,257	8.9%
50	Wholesale Trade - Durable Goods	194	4.5%	2,189	3.3%	\$1,178,251	12.1%
58	Eating & Drinking Places	277	6.5%	4,865	7.2%	\$203,470	2.1%
59	Miscellaneous Retail	309	7.2%	2,437	3.6%	\$373,996	3.8%
73	Business Services	252	5.9%	2,231	3.3%	\$227,575	2.3%
80	Health Services	94	2.2%	3,026	4.5%	\$313,498	3.2%
82	Educational Services	88	2.1%	3,353	5.0%	\$40,520	0.4%
83	Social Services	206	4.8%	3,973	5.9%	\$56,890	0.6%

Source: CACI Marketing Systems

Allen County Tourism is a Growing Business

Recent Downtown Public & Private Investment

Headwaters Park	\$18 million
Baker Street Station	\$2.5 million
Old Wells Street Bridge	\$850,000
Standard Federal Plaza	\$22 million
Salin Bank	\$2 million
Science Central	\$3.5 million
Norwest Indiana Center	\$25 million
Botanical Conservatory Renovation/Expansion	\$2.3 million
Allen County Jail	\$23.5 million

Current & Future Projects

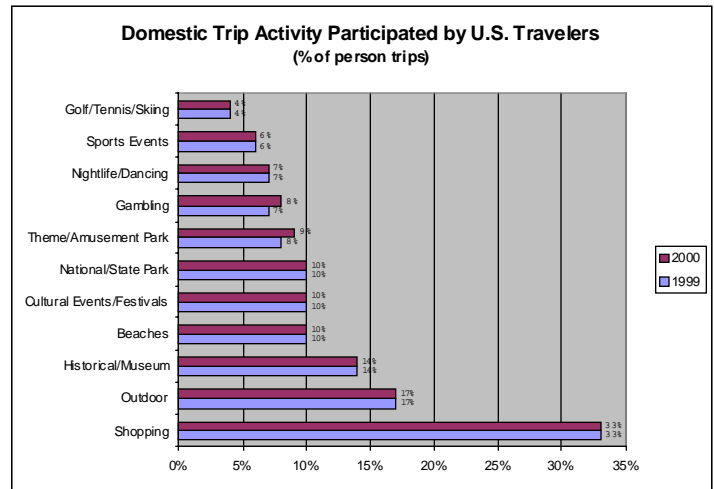
Allen County Public Library	\$56 million
Grand Wayne Expansion	\$40 million
The Landings Improvements	\$120,000
Tecumseh Street Bridge	\$1.5 million

In the United States economy, tourism is the third largest industry, the second largest employer, and the largest services export. Nationally, the industry received \$584.3 billion in 2000 from domestic and international travelers, \$481.6 billion from U.S. resident travelers alone. These expenditures generated 7.8 million jobs with \$173.7 billion in payroll income and \$100 billion in federal, state, and local tax revenues (Source: Travel Industry Association of America).

Tourism in Allen County is a part of this national industry-wide growth providing both direct and indirect benefits to the local economy. According to the Fort Wayne-Allen County Convention and Visitors Bureau, the travel and tourism industry in Allen County grew 5.5% between the years 1998 and 2000. More than 6,000

"Tourism in Allen County is a part of this national industry-wide growth providing both direct & indirect benefits to the local economy."

jobs were supported by the \$325 million of direct expenditures made by visitors from outside the county in 2000. In addition, Allen County residents contributed more than \$54 million in direct



Source: Travel Industry Association of America (2000), based on 997.6 million domestic person trips.

spending to the local tourism industry, creating 1,012 jobs. Tourism-generated jobs earned \$113.5 million in wages to Allen County employers. For every dollar spent by travelers in Fort Wayne or Allen County in 2000, an average of 21.8 cents in salary and wage was produced. More than one-third of these jobs created were in high wage occupations, such as professional, technical, managerial, sales, construction, craftsman, and operatives.

Tourism generates local, state, and federal tax revenues. In 2000, tourism expenditures in Allen County resulted in \$143.9 million in total tax revenues. County and municipal governments collected \$26.9 million, which included taxes on property, business, and lodging rooms.

According to the Travel Industry Association of America,

shopping was the most frequent activity participated in by domestic travelers (33%) in 2000. Outdoor activities were ranked second with 17% and historical/museum activities came in at third (14% of U.S. travelers). Through a survey conducted by the Convention and Visitors Bureau, tourists to Allen County most often visit the Museum of Art, shopping malls, Spiece Fieldhouse, Memorial Coliseum, and the Children's Zoo. The most frequent activities participated in by Allen County visitors are dining, attending a sporting event, shopping, and other entertainment. Taking into account national trends and local tourist tendencies, Downtown Fort Wayne can employ and promote its existing venues and amenities to the visitor market as well as explore ways to build and capitalize on Downtown's assets and traveler preferences.

Potential Market Directions

Perhaps *the* key market finding to date is that the future of Downtown Fort Wayne is dependent on the broadening of its market appeal. This market appeal must extend out to include the Fort Wayne MSA and beyond. Without the ability to market to this large population base with its significant disposable income and demand for a variety of services, Downtown faces an uncertain future. In other words, Downtown must become a major destination for more customers.

From this analysis, five market segments emerged as potential areas of opportunity worth further exploration. The challenge for Downtown Fort Wayne will be to capitalize on the strong and growing regional economy and the daytime population of more than 67,000 within three miles to create a niche that will distinguish it from the suburban areas of Allen County. The five segments, or niches, consist of residential, office, tourism, arts and entertainment, and

recreation. Market growth in these areas in an extremely important indicator of future Downtown success.

Residential

Downtown's current housing opportunities are limited, though housing throughout Allen County is a strong and a growing market sector. To potentially compete with other areas within the County, Downtown should explore the types of housing prospects that addresses both current market demand and has a synergistic affect on other desired development. An increased population will improve Downtown's economic conditions in terms of added income and increased spending power, which will create a demand for retail and other desired services. If coupled with Downtown office development and the addition of new Downtown services, a new Downtown residential niche could be created.

Several issues should be considered in determining the role of the housing component, such as:

- Identify target demographic segments
- Identify desired housing design/styles
- Single development versus integrated development uses
- Support services required

Office

As previously mentioned, the Downtown office market is stagnant. However, there is opportunity for growth within the next five to ten years. With the uncertainty of major Downtown tenants such as Lincoln National and the banking industry, Downtown should focus its attention on retaining existing and longstanding businesses and recruit and encourage small business development. Of particular interest are businesses that would benefit from and be attracted to Downtown because of its urban environment, historic context, unique spaces, and amenities. These types of businesses often include marketing, public relations, advertising, and architecture firms and other "creative industries." Special attention should be given to the potential role of entrepreneurial firms in the development of an expanded Downtown business core.

Future office development will be impacted by how well the Downtown can accommodate

Potential Market Opportunities

- Housing market demonstrates some strength—capture share of growth
- Reinforce office market—define niches
- Explore potential for consolidating government & service sectors in Downtown (given central location)
- Retain & strengthen manufacturing base
- Focus on 3-mile & 15-minute market segments
- Reinforce unique market segments—creating a sense of place (i.e. arts, culture, history, river, etc.)
- Reinforce near-Downtown neighborhoods—create synergy
- Reinforce Downtown as an education & training center
- Explore new economy business trends
- Broaden market appeal to attract Downtown investment



Cultural destinations like the Embassy Theater attract both local and non-local patrons.

Potential Market Directions (continued)

an intense number of uses. Availability of land and buildings, parking, public transportation, and compatibility to surrounding developments are critical components in attracting the type of commercial office investment that will serve as a catalyst for Downtown Fort Wayne. A focus should be on how to remove any competitive disadvantages that Downtown may have when compared to suburban office sites.

Tourism

The expansion of the Grand Wayne Center is expected to attract approximately 150,000 convention attendees per year. Many of these attendees are non-local and are visiting Fort Wayne for the specific purpose of attending a convention. These visitors introduce new dollars into the Downtown economy, providing the opportunity for supporting business development. This type of retail, service, or

entertainment development should be in close proximity of the Grand Wayne Center so as to maximize the attendee expenditure capture rate. The presence of arts and culture Downtown has a distinct relationship with the tourism industry in that 10% of all travelers incorporate a cultural activity or festival into their itinerary and 14% visit a museum or historical site. Venues such as the Performing Arts Center, Embassy Theater, and the Museum of Art could



Historic Columbia Street is a potential site for an entertainment district.

"Urban density, architecture, an interesting mix of uses & history all provide a one-of-a-kind setting that cannot be duplicated in most suburban locations."

Attracting Visitors Downtown

There is little doubt that downtowns have been losing residents and businesses to the surrounding suburbs. This trend has resulted in reduced activities and services and downtowns that are "not what they once were" as fewer and fewer people are left to support the local economy. Often the demographics of the immediate marketplace, those downtown residents and businesses within the primary trade area, do not support the most basic business services (restaurants, grocery store, office supplies, etc.). Therefore, providers of basic services must relocate to ensure a consistent customer base.

Many downtowns have begun to search for ways to diversify the local economy by attracting downtown visitors. These visitors could include suburban residents living near downtown, regional residents, as well as

those from greater distances. Visitors spend money when traveling to a destination with hotel rooms, meals, shopping, and special events often on the itinerary. These new expenditures in the downtown market create additional demand for services and businesses to meet the demand.

The issue becomes how to give a diverse group of visitors enough reason to make downtown their destination. In some instances, major conference facilities attract meetings and conventions that introduce visitors to a downtown that they otherwise would have little reason to visit. Arts and cultural offerings provided through theaters, museums, and galleries; sporting and entertainment venues; religious and educational institutions; and special events also can attract visitors downtown.

Many regions around the country have discovered that downtowns provide a special context for the types of activities previously described. The urban environment, in and of itself, is an attraction provided that it is safe, secure, and visually and functionally appealing. Urban density, architecture, an interesting mix of uses, and history all provide a one-of-a-kind setting that cannot be duplicated in most suburban locations. Concentrating "people attractions" in an urban environment allows for a synergy among activities making it more likely that people will visit if there is more than one thing to do. This fact coupled with the unique environment offered by many downtowns provides a sense of place that visitors find appealing.

Potential Market Directions (continued)

profit from the interests of the cultural traveler, both local and non-local.

Arts & Entertainment

Arts and entertainment uses typically generate activity after the close of the work day and on weekends. With the current strength of arts and culture Downtown, these uses could be made stronger through synergy among all arts/cultural destinations. Entertainment venues and special events support and complement the arts. The addition of restaurants, nightclubs, and other after-hours activities to the existing uses will help to establish Downtown as a major activity center. While the three-mile radius around Downtown offers restaurant/entertainment opportunities, few exist in the immediate Downtown area. Any

strategy for attracting restaurant/entertainment investment must build off of—not compete with—those establishments already in the local marketplace.

Because the arts are unique to Downtown Fort Wayne, these “activity generators” have the capacity to draw visitors from outside of the immediate area, capitalizing on the favorable market conditions of the MSA and beyond. Downtown art venues demonstrate potential of a “growth industry” in the Downtown marketplace. Regionally, there is little competition that possesses the critical mass, capacity, and physical assets represented by the Fort Wayne arts community. The regional market, represented by 502,000 citizens, is large enough to support a vibrant and growing arts industry.

The arts product will have to be strong enough to attract the regional customer if it is to take advantage of this potential.

Recreation

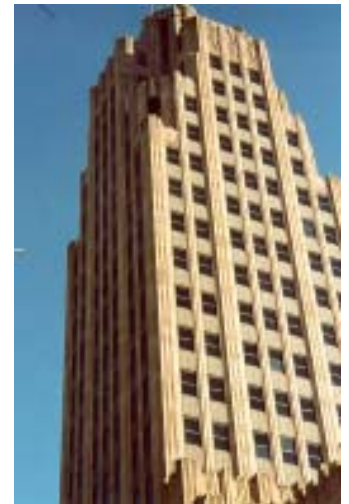
With the recent investment that has occurred in Headwaters Park and the proposed development of an ice and natatorium facility, the economic impacts and social benefits of Downtown recreation have become and will continue to be significant. The siting of the 227,000 square foot proposed ice and natatorium facility will become just as important as the amount of economic activity it generates. Its location Downtown should be in close proximity to complementary uses such as hotels, restaurants, and other venues and amenities in order to build on the Downtown synergy.

The sports and recreation theme for Downtown is worthy of additional consideration. It will be important to understand the demand for such venues on local, regional, and Midwest levels. If successfully implemented, it could provide yet another element that brings visitors to Downtown Fort Wayne. For example, sports venues that serve to attract regional and Midwestern youth competitions and individual users would also be viewed as an amenity to area office workers and residents, potentially serving as a Downtown economic development engine.

"Downtown art venues demonstrate potential of a 'growth industry' in the Downtown marketplace."



Headwaters Park is the site of the annual Three Rivers Festival, an event that attracts visitors from throughout the region.



Downtown should focus on retaining existing businesses and leasing space in existing buildings, such as Lincoln Tower.

What Others are Doing...

A component of this planning process involves exploring how other cities have successfully improved their downtowns through creative and innovative means. In order to make these “success stories” applicable to Downtown Fort Wayne, comparisons were made using communities of similar size, economic bases, and characteristics. Chattanooga, Tennessee and Kalamazoo, Michigan have each demonstrated interesting approaches to downtown revitalization. Each of these communities has a comparable MSA population size to Fort Wayne’s MSA, has its economic roots in manufacturing, and is within or in close proximity to the Midwestern region.

Chattanooga, Tennessee

Located along the Tennessee River, Chattanooga experienced a manufacturing boom during the early 1900s. Although bringing economic prosperity to the community, the manufacturing industry compromised Chattanooga’s air and water quality, eventually giving it the reputation as one of America’s dirtiest and most polluted cities. Due to environmental concerns, residents moved out of Downtown and out of the city. In 1969, Chattanooga was *the* most polluted city in the United States; by 1990, it was recognized by the EPA as the nation’s best turnaround story. Today, Chattanooga boasts many national awards and is known as one of the cleanest and most livable cities in the nation.

Chattanooga’s rebirth is largely due to public and private catalyst projects that provide a presence and quality of life to a once abandoned downtown. These projects reinforced the city’s ecology, history, heritage, economic base, and re-established a sense of place Downtown, giving people a reason to be there. Downtown Chattanooga is a tourist destination because of its interesting mix of business and its cultural, housing, entertainment, recreation, and shopping opportunities. Recent investment successes include:

- Millennium Riverpark Project – a five mile linear park with facilities (a \$10 million investment)
- Bellsouth Park – a 6,157 seat minor league ballpark (a \$10 million investment)
- Coolidge park – a 12-acre public park with interactive water features and floating restaurant (a \$7.9 million investment)
- Convention & Trade Center expansion – 188,000 square feet of additional space (a \$56 million investment)

Kalamazoo, Michigan

Downtown Kalamazoo Inc. (DKI), a non-profit organization dedicated to the economic development and promotion of Downtown Kalamazoo, created “Project Downtown,” a comprehensive ten point revitalization strategy to prepare Downtown Kalamazoo for the 21st century. These ten points are crafted around the vision statement: *to create a dynamic*

and vibrant, 24-hour downtown that ensures an economic environment that is attractive to residents, businesses, consumers and visitors, both now and in the future. Key points of the strategy involve:

- Gateways
- Mobility and access
- Public spaces
- Synergy and linkages
- Land use and development
- Visitor attractions
- Housing
- Parking
- Marketing

DKI uses techniques such as tax increment financing and a building revitalization program to attract and secure new interest and investment Downtown. As Downtown’s clearinghouse and primary “salesperson,” DKI assists potential developers with obtaining and publishing information such as demographic profiles, market data, real estate opportunities, and actively seeks out

investment leads. Downtown Kalamazoo’s target development opportunities focus on technology, retail/entertainment, office, and residential uses. Through aggressive marketing and promotion, Downtown positions itself in a regional context while emphasizing its competitive edge over suburban locations. The urban environment, unique buildings, amenities and cultural offerings, and “sense of place” are all selling points used to make Downtown Kalamazoo a thriving center of activity.

Comparative Populations

Fort Wayne MSA
502,141 (2000)
Chattanooga MSA
452,034 (1999)
Kalamazoo MSA
447,164 (1999)



Public space and amenities are an important component of Kalamazoo’s “Project Downtown.”

APPENDIX G

Project Matrix

		Downtown District Projects								
		Priority and Leadership								
	Catalyst Project		Current Stage	Project Timing	Project Leadership		Funding Resources			
					Primary	Secondary / Other Stakeholders	Local	State	Federal	Private
			(See definitions below)							Total
1E		Foundation Projects								
1E1	⇒	Blueprint Leadership	U	1	City / County / DID					
1E1	⇒	Financial Implementation Strategy	S	1	City / County / DID					
1E1	⇒	Coordinated Marketing / Branding	DU	1	DID					
1E1	⇒	Economic Development Tools	S	1	City Economic Development					
1E1	⇒	Unified Streetscape Theme	DU	1	City Redevelopment					
1E1	⇒	Way Finding / Signage	DU	1	City Redevelopment					
1E1	⇒	Traffic Circulation - Berry / Wayne / Investigate Calhoun St.	F / M	1	Traffic Engineering					
1E1	⇒	District Specific Programming	U	1	DID					
1E1		Business Recruitment / Retention	SU	1	DID					
1E1		Urban Design Guidelines	U	1	City Planning					
1E1		Visual Gateways into Downtown	S	2	City Planning					
2H		Hospitality District								
2H2	⇒	Grand Wayne / Downtown Library Gateway Streetscape Improvements	DU	1	City Redevelopment					
2H2	⇒	Maximize Use of Bonsib Bldg (northeast corner of Washington and Harrison Streets)	S	1	City Redevelopment					
2H2	⇒	Embassy Theatre Streetscape Improvements	DU	1	Embassy Foundation					
2H2	⇒	Grand Wayne Center Expansion	U	1	Grand Wayne					
2H2	⇒	Allen County Public Library Expansion	U	1	Library					
2H2	⇒	Webster Street Plaza Improvements (east library entrance)	DU	1	Library					
2H2	⇒	Parking Garage / Mixed Use at Washington and Harrison Streets	D	1	City Redevelopment					
2H2		Civic Center Parking Garage Renovation	SU	1	City Controller					
2H2		Study Reduce Width of Jefferson & Washington Streets within Downtown Core	F / M	1	Traffic Engineering					
2H2		Scottish Rite Center Renovation	U	1	Scottish Rite					
2H2		Proposed Hotel / Mixed Use at Southwest corner of Jefferson and Harrison Streets	F / M	2	City Redevelopment					
2H2		Indiana Hotel Renovation	F / M	2	Embassy Foundation					
2H2		Botanical Garden Expansion / For-Profit Retail	F / M	2	Parks Dept					
2H2		Embassy Centre Facade	S	3	Embassy Foundation					
2H2		Redevelopment site West of Webster (Portland Bldg block)	S	3	City Redevelopment					
3L		Landing District								
3L3	⇒	Harrison Street Infill Strategy - Wayne to Superior Streets	F / M	1	City Redevelopment					
3L3	⇒	Phased Streetscape Improvements / Washington to Superior	F / M	1	City Redevelopment					
3L3	⇒	New Mixed-Use Infill - Northwest corner Harrison and Main Streets	F / M	1	City Redevelopment					
3L3	⇒	Landing Streetscape Improvements	U	1	BOW					
3L3	⇒	Maximize Use of Bonar Building	F / M	1	City Redevelopment					
3L3		Restore Fountain at Columbia and Harrison Streets	S	1	City Redevelopment					

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			(See definitions below)							Total
4B		Barr Street District								
4B4	⇒	Develop a 'Marketplace' along Barr Street	F / M	1	City Planning					
4B4	⇒	Intersection - Barr and Main	D	1	City Redevelopment					
4B4	⇒	Phased Streetscape Improvements Along Barr Street	SU	1	City Redevelopment					
4B4	⇒	New Citilink Transit Facility / Possible Marketplace Expansion	SU	1	Citilink					
4B4	⇒	Art Plaza	DU	1	Arts United					
4B4	⇒	Main Street Median Project	U	1	DID					
4B4	⇒	Rich Concentration of Public Art / Blank Wall Treatments	S	1	Arts United					
4B4		Maximize Use of NIPSCO Building	F / M	1	City Redevelopment					
4B4		Heritage Square	S	2	History Center					
4B4		Alexander Taylor Rankin House	S	2	ARCH					
4B4		McCulloch - Weatherhogg Double House	S	2	Historic Landmarks					
4B4		Art Museum Expansion	SU	3	Art Museum					
4B4		New Mixed- Use Infill Development	F / M	4	City Redevelopment					
5C		Old Canal District								
5C5	⇒	Canal Area Feasibility Study	F / M	1	City Redevelopment					
5C5	⇒	Significant Water Features	F / M	1	City Redevelopment					
5C5	⇒	Rail Overpass Gateway Enhancements	D	1	City Redevelopment					
5C5	⇒	Clinton Street - Traffic Calming and Pedestrian Improvements	F / M	1	Traffic Engineering					
5C5	⇒	Pedestrian Improvements Under Rail Overpass	F / M	1	Traffic Engineering					
5C5	⇒	East Lane Modifications - Superior to Freiman Square	F / M	1	Traffic Engineering					
5C5	⇒	Pedestrian Crossing Improvements at Headwaters Park	F / M	1	Traffic Engineering					
5C5		Enhanced Linkages to River Greenway System	S	1	Parks Dept					
5C5		Maximize Use of Existing Citilink site	S	2	City Redevelopment					
5C5		East Superior St. Market Study / River Oriented Development	F / M	2	City Redevelopment					
5C5		Extend Art/Culture District - Barr to Superior	F / M	2	City Redevelopment					
5C5		Maximize Use of Taylor Rental Building	F / M	2	City Redevelopment					
5C5		Lighting / Enhanced Walkways - Clinton and Lafayette Street Bridges	D	2	County Highway					
5C5		Harrison Street Anchor at River	F / M	3	City Redevelopment					
5C5		Gulden Park Expansion	S	3	Parks Dept					
5C5		West Superior Area Neighborhood Development	S	4	City Planning					

		Downtown District Projects										
		Priority and Leadership										
	Catalyst		Current	Project	Project Leadership		Funding Resources					
	Project		Stage	Timing	Primary	Secondary / Other Stakeholders	Local	State	Federal	Private	Total	
			(See definitions below)									
6G		Collaborative Projects										
6G6	⇒	Redevelopment of OmniSource Site	SU	1	OmniSource							
6G6	⇒	Indiana Institute of Technology Expansion	U	1	Indiana Institute of Technology							
6G6	⇒	St. Joseph Hospital Improvements	U	1	St. Joseph Hospital							
6G6	⇒	Baker Street Station Renovation	C	1	Martin, Riley & Mock							
6G6	⇒	Digital Downtown	SU	1	DID							
6G6	⇒	Downtown Learning Center	SU	1	City Planning							
6G6		Downtown Churches Partnership	U	1	Downtown Churches							
6G6		Innovative Public/Private Funding for the Arts	SU	2	To Be Determined							
6G6		Fairfield Area Neighborhood Development	S	2	City Planning							
6G6		Sports Corporation Project - Downtown Site Analysis	F / M	2	Sports Corporation							
6G6		Infill Housing Opportunities	S	2	City Planning							
6G6		Historical Fort / Interpretive Center	F / M	3	Parks Dept.							
6G6		High Speed Passenger Service Restored - Baker Street Station	SU	4	Invent Tomorrow							
		Stage										
		Strategy Needed	S									
		Strategy Underway	SU									
		Feasibility / Market Study Needed	F / M									
		Project Design Needed	D									
		Design Underway	DU									
		Project Underway	U									
		Project Completed	C									
		Project Timing										
		Jump Start Projects - next 18 months	1									
		Short Term - 18 months to 3 years	2									
		Medium Range - 3 years to 5 years	3									
		Long Range - more than 5 years	4									
		Project Leadership										
		In addition to Project Leadership, projects will be supported by implementation teams with representatives from all stakeholders										
	NOTES:											
		Catalyst Projects are strategic near term initiatives that provide both visible and substantive results needed to build the necessary momentum to create a dynamic downtown										
		New "mixed use infill" includes parking as a required consideration										
		BOW: City Board of Works										
		DID: Downtown Improvement District										
		NIRCC: Northeastern Indiana Regional Coordinating Council										