



Blueprint*Plus*

DOWNTOWN FORT WAYNE CHARRETTE FINAL REPORT AND ACTION PLAN

PREPARED FOR
THE CITY OF FORT WAYNE, INDIANA

PREPARED BY
ACP-VISIONING & PLANNING, LTD.

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1. Introduction

This draft report is the final product of BLUEPRINTPLUS. It includes the design, planning, and strategic investment conclusions resulting from a three-month effort that involved the public, community leaders, and the consultant team.

The purpose of BLUEPRINTPLUS is to develop a vision that will guide public policy and private investments in downtown; to identify and prioritize catalyst projects that can leverage public funds and encourage private investments; and to ensure that the downtown returns to its historic role as the vital and vibrant center of the region.

BLUEPRINTPLUS owes its name to Blueprint for the Future, a downtown framework plan completed in 2002. Blueprint for the Future recommended 76 initiatives. Many of these initiatives have been implemented or are underway. BLUEPRINTPLUS builds on those accomplishments, responds to changes that have occurred in the community, in part through the implementation of many of the Blueprint for the Future recommendations, and focuses on strategies to restore downtown as the center of the region.

BLUEPRINTPLUS is led by a Steering Committee of 24 that includes elected officials from the city and the county, representatives of key downtown private and civic interests, and the public.

The consultant team included ACP - Visioning & Planning, as the planning and urban design lead firm, and, as advisors, Mike Higbee, President of Development Concepts who served as the lead consultant on Blueprint for the future, Chris Paladino, Mansur Real Estate Services, currently engaged in 2 studies in downtown, Jack Swarbrick, attorney with the law firm of Baker and Daniels, a nationally- recognized expert in sports-related feasibility studies, and Marc Goldring, Woolf, Keans & Co., an art and cultural planner.

Following this introduction, the report is organized in the following seven additional chapters:

2. Methodology
3. Findings
4. The Vision
5. Principles
6. Initiatives
7. Implementation Matrix
8. Priority Catalyst Projects

With this report, BLUEPRINTPLUS is now in the hands of the community as it faces the complex tasks of implementing the plan. From this perspective, this BLUEPRINTPLUS report is not the end of a process but the beginning. It is a call to action, as implementation again will require representatives of the public, private, and civic sectors to join forces and to bring about a renaissance of downtown Fort Wayne.





Top. Participants to the first workshop. Right. Sample output from the Strong Places, Weak places activity.

2. Methodology

BLUEPRINTPLUS has been guided by broad public input at every step. The two charrettes held in May and June 2005 included several opportunities for public input.

The first charrette (held May 17 to 19) included a public gathering of downtown workers held over lunch on May 17, a public workshop held the evening of the same day, and an open house held in the afternoon of May 18. Participants were asked to map downtown's strengths and weaknesses,





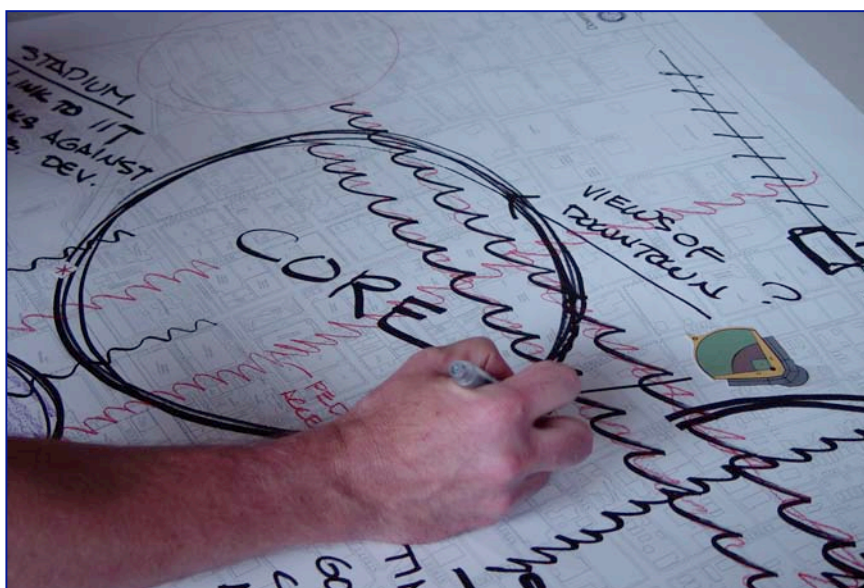
Top, bottom, right. Participants to the second workshop identify preferential location for proposed facilities.

making recommendations on how lessons learned from the strong places could be applied to improve weak places. During this same period the consultants held 15 focus group interviews with downtown merchants, property owners, board members of the Downtown Improvement District (DID), arts and cultural institutions, artists and event programmers, representatives of sport organizations, environmentalists, downtown residents, residents of neighborhoods adjacent to downtown, historic preservation supporters, young adults, affordable housing advocates, elected officials from municipalities in the region, and businesses and philanthropic interests. The purpose of these meetings was to identify, test, and develop consensus on possible programs and initiatives.

A Steering Committee worked with the consultant team, meeting at strategic junctures and making critical decisions. Immediately preceding and following the May 18 open house, the Steering Committee reviewed and commented on the emerging concepts later articulated in the plan.

The second charrette (held June 4 to 7) opened with a workshop held on the morning of Saturday, June 4. The workshop included a presentation of the analysis of initiatives from the first charrette, followed by small group discussion to further test and refine the proposed initiatives. The open house held on the afternoon of June 6 provided an opportunity for residents to see how the plan was progressing. On June 6, the Steering Committee reviewed and approved the specific elements of the plan. These elements were presented to the community in a public forum held on the evening of June 7.

In addition to the formal meetings, Steering Committee members and the public had open access to the design team throughout the charrettes, with many taking advantage of the opportunity and actively participating to the development of the plan.



Public input has been the major drive in the articulation of BLUEPRINTPLUS. Even though no new specific analyses were conducted as part of the process, the consultant team reviewed a number of recent studies. Some of these studies were performed as part of Blueprint for the Future, including a feasibility of introducing a sports facility in the downtown area. The findings from the public process and from the review of existing studies and documents are summarized in the next chapter.



The second Open House held June 6, 2005

3. Findings

The findings reported in this chapter are of two kinds: observations derived by an analysis of existing studies and input from public meetings, stakeholders focus groups and interaction with the Steering Committee.

Observations

Even though no specific study was conducted as part of BLUEPRINTPLUS, a number of observations were made using information gathered for the original Blueprint for the Future, and from national trends. These observations focus on issues such as housing, retail, sports and entertainment, and arts and culture. They are summarized below.

Housing – Studies conducted as part of Blueprint for the Future show that there is little demand for downtown housing. Potential for downtown housing is strong, however, based on demographic trends affecting the nation as a whole.

Nationally, the market for more compact forms of housing, particularly within urban neighborhoods and downtown, is being fueled by the convergence of the two largest generations in the nation's history: the 82 million Baby Boomers born between 1946 and 1964, and the 78 million Millennials, who were born from 1977 to 1996. According to studies by Zimmerman & Volk, a firm specializing in residential market

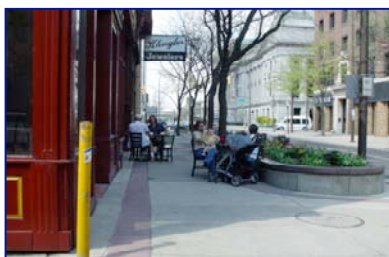


Old commercial buildings lend themselves to loft conversion.

analysis, this convergence will peak in the next decade and continue through the year 2020. Boomers are becoming empty nesters and are downsizing, looking for smaller homes, while Millennials are moving out and “heading to the city.” Both groups have expressed preferences for living in more compact types of housing and in walkable urban environments.

In regard to Fort Wayne, this trend would indicate considerable demand for housing in downtown, particularly in light of the intention of community leaders to see a complex mix of entertainment, hotels, housing, restaurants, and offices restored there.

The challenge for downtown Fort Wayne is to proactively pursue implementing this mix of uses, creating the conditions for a high quality urban living alternative not found elsewhere in the region.



Retail is very limited in the Central Core of downtown Fort Wayne (bottom photo). Examples from communities similar in size to Fort Wayne indicate a strong potential for downtown retail when connected with housing (top photo).

Retail – The retail picture is murkier, as very limited retail currently exists in downtown. A limited feasibility study conducted by Mansur Real Estate Services, Inc. shows, however, that:

- 8 consumer categories, which comprise 75% of the region spend 12% more than the national average on dining out.
- The 8 consumer categories that comprise 75% of the region spend nearly 8% more than the national average on nightclubs.
- There are specific cohorts that are well-represented in the Fort Wayne region that have a high propensity to spend money on restaurants and nightclubs.

These findings indicate that there are strengths in the region that could be harnessed to spur and sustain downtown retail.

Tourism is another factor. It is already a strong component of the downtown economy and is projected to increase, helping to drive demand for new restaurants.

The combination of a strong visitor economy and the increased potential of a more walkable and attractive downtown to capture some of the local and regional market could enable downtown retail to succeed.

Sports and Entertainment – In the past 15 years the vast majority of arenas and stadiums in the country have been built downtown. They have been a key factor in spurring retail development, significantly impacting surrounding areas located within walking distance.

Prior of the start of BLUEPRINTPLUS there had been discussion in the community about implementing a sports facility as a catalyst for redevelopment of downtown Fort Wayne. An analysis of how sports facilities could contribute to development in the city was completed in March 2005. It identified an array of possible facilities, including the

development of an aquatic facility and the downtown relocation of the city's minor league baseball stadium.

The stakeholder focus groups conducted as part of BLUEPRINTPLUS endorsed the notion of a downtown aquatic facility.

They recognized that:

- An aquatic facility with competitive and recreational components (such as a water park) responds to existing community needs;
- The concept would capitalize on the successful track record of Fort Wayne's hosting of major youth sporting events that attract large numbers of teams from around the country.
- The aquatic center could serve as a unique regional attraction in the way it combines competitive and recreational elements, a niche Fort Wayne should take advantage of.
- An aquatic facility would face less competition within the region, as compared to other types of sporting facilities.

They also recognized that such a facility, particularly the competitive pool facility, would require heavier investments by the city. Finally, there was widespread agreement with the concept of locating the aquatic center north of downtown.

The stakeholder groups also strongly endorsed a notion of looking forward and planning for the time when the community will need a new baseball facility. As Fort Wayne explores possible locations for a future stadium, the groups recommended that consideration be given to both its current location and one immediately south of the Grand Wayne Center. The latter concept was viewed as having the following benefits:

- Creating an effective anchor for the southside of downtown; and
- Adding a compatible facility for the Convention Center, providing both an effective staging area and auxiliary meeting space.

Arts and Culture – Arts and culture hold a special place in downtown Fort Wayne, and not just in the “fine arts” arena. Arts and culture are understood to represent the totality of a community's customs, beliefs, and traditions affecting its people and its places. A

Public art in display at the end of Barr Street.

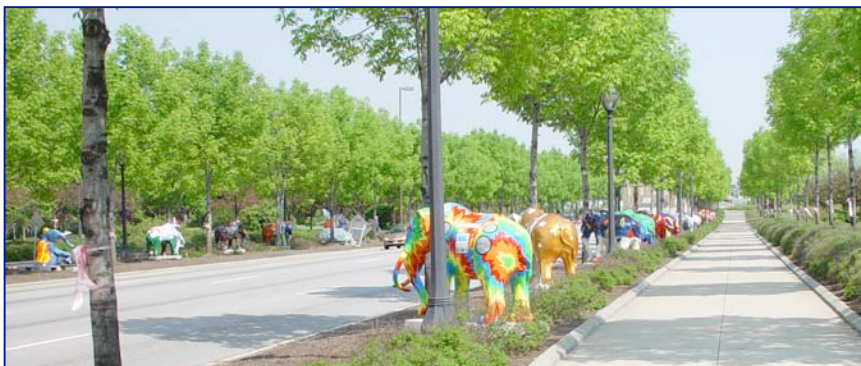


wildly successful campaign to place mastodon sculptures throughout downtown has attracted thousands of visitors in a display of celebration and pride. In terms of arts and culture, downtown has something that no other area of the community can offer.

Festivals and activities held in Headwaters Park are clear regional draws that bring the community together. Further integrating the arts and culture in the fabric of downtown is a key initiative in the effort to create an attractive, economically vital, and vibrant downtown.

Cultural nonprofits located downtown already offer a significant array of programming. From the perspective of the City, it would be relatively easy to design a marketable and diverse program of activities that focus on attracting evening and weekend crowds. However, before the cultural groups could actually deploy such collaborative programming, they would need further support, which may include a working management structure and additional funding sources. In many ways, the hardest part of this initiative is in place: cultural organizations of substance already exist in the downtown.

Mastodons lining Clinton Street as it enters the Central Core through Headwaters Park.



Public Input

Discussions with members of the community have revealed the unique characteristics of the core of downtown Fort Wayne: the quality of its built environment, which is graced by well-preserved historic buildings, the walkable dimension of its core, its network of parks and green spaces, its proximity to vital neighborhoods, its three rivers, and its central location in the region.

The same conversations revealed a series of issues and problems: the erosion of downtown edges after years of disinvestment, the high speed vehicular through roads, the large number of surface parking lots, the lack of housing within the core, and its almost exclusive business orientation. Participants in the two public meetings held on May 17, 2005 were asked to identify and discuss “strong” and “weak” places in downtown Fort Wayne. They did so by evaluating downtown from different points of view: community appearance, transportation, housing, commerce, gateways, and open space.

The process disclosed a strong degree of consistency about the location of the strong and weak places in downtown. It identified remarkable

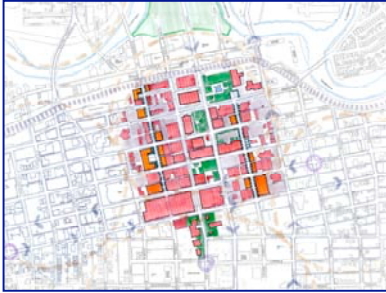
strengths on which the plan could be built, as well as weaknesses that the plan needed to address.

The Strengths of Downtown Fort Wayne

A compact and walkable core... that is the accepted standard for an easily walkable area. The walking experience is enhanced on those blocks where sidewalks have been landscaped, where the street frontage is continuous, and where historic structures and well-tended parks are present. The core is laid out in a grid that provides choices in pedestrian and vehicular movement. Short blocks also contribute to creating a strong walkable environment.

Surrounded by viable neighborhoods... Downtown is surrounded by viable residential neighborhoods within walking distance of the core. Some of these neighborhoods are considered among the most desirable addresses in the city. Some have suffered decline but have stabilized themselves. Others require attention. In their totality these neighborhoods provide a diverse inventory of housing types in a range of configurations, sizes, and prices. They are homes to a diverse population both in age and income. This diversity is an essential attribute of a stable and vital community.

Encircled by rivers... There are three rivers that come together in the proximity of downtown: the St. Joseph, the St. Mary's, and the Maumee Rivers. Currently the St. Mary's River is visible and somewhat



The core of downtown Fort Wayne is well within the 5-minute walking radius



accessible by Headwaters Park. The north banks are accessible and are part of the city's greenway system. The St. Mary's is the river most directly linked to downtown and was universally mentioned as an important asset, albeit a dormant one. Making the river central to downtown, symbolically and physically, is a priority for community members.

Rich with historic buildings and landmarks... Downtown contains a wealth of historic buildings and landmarks that include churches, theaters, warehouses, governmental and private office buildings, and arts facilities. Some of these building have been restored and shine. Others are likely targets for renovation. There is a particular concentration of historic buildings along Columbia Street.

Dotted with parks and squares... The well-spaced sequence of downtown parks, extending north of the river, provides recreational amenities and a dignified setting for office, institutional, and civic buildings. Headwaters Park is a truly regional amenity and asset, and is a location for successful programmed events. It also doubles as a glorious gateway to the community, the only dignified entrance to downtown Fort Wayne.

The Weaknesses of Downtown Fort Wayne

A fragmented pedestrian environment... sidewalks that have been narrowed to enlarge roadways, blank walls, and the chronic lack of retail frontage. These conditions are scattered throughout the core and are the dominant characteristic at the edges of the core. Recent plantings and landscaping have begun to alleviate these conditions.

High speed through roads... The majority of the traffic moving through downtown is channeled into two pairs of one-way streets: Lafayette and Clinton running north and south, and Jefferson and Washington running east and west. These pairs are designed to get people through and in and out of downtown as fast and efficiently as possible. The roadways have been enlarged to the maximum possible width, and on-street parking has been eliminated. and also create a pattern of automobile movement that effectively channels traffic out of



The quality of the walking experience in downtown is undermined by factors such as surface parking, empty lots,

These streets represent significant obstacles to pedestrian movement,



downtown, depriving the core of the circulation advantages of the grid pattern.

Gateways... With the exception of the entrance to downtown through Headwaters Park (the downtown gateway from the north), the approach to downtown Fort Wayne is marked by squalid, anti-pedestrian, and bleak commercial areas, or by large tracts of abandoned properties that give no indication of the historic and compact character of downtown. They introduce downtown through a sequence of mostly suburban environments, depriving it of a sense of uniqueness.

Large tracts of vacant and underutilized places... Downtown Fort Wayne, like most downtowns, has undergone a profound transformation. Industrial uses, once an integral part of downtown, have moved out; retail activities have suffered from competition from regional malls; even offices have diminished in size. The results of these trends have been twofold. First, in the areas immediately surrounding the core, large tracts of land sit vacant or underutilized. Second, buildings within the core have been torn down to make room for surface parking lots. The former discredits arrival into the downtown and creates a wrong impression; the latter disrupts the quality of the pedestrian environment.

Lack of diversity... Disinvestment in downtown and the trends described above have transformed downtown Fort Wayne into an area mostly focused on business, institutional uses (religious and cultural), and visitor-oriented uses. Retail (once the regional attraction), has almost disappeared, and with a few limited exceptions housing is missing from the area. This tendency toward a monoculture makes it difficult to make the downtown core into a regional attraction.

In conclusion these findings, some intuitive, some the result of technical analysis, and some drawn from the perceptions offered at the stakeholder focus groups, constitute the basic ingredients, or the foundation upon which the recommendations of BLUEPRINTPLUS and the vision for downtown Fort Wayne were built.

They reveal that while maintaining the focus on the core of downtown is vital to its continued prosperity, the long-term viability of downtown Fort Wayne requires focusing beyond the core to its edges. It is at the edges that opportunities exist to develop the facilities and mix of uses that can turn the area into a regional attraction.

These findings led to the development of a preliminary conceptual framework for BLUEPRINTPLUS that was first presented to the Steering Committee on May 18, 2005 and then tested at the Open House where it gained strong public support that same day. The conceptual framework guided the development of the vision for downtown Fort Wayne.

4. The Vision For Downtown Fort Wayne

The revitalization of a downtown is a complex enterprise, even under the most propitious circumstances. It requires changing residents' perceptions, which have been conditioned to the predictability of suburban alternatives. It demands a paradigm shift in the practice of developers, lenders, and investors who are used to the relative simplicity of the suburban development process and the short-term return on their investments. It requires establishing innovative partnerships of private, public, and civic interests committed to the implementation of complex and multi-faceted visions over the long haul.

These are a few of the challenges facing Fort Wayne and its leaders. There are, however, encouraging signs. The City is strongly committed to downtown, and has backed up its commitment by supporting the implementation of a number of foundation initiatives recommended in the Blueprint for the Future plan. Many of these initiatives are in the form of visible sidewalk improvements and landscaping that give the downtown core a new pristine aura. Less visible but perhaps more important are initiatives like the Community Revitalization Enhancement District (CREED) for downtown, the CEDIT bond, and new design guidelines. The BLUEPRINTPLUS Steering Committee, representing key downtown private and civic interests as well as elected officials from the city and the county, is strongly committed to downtown revitalization. The opening of the Grand

Wayne Center promises increased numbers of visitors to add fresh revenues to the downtown tourist economy. National demographic trends are making downtown housing a desirable choice for baby-boomers turned empty-nesters, who are looking for convenience and a stronger sense of community. Downtown housing also appeals to their offspring, who are looking for excitement.

These favorable circumstances justify developing a strong vision about downtown Fort Wayne's potential future, a vision that can be implemented.

There are three aspects to the vision for downtown Fort Wayne:

First, it is a **comprehensive vision**, one that does not limit itself to the central core of downtown but integrates that core with its surroundings.

Second, it is a **three-dimensional vision**, one that defines the scale and character of what is being proposed in design terms.

Third, it is a **strategic vision**, one that identifies critical catalyst projects and targets them for public investment.

Seamless Integration

Focusing on the core and neglecting what surrounds it, which was a prevailing attitude in the planning practice of the 1980s and early 1990s, has proven costly to many downtowns.

Successful downtowns are seamlessly connected to what surrounds them. In Chattanooga, Tennessee, a community that has become the prototype for successful revitalization, the renaissance of downtown has been as much the result of investments made north and south of downtown (blocks away from the core) as the result of specific improvements to the core itself. Chattanooga's downtown revitalization, which included infill development, adaptive re-use, and historic preservation, was largely the result of private investments that were energized by the buzz generated by projects at the edge of its core. After twenty years and several billion dollars in mostly private investments, Chattanooga's downtown is a vibrant place that is integrated with the river and with its surrounding residential neighborhoods.

A Comprehensive Vision – The vision encompasses an area that goes well beyond the recognized central core of downtown, which is the area bound by the river to the north, Jefferson Boulevard to the south, Lafayette Street to the east and Fairfield Avenue to the west. This is the better-preserved and more vital part of downtown, which received most of the attention in the Blueprint for the Future report.

The expansion of the boundaries was taken with a clear understanding that broadening the targeted geography would increase the complexity of the effort and would require a more focused and strategic allocation of the existing resources.

The expansion of the conventional boundaries of downtown was in part the result of the expressed goal of making downtown a regional destination. The sports facilities being considered to achieve this regional draw require a great deal more land than is available within the central core.

Beyond land availability considerations, however, it became clear early on that *the revitalization of the core could hardly be sustained if it remained an island of redevelopment surrounded by vast areas of disinvestment, neglect, and low density suburban-like development that are contrary to the dignified character of downtown.*

Residents' and visitors' perceptions are shaped as much by what they see when they get to downtown as by what they see while getting there. Crime, or even the perception of crime, tends to overwhelm any positive change in the downtown core.

The vision for downtown Fort Wayne, while aiming at reinforcing the central core, carefully integrates that core with its surroundings.

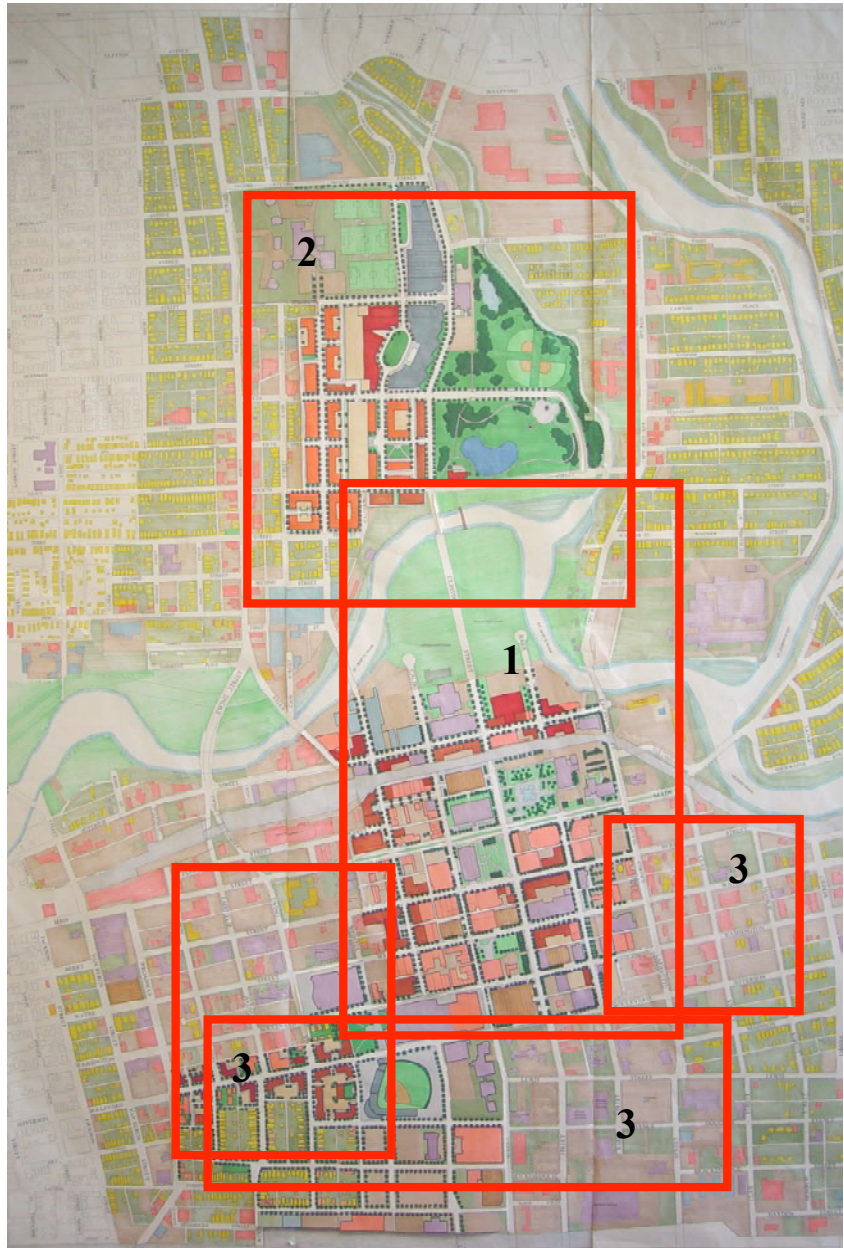
A three-dimensional vision – The vision for downtown Fort Wayne interprets ideas, aspirations, and expectations presented by the

public, while also responding to analytical data and observations. The public's vision is rendered in three dimensional drawings, plans, and perspectives. These proposed elements of the vision are integrated in an overall map that interprets with colors the existing conditions of the community, so that new and existing elements can be seen side by side.

The resulting framework captures what is best about downtown Fort Wayne, what the worst problems are, and how the lessons from downtown's strengths can be used to address downtown's weaknesses.

The vision for downtown Fort Wayne focuses on three areas:

1. Central Core
2. North Core
3. East, West and South of the Core.



A Strategic Vision – A strategic vision requires putting in place the tools needed for its implementation both in the immediate future and 10, 15, or 20 years from now. These tools vary, ranging from implementation and management tools to regulatory tools.

In most cases a strong private/public/civic partnership must be created to ensure that private and public investments are directed toward prioritized catalysts projects, projects that can jump-start redevelopment but that might carry higher risk. An example of this type of organization is the Task Force recommended for the North Core.

Compared to a suburban development of any size, downtowns are a much more complex mixed-use environments and yet they often lack the coordinated and aggressive management structure found in even the smaller suburban mall. A management structure must be in place to ensure oversight and competitive positioning of downtown within highly competitive markets. The DID could play such a role.

Finally, regulatory tools must be created so that, aside from changing markets and uses, the physical definition and character of downtown are sustained and enhanced by each new project. The regulatory plan and form-based zoning overlay recommended in the report is an example of this type of regulatory tool.

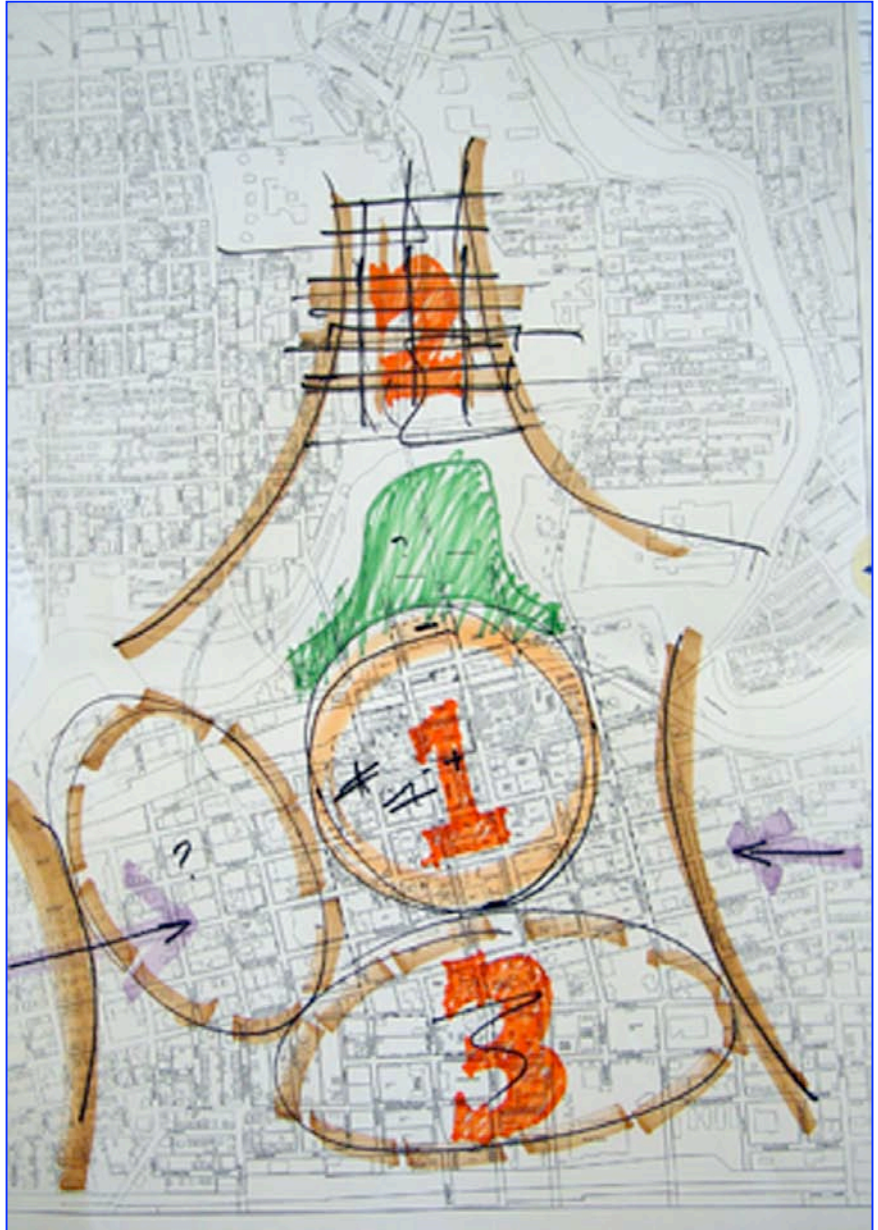
5. Design Principles

The public process, interaction with the Steering Committee, and the stakeholder focus groups helped to identify a set of design principles to guide the plan's development. These principles were tested and discussed at the Open House held May 18, 2005. The design principles include:

- Re-establish the integrity of the downtown core as a compact, walkable, and diverse place conducive to business, retail, housing, culture, and tourism. Encourage the redevelopment and infill of surface lots within the core.
- Redevelop the large underused tracts of land north and southwest of the downtown core into walkable, urban, and mixed regional centers of activities, which include sports facilities that complement and enrich the core.
- Make the river central to downtown, integrating it as an accessible and vital component of the city's trails and open space system.
- Encourage and facilitate the infill and redevelopment over time of deteriorated neighborhoods south, east, and west of downtown to reconnect the core with its surrounding neighborhoods.
- Facilitate the development of targeted housing opportunities in downtown.

- Calm traffic along the main north-south and east-west corridors, making downtown a place of arrival rather than a pass-through and emphasizing the unique character of downtown at its gateways.
- Establish a “park-and-walk” policy for future development inside and outside the core and as a complement to infill and redevelopment.
- Form the public/private/civic partnerships necessary to focus private and public investments on prioritized catalyst projects, and to implement the plan.

The conceptual framework for downtown Fort Wayne was presented to and refined by the Steering Committee on May 18, 2004.



6. A Portfolio of Initiatives

The revitalization of downtown Fort Wayne will require the implementation of a complex mix of initiatives that together can create the critical mass for success. There is no single miracle solution. In fact, successful downtown revitalizations are incremental processes where success breeds success in a chain reaction that creates street life, generates excitement, increases property values, and expands investment opportunities.

This chapter lists 49 strategies. Some of them are brick and mortar initiatives, for example, the adaptive re-use of a commercial structure into housing. Some suggest regulatory or management steps, for example, the creation of a special zoning overlay district or the convening of a task force. Some require municipal or state level policy steps, for example, to calm traffic along an arterial road. Some suggest studying a specific issue, for example, structure parking.

Rarely can a single entity, such as the government, implement these initiatives. Most of them will require the creation of complex partnership arrangements to sustain implementation. Undoubtedly, the private and civic sectors will play a major role in the revitalization process. ***Due to the strong private sector role in downtown revitalization, it is difficult to prioritize the initiatives. The City has to remain flexible and take advantage of any opportunity that arises to facilitate the implementation of an initiative.***

Some of the initiatives have been identified as catalyst initiatives. A final and prioritized list of these particular initiatives will be added to this report after the Steering Committee workshop scheduled to be held on August 9, 2005.

The initiatives are organized according to their locations and are grouped under the following three headings:

Area 1: Central Core

Area 2: North Core

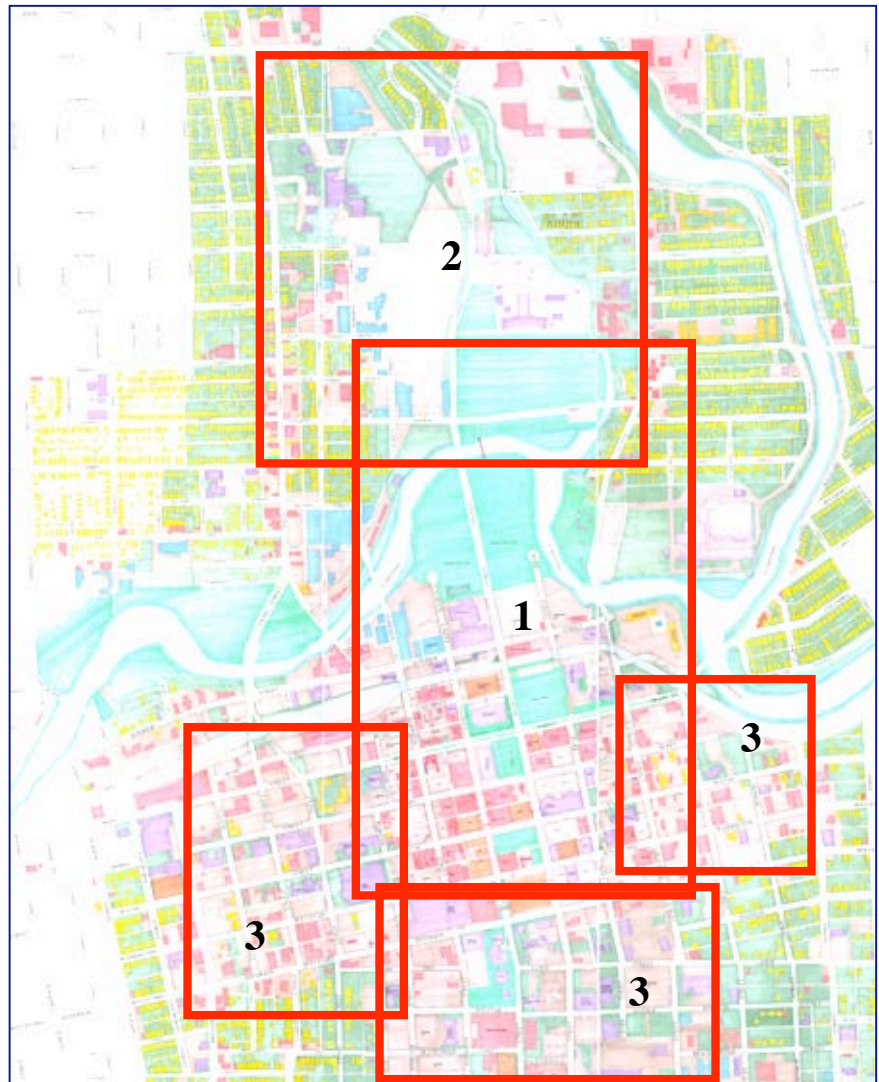
Area 3: East, West, and South of the Core

Initiatives that do not relate to a specific location are listed as area-wide initiatives.

For specific information on implementation steps, key responsibilities, and potential sources of funding for each initiative and corresponding strategies, please refer to the implementation matrix in Chapter 7.

The three major areas addressed by BLUEPRINTPLUS, laid over the existing conditions map of downtown Fort Wayne

1. Area 1: Central Core
2. Area 2: North Core
3. Area 3: East, West, and South of the Core



Area 1: Central Core

Existing Conditions

The Central Core is the more vital and best-preserved area of downtown Fort Wayne.

The strengths of this area include: a great collection of civic uses including City Hall, the County Court House, and the Public Library; cultural facilities such as the Art Museum, the Performing Arts Center, and the Embassy theater; the Grand Wayne convention center; historic buildings, churches and a broad mix of office buildings strengthened by major investments over the past 10 years; and Headwaters Park, a beautiful park with events that attract regional participation.

The weaknesses of the area include frayed edges; limited types of uses (predominantly commercial with some tourism and cultural facilities); extensive surface parking that breaks the continuity of the pedestrian experience; pedestrian-adverse high speed through roads; and a confusing system of one-way streets.

Goals for the Initiative

The goals for the Central Core are as follows: Tighten the edges; Reintroduce housing and retail and bring back the area's diversity; Strengthen the walking environment; Create infill where buildings have been torn down; Implement a parking management strategy; and Slow traffic along the north-south and east-west corridor pairs to make downtown a destination, rather than a place to pass through.

Initiatives Overview

Initiatives aim at strengthening the edges of the Central Core and focus on three districts: Harrison Street to the west, Barr Street to the east, and Superior Street to the north. To the south, initiatives aim at integrating the area with rest of the Central Core, moving beyond the physical and psychological barriers created by Washington and Jefferson Boulevards and the Grand Wayne Center.

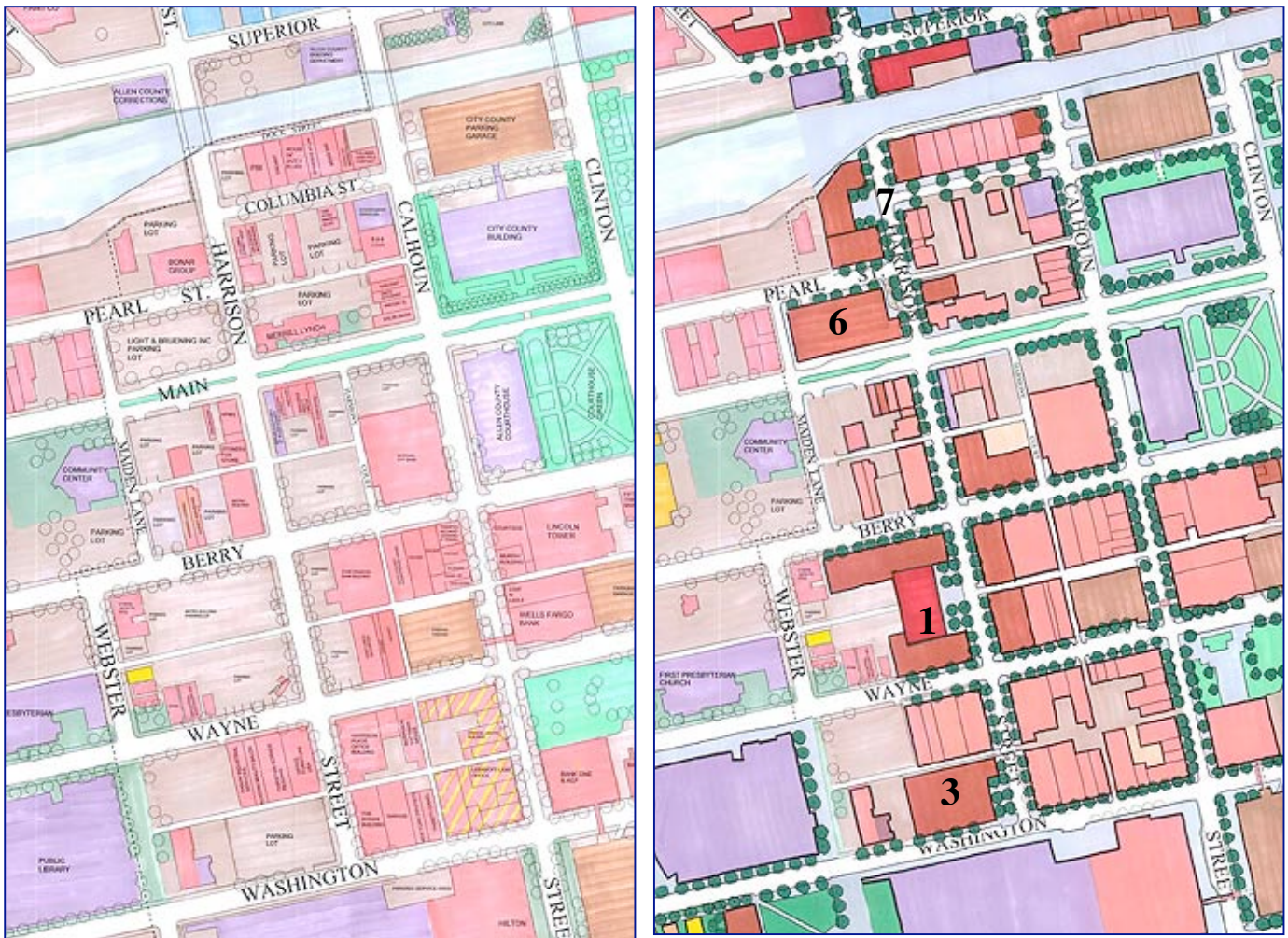
The Central Core of Downtown Fort Wayne seen from the South.



Initiative 1 - Harrison Street South (Includes the Gateway and Landing Districts in the Blueprint for the Future report)

Harrison Street is an area that has the potential of becoming a key address in downtown. It is located between the Grand Wayne Center and Columbia Street, which features a cluster of late 19th and early 20th century commercial buildings. Due to its proximity to the Grand Wayne and the Allen County Library it is a prime area for visitors and therefore for restaurants and nightclubs, as well as for mixed-use development such as including residential uses in converted commercial buildings.

The two new major strategies recommended for the area focus on a proposed downtown hotel on Harrison Street, and the development of a regulating plan and form-based code to fortify the mixed-use character of the area.



Harrison Street today, left, and tomorrow, right. The numbers refer to the strategies listed below.

Regulating Plans and Typological Codes

Cities can use regulating plans and typological form-based codes to control the urban form of their projects. Typological codes describe neighborhood components such as buildings, streets and open space types. The regulating plan or map shows where the components are placed. Unlike typical zoning practices, typological codes allow the designer to specify the various "types" of buildings, streets and open spaces that will be featured in the plan.

Proposed building types should be flexible in their use—a townhouse, for example, can accommodate a wide spectrum of residential, retail, workplace, and institutional uses. The objective is to create a setting that accommodates diverse uses over time, but is highly specific in terms of physical form. In the interest of making the information as accessible as possible, typological codes are purposefully lean, concentrating on those issues that most affect the basic layout and functionality of an area. The approach is different from "guidelines" which generally focus on details of architectural aesthetics, landscaping, and material.

Strategies

1. **Locate a downtown hotel north of the Grand Wayne Center along Harrison Street** – The location of this convention hotel is critical to the success of Harrison Street. It was originally proposed to be located south of the Grand Wayne Center. If it is located north of the center within the first two blocks of Harrison Street, the hotel will help to accomplish two objectives. First, it will infill a substantial amount of surface parking that currently disrupts the pedestrian quality of Harrison Street. Second, it will push visitors into the Central Core and toward an area that has the potential for additional entertainment facilities, keeping visitors downtown past 5 PM.
2. **Adopt a regulating plan and form-based code to facilitate housing and retail infill along Harrison Street and Columbia Street** – Preserving the scale of Harrison Street is critical to its success, and to its role as a point of transition between neighborhoods to the west and the Central Core to the east. Making the street an important downtown address will require carefully maintaining its scale. To do so, the Harrison and Columbia Streets area should be covered by the type of regulatory tools that control for scale and character. One of those tools is the regulatory plan with a form-based code. The City should also streamline the permit process for the area, and identify other incentives to development (such as relaxed parking requirements or density bonuses) to facilitate development. Having the regulating plan and form-based code in place will ensure that as change occurs over time, it will be consistent with the physical character of the area.



Harrison Street, looking north at the proposed downtown hotel.

Other Strategies from Blueprint for the Future

The following strategies from Blueprint for the Future are consistent with the goals for Initiative 1.

3. **Mixed-use retail and residential development, with parking garage, at Washington and Harrison** – This is a critical strategy for three reasons. First, it will eliminate an existing surface lot. Second, it will provide street level retail space. Third, it will contribute to the consolidation of parking in downtown at critical locations and within structures.
4. **Study on reduced speed on Jefferson and Washington** – The City should conduct an overall traffic calming study for the whole downtown as defined by BLUEPRINTPLUS. Traffic calming along Jefferson and Washington Boulevards will increase pedestrian safety, facilitate pedestrian movements toward Harrison Street and the Central Core, and help make downtown a destination rather than a convenient pass-through.
5. **Phased streetscape improvements** – Streetscape improvements have been very successful in creating a pleasant pedestrian environment and should continue.
6. **Mixed-use infill at Harrison and Main** – This is an opportunity to develop a city-owned surface lot with a mixed-use development to link Harrison and Columbia Streets.
7. **Restore the fountain at Columbia and Harrison** – The City should conduct a feasibility study to restore the fountain.

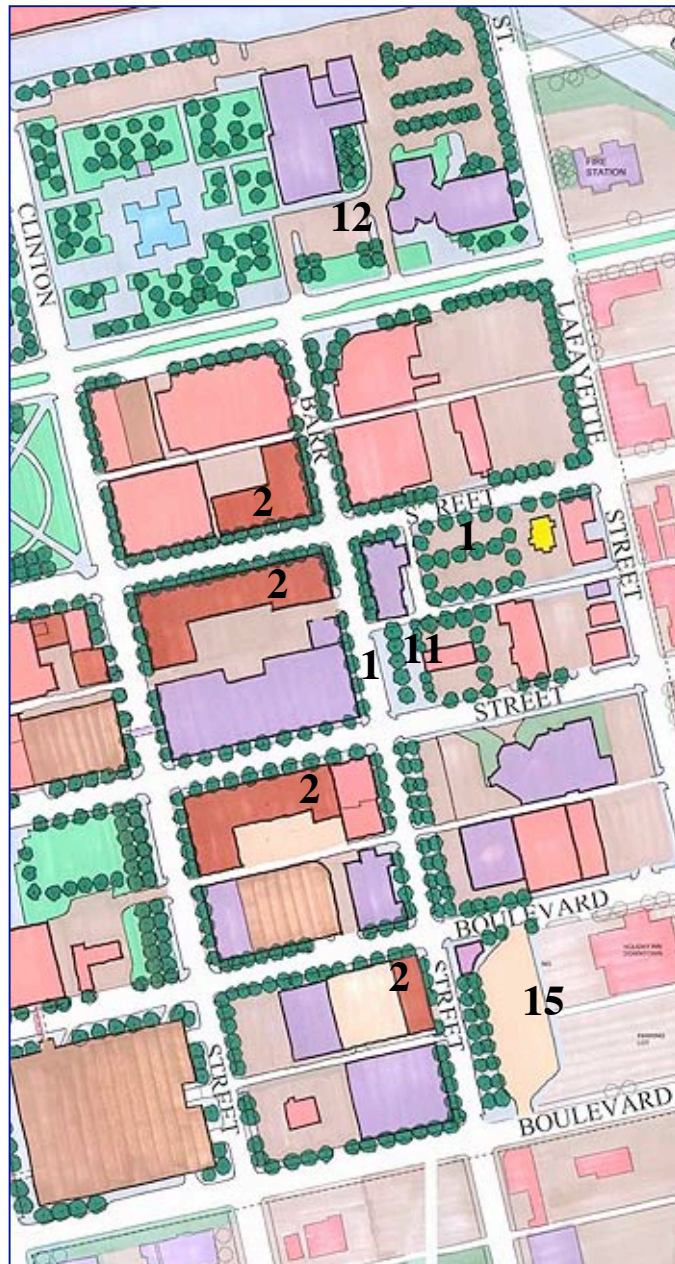
Initiative 2 - Barr Street (Includes the Barr Street District in the Blueprint for the Future report)

The Barr Street initiative shifts the emphasis to the east side of the Central Core. This is an area rich in art and cultural facilities, including the Art Museum and the Performing Arts Center. The street terminates on Freimann Square, which provides a pedestrian link to Headwaters Park. Due to the presence of these cultural institutions, the area is likely to attract visitors from the region and beyond, and could also support retail and entertainment facilities. The southeast corner of the intersection of Barr and Washington has been selected for the relocation of the Citilink multimodal transit facility. The facility will provide a new anchor to Barr Street, and street enhancements contemplated in the development will help create a distinctive eastern gateway to the Central Core.

In addition to the substantial number of initiatives recommended by Blueprint for the Future, the three strategies proposed by BLUEPRINTPLUS include the re-establishment of a public market on Barr Street, the development of a regulating plan for the area, and event programming.

Barr Street with the proposed improvements:

1. Historic Public Market
2. Infill
11. Heritage Square
12. Art Museum Expansion
15. New Citilink Facility



Strategies

8. **Re-establish the Historic Public Market on Barr Street** – The reintroduction of a marketplace along Barr Street was one of the strategies recommended in the Blueprint for the Future report. Public markets that offer fresh produce have the potential to attract the public from throughout the region. As envisioned in BLUEPRINTPLUS, the market could envelop Old City Hall, a beautiful historic building, and extend from Barr to Berry Street. The market would require an existing organization to take on the coordination and management of activities.
9. **Adopt a regulating plan and form-based code to facilitate mixed-use infill along Barr Street** – Similar to Strategy #2, the

regulating plan would focus on appropriate regulations and incentives in order to facilitate mixed-use infill along and adjacent to Barr Street, thereby reinstating the integrity of the eastern edge of the Central Core.

- 10. Event programming, management, and funding** – Programming of activities and events is a key downtown revitalization strategy. The northernmost blocks of Barr could periodically be closed to traffic and become the focus of programmed activities linked to the arts. This would shift the center of gravity of activities and events currently held in Headwaters Park, and bring vitality towards the Central Core.

Other Initiatives Under Consideration from Blueprint for the Future

The following strategies from Blueprint for the Future are consistent with the goals for Initiative 2.

- 11. Heritage Square** – This strategy would celebrate the rich inventory of historic buildings in the Barr Street area throughout the community.
- 12. Art Museum expansion** – This initiative is currently in the exploratory phase.
- 13. Improvements at the intersection of Barr and Main** – Improvements at this intersection would create a stronger gateway into the area.
- 14. Phased streetscape improvements along Barr Street** – This initiative calls for the continuation of streetscape improvements that have already substantially improved the appearance of the area. The initiative is currently in the street engineering phase.
- 15. New Citilink transit facility** – This strategy is in the development stage.

Initiative 3 - Superior Street (Includes the Old Canal District in the Blueprint for the Future report)

Improvements to this area are critical because it links the Central Core to Headwaters Park and the St. Mary's river. Its current conditions (large surface parking lots, massive institutional uses, the railroad overpass, and pockets of disinvestment) represent a major physical and psychological obstacle to this link.

Superior Street, from the south



The focus of the following strategies recommended by BLUEPRINTPLUS is to turn the liability represented by the transitional area along East Superior Street into an asset, by facilitating the movement of pedestrians through the area.

Superior Street, existing conditions



Superior Street, with the potential commercial and mixed use infill



Strategies

- 16. Conduct a market study for Superior Street** – Originally recommended in the Blueprint for the Future report to explore the feasibility of expanding art activities to the east portion of Superior Street, the market study should be extended to include the entire area between Wells Street to the west and Lafayette Street to the east. Particular emphasis should be given to appropriate uses for the current Citilink transit site.
- 17. Adopt a regulating plan and form-based code for Superior Street** – Similar to Strategy #2, the regulating plan would focus on appropriate ways to use regulations and incentives to facilitate mixed-use infill on both sides of Superior Street. The plan and code should carefully codify appropriate height for buildings – on the south side of Superior to minimize the visual impact of the Rail overpass, and on the north side to soften the massive scale of the County Jail.

Other Initiatives Under Consideration from Blueprint for the Future

- 18. Pedestrian crossing improvements at Clinton and Lafayette Bridges** – Improvements are underway at the Clinton Street Bridge. BLUEPRINTPLUS recommends a new pedestrian bridge to connect Lawton and Headwaters Parks.
- 19. Replacement of MLK Bridge (St. Mary's @ Clinton) with signature structure** – The MLK Bridge will be replaced with a signature new structure. Replacement has been funded as part of a transportation appropriation bill recently approved by the House and the Senate.
- 20. Rail overpass gateway enhancements at Clinton and Superior** – This strategy is underway and should be expanded to other north south streets.
- 21. Develop appropriate use for existing Citilink facility** – See description of Strategy 17.

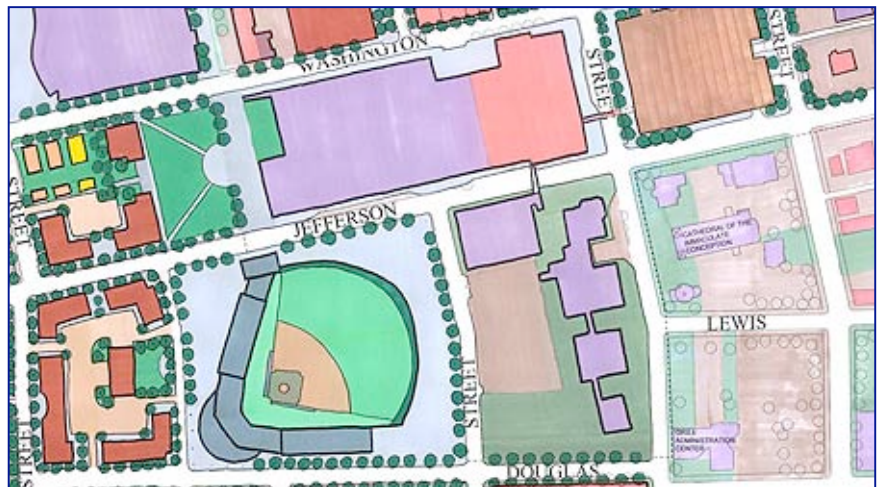
Initiative 4 - Relocation of Baseball Stadium

Downtown baseball parks have been major catalysts for downtown revitalization in communities much larger than Fort Wayne (such as Denver and Baltimore), and in communities of comparable size (Dayton, OH, and Raleigh, NC).

22. Evaluate the feasibility of relocating a mixed-use baseball

stadium downtown – The City should study the feasibility of relocating the existing ballpark downtown, in anticipation of the time when the community will need a new baseball facility.

BLUEPRINTPLUS recommends a location immediately across from the Grand Wayne Center, south of Jefferson Boulevard. The location meets the requirements for a baseball stadium, and it is the closest possible location to the downtown core. A baseball park could provide a strong boost to Harrison Street and the food and entertainment facilities there. In this location, the stadium could also benefit the residential areas to the west.



23. Identify a short-term development plan for the southwest

corner of Jefferson and Harrison – In the interim, the location at the southwest corner of Jefferson and Harrison should be buffered and landscaped, and used as a supplemental surface lot serving the Grand Wayne.

24. Determine best reuse of the Indiana Hotel

– The Indiana Hotel is an important Central Core landmark, and is an integral part of the Embassy Theater. Located across Jefferson Boulevard, the theater, the proposed baseball stadium, and the Conservatory form a triad of facilities that will attract visitors and residents from the region. The preservation and reuse of the Indiana Hotel is a critical component to the revitalization of this area of downtown. Several hypotheses have been advanced, including re-using it as a boutique hotel, a rehearsal and incubator building for performing arts groups, a high-tech support facility for the Grand Wayne Center, or a creative



professionals building. A feasibility study should determine the best use for this structure.

25. Develop a park at Webster between Jefferson and Washington facing Grand Wayne Center and the Library –

BLUEPRINTPLUS recommends this park for two reasons. First, it would facilitate pedestrian movement between the proposed baseball park and the restaurants and entertainment venues along Harrison Street. Second, it would create a public place in front of the Grand Wayne Center.



Top, the proposed park at Webster between Jefferson and Washington. Bottom, the relocated ballpark across from the Grand Wayne Center.

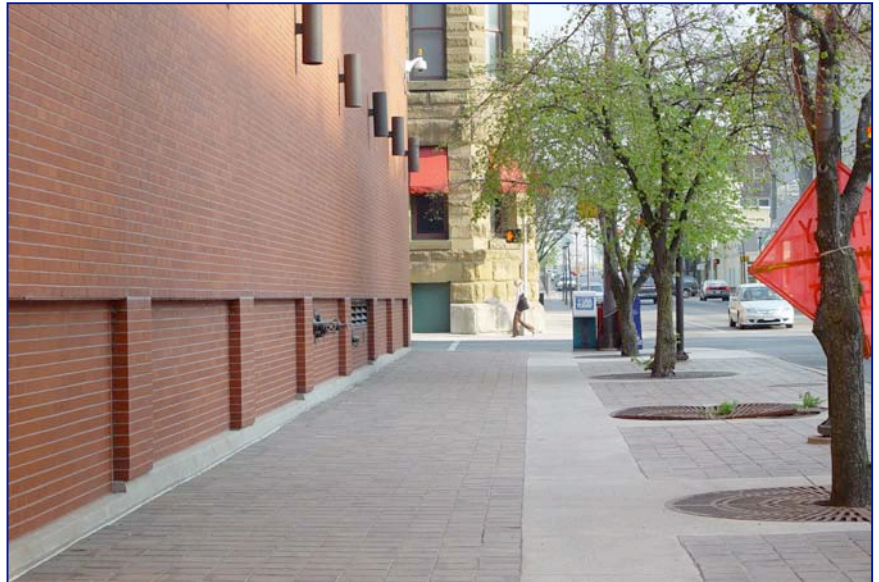
Initiative 5 – Central Core General Improvements

Public input and observations revealed a number of weaknesses in the Central Core of downtown Fort Wayne. These include uneven façade conditions and maintenance, blank walls, and surface parking lots.

26. Review and generate new funding for a façade improvement program – Incentives should be created to expedite and facilitate the improvement of building façades.

27. Public Art Strategy – This recommendation was included in the Blueprint for the Future report and focused on the Barr Street district. It should become a key element of the overall strategy for the revitalization of the Central Core by improving the pedestrian experience. It would also help to reduce the negative impact of blank walls that exist along Barr Street and throughout the core, and should complement the event programming recommended in Strategy #10.

Blank wall on Barr Street.



28. Encourage private sector infill of existing surface parking lots – Surface parking lots are scattered throughout downtown, but are particularly noticeable in the Central Core where they diminish the positive pedestrian experience. Incentives similar to the ones suggested for Harrison Street should be offered to downtown core property owners. See the description in strategy #2.

Area 2: North Core

Existing Conditions

The vast area of underutilized industrial land immediately north of the St. Mary's river constitutes both a great opportunity and a great liability for downtown Fort Wayne. This North Core is bounded to the south by the St. Mary's river, to the north by State Boulevard, to the west by Wells Street, and to the east by Spy Run Avenue. Like the Central Core, it is an area contained within a 1,200-foot radius, which makes it eminently walkable.

The North Core represents a great opportunity because it contains an under-performing and underdeveloped tract of land of a size that would accommodate the development of a regional sports and entertainment facility, as well as a number of complementary supporting facilities within walking distance of each other and of the Central Core. There are several strengths of the area: it is surrounded by stable and viable neighborhoods to the east and west; it contains Lawton Park, a well-loved and frequently used park; it is home to Science Central, a science museum housed in a renovated former power station; and it shares the St. Mary's river with the Central Core. The North Core's location could also represent a direct link between downtown and the Memorial Coliseum area, which has the community's major sports venue, its largest entertainment venue, and a large and successful convention facility. As revealed by the focus groups, these facilities are "located very close to downtown but are perceived, both by residents and visitors, to be far away."

The North Core is a liability because of its current physical appearance, as well as the conditions and speed of Clinton Street, its major street that serves as the north-south access and gateway to downtown.

Aerial view of the North Core with existing neighborhoods in the upper right and lower left corners, and Lawton Park and the large industrial tract in the middle.



Goals for the Initiatives

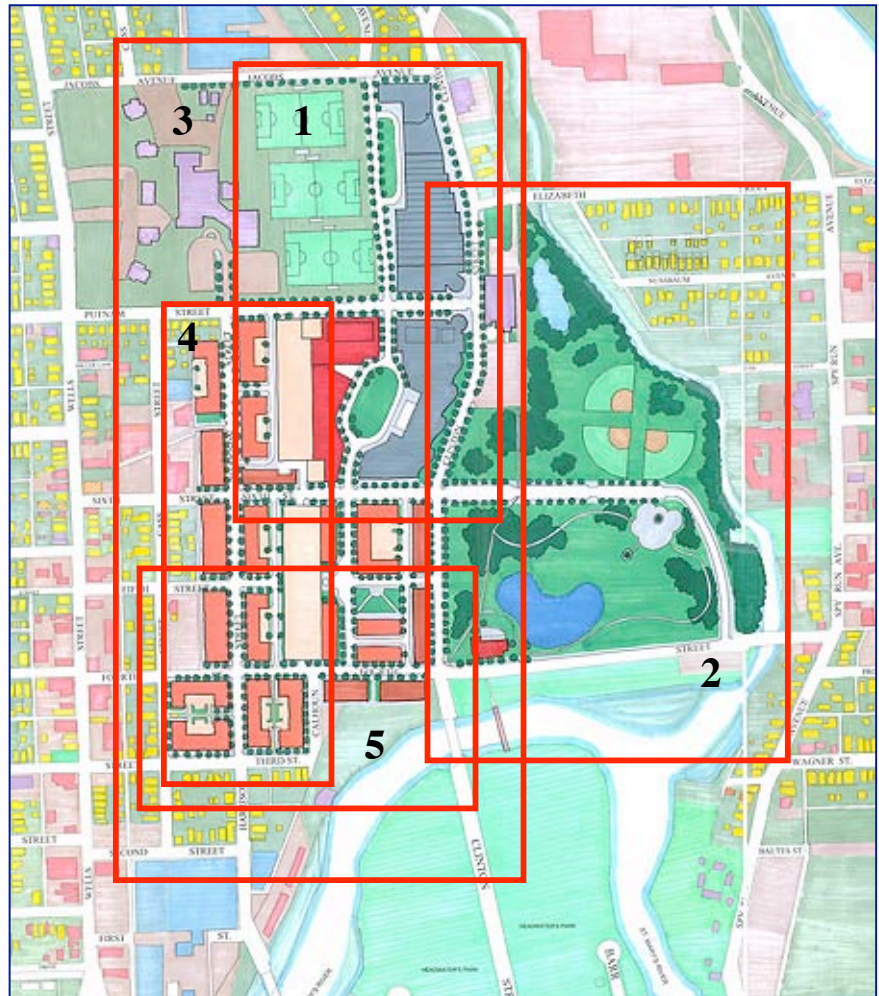
The five initiatives recommended for the North Core aim at: transforming the neglected area north of the river into a vibrant and vital regional attraction; creating a walkable and urban mixed-use area integrated with surrounding neighborhoods; strengthening the image of Fort Wayne as a family destination; and making the river central to downtown and the region.

Initiatives Overview

The initiatives focus on: establishing favorable conditions for the creation of a youth-oriented competitive and recreational sports complex; expanding Lawton Park as an active recreation facility; re-establishing the east-west, north-south street grid; developing Harrison Street North into a mixed use loft district, and encouraging the development of a retail center in the proximity of the river.

The five initiatives recommended for the North Core include:

1. The Youth Sports Complex
2. Lawton Park expansion
3. The redesigned street grid
4. Harrison Street North
5. Mixed-use Retail Area at Clinton and Fourth



Initiative 1 - Develop a Youth Sports Complex

As mentioned in the findings section, preliminary explorations have been conducted as to the feasibility of using sports and entertainment facilities to make downtown a regional attraction. An aquatic facility that combines a competitive pool and a family-centered recreational aquatic park seems to meet community needs, and also represents a niche in which Fort Wayne can be regionally competitive. Fort Wayne has been successful at hosting major youth sporting events at venues such as Spiece Fieldhouse and Hefner Soccer Complex. The extraordinary success of the facilities in attracting large numbers of teams from around the country to major competitions demonstrates that the location, organizational talents, and infrastructure needed to succeed in activities of this nature already exist in Fort Wayne.

During the second workshop, strong consensus emerged on expanding the aquatic facility into a more diverse sports complex focused on youth sports. Consensus also emerged regarding its potential location north of the river.



Proposed Youth Sport Complex

Strategies

- 29. Form a Youth Sports Complex Task Force** – The development of the Youth Sports Complex will be a multifaceted undertaking that will require substantial private and public investments. The Mayor should appoint a taskforce to take on the responsibility of exploring the feasibility of the proposal and fundraising for it. Depending on the outcome of the feasibility study, the Task Force could lead to the creation of a not-for-profit or quasi-public development corporation with the task to acquire land and lead the development of the Youth Sports Complex and the North Core as a whole.
- 30. Study the feasibility of developing the Youth Sports Complex with expanded focus** – The feasibility study for a Youth Sports Complex should investigate the mix of appropriate and compatible facilities, the location, market potential, draw, and sustainability of the Complex. It should indicate the level of public versus private investment, and the type incentives to put in place, if desirable. It should fully explore the size, number, and type of ancillary facilities such as hotels, retail, and entertainment needed by the strategy. It should also explore the park requirements and recommend size and location of the necessary parking structures.
- 31. Consider Acquiring Land for the Youth Sports Complex** – The use of public funds to acquire land for the Youth Sports Complex should be considered if land ownership becomes a pre-requisite for the development. The desirability and catalyst value of the strategy will be discussed by the Steering Committee in the August 9 workshop.



Clinton Street looking south, with the Science Central facility to the left and the proposed water park to the right. Tree planting and larger sidewalks improve the pedestrian experience.

Initiative 2 - Expand Lawton Park

The expansion of Lawton Park goes hand in hand with the creation of a Youth Sport Complex in the North Core and is integral to the transformation of the North Core from a disinvested former industrial area to an attractive part of downtown Fort Wayne. The combined size of Headwaters Park (with its fountains, pavilions, and activities) and an expanded Lawton Park with the refurbished baseball fields, the St. Mary's river and the proposed pedestrian bridge connecting the two parks have the critical mass to establish the parks as strong family regional attractions.

Strategies



Proposed Lawton Park expansion

- 32. Expand and enhance Lawton Park** – The expansion of Lawton Park can occur on properties already owned by the city to the north of the current park, extending to the back of Science Central. The baseball fields currently located on the south side of the park, the side closer to the river, can be relocated in the new section and built to Little League standards to increase facilities available to youth in the North Core. The south side of the park, with its views of the Central Core and the river, can become the location for the development of a “Tavern on the Green” type of restaurant facility at the southwest corner of Lawton Park.
- 33. Establish a pedestrian bridge connecting Headwaters and Lawton Parks** – Pedestrian connections between Headwaters and Lawton Park are through the Clinton and Lafayette bridges. Both are vehicular bridges that carry the majority of the traffic in and out of downtown. Neither is safe or friendly to the pedestrian. The two parks, although contiguous, are in fact not easily accessible for pedestrians. A pedestrian bridge connecting the two would create a large and diverse regional central park in downtown Fort Wayne.
- 34. Expand and improve existing trails** – Lawton Park can become the central hub of a proposed network of trails extending throughout the region.

Initiative 3 – Re-establish a street grid in the North Core

The North Core is divided into two sections located east and west of Clinton Street and it has limited east-west connectivity. A key element of the redevelopment of the North Core is to establish a street grid that connects it to its surrounding neighborhoods and makes it a strong, walkable urban area.

Strategies

- 35. Develop a regulating plan and form-based code overlay for the North Core** – Same as described in strategy #1. However, the focus in this case is broader. The role of the regulating plan in this instance is to ensure that, notwithstanding the uses being considered, the North Core is developed in a manner that is consistent with a walkable urban area contiguous and complementary to downtown, and seamlessly integrated with the neighborhoods surrounding it. A critical element of the regulating plan for the North Core is the positioning and engineering of the street grid.
- 36. Enhance Clinton Street's sidewalks** – Clinton Street is the main road to access downtown from the north. It is a high-speed road of various widths. When it reaches the North Core it is curvy, narrow, and often without visible sidewalks. Traffic calming strategies should be introduced to reduce traffic speed. See strategy #4. Wider sidewalks and new landscape elements including new lighting and street trees will make Clinton Street pedestrian friendly. Platform crossing and special paving to alert drivers should be included to increase pedestrian safety and the quality of the walking experience. The way-finding system currently being developed for the Central Core should be expanded to the North Core.



Harrison Street North in plan and as a rendering (right).

Initiative 4 - The Harrison Street North District

The north side of Harrison Street is a transitional area that separates neighborhoods to the west of the Central Core from the industrial areas to the east. Participants at the second workshop held on June 4 suggested that this area be transformed into a mixed-use loft district functioning as a buffer between the proposed Youth Sports Complex and the residential neighborhoods to the west.

Strategy

37. Develop incentives for loft conversion along Harrison Street –

The City should develop a package of incentives to facilitate loft conversion and infill along Harrison Street North, such as expedited permitting, density bonuses, and tax benefits.



Initiative 5 - Mixed-use Retail Area at Clinton and Fourth

The area of the North Core closer to the river and the Central Core should be developed as a mixed-use retail area centered on the rehabilitation of a converted freight house.

Strategy

38. North River property street grid and improvements in conjunction with private development on the site. Convert historic freight house into a market –

A retail presence along Fourth Street will help draw pedestrian traffic from the Youth Sports Complex, bringing the north and south sides of the river closer together. The market can house small retail outlets such as coffee stands and sandwich shops. The pavilion should open westward onto the proposed plaza where displays and open-air seating can be encouraged.



Top, the Harrison Street North district with loft conversion as a transition between neighborhoods to the west and the proposed Youth Sports Complex.

Bottom, retail and infill mixed-use housing at Fourth and Clinton Streets centered on the adaptive reuse of the historic freight house into a market.

Area 3: East, West, and South of the Core

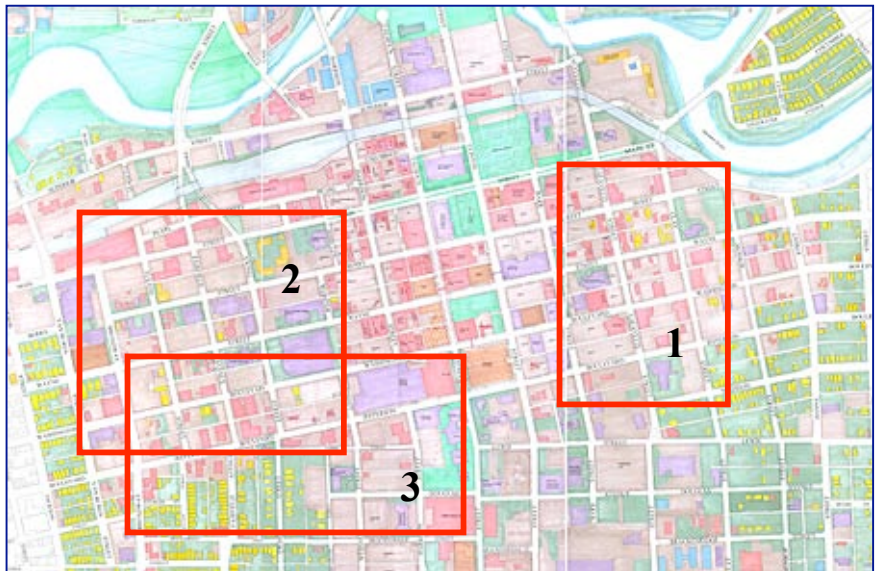
Existing Conditions

The areas east, west, and south of the Central Core show signs of disinvestment with empty lots, missing and abandoned buildings, and unkempt yards. Extending for several block in both directions, these areas break the continuity between the Central Core and surrounding neighborhoods, and suggest a level of decay that is at odds with the reality and character of downtown.

The strengths of these areas are visible in a substantial number of quality buildings that remain amid the deterioration: churches, historic and contemporary buildings, and unique facilities such as the Botanical Conservatory. They are a reminder of a time when downtown was much larger, the mix of uses was more diverse, and the connection between downtown and its surrounding neighborhoods was seamless.

The weaknesses, in addition to the obvious signs of deterioration, are in the suburban nature of the little redevelopment that has occurred – free-standing structures surrounded by parking lots, curb cuts, and car orientation, which contradict the character of the Central Core.

The areas surrounding the Central Core: 1. East, 2. West, and 3. South represent key links between the Central Core and surrounding neighborhoods.



Goals of the Initiatives

The initiatives aim to create favorable conditions for residential infill, and introduce building types such as live-work structures that could thrive in an area so close to the Central Core.

Initiatives Overview

The initiatives include: adopting regulatory tools and incentives for infill; recommending specific neighborhood revitalization techniques to address substandard housing conditions; improving gateways to the core; and focusing on the preservation and reuse of specific buildings.

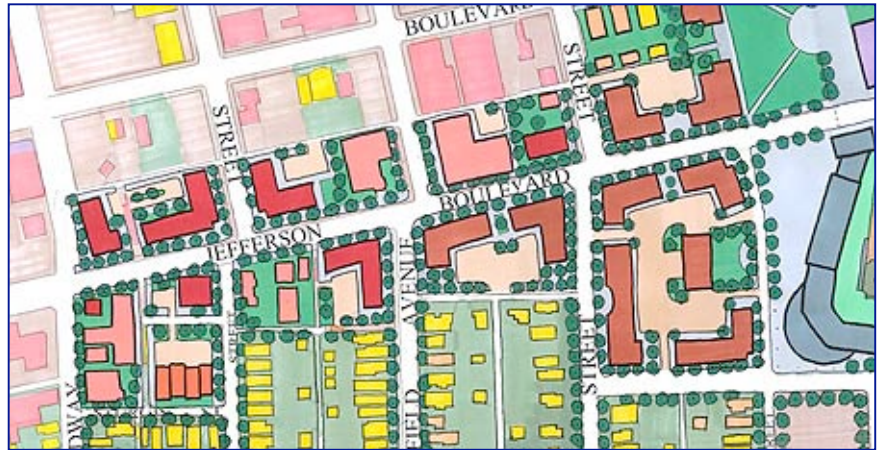
Initiative 1 - Neighborhood Infill and Improvements

This initiative includes strategies to facilitate the expansion of neighborhoods in the direction of the Central Core and to improve the appearance of gateways.

Strategies

- 39. Develop a regulating plan for mixed-use development along Jefferson Boulevard** – Jefferson Boulevard is one of the main access routes from the west. After it emerges from residential neighborhoods it quickly turns into a suburban commercial strip with aggressive signage, large setbacks from the sidewalks, and wide curb cuts. At the same time the road widens, which invites increased automobile speed. The same situation happens along Washington Boulevard, the main access road from the east. The purpose of developing a regulating plan and form-based code overlay along Jefferson and Washington Boulevards to the east and west of the Central Core, is to stem the suburbanization of those areas and to allow for the restoration of a physical fabric consistent with the character of the core and the surrounding neighborhoods.

A regulating plan for Jefferson Boulevard will allow for the restoration of a physical fabric consistent with the character of the core and the surrounding neighborhoods



- 40. Allow live-work conditions** – Conventional zoning should be extended where appropriate to allow live/work buildings in residential areas east and west of the Central Core, to attract creative users and spur more compact development and infill in the direction of the Central Core.

- 41. Partner with institutions and neighborhood associations in developing neighborhood infill strategies** – The City should initiate a dialogue with major institutional players that have a vested interest in the improvements of neighborhoods east, west, and south of the core (for example, the Indiana Institute of Technology, major churches, and the Lincoln Financial Group), in order to identify common strategies that can facilitate the recovery of those areas.
- 42. Implement a neighborhood enhancement strategy program** – Although originally suggested for the Fairfield/Ewing Neighborhood located south and west of the Central Core, this strategy applies to all of the neighborhoods. It focuses on creating the conditions for improving substandard housing through a combination of technical assistance, low interest loans, and targeted redevelopment and infill activities. A good model for this type of program is the Chattanooga Neighborhood Enterprise, a not-for-profit organization that brings together lending institutions, government, and neighborhood organizations and that has been instrumental in the improvement of housing conditions and the expansion of affordable housing throughout the city of Chattanooga and surrounding Hamilton County.

Live-work opportunities, and strategically positioned amenities such as a neighborhood parks and infill have the potential to dramatically improve the Fairfield Ewing Neighborhood.



- 43. Develop a neighborhood park at Brackenbridge and Fairfield** – This neighborhood park is proposed as part of a strategy to improve the Fairfield/Ewing neighborhood, but can be applied to the other areas east, west, and south of the Central Core. Small neighborhood parks can spark infill and redevelopment by improving the appearance of neighborhoods. They create more desirable addresses within neighborhoods.

Area-wide Initiatives

These initiatives address issues and weaknesses that occur throughout downtown Fort Wayne.

Strategies

- 44. Clean and improve the rivers** – A public/private effort should be developed to clean and improve the three rivers that converge in downtown Fort Wayne, in particular the St. Mary's river. This is a complex and multifaceted strategy that should include structural improvements (to improve water quality and regulate water levels), visual improvements (to clean up banks and thin overgrown areas to improve visibility between downtown and the river), and the organizing of activities along the river. The effort should include not-for-profit organizations, environmental groups and government.
- 45. Develop a small business incubator strategy** – While empty storefronts and upper floors remain vacant, the city should collaborate with business and arts organizations to develop a program for the temporary use of facilities at below market rates or at no rent, to entice small businesses to locate downtown.
- 46. Implement one-way to two-way street conversion** – The City should implement the conversion of one-way streets to two-way streets, as indicated in the previously completed traffic study. Such conversions have emerged as a key downtown improvement strategy. Conversions make moving around simpler by providing choices of available routes and eliminating a psychological barrier that deters suburban residents from going downtown. Conversions also slow traffic making it safer for pedestrians and providing exposure to retail businesses. Several specific conversion recommendations are included in Blueprint for the Future and should be implemented as a start.
- 47. Implement traffic calming along the east-west and north-south arterial routes** – Several references have been made already to the high-speed access roads running through downtown. Public comments have clearly identified the unsafe conditions that exist along those roads. Several techniques can be used to slow down traffic and make pedestrians safe. They include timed traffic lights, platform crossings, changes in the color and texture of the pavement, and reduction of lanes. The latter can be easily accomplished by allowing on street parking along these roads. Other pedestrian safety options include enlarging sidewalks and planting trees, although these options are limited in some parts of the Central Core. The city should petition the state to introduce traffic calming along designated state routes.
- 48. Commission a housing potential market analysis** – Conventional supply and demand housing market analysis is inadequate in areas

such as downtown Fort Wayne, where such trends are limited or non-existing. BLUEPRINTPLUS recommends that the City commission a market analysis to identify the characteristics and draw of the potential housing market for downtown, and pinpoint housing products that would need to be provided in order to attract that potential market.

- 49. Commission a parking management study – BLUEPRINTPLUS** offers an infill strategy for the Central Core that requires the consolidation of parking into public structures that are strategically located to stimulate specific walking patterns. The study should determine the feasibility of such consolidation, and provide recommendations on the location and size of parking structures.

The Central Core and Headwaters Park.



7. Implementation Matrix

This chapter contains an implementation matrix that outlines implementation steps, key responsibilities, sources of funding, and other details pertinent to each initiative and strategy described in the previous chapter.

First Steps/Next Steps indicates the preliminary actions needed for certain strategies. Such actions may include issuing an RFP (Request for Proposals), or hiring Architecture and Engineering (A/E) support.

The **Responsibility** column identifies which parties will lead or otherwise take part in the implementation of the strategy.

The **Catalyst** column indicates which strategies have been identified as priority catalyst projects. These initiatives are addressed in further detail in Chapter 8. Immediate attention to these projects will help jump-start the transformation of Downtown Fort Wayne, and enable the successful implementation of the remaining strategies.

The **Investment** column identifies a number of different funding resources, including:

CDBG – Community Development Block Grant. A federal entitlement program administered by the Department of Housing and Urban Development

CEDIT Bond – County Economic Development Income Tax. Local income tax that provides city government with discretionary

funding for community improvements to support economic development initiatives. More information about funding from the 2005 CEDIT Bond can be found in the Investment Summary Chart at the end of Chapter 8.

CReED – Community Revitalization Enhancement District. Provides a revenue stream for improvements within the district. The funding amount available is based on the increase in sales and income taxes paid to the state within the district. Maximum per year is \$750,000. Available for 15 years.

NMTC – New Market Tax Credit. Federal program to encourage the development of affordable housing by Community Development Entities.

TE – Federal Transportation Enhancement Grant.

TIF – Tax Increment Financing. An economic development tool in which a local government can sell bonds that are backed by a development's future taxes. The bond money is used upfront to help pay for the developer's construction costs, and the development's taxes are used to repay the bond.

The **Timing** column refers to the following timeframes:

S – Short Term Initiative (0 to 3 years)

M – Medium Term Initiative (3 to 10 years)

L – Long Term Initiative (greater than 10 years)

Finally, the **Type** column places each initiative into one of the following categories:

BM – Brick and Mortar (physical improvements)

PR – Programs

REG – Regulations

STU – Studies

Blueprint**PLUS** Action Plan Recommendations

Area 1: Central Core						
Initiative 1 - Harrison Street South (Includes the Gateway and Landing Districts)						
	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
Locate a downtown hotel north of the Grand Wayne Center along Harrison Street	RFP	Private/City	Yes	Private, CEDIT Bond*, CREED, TIF	S	BM
Adopt a regulating plan and form-based code to facilitate housing and retail infill along Harrison Street and Columbia Street		City	Yes		S	REG
Other initiatives drawn from Blueprint for the Future						
Mixed-use retail and residential development, with parking garage, at Washington and Harrison.	RFP	Private / City	Yes	CREED, CEDIT Bond*	S	BM
Study on reduced speed on Jefferson and Washington		City			Study	BM
Phased streetscape improvements		City		Bond / TE	S	BM
Mixed use infill at Harrison and Main		Private		CREED/ Private/ City	Study	BM
Restore the fountain at Columbia and Harrison		Private			Future	BM
Initiative 2 - Barr Street (Includes the Barr Street District)						
	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
Re-establish the Historic Public Market on Barr St	RFP for consultant	City/DID	Yes	CEDIT Pool	S	PR/ BM
Adopt a regulating plan and form-based code to facilitate mixed-use infill along Barr Street		City	Yes		S	REG
Event programming, management, and funding	Form Focus/Study Group	DID	Yes	DID / Foundations	Future	PR
Other initiatives drawn from Blueprint for the Future						
Heritage Square	Feasibility Study	History Center		Foundation/ Private	Study	BM
Art Museum expansion	Study in progress	Art Museum		Foundation/ Private	Study	BM
Improvements at the intersection of Barr and Main	Hire A/E support	City	Yes	TE	S	BM
Phased streetscape improvements along Barr Street	Hire A/E support	City / Citilink	Yes	TE	S	BM
New Citilink transit facility	1) Land Assembly Design 2)	Citilink			S	BM
* For more information about funding amounts from the 2005 CEDIT Bond, please see Investment Summary Chart on page 8.7.						

Blueprint**PLUS** Action Plan Recommendations

Initiative 3 - Superior Street (Includes the Old Canal District)							
	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type	
16	Conduct a market study for Superior Street	City			S	REG	
17	Adopt a regulating plan and form-based code for Superior Street	City			S	REG	
Other initiatives drawn from Blueprint for the Future							
18	Pedestrian crossing improvements at Clinton and Lafayette Bridges	City			Future	BM	
19	Replacement of MLK Bridge (St. Mary's @ Clinton) with signature structure	Continue dialogue w/ INDOT, legislators	City / INDOT		M	BM	
20	Rail overpass gateway enhancements at Clinton and Superior	Initiate dialogue with railroad	City/ Railroad	TBD	S	BM	
21	Develop appropriate use for existing Citilink facility	Secure land agreement	City/ Citilink	TBD	M	BM	
Initiative 4 - Relocation of Baseball Stadium							
	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type	
22	Evaluate feasibility of relocating a mixed-use / baseball stadium downtown	Appoint a stadium feasibility Task Force	Sports Corp. City/County	Yes	CEDIT Bond*	M	BM
23	Identify a short-term development plan for the southwest corner of Jefferson and Harrison		City	Yes			
24	Determine best reuse of the Indiana Hotel	Form Focus/Study Group	City	Historic Tax Cr/TIF/CREED/N MTC/Private	S/M	BM	
25	Develop a park at Webster between Jefferson and Washington Facing Grand Wayne Center and the Library	Initiate dialogue with Library	City/ Library		M	BM	
Initiative 5 - Central Core General Improvements							
	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type	
26	Review and generate new funding for a façade improvement program	Develop incentive policy and procedure	DID/ City		CEDIT Pool/ CREED DID	S/M	PR/ BM
27	Public Art Strategy	Form focus/ Study group	DID/ City		DID/ Foundations	Future	PR
28	Encourage private sector infill of existing surface parking lots	Develop incentive policy and procedure	City/ Private developers			M/L	BM
* For more information about funding amounts from the 2005 CEDIT Bond, please see Investment Summary Chart on page 8.7.							

* For more information about funding amounts from the 2005 CEDIT Bond, please see Investment Summary Chart on page 8.7.

Blueprint**PLUS** Action Plan Recommendations

Area 2: Core - North Core

Initiative 1 - Develop a Youth Sports Complex

	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
29	Form a Youth Sports Complex Task Force	City, Task Force	Yes	Bond/ Private/Public partnership	S	BM/ PR
30	Study the feasibility of developing the Youth Sports Complex with the expanded focus	City, Private sector, Sports Corp	Yes	Bond/ State/ Private/ CREED/ TIF	M/L	BM
31	Consider acquiring land for the Youth Sports Complex	City, Task Force	Yes	CEDIT Bond*/ Private/Public partnership	S	BM/ PR

Initiative 2 - Expand Lawton Park

		First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
32	Expand and enhance Lawton Park	Initiate dialogue w/Parks Dept	City	Yes	Capital	S/M	BM
33	Establish a pedestrian bridge connecting Headwaters and Lawton Parks	Cost estimates	Private/City		Private/ TIF/ Foundations	M	BM
34	Expand and improve existing trails	Initiate dialogue w/Parks Dept	City		Capital	S/M	BM

Initiative 3 - Re-establish a street grid in the North Core

		First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
35	Develop a regulating plan and form-based code overlay for the North Core		City	Yes		S	REG
36	Enhance Clinton Street's sidewalks	Coordinate w/ /INDOT for Design engineering	City/INDOT		INDOT / Federal funds	S	BM

Initiative 4 - The Harrison Street North District

	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
37	Develop incentives for loft conversion along Harrison Street	Determine boundaries	City	Yes	S	REG

Initiative 5 - Mixed-use Retail Area at Clinton and Fourth

	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
38	North River property street grid and improvements in conjunction with private development on the site. Convert historic freight house into a market	Private/City	Yes	Historic Tax Cr. /CREED/Private/ CEDIT Bond*	S	BM/ PR

* For more information about funding amounts from the 2005 CEDIT Bond, please see Investment Summary Chart on page 8.7.

Blueprint**PLUS** Action Plan Recommendations

Area 3: East, West, and South of the Core

Initiative 1 - Neighborhood Infill and Improvement

	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
39	Develop a regulating plan for mixed-use development along Jefferson Boulevard	City	Yes		S	REG
40	Allow live-work conditions	City	Yes		S	REG

Area-wide

General Initiatives

	First / Next Steps	Responsibility	Catalyst	Investment	Timing	Type
41	Partner with institutions and neighborhood associations in developing neighborhood infill strategies	Form task force	Neighborhoods/ City/ IIT		S	PR
42	Implement a neighborhood enhancement strategy program	Create a city-wide neighborhood enhancement organization	City/ Neighborhoods	Yes	M	BM/ PR
43	Develop a neighborhood park at Brackenbridge and Fairfield	Develop land acquisition strategy	City/ Parks		M/L	BM
44	Clean and improve the rivers	Establish advocacy group	Fed/ State/ City/ Private/ new agency or NFP?	Fed/ State/ Foundation/ Private	M/L	BM
45	Develop a small business incubator strategy	Define scope	City	City/ DID/ CREED	Study/ S	PR
46	Implement one-way to two-way street conversion	Assign project manager	City	Yes	CEDIT Bond*	S/M
47	Implement traffic calming along the east-west and north-south arterial routes	Form team to explore options/ feasibility study	City/ INDOT		S/M	BM
48	Commission a housing potential market analysis	Define scope/ hire firm	City	Yes	CDBG	S
49	Commission a parking management study	Define scope/ RFP	City	Yes	CEDIT Bond	S

* For more information about funding amounts from the 2005 CEDIT Bond, please see Investment Summary Chart on page 8.7.

8. Priority Catalyst Projects

Chapters One to Six describe the vision for Downtown Fort Wayne that emerged from BlueprintPlus. Chapter Seven provides an implementation matrix that outlines key steps, responsibilities, and funding required to implement strategies.

This chapter identifies 11 priority catalyst projects that will begin to turn the vision for Downtown Fort Wayne into reality. It reflects and summarizes the results of a Steering Committee workshop held on August 9, following the release of the BlueprintPlus preliminary draft report. The Steering Committee met for three hours to comment on the report and to prioritize catalyst projects.

The Steering Committee conceptualized the implementation of BlueprintPlus in four thematic areas: 1) Leadership, 2) Major Capital Investments, 3) Regulatory Changes and Studies, and 4) Management and Programming. The four thematic areas and the priority catalyst projects within each area are described below.

The rationale for each catalyst project is described in Chapter 6 - A Portfolio of Initiatives, and they are not repeated here. After each priority catalyst project, specific strategies are referenced in parentheses. One catalyst project that lacks a reference is the first priority catalyst project,

Chattanooga River Valley Partners

In the mid-1980s the City of Chattanooga undertook an extensive community visioning process called Vision 2000, which generated ideas and momentum for creating a safer, cleaner, and greener city. Following the process, a private not-for-profit organization called River City Company was formed to lead renewal projects and fuel public/private collaboration. Later, the name of the organization was changed to River Valley Partners.

Starting with an initial seed fund of \$12 million dollars, which came from eight local foundations and seven financial institutions, River Valley Partners began to invest in vacant waterfront properties adjacent to downtown, and leverage these land purchases for the public benefit. Once-neglected areas were transformed into community assets, such as Ross's Landing, home of the Tennessee Aquarium, and the Riverwalk, an important element of the city's greenway system. River Valley Partners has continued to support numerous redevelopment projects in Chattanooga, while facilitating public/private sharing of project costs.

The Historic District Improvement Company

Across the country, communities are looking to Albuquerque as a leader in downtown revitalization. The Historic District Improvement Company (HDIC) has been the catalyst spurring this revitalization—revolutionizing the way downtown's across the country are re-developed. HDIC has been at the center of Albuquerque's heralded revitalization effort from its inception. The focus of HDIC is to catalyze the redevelopment of the downtown historic district.

The Historic District Improvement Company is comprised of the McCune Charitable Foundation and Arcadia Land Company. The McCune Foundation is the largest foundation in the state and its investment in HDIC is a major portion of its portfolio. Arcadia Land Company is the leading new urbanist development firm in the country with projects in Florida (Seaside), Pennsylvania, and Kansas, as well as Downtown Albuquerque.

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found under the leadership thematic area. This project was not included in the original 49 projects and strategies of BlueprintPlus.

The priority catalyst projects require immediate action by the parties identified as having primary responsibility over their implementation. These projects will set the stage for downtown transformation and build momentum, so that eventually all 49 projects and strategies will contribute to revitalizing downtown Fort Wayne.

1. Implementation Leadership

The Steering Committee discussion revealed a strong intent and commitment to implement the recommendations of BlueprintPlus and to create the organizational structure necessary to facilitate that implementation.

Catalyst Project

In conjunction with the DID, create a private, public, and civic downtown redevelopment organization to coordinate the implementation of BlueprintPlus.

The Steering Committee acknowledged that the City has played an important role in support of downtown revitalization, but also recognized that the implementation of BlueprintPlus will require a collaborative effort involving the private and civic sectors in addition to government. It suggested the creation of an independent organization that is capable of raising funds outside of government and includes key private, public, and civic leaders. This organization will focus on furthering the implementation of the downtown revitalization vision of BlueprintPlus, with particular emphasis placed on major capital improvement catalyst projects, such as the relocation of the baseball stadium and the proposed Youth Sports Complex north of the river.

Land acquisition and capitalization will be key responsibilities of the organization. Capitalization should include funds from local foundations and financial institutions, as well as from the public sector.

A number of models have been examined in determining how to structure this organization. Examples include the River Valley Company in Chattanooga, Tennessee, the Lowertown Development Corporation in Saint Paul, Minnesota, and the Historic District Improvement Company in Albuquerque, New Mexico (see sidebar at left, and on page 8.4).

The Downtown Improvement District's current restructuring provides an opportunity to examine best practices for the creation of the new organization in conjunction with and complementary to the DID's business development focus.

Primary Responsibility: *Steering Committee, City.*

Capitalization: *Future Bond, Hotel Tax, State, Private sector and Foundation contributions, CREED revenue stream.*

2. Major Capital Investments

Several major capital investments were deemed critical to the overall success of revitalizing downtown. They are listed in the priority order determined at the Steering Committee workshop. The number in parenthesis after each catalyst project reflects the strategy number indicated in Chapter Six.

Catalyst Project

Locate a downtown hotel north of the grand Wayne Center along Harrison Street. (Strategy 1)

The downtown hotel is a cornerstone of the downtown revitalization process. Along with the potential relocation of the baseball stadium and the construction of a parking garage at Washington Boulevard and Harrison Street, the hotel will bring diversity, visitors, and street vitality to the areas surrounding of the Grand Wayne Center, while playing a catalyst role in the renaissance of Harrison Street. The relocation of the downtown hotel was extensively discussed in the Steering Committee workshop.

Primary Responsibility: *City.*

Investment: *\$1 million from the CEDIT Bond for infrastructure and streetscape. \$2 million is needed for land acquisition and property control, and is under consideration from CEDIT Bonds.*

Policy Issues: *Careful consideration must be given to the reuse of the property initially identified for the downtown hotel and to the relocation or integration of Cindy's Diner in the hotel site.*

Catalyst Project

Evaluate the feasibility of relocating a mixed-use baseball stadium downtown. (Strategy 22)

Downtown baseball parks have been major catalysts for downtown revitalization. BlueprintPlus recommends evaluating the feasibility of relocating the existing baseball stadium downtown, in anticipation of the time when the community will need a new baseball facility.

The relocation of the stadium to the Belmont site south of the Grand Wayne Center would complement and add to the unique landmark attractions that already exist south of the Convention Center, including the Embassy Theater, the Botanical Gardens, and several notable churches. Furthermore, the proposed site is the closest possible to the core of downtown.

Primary Responsibility: *Redevelopment Organization, Sport Corporation, City, and County.*

Investment: *Short-term investment for the feasibility study, CREED revenue stream, private funding. Relocation costs to be determined.*

Policy Issues: *Land assembly to be required beyond the Belmont Site. Short-term use of the Belmont site.*

Minor League Ballparks

Throughout the country, attendance at minor league baseball games is on the rise, and minor league ballparks are being viewed as instrumental catalysts in the revitalization of local economies. This is particularly true for ballparks built within downtown cores. Below are three examples of highly successful urban minor league ballparks.

Durham Bulls Athletic Park –

Durham, North Carolina. This ballpark sparked revitalization of the nearby American Tobacco Historic District, where old warehouses have been transformed into a collection of vibrant, mixed-use developments.

AutoZone Park – Memphis,

Tennessee. Home of the Memphis Redbirds, this ballpark opened in downtown Memphis in 2000, and has become one of the most celebrated examples of urban minor league stadiums. The ballpark is owned by a not-for-profit organization called the Memphis Redbirds Baseball Foundation, and the majority of construction costs came from the private sector.

Fifth Third Field – Dayton, Ohio.

This stadium has brought new vibrancy to an area that was primarily dominated by vacant warehouses. The Dayton Dragons draw fans from throughout the region, which generates more pedestrian traffic downtown, and supports new restaurants and nightclubs.

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The Lowertown Redevelopment Corporation

The Lowertown Redevelopment Corporation (LRC) has been the catalyst for Lowertown's success in St. Paul, Minnesota. Over the years, this not-for-profit partnership has addressed a variety of design issues in the neighborhood to assure that new development harmonizes with the existing historic fabric of the community. It has aggressively marketed the area to potential investors, developers, renters, homebuyers, and visitors. And when needed to get an important project off the ground, it has provided gap - financing assistance in carefully monitored and limited amounts.

LRC's ambitious vision calls for the creation of a dynamic mix of housing, offices, retail stores, services, restaurants, theaters, parks, and public spaces. This vision is supported by a marketing strategy that attracts people, businesses, and investment to the area, and creates a new and vital community in the heart of the city.

Catalyst Project

Mixed-use retail and residential development, with parking garage, at Washington and Harrison. (Strategy 3)

A feasibility study and development plan for the site was completed in April 2005, and recognizes that the property offers "one of the best opportunities for a short-term development project in downtown." If developed as a parking garage, the site would replace all of the surface parking spaces lost, while providing additional parking for convention center attendees. However, the study noted that its location is too prominent to devote the site solely to a parking garage. The plan recommends a mixed-use facility that integrates a parking garage with ground floor commercial and 70 loft style apartments.

Primary Responsibility: City, Redevelopment Organization.

Investment: The estimated cost of the facility is \$14.4 million with a City contribution estimated between \$4 and \$5 million. Should be considered as a CEDIT Bond funding priority. Could also use CREED and TIF revenue streams.

Catalyst Projects

Study the Feasibility of developing the Youth Sports Complex with the expanded focus. (Strategy 30)

Consider acquiring land for the Youth Sports Complex. (Strategy 31)

These two projects are key steps in the process of developing the area north of the river into a diverse complex focused on youth sports. The Youth Sports Complex will be integrated into a mixed-use community with a distinctive urban, walkable character. The Steering Committee recommended expanding the feasibility study's focus beyond the proposed sports complex, to include its surrounding areas and proposed circulation system.

Primary Responsibility: Redevelopment Organization, City.

Investment: A priority project of the Redevelopment Organization should be to identify private funding sources using the CEDIT funds (in part or in full) to leverage private investments and to create a revolving fund for the redevelopment.

Catalyst Project

North River property street grid and improvements in conjunction with private development on the site. Convert historic freight house into a market. (Strategy 38)

The historic freight house at Clinton and Fourth Street is a key property located at the gateway to the area north of the river. A successful adaptive reuse of the freight house could introduce the Fort Wayne community to the potential of the neighborhood, and create a

link between the area north of the river, Headwaters Park, and downtown.

Primary Responsibility: Private sector, City.

Investment: CEDIT Bond, Historic tax credits.

3. Regulatory Changes and City-wide Initiatives

This thematic area brings together several initiatives that are intended to regulate future development and redevelopment, help preserve or recreate the distinguished urban and walkable character of downtown, and revitalize the neighborhoods surrounding downtown.

Catalyst Project

Adopt a Regulating Plan and Form Based Code and incentives for targeted redevelopment areas. (Strategies 2, 9, 35, and 39)

The Regulating Plan and Form Based Code for targeted redevelopment areas will guide the form and types of buildings, streets, and open spaces as redevelopment occurs. Over time, these regulations will ensure that each area can preserve its character, while maintaining the overall urbanity of downtown.

Primary Responsibility: City.

Investment: None required.

Catalyst Project

Implement a neighborhood enhancement strategy program. (Strategy 42)

There are several neighborhoods adjacent to the downtown core whose vitality, appearance, and character have great potential to contribute to the overall revitalization of downtown. This catalyst project calls for the creation of an implementation entity modeled after the Chattanooga Neighborhood Enterprise (see sidebar at left). Such an organization would be responsible for developing a comprehensive neighborhood enhancement strategy programs to improve housing conditions in Fort Wayne. While initially it will focus on the neighborhoods surrounding downtown (particularly Fairfield/Ewing), the enhancement strategy can also be used to address housing conditions throughout Fort Wayne.

Primary Responsibility: A newly formed neighborhood enhancement organization, City.

Capitalization: Private Financial Institutions, Foundations, Bonds.

Catalyst Project

Implement one-way to two-way street conversion. (Strategy 46)

Conversion of one-way streets to two-way streets has been previously studied. The recommendations of previous studies should be implemented.

Chattanooga Neighborhood Enterprise

Another organization that was formed in 1986 in response to the Vision 2000 process is Chattanooga Neighborhood Enterprise (CNE). CNE is a private, not-for-profit organization that develops, manages, finances, and renovates affordable housing. Their mission is to create healthy, socio-economically diverse neighborhoods throughout Chattanooga. With an annual budget of about \$2.5 million, CNE derives support from a variety of sources, including the City of Chattanooga, the Lyndhurst Foundation, the US Department of Housing and Urban Development, the Tennessee Housing Development Agency, local banks and financial institutions, and private donors. In recent years CNE has expanded its focus to include mixed-use developments, mixed-income developments, and small business lending.

Primary Responsibility: City.

Investment: CEDIT Bond.

Catalyst Project

Implement traffic calming along the east-west and north-south arterial routes. (Strategy 47)

Implementing this initiative will ensure that downtown Fort Wayne becomes a destination for the region's residents, rather than a convenient pass-through. Traffic calming will also improve the pedestrian experience in downtown.

Primary Responsibility: City, State.

Investment: Capital Program.

The Downtown Action Team (DAT) is a private, non-profit membership organization dedicated to the revitalization of Downtown Albuquerque as the best mid-sized downtown in the US. DAT's advocacy for downtown puts good will ambassadors on the streets, provides maintenance, organizes promotional programs, and sponsors events. DAT fosters public and private cooperation for quality growth and investment in downtown development.

4. Management and Programs

The Steering Committee recognizes the importance of developing events and activities that can place downtown firmly at the center of the region, and create opportunities that encourage visitors to extend their stay.

Catalyst Project

Event programming, management, and funding. (Strategy 10)

The Steering Committee recommended the expansion of this initiative, originally focused on the Barr Street area, to the whole downtown. The recommendation was made on account of two findings:

1. The deficiency of a support structure for visitors that would encourage them to extend their visits downtown. This deficiency was dramatically revealed by the extraordinary success of the Mastodon project, which attracted 6,000 visitors on the opening Sunday, but left them without additional downtown options.
2. The recognition that downtown is rich in attractions, including cultural institutions and historic sites, but that these attractions lack funding and coordination.

The Steering Committee also recommended that successful activities occurring at Headwaters Park should be encouraged to expand in the direction of the downtown core.

Primary Responsibility: DID.

Investment: DID, Foundations, Fundraising.

Priority Catalyst Projects - Investment Summary Chart

Priority Catalyst Projects	Investment	2005 CEDIT Bond
1. Implementation Leadership		
In conjunction with the DID, create a private, public, and civic downtown redevelopment organization to coordinate the implementation of BlueprintPlus.	Capitalization amount to be determined; raised from other sources	NA
2. Major Capital Investments		
Locate a downtown hotel north of the Grand Wayne Center along Harrison Street. (1)	\$1,000,000 Infrastructure and Streetscape, \$2,000,000 Site Acquisition	3,000,000
Evaluate the feasibility of relocating a mixed-use baseball stadium downtown. (22)	Feasibility Study \$150,000	150,000
Mixed-use retail and residential development, with parking garage, at Washington and Harrison. (3)	City share \$4,100,000 to 4,600,000; difference to be raised from other sources	3,000,000
Study the feasibility of developing the Youth Sports Complex with the expanded focus. (30) Consider acquiring land for the Youth Sports Complex. (31)	Feasibility study \$300,000	300,000
North River property street grid and improvements in conjunction with private development on the site. Convert historic freight house into a market. (38).	No estimate available	1,300,000
3. Regulatory Changes and City-wide Initiatives		
Adopt a Regulating Plan and Form Based Code and incentives for targeted redevelopment areas. (2, 9, 35, and 39)	Consulting Services \$150,000 from other sources	NA
Implement a neighborhood enhancement strategy program. (42)	Capitalization amount to be determined	NA
Implement one-way to two-way street conversion. (46)	\$350,000 based on traffic study estimates	350,000
Implement traffic calming along the east-west and north-south arterial routes. (47)	No estimate available	To be determined
4. Management and Programs		
Event programming, management, and funding. (10)	Capitalization amount to be determined	NA
5. Other		
Streetscapes along Harrison, Wayne, Jefferson, Washington, and in conjunction with private development.	Capital improvements \$950,000 Architecture and Engineering services \$200,000	1,150,000
Parking Management Study for the CBD		50,000
Local Match for Citilink FTA Funds		120,000
Wayfinding Project		350,000
Superior / Clinton Project		230,000
Totals		10,000,000