



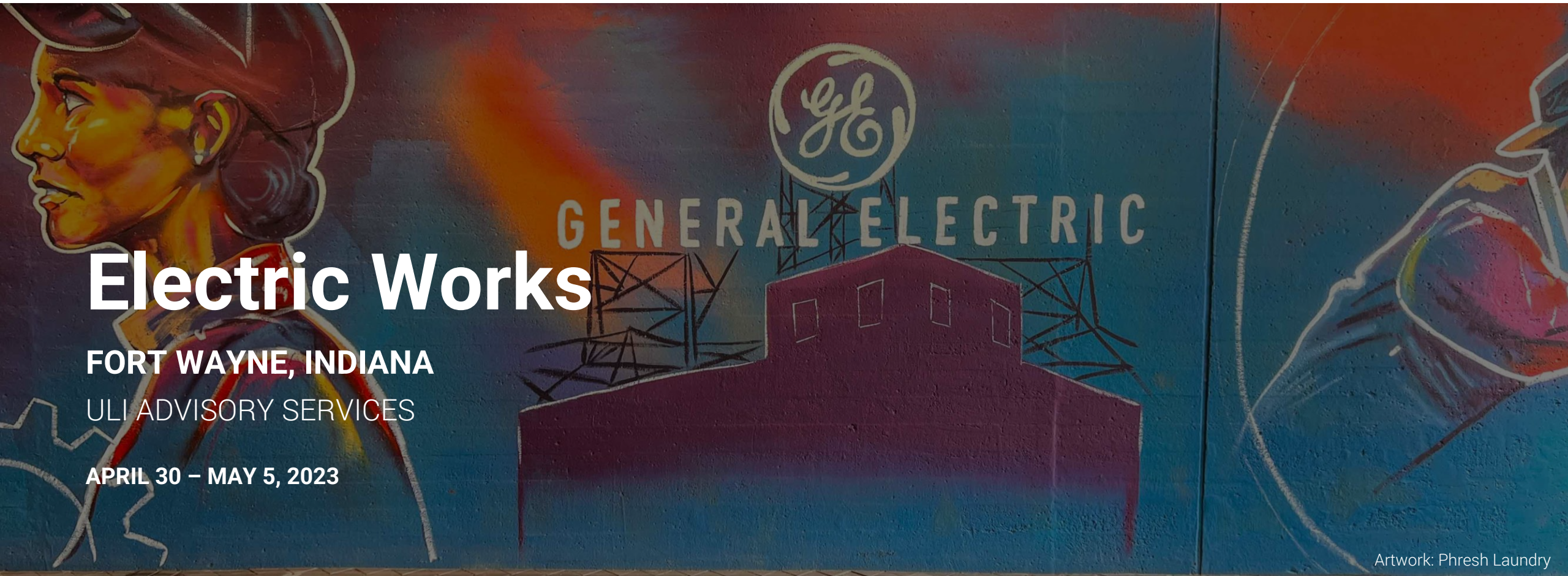
Advisory Services
Program

Electric Works

FORT WAYNE, INDIANA

ULI ADVISORY SERVICES

APRIL 30 – MAY 5, 2023



Artwork: Phresh Laundry

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement





The Advisory Services Program has provided strategic, impactful recommendations to communities for over 70 years.

We engage experts in a diverse array of real estate development and land use fields, including transportation and transit-oriented development; neighborhood and regional planning; infrastructure; retail and commercial corridors; academic and medical institutions; disaster response and sustainability; and housing.

THANK YOU TO OUR SPONSORS & FUNDERS



THANK YOU

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Credit: ULI

ULI INDIANA LEADERSHIP

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JENNIFER MITCHEN
DIRECTOR, ULI INDIANA

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

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Introduction

- Fort Wayne on verge of economic renaissance
- Electric Works as catalyst for XBE businesses
- Heavy public funding for first-phase capital costs
- Ancora and Community Foundation as sponsors
- ULI's commitment to DEI

Questions Posed by Sponsors

- What does the community (local government, philanthropy, business advocacy organizations, economic developers, developers) need to do if it wants the private sector to expand opportunities for minority hiring and XBE businesses in the design, development, and construction phases?
- What can Electric Works do to make the district a model of inclusiveness in ongoing operations, activation, and programming?
- How do tasks 1 and 2 become a template for Fort Wayne to implement in other public-private partnership going forward, while also being a model for other communities nationally?



Credit: ULI

Scope of ULI Study

- Market Analysis
- Inclusive Planning
- Business Equity
- Equitable Development
- Local / National Model
- Summary



GENERAL  ELECTRIC

Market Analysis

Jill Hunger

1750

Institute

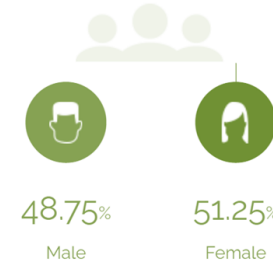
Population & Demographics

A Snapshot of the City of Fort Wayne

- 6.8% population growth over the past decade
- Currently home to 267,317* people
- Median age 35.32 (younger than the county and NE Indiana)
- Median household income of \$53,947
 - Less than the \$59,657 of the county and \$61,380 of NE Indiana
- Unemployment is low at 3.2%

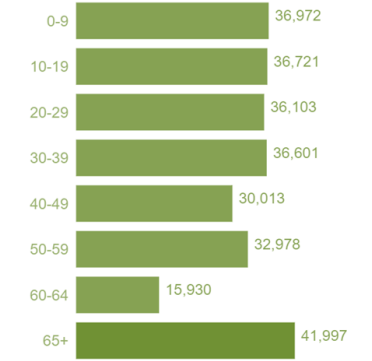
267,317

Total Population



Age Distribution

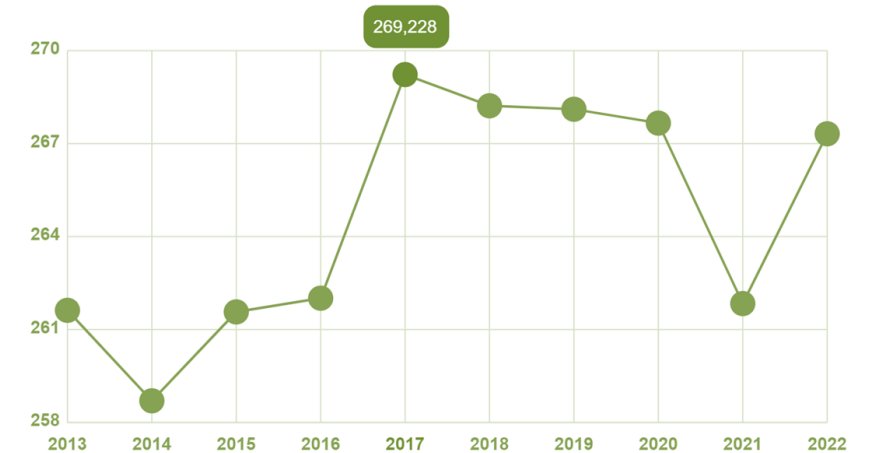
2021 2020 2019 2018 2017



Median Age

35

Population Growth (in thousands)



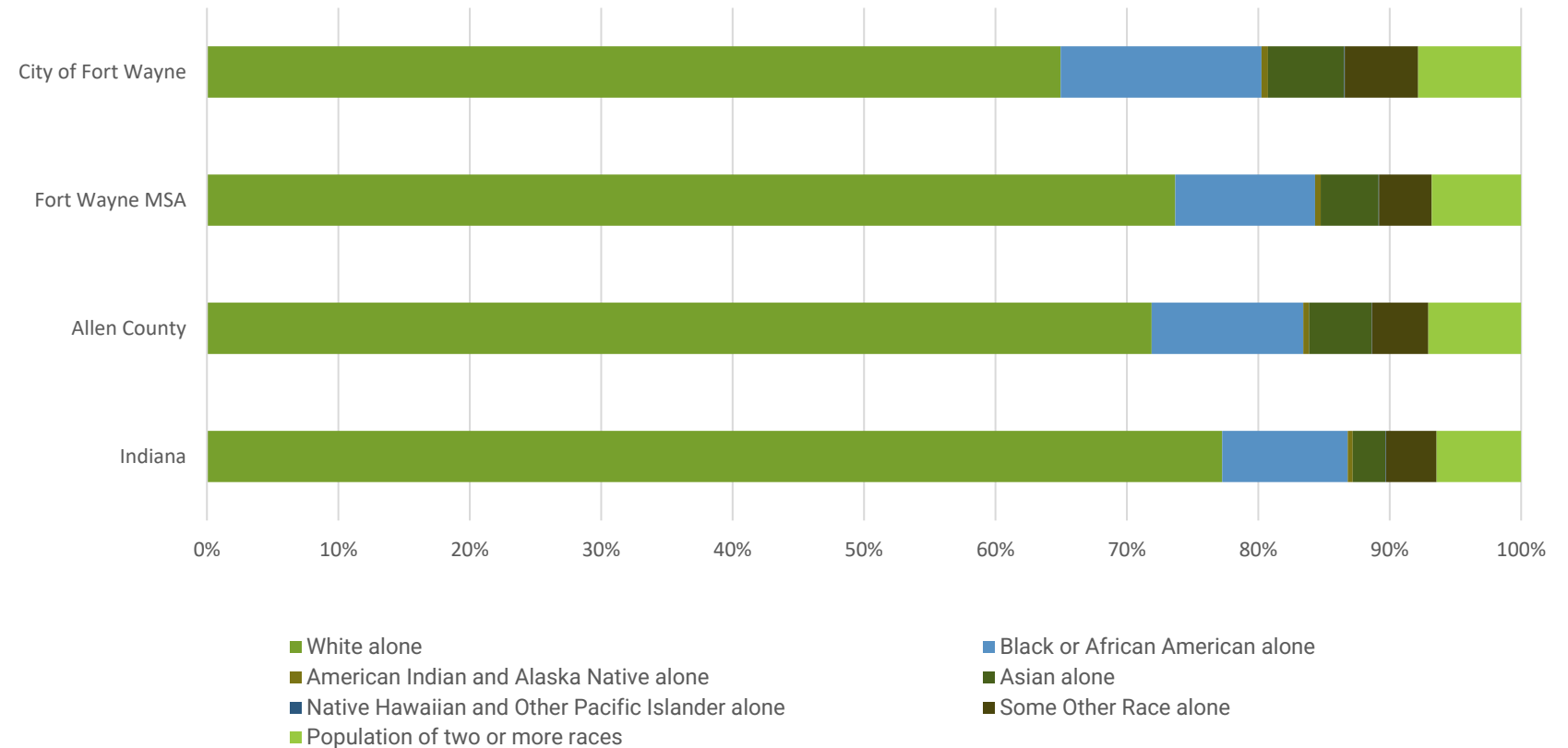
Credit: Northeast Indiana Regional Partnership Regional Profile and Data

Population & Demographics

A Snapshot of the City of Fort Wayne - DIVERSITY

- More racially diverse than the county, region and state
- In fact, Fort Wayne's Burmese population is the largest outside the country of Burma (Myanmar)
- Greater percentage (15%) of persons with disabilities than the county (13%), the region (12.8%) and the nation (13%)

Measuring Racial Diversity



XBEs

Inclusive term for a business enterprise owned by either recognized Minorities (“MBE”), Women (“WBE”), Veterans (“VBE”), or socially and economically “Disadvantaged” persons (“DBE”)

- Only businesses that obtained certification can readily be searched
- The state provides a list of certified MBE, WBE and VBE
 - 1,611 companies
 - 35 companies from Fort Wayne
- Annual Business Survey data suggests that many firms qualify as an XBE but opt not to become certified
 - 1,525 companies from Fort Wayne
- Fort Wayne Emerging Business Enterprise Program
 - Goal that at least 10% of the contract amount is subcontracted to a certified Emerging Business Enterprise
 - Only 58* companies
- Certification, through both the state and the city, requires both time and documentation
- Lack of certification may lead to barriers in future bidding opportunities



Projected to increase by over 22,000 jobs by 2030

Almost all broad occupation groups are projected to have growth

371,870

Base Employment

+22,332

Change

394,202

Projection Employment

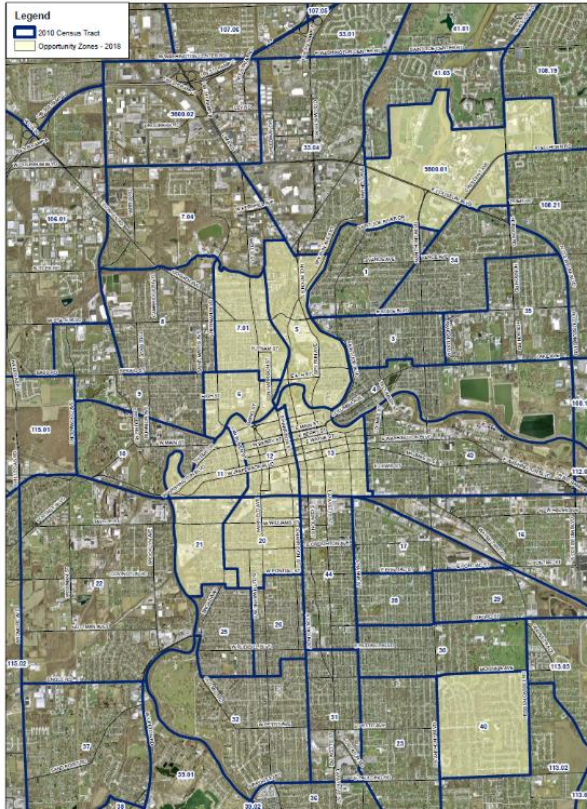
By Broad Occupation Group

Choose Measure

Employment

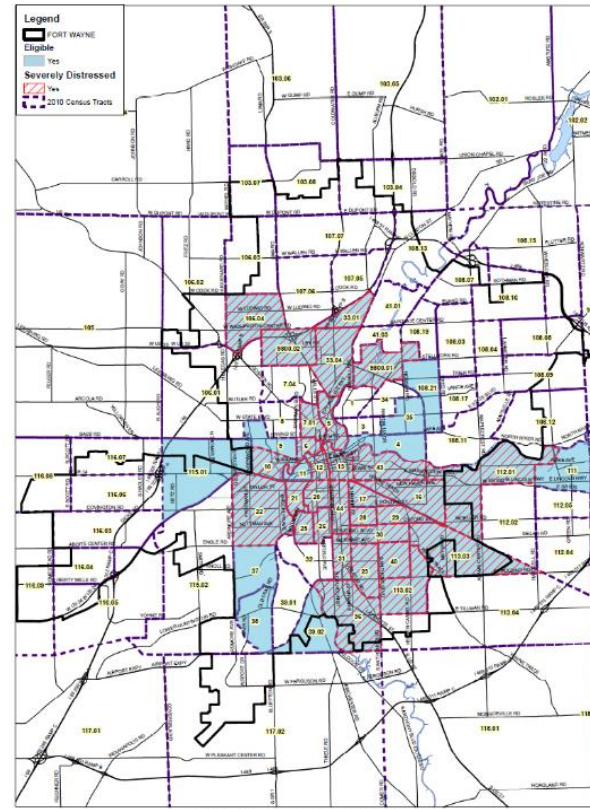


OPPORTUNITY ZONES



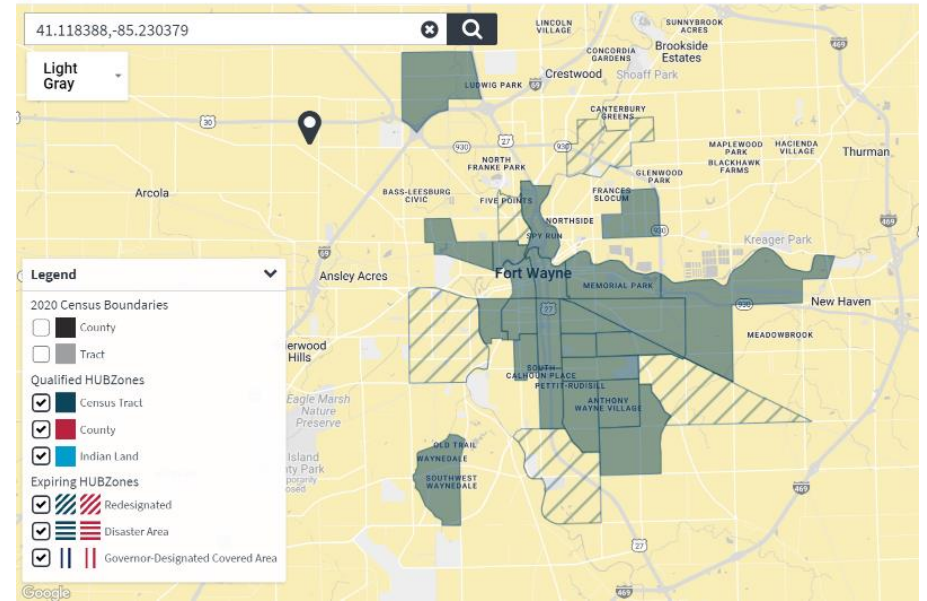
Credit: Fort Wayne Community Development

NEW MARKET TAX CREDIT CENSUS TRACT ELIGIBLE/SEVERELY DISTRESSED ACS 2011-2015



Credit: U.S. Census

SBA Preview HUBZone Map Effective July 01, 2023



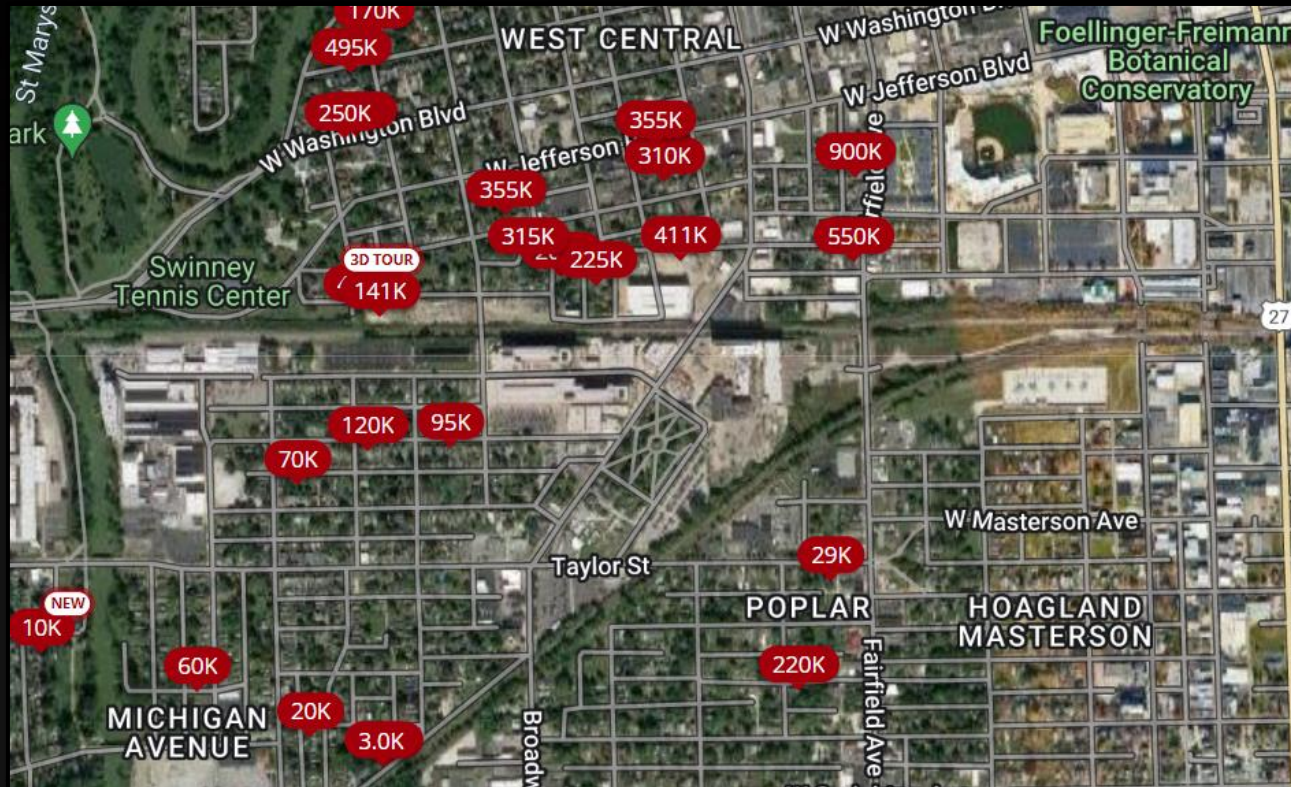
Credit: U.S. Census

Neighborhoods of Opportunity – (Re)Development

- Opportunity Zones
- New Markets Tax Credit Benefits
- HUBZones

Changing Neighborhoods

Steady inventory of properties for sale
Prices relatively low
Rising home values



Credit: Zillow.com

Inclusive Planning

Joanna Mack

What Does Success Look Like?



2022 Chalk Walk

Credit: Creator: Rachel Von Art | Credit: Rachel Von Art
Copyright: © 2022 Rachel Von Art, all rights reserved



Kwanzaa Festival

Credit: African American Genealogical Society of Fort Wayne



Chalk Walk

Credit: Rachel Von Art |
Copyright: 2022 Rachel Von Art,
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Three Rivers Festival

Credit <https://www.wane.com>



Fiesta Fort Wayne

Credit: The Journal Gazette

Top Strategy - Rebuild the Foundation: Trust

Lack of Trust is a result of:

- Historical Lack of Accountability and Transparency
- Inconsistency
- Fear due to scarcity/or perceived scarcity of opportunity

Critical Immediate Action:

Remember the 3 to 1 Ratio Concept

Critical Longterm Action:

Understanding the Equation of Trust





HOW TRUSTWORTHY ARE YOU?

TRUST EQUATION

$$\left(\frac{\text{CREDIBILITY} + \text{RELIABILITY} + \text{INTIMACY}}{\text{SELF-ORIENTATION}} \right)$$

TRUST QUOTIENT

All this is from a study we did of the online Trust Quotient Self-assessment test. **20 QUESTIONS**, 5 each for each of the **four variables of the trust equation**:

| | | | |
|---|---|--|--|
| C  CREDIBILITY | R  RELIABILITY | I  INTIMACY | S  SELF-ORIENTATION |
|---|---|--|--|

- C CREDIBILITY**
Can we believe what you say?
- R RELIABILITY**
Can we depend on your actions?
- I INTIMACY**
Do we feel safe sharing information with you?
- S SELF-ORIENTATION**
Are you focused on yourself, or on the other person, in your interactions and motives?

Credit: www.trustedadvisor.com & www.fctn.com

Keys to Success

Design *with* the Community and not *at* the Community

Short-term Trust Building Strategies

- Hire a Trust Advisor- work on **BUILDING A TRUST-BASED ORGANIZATION**
- Work on Accountability Measures
- Design strategies that shift community power - “Design with us not at us”
- Consistency: build upon work already done (how southeast strategic plan update was written; items addressed)

Long-Term Trust Building Strategies

- Setup systems of accountability
- Knowledge building
- Understand the equation of trust – set metrics

Draw from Seven Classes of Trust Instruments Exhibit 4 - Cities Can Draw from Seven Classes of Trust Instruments



Credit: BCG Analysis

Top Strategy

Respond to the Extractive Nature of Real Estate Development

Government and development entities must recognize and react to the **extractive** nature of the real estate and development industry. The **current structure of the real estate industry does not pay communities equally for the** culture of which it extracts, then regenerates long term capital on.

Opportunity

There are untapped assets in Fort Wayne that have large capacity for economic generation, Fort Wayne has a great opportunity to create proactive displacement measures to protect these assets rather than reactive measures.

Keys to Success

Uplift, Celebrate, and Protect Fort Wayne's multicultural assets

Short-term Proactive Strategies

- Increase community participation in anti-displacement strategies
- Community task forces to help monitor the level of direct, indirect, and cultural displacement
- Build strategies that allow renters/ homeowners to be able to age in place
- Home repair programs in high- risk displacement areas
- Emergency rental/legal assistance

Long-Term Proactive Strategies

- Provide a diverse scale of affordable housing with the region
 - Mandate percentages to be able to measure success
 - Mandate equal distributions of affordable housing to avoid concentration of poverty within certain districts
 - Streamline the application process for affordable housing

Top Strategy

Align local government structure to foster Fort Wayne's entrepreneurial spirit

- Fort Wayne's entrepreneurial spirit is historic and very much alive today. This is one of Fort Wayne's differentiators from sister cities.
- "Check the box" mentality is not compatible with entrepreneurialism. Government procedures/structure must evolve in order to retain entrepreneurs and foster their success.
- Shift from "how we always done it" to "how could this be done?"



Keys to Success

Align local government structure to foster Fort Wayne's entrepreneurial spirit

Short-term Restructure Strategies

- Spur innovation through including diversity of thought at all decision-making levels
- Individuals with the appropriate expertise to lead do not have the appropriate access
 - Rethink pay to play models of boards/commissions and taskforce appointments
 - Set term Limits
- Set Aside a Young Leader seats on committees and boards/create liaison positions from youth commissions to eliminate thought silos

Long-Term Restructure Strategies

- Reduce Barriers to Entry: build the knowledge of the community at large with incorporation of programs like Planning Academy. Shared Knowledge creates transparency



Credit: ULI



Business Equity

Dawveed Scully

Embracing the Opportunity

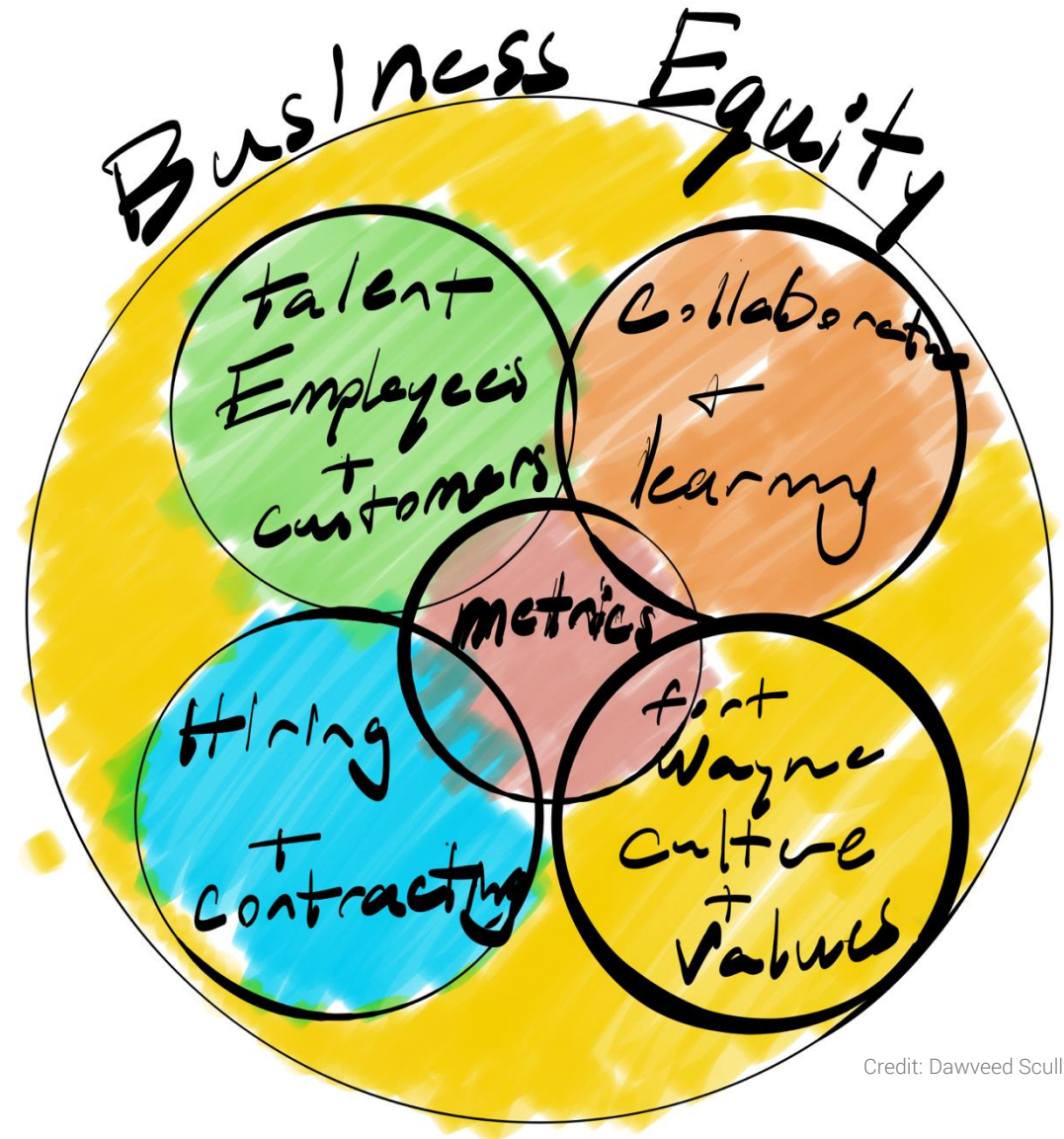
- Electric Works Phase 1
 - \$286 Million Dollar
 - \$400 Million economic impact – 3000 jobs estimated
 - 740,000 sf of office, retail, co-working, Amp Lab, and market
- Business Equity leverages inclusive economic, social and cultural to maximizes the catalytic ripple
- Electric works can be the engine for future economy of Fort Wayne, building on the legacy of GE



Credit: Dawveed Scully

Understanding Business Equity

- Hiring and Contracting
- Talent, Tenants, and Customers
- Enhancing Inclusive placemaking
- Collaboration and Learning
 - Projects
 - Current Peers
 - Aspirational Peers
- Moving forward with metrics



Credit: Dawveed Scully

Inclusive Hiring and Contracting

- Developing an XBE ecosystem for businesses to thrive
 - Preparing for the opportunity
 - Development
 - Design
 - Construction
 - Support Services
 - Create a transparent and accessible process with clear scoring criteria aligned with the goals
 - Exploring JV partnerships for smaller businesses
 - Develop Mentor/protégé relationships for XBE practices
 - Technical support to build capacity
- Potential Partnerships
 - Developer, Local Government, State Government, Philanthropic, Non-profit, and community
 - Start Fort Wayne - Entrepreneurial Ecosystem Strategy

33

TEAMS

>60%

MBE/WBE/DBE

10

SELECTED
WINNERS



Chicago's Invest South/West Program created diverse and inclusive process

Diverse Tenants, Talent and Customers

- Curating the tenant mix to maximize economic and community vitality
- Ensuring a diverse workforce and customer base through
 - Universal design and accessibility
 - Inclusionary programming and pricing
 - Wide range of job opportunities
- Pipeline of talent who can potentially go from Amp Lab to working at or owning a business at Electric Works



Credit: Dawveed Scully

Enhancing Inclusive placemaking

- Communication and storytelling around what Electric works is and how to use the spaces
- Create a flexible, incremental, community-driven process for using the spaces
- Sharing the history and stories of GE throughout the site
- Programming with Dynamo alley with local artist, events, festivals, etc.



Collaboration and Learning from Peers

- Peer Projects
 - Ponce City Market, Atlanta
 - Crosstown Concourse, Memphis
- Programming
- Inclusive Connectivity and wayfinding
- Balancing the uses
- Experiences for all
- Peer Cities (current and aspirational)
 - Indianapolis, IN
 - South Bend, IN
 - Durham, NC
 - Wichita, Kansas
- Peer cities are investing in DEI and ESG as a competitive advantage to their workforce and talent ecosystem.
- Creating an attractive place for business to tap into talent at all scales
- Focus on livability and stronger local economy created through diversity in skilled professionals

Moving Forward with Metrics

- Near term - Phase 1 + 2
 - Hiring from phase 1 to phase 2
 - Addressing the accessibility audit by working hand and explore creating a diverse advisory committee that helps guide moving forward
 - Continue working with local organizations, non-profits, philanthropy to connect Electric works into the cultural fabric of Fort Wayne
 - Explore 3-4 key events that Electric works can host
 - Communications and storytelling to capture the spirit of the project so far
- Potential Long term
 - Tracking the direct and indirect impact of the investment at a yearly interval.
 - Visitors
 - \$ spent on XBE contractors and consultants
 - % of project built by XBE contractors
 - # of community events held
 - \$ spent on local artist
 - Capturing stories of peoples experience on site
 - Participatory artwork
 - Stories of nearby residents

GENERAL  ELECTRIC

Equitable Development

Dr. Lorin Carter

1750

Equitable Development

Opportunities for *inclusive* growth.

Local Neighborhood Partnerships

- Adjacent Neighborhoods
 - Educate on Planning & Development Process
 - Celebrate Neighborhood History
 - Grow as a Collective Area
- Surrounding Neighborhoods
 - Emphasize Collective Fort Wayne Growth
 - Southeast Strategy Economic Development & Revitalization Pillar

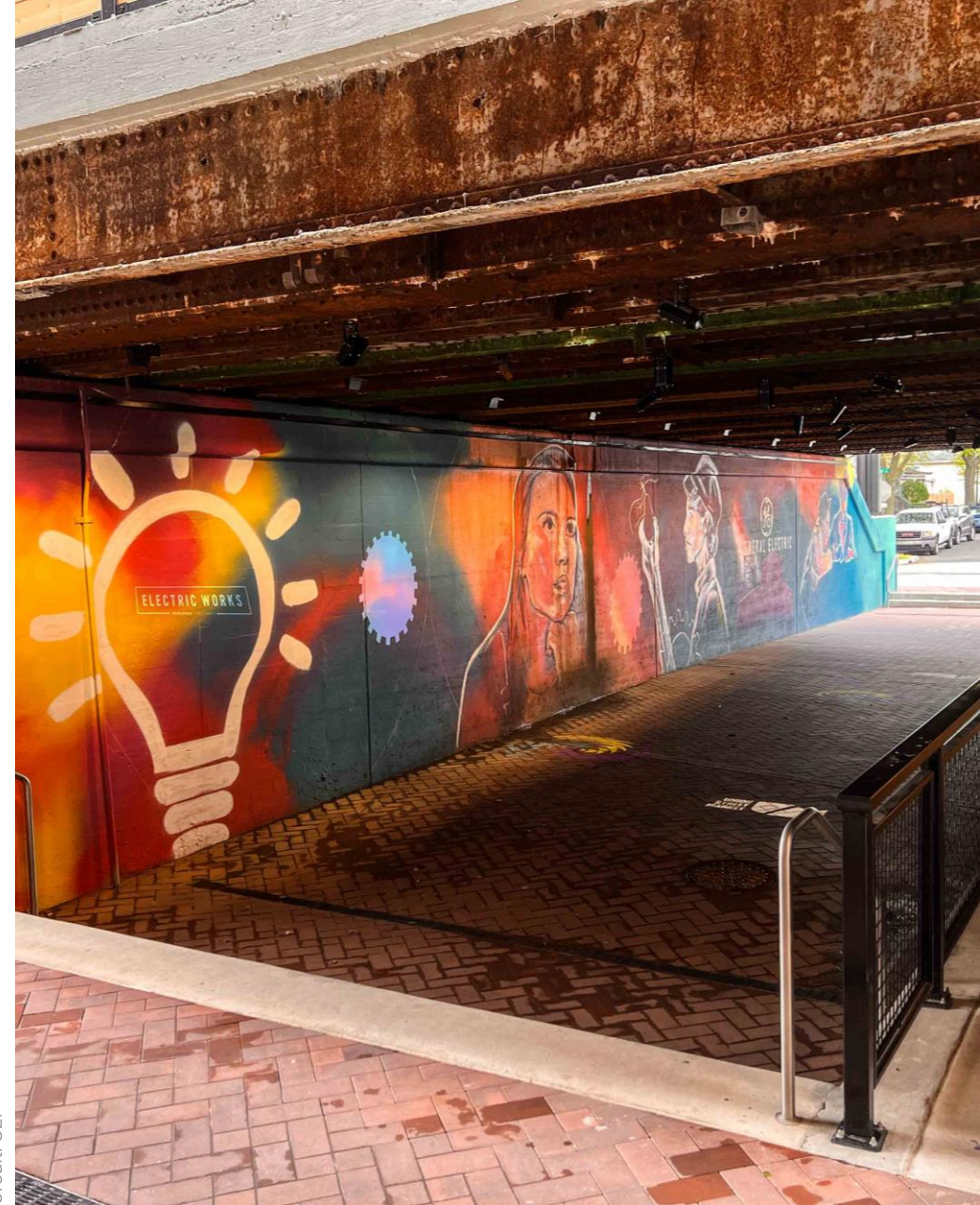


Credit: Dr. Lorin Carter

Equitable Development

Community Connection

- Connectivity for Persons with Disabilities
 - Iterate to Improve Physical Access
 - Create an Inclusive Community Culture
 - Be Intentional in Processes, Programs, Designs, & Accessibility
- Inclusive Infrastructure
 - Increase Connectivity to Increase Walkability
 - Create a Network of Activity Nodes
 - Gathering, Commerce, & Connection



Credit: ULI

Equitable Development

Community Connection

- Clear Communication
 - Incorporate Welcoming Design & Wayfinding
 - Increase Access with Signage & Languages
 - Foster Community-Centric Programming

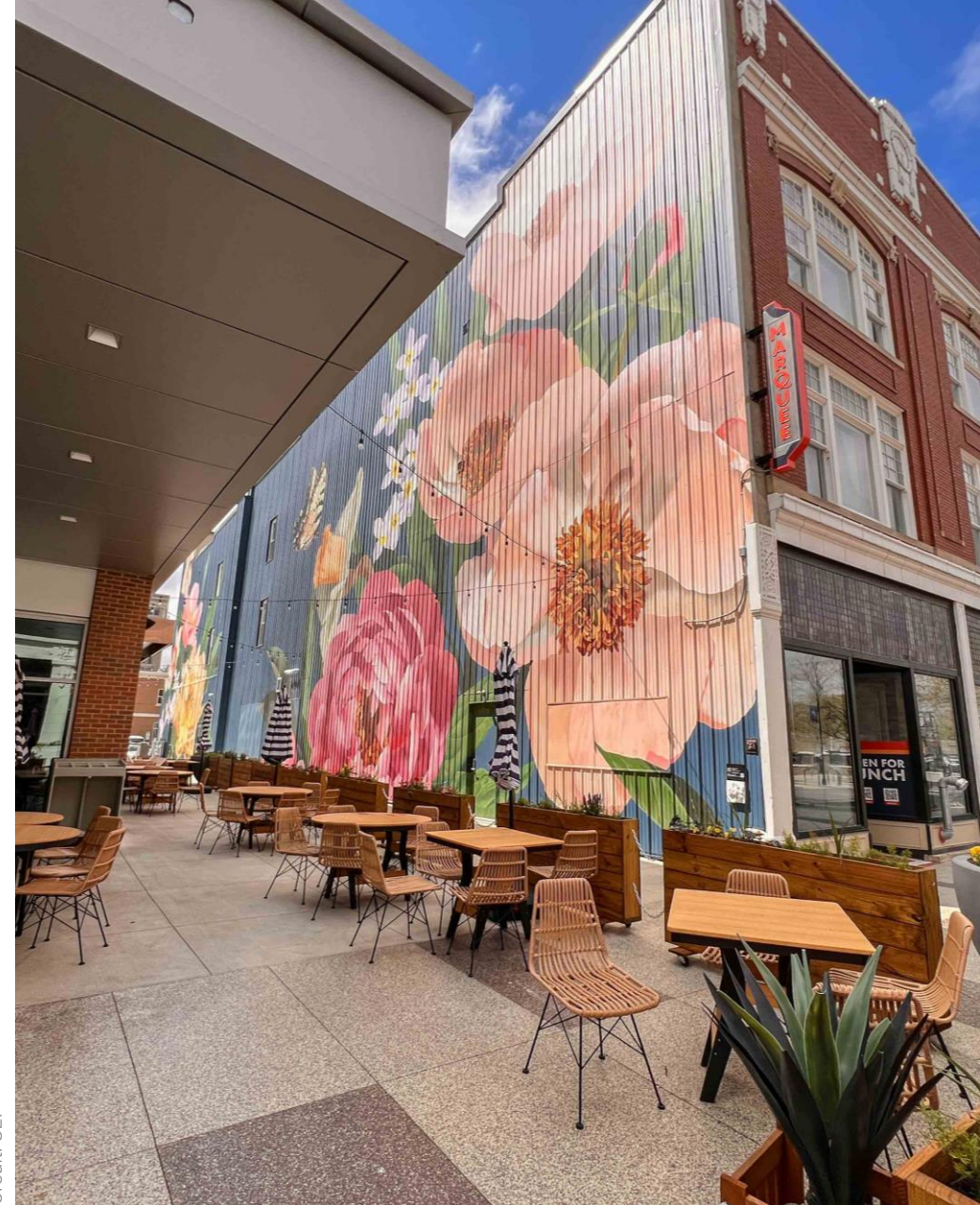


Credit: ULI

Equitable Development

Business and Education Initiatives

- **Building Capacity through Collectives**
 - Establish and Maintain Joint Ventures
 - Long-term Capacity Building
 - Create Talent & Resource Collectives
 - Increase Local Capacity to Bid
- **Expanding Opportunity Through Partnerships**
 - Cultivate Mentorships in Construction
 - Launch a Shared Kitchen Incubator

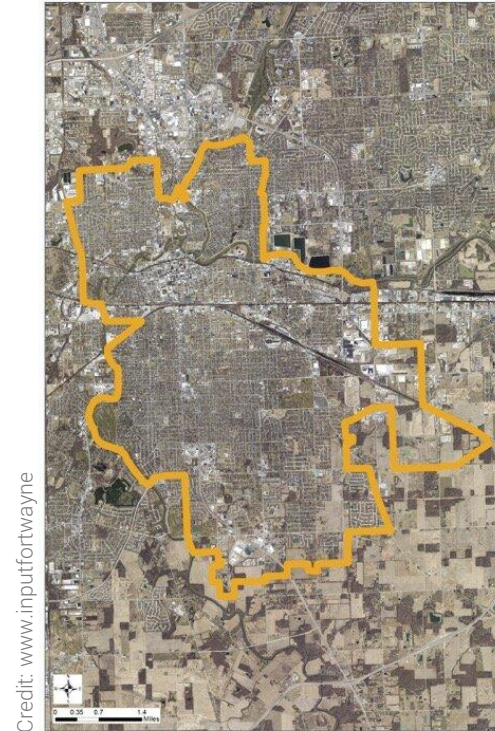


Credit: ULI

Equitable Development

Displacement Mitigation

- Proactively Enact Anti-Displacement Policies
 - Right To Return
 - Stabilization Overlay
 - Emergency Assistance
 - Community Land Trust
 - Property Tax Exemptions
- Create Local Improvement Programs
 - Establish Municipal Enhancement Grants
 - Design Home & Building Repair Programs
 - Curb Appeal Pilot Program (MAR/APR 2023)



**New Curb Appeal Program
Announced in March 2023**

**New Curb Appeal Program Eligible
Neighborhoods**
<https://www.inputfortwayne.com/news/CurbAppealPilotProgram.aspx>

ELIGIBLE NEIGHBORHOODS

EXISTING NEIGHBORHOOD PLANS

- Brookview Civic
- Spy Run
- West Central

HISTORIC NORTHEAST

- Forest Park
- Northside
- North Anthony

PACKARD AREA PLANNING ALLIANCE

- Broad River
- Courts of Woodhurst
- Creighton Home
- Fairfield
- Fairfield-Terrace-Belmont
- Fairmont
- Foster Park
- Harrison Hill
- Hoagland Masterson
- Illsley Place
- Oakdale
- Poplar
- Sherwood to Pettit
- South Wayne
- Southwood Park
- West Rudisill
- Williams Woodland Park
- Woodhurst

NORTHWEST NEIGHBORHOODS

- Bloomingdale
- Five Points
- Hamilton
- Lincoln Park
- Nebraska
- North Highlands

SOUTHEAST AREA NEIGHBORHOODS

- Anthony Wayne
- Branning Hills
- Casewood Terrace
- Crown Colony
- Colonial Heritage
- Congress McKinzie
- Continental Park

- East Central
- Eastland Gardens
- Eastside
- Greater McMillan
- Harvester
- Hickory Grove
- Hillcrest
- Hoevelwood
- LaRez
- Lafayette Place
- Memorial Park
- Morningside Terrace
- Mount Vernon Park
- Oakland Park
- Oxford
- Pettit Rudisill
- Pontiac Place
- Renaissance Pointe
- Rolling Rose
- Rudisill Plaza
- South Calhoun
- South Suburban Civic
- Southtown Meadow
- Southwick Village
- Suburban Heights
- Trer Ridge
- Victoria Park
- Village Green
- Village of Wayne Trace
- Village Woods
- Westchester
- Williams Park

WHY WERE THESE NEIGHBORHOODS SELECTED?

Each eligible neighborhood or neighborhood area was selected because it has recently or is actively involved in developing a neighborhood plan in partnership with the City of Fort Wayne's Community Development Division and the Neighborhood Planning and Activation Workgroup.



Equitable Development

Creating An Inclusive Enhancement Fund

Determining Fund Priorities

- Include Community Feedback and Input in Decision Making
- Consider These Three Questions In Determining Fund Priorities:
- Where can we strategically use funds to be most impactful?
- What criteria is needed when determining beneficial uses?
- How can we ensure an equitable and inclusive distribution of funds - geographically, racially, among age groups, etc.?



Credit: ULI

Harvard Business Review

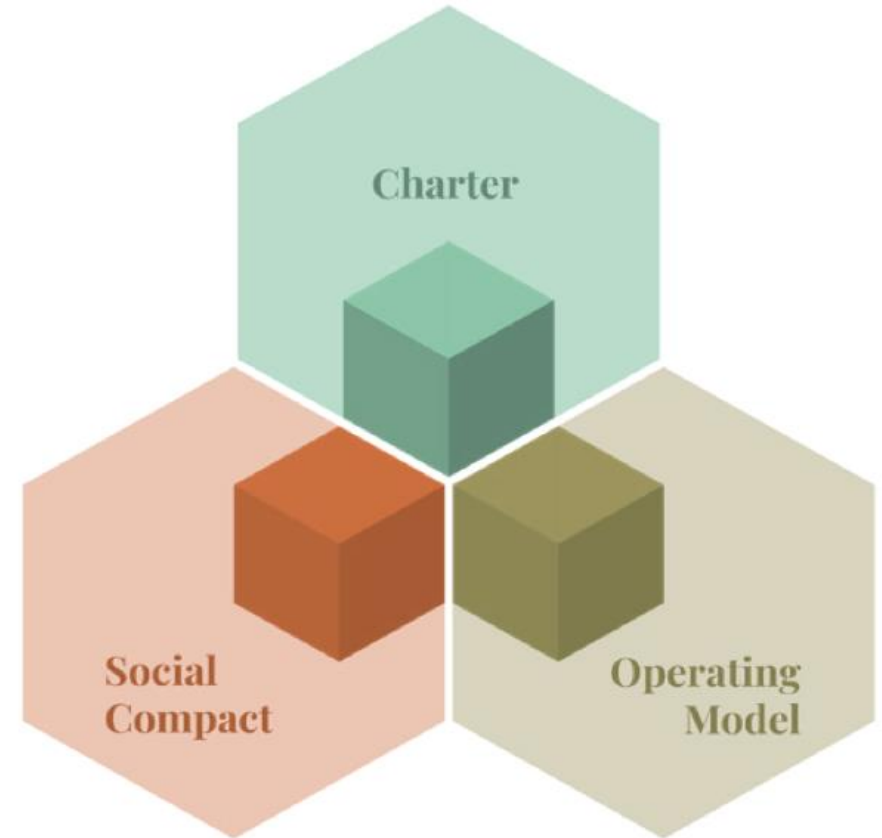
- [Consider] "...*where they are*(current state), *where they want to go* (aspirational state), *how they compare* to other players and their *unique position* in the ecosystem. They can help funders map potential gaps. And, they can create a shared language for evaluating an organization's expertise, talents and capabilities."
- Source: <https://hbr.org/2023/01/aligning-your-philanthropic-operating-model-with-your-goals>

Equitable Development

The Philanthropy Framework
By: The Rockefeller Philanthropy Advisors

Creating An Inclusive Enhancement Fund

- Leverage Relationship with Community Foundation
- Incorporate Best Practices
 - **Charter** - the organization's scope, form of governance and decision-making protocol
 - **Social compact** - implicit or explicit agreement with society about the value the organization will create, including questions of accountability and legitimacy
 - **Operating model** - the approach to the resources, structures and systems needed to implement strategy.



Credit: Rockefeller Philanthropy Advisors

Equitable Development

Creating An Inclusive Enhancement Fund



Field Builder: Launches or significantly strengthens institutions to fill a gap and create a robust, vibrant ecosystem needed to address a large challenge or to advance an issue area. Grows organizations and movements through steady, largely hands-off, support.




Field Builder: Wellcome Trust (UK) strengthens institutions responsible for generating, disseminating, and applying scientific insights, in order to catalyze breakthrough ideas and establish the evidence base for effective health interventions to solve the urgent health challenges facing everyone with a focus on mental health, infectious disease, and the intersection of climate change and health.

Credit: Rockefeller Philanthropy Advisors

Equitable Development

Creating An Inclusive Enhancement Fund



Sower: Provides a large number of grants across a diverse range of individual actors and institutions, often exercising responsive, flexible and participatory grantmaking, Sowers bet on the cumulative effect of this approach to seed wide-ranging change.



Sower: Building Institutions and Networks (BUILD) Initiative, Ford Foundation (US) supports a diverse set of social justice organizations worldwide via multi-year general operating funding and targeted technical assistance, as they clarify their strategy, optimize their operations, and maximize their impact in tackling inequality.

Credit: Rockefeller Philanthropy Advisors

Equitable Development

Creating An Inclusive Enhancement Fund



Talent Agency: Seeks out, strengthens, and promotes leading individual or organizational change agents who are closest to the issue, focusing more on their potential than on their programmatic goals or strategies.



Talent Agency: The Skoll Award for Social Innovation (US) identifies, funds, champions, and amplifies the voices of changemakers closest to issues and/or communities who are advocating for reforms or creating innovative solutions to pressing, often systems-level problems.

Credit: Rockefeller Philanthropy Advisors

Equitable Development

Creating An Inclusive Enhancement Fund



Designer: Leverages mainly internal expertise to design programs and approaches. Starting with an understanding of the context based on research and interaction, and with end users in mind, it prototypes, iterates and communicates to engage and influence end-users.



Designer: The William G. McGowan Charitable Fund's NEPA Readiness In Skilled Employment (RISE) Program (US) supports a comprehensive services program it developed by leveraging internal expertise and with input from local partners to facilitate workforce development and job placement in Northeastern Pennsylvania.

Credit: Rockefeller Philanthropy Advisors

Equitable Development

Creating An Inclusive Enhancement Fund

- Representative Board Composition
 - Reflect Fort Wayne and Service Areas
 - Be Representative of Race, Age, Ethnicity, Language, Tenure, and Education Distribution
- Recruiting and Appointment Process
 - Create an Equitable & Inclusive Process
- Board Term Limits
 - Set Staggered Terms to Maintain Leadership
 - Require Term Limits to Maintain Innovation



Credit: ULI

Equitable Development

Creating An Inclusive Enhancement Fund

- Fund Development
 - Develop a Graduated Contribution Schedule
 - Pursue Matching Fund Commitments
 - Institute Inclusive Award Criteria
 - Individuals, Organizations, Businesses
- Fund Partnership
 - Identify Areas For Local Impact & Investment
 - Welcome Partners with Aligned Impact Goals



Credit: ULI

Equitable Development

- Sample Metrics
 - # of people engaged from all city quadrants
 - # of Joint Ventures created with XBE, WBE firms
 - # of historical residents able to remain in place in neighborhoods within a 2 mile radius of EW
 - # of participants in culinary program by geography
 - Completion of a neighborhood history project for adjacent neighbors (audio, visual, etc. components)
 - Establishment of a representative and equity-focused fund that follows best practices



Credit: ULI

Local & National Model

Faron Hill & Taylor Ralph

The Urban Land Institute

The road ahead...

- ULI, ULI Indiana, and Fort Wayne!
 - Urban Plan
 - Center for Real Estate Economics and Capital Markets
 - Knowledge Finder, Digital Resources
- Post engagement measurements and what's happens next!
- Success!



WHERE
THE FUTURE
IS BUILT



Key Metrics

A framework for the future...

- Government: State and Local (city and county)
- Education: K-12, Secondary and Post-Secondary
- Civic Engagement: Local and Regional Organizations
- Community, Connectivity & Placemaking: Physical and Emotional
- Inclusive Communication: Messaging & Marketing
- Ongoing Data Collection: Metrics, Measuring, Reporting



Government

Indiana State Government

- *“Mission: To provide guidance and support to State of Indiana Agencies in order to normalize and operationalize equity, inclusion, and opportunity across all aspects of state workforce engagement and state services.”*
- *“Vision: To make Indiana a lasting leader in equity inclusion and opportunity through targeted strategic initiatives and partnerships, policy development, good stewardship, innovation, and next level service so all Hoosiers have access to the tools necessary to experience their best quality of life.”*

Credit: Indiana State Government



Education

K – 12 and Post Secondary School Systems

- *"The most important question to ask a new graduate is, what are your plans for the Monday morning after graduation?"*

Dr. Mark Daniel, Superintendent, Fort Wayne Community Schools

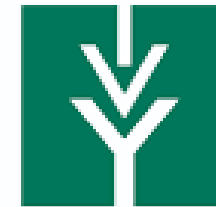
- Quality of life!
- AMP Lab
- Vocations and trades

- An underutilized resource...
- Degree and certificate programs
- Recruit and grow talent and vendors



WE ARE YOUR SCHOOLS

Credit: FWCS



IVY TECH

COMMUNITY COLLEGE

Credit: Ivy Tech Community College

Civic Engagement

- City Government
- Local and County
- Business Community
- Philanthropic Organizations
- Non-Profits
- Recreation & Entertainment



Credit: ULI

Communication – One Message Respecting Many Voices

Effective communication means ensuring the message includes and reaches the entire community

- Effective and inclusive community engagement & messaging will help further reach all of Fort Wayne, bringing the community together to help make Electric Works an important part of the fabric of the community and its growth
- You are sometimes not your best messenger – develop meaningful, authentic relationships with diverse community members to help reach further into the Fort Wayne’s diverse population
- The Electric Works story is still being written; the time is now to ensure that story includes all the diverse community members
- Effective, consistent and empathetic communication is vital

Understand, Develop, and Share the Economic Benefits

Engaging with the business community, local institutions, schools, and trade groups can help expand economic opportunities for all of Fort Wayne

- Fort Wayne has a robust business, institutional and non-profit community – they are critical partners & mentors ready to assist in the equitable growth of Fort Wayne! Listen to them. Partner with them.
- Diverse economies are more resilient economies
- Employers benefit when they have access to diverse workforces
- Leverage Electric Works (the ongoing project) as a tool to help develop, attract, and retain the critical future workforces of Fort Wayne



Think Long Term

Decades of distrust will not be fixed with one project – the effort must be sustained over the long-term. It must be authentic and intentional.

- Community engagement is not a check box. Building diverse relationships across all professional disciplines, trades and services requires sustained effort and an ‘all hands-on deck’ approach
- This cannot be the work of one team member, and don’t assume that because the CEO says it the rest of the organization will follow
- It is the community’s existing and growing diversity that makes it a special place – embrace it, build on it, grow together

The Electric Works project could serve as a testing ground for improved and sustained community engagement with XBE and minority communities in Fort Wayne.



Inclusive Development + Placemaking

Designing, Building and Delivering a project that reflects the values and demographics of Fort Wayne

- Reached with ease by adjacent neighborhoods in a multi-modal (walk, bike, transit, car) , accessible-friendly manner
- Includes diverse languages in critical wayfinding and other development signage & communications
- Incorporates diverse programming, amenities and offerings that welcome all members of a community
- Feels & identifies as a place for all of Fort Wayne
- Is not confined to the Electric Works site – but blends into the community, creating a creative reflections of neighborhoods and place

Credit: Taylor Ralph

Data Driven, Results Oriented

Collect inclusive data, benchmark, set meaningful and data-backed goals improve

The city of Fort Wayne has set a goal of 10% XBE participation – Electric Works achieved ~6% – we believe the city & Ancora can work together to achieve/exceed the stated goal!

- Data points can help educate the discussions, but they must be pulled from diverse sources
- Collecting data is the start, using the data to benchmark and improve outcomes is the goal
- Success may look like expanded Partnership, Joint Ventures, Mentorship and focused efforts to certify XBE businesses
- ULI is committed to seeing this through!





10 Principles for Embedding Racial Equity in Real Estate Development


Expanded Edition



Credit: ULI

[Link to 10 Principles Report](#)

1. Embed racial equity across all aspects of your real estate development practice.
2. Commit to building your knowledge and optimizing your personal and institutional power.
3. Articulate the racial equity business case.
4. Use data to ensure equitable processes and outcomes.
5. Leverage capital to drive equitable change.
6. Understand and address current and historical context.
7. Recognize the power of language.
8. Create a community-centered development process.
9. Build trust, transparency, and credibility.
10. Form strong, intersectoral partnerships.



Summary

Fernando Costa

One Fort Wayne

- Answers to sponsors' questions
 - How Fort Wayne can support XBE businesses
 - How Electric Works can become model of inclusiveness
 - How project can become template for other communities
- Keys to success
 - Restoring trust in city's leadership
 - Articulating business case for DEI
 - Measuring results
- Moving forward as one Fort Wayne





Q
&
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