



# Video

## Advisory Services Panel: Fort Wayne, IN

Date: May 05, 2023

00:00:11 --> 00:00:16: Good morning, Okay, you can do better than that. Good  
00:00:16 --> 00:00:21: morning. That's much better, Very good. Hey, I want to  
00:00:21 --> 00:00:26: thank all of you for taking time out of your  
00:00:26 --> 00:00:26: day to.  
00:00:27 --> 00:00:31: To join us this morning on what is a really  
00:00:31 --> 00:00:34: a glorious morning, a lot of people to thank and  
00:00:34 --> 00:00:38: if you'll bear with me a moment. So on behalf  
00:00:38 --> 00:00:43: of Ancora, my partner Kevin Biggs with the biggest group,  
00:00:43 --> 00:00:48: Larry Weigand with Weigand Construction, let me thank our  
00:00:48 --> 00:00:53: cosponsors,  
00:00:48 --> 00:00:53: the Community Foundation of Greater Fort Wayne, A WS  
00:00:53 --> 00:00:57: Barnes and Thornburg and start Fort Wayne.  
00:00:57 --> 00:01:01: Who joined with us to advance this this important work  
00:01:01 --> 00:01:06: and also want to acknowledge my friend Randy Rusk and  
00:01:06 --> 00:01:09: our friends at Do it Best. Really without whom we  
00:01:10 --> 00:01:14: wouldn't be sitting here not only in this beautiful space  
00:01:14 --> 00:01:18: but in in electric works. They are the the definition  
00:01:18 --> 00:01:23: of a great corporate citizen in our community. So thank  
00:01:23 --> 00:01:26: you to do it best and my thanks to.  
00:01:26 --> 00:01:30: The ULI staff, as well as my fellow ULI member  
00:01:30 --> 00:01:38: colleagues, in particular Kelsey, Brittany, Barbara, Maddie,  
00:01:38 --> 00:01:42: Jessica, Hannah, Katie,  
00:01:43 --> 00:01:47: and my longtime colleague Mark, as well as a gentleman  
00:01:47 --> 00:01:52: who's not here but who has also been important for  
00:01:47 --> 00:01:52: this panel, my friend Rick Dishneka. I first joined ULI  
00:01:52 --> 00:01:53: in 1988.  
00:01:53 --> 00:01:57: And have had the privilege of serving on advisory services  
00:01:58 --> 00:02:01: panels over the years throughout the US. So I know  
00:02:01 --> 00:02:07: from experience the commitment and sacrifice that these

folks upfront

00:02:07 --> 00:02:10: have made to take more than a week out of  
00:02:10 --> 00:02:14: their professional and personal lives to be with us, to  
00:02:14 --> 00:02:17: be in our community, to help us make this, this,  
00:02:18 --> 00:02:21: this better. So thank thank all of you for for  
00:02:21 --> 00:02:22: what you're.  
00:02:23 --> 00:02:27: What you've committed to us, I also know that to  
00:02:27 --> 00:02:33: be impactful takes honesty and contributions and support  
from community

00:02:34 --> 00:02:38: members. And so for those of you that contributed your  
00:02:38 --> 00:02:44: time, your honest insights into this panel processes as part  
00:02:44 --> 00:02:48: of the interview, I really want to thank you as  
00:02:48 --> 00:02:50: well for those of us.  
00:02:51 --> 00:02:57: That love Electric Works and love this community. We have  
00:02:57 --> 00:03:01: to be honest, and it's really about where we want  
00:03:02 --> 00:03:06: to go in defining that honesty that will help us  
00:03:06 --> 00:03:12: overcome what's standing in our way shortly after we bought  
00:03:12 --> 00:03:18: this property in 2017 from General Electric around Christmas  
I.

00:03:18 --> 00:03:22: Came across an article by a team of leading researchers  
00:03:22 --> 00:03:26: called Who Becomes an Inventor in America? The  
Importance of

00:03:26 --> 00:03:30: exposure to Innovation. This was also about the same time  
00:03:30 --> 00:03:35: that we started talking with Doctor Wendy Robinson, the  
former

00:03:35 --> 00:03:39: Superintendent of Fort Wayne Community Schools, about a  
new model

00:03:39 --> 00:03:43: for education at Electric Works that has become AMP Lab.  
00:03:44 --> 00:03:49: Under the stewardship of Riley Johnson, who's the director  
who's

00:03:49 --> 00:03:53: with us today, the conclusion from that study was that  
00:03:53 --> 00:03:59: if girls, minorities, children from low income households  
would have

00:03:59 --> 00:04:03: exposure to innovation and invent at the same rate as  
00:04:03 --> 00:04:07: white men from high income families, the rate of innovation  
00:04:07 --> 00:04:12: in the economy would quadruple. Makes sense, but I hadn't  
00:04:12 --> 00:04:13: thought about it.

00:04:15 --> 00:04:20: And that was a problem. So that was one that  
00:04:20 --> 00:04:25: I committed to correct. That's what DEI means to me.  
00:04:25 --> 00:04:30: And the impact we hope to have on Electric Works  
00:04:30 --> 00:04:35: also in December of 2017, that was when our first  
00:04:35 --> 00:04:40: public sector partnered the state of Indiana.  
00:04:41 --> 00:04:45: Stepped up to support this community's vision for electric  
work.

00:04:45 --> 00:04:49: So I also want to acknowledge the longtime support of  
00:04:49 --> 00:04:53: Governor Holcomb, Secretary Brad Chambers and then I  
EDC Vice  
00:04:54 --> 00:04:57: President Vince Ash, who's with us today. Vince.  
00:05:09 --> 00:05:13: Good morning, everybody. Appreciate you having me here.  
On behalf  
00:05:13 --> 00:05:18: of Governor Holcomb and Secretary of Commerce Bradley  
Chambers, I-1,  
00:05:18 --> 00:05:21: want to welcome you all to Indiana, but also want  
00:05:21 --> 00:05:24: to welcome you here to Fort Wayne. It is exciting  
00:05:24 --> 00:05:28: to be here at Electric Works today. The last time  
00:05:28 --> 00:05:31: I was here early last spring, it was still very  
00:05:31 --> 00:05:35: much under construction. And so it's to see, you know,  
00:05:35 --> 00:05:37: the vision really coming to fruition.  
00:05:38 --> 00:05:41: Is you know pretty impactful to see, you know in  
00:05:42 --> 00:05:45: the seeing the impact that this is going to have.  
00:05:45 --> 00:05:50: As Jeff mentioned, Electric Works development is pretty  
significant for  
00:05:50 --> 00:05:53: us at a state level. We were the first public  
00:05:53 --> 00:05:56: dollars into the project and now I have close to  
00:05:56 --> 00:06:00: nearly \$100 million in phase one and phase two in  
00:06:00 --> 00:06:05: the redevelop using our redevelopment in our industrial  
redevelopment tax  
00:06:05 --> 00:06:07: credits. One thing I appreciate about.  
00:06:08 --> 00:06:13: Electric Works, Jeff and his group is really behind creating  
00:06:13 --> 00:06:18: a holistic economic development ecosystem here in Fort  
Wayne. So  
00:06:18 --> 00:06:23: focusing on youth education as as Jeff just mentioned  
entrepreneurship,  
00:06:24 --> 00:06:29: but also have large businesses presidents presence that's  
going to  
00:06:29 --> 00:06:33: continue to you know invest in the community like  
organizations  
00:06:34 --> 00:06:35: like do it best.  
00:06:36 --> 00:06:42: Expanding inclusive business development hire practices  
and why it's important.  
00:06:42 --> 00:06:45: So one from a state perspective as we are having  
00:06:45 --> 00:06:49: business development deals, one of the first things they lead  
00:06:49 --> 00:06:53: with is where we're going to find our workforce, where  
00:06:53 --> 00:06:56: are people going to live and how diverse is your  
00:06:56 --> 00:07:00: community. Lot of companies lead with it so much in  
00:07:00 --> 00:07:00: fact that.  
00:07:02 --> 00:07:06: Is important to Governor Holcomb that he actually appointed the

00:07:06 --> 00:07:10: first Chief Diversity and Equity Inclusion Officer in the state  
00:07:10 --> 00:07:13: of Indiana history and Carl Herring a few years ago,  
00:07:13 --> 00:07:17: companies are seeking diverse workforce. I'm sure the  
panel's going  
00:07:17 --> 00:07:20: to talk about the ROI that that comes with having  
00:07:20 --> 00:07:24: diverse perspectives at the table to to solve business  
solutions  
00:07:24 --> 00:07:27: and and things of that nature. It's again important to  
00:07:27 --> 00:07:31: us from a state perspective perspective and landing  
businesses.  
00:07:32 --> 00:07:36: But we're also working very closely with some communities  
as  
00:07:36 --> 00:07:39: a part of our our ready program to help grow  
00:07:39 --> 00:07:43: an inclusive economic development kind of strategy in a few  
00:07:43 --> 00:07:47: cities. So St. Clarence Holst was here from Michigan City.  
00:07:47 --> 00:07:51: So we're actually working oh, right here in front working  
00:07:51 --> 00:07:55: with Brookings Institute list and doing an inclusive learning  
lab  
00:07:55 --> 00:07:57: in Michigan City, Warsaw IN.  
00:07:57 --> 00:08:00: In Seymour. And that playbook is going to be able  
00:08:00 --> 00:08:03: to be replicated not only in the state of Indiana,  
00:08:03 --> 00:08:07: but also throughout the country. Brooks at Brookings and List  
00:08:07 --> 00:08:10: came to us with the opportunity and asked us if  
00:08:10 --> 00:08:13: if we wanted to fund one city and they were  
00:08:13 --> 00:08:15: going to look at other states for the other two.  
00:08:16 --> 00:08:18: And we told them, well, let's just do all three  
00:08:18 --> 00:08:22: here in Indiana and pick very unique communities. That's  
going  
00:08:22 --> 00:08:24: to help us achieve those goals.  
00:08:26 --> 00:08:30: Again, like thank you Alive for being here today. And  
00:08:30 --> 00:08:33: I also want to thank you Alive for their importance  
00:08:33 --> 00:08:37: around diversity, equity inclusion work, the ready program,  
the real  
00:08:37 --> 00:08:42: estate diversity initiative. I actually participated in the 1st  
court  
00:08:42 --> 00:08:46: work here in Indiana. It's been tremendously impactful to me  
00:08:46 --> 00:08:49: and my career, but helping build really a community and  
00:08:49 --> 00:08:52: a network. I was telling Ron just yesterday.  
00:08:53 --> 00:08:55: That first cohort we had you know a lot of  
00:08:55 --> 00:09:00: times in my career and economic development, real estate  
development,  
00:09:00 --> 00:09:03: I'm one only person of color, don't see a lot  
00:09:03 --> 00:09:06: of women either. And that first cohort we had, we  
00:09:06 --> 00:09:10: had a lot of good working professionals that were already

00:09:10 --> 00:09:13: doing great work in central IN throughout the state.  
00:09:14 --> 00:09:17: And it allowed us to really build that community in  
00:09:17 --> 00:09:20: which that we still stay in contact today and being  
00:09:20 --> 00:09:23: able to help each others with opportunities that come up  
00:09:23 --> 00:09:26: and on the horizon. So one again, I want to  
00:09:26 --> 00:09:29: come in your lie and you're on this initiative and  
00:09:29 --> 00:09:32: importance that you guys are placing on this as an  
00:09:32 --> 00:09:36: organization. And with that, I'm going to go ahead and  
00:09:36 --> 00:09:39: enter deuce Ron Pressman, who is the global CEO of  
00:09:39 --> 00:09:39: ULI.  
00:09:47 --> 00:09:51: Well, thanks. Thanks Vincent and thanks to all of you.  
00:09:51 --> 00:09:54: I feel like my whole life is flashing before me  
00:09:54 --> 00:09:58: as I hear these comments that you know in my  
00:09:58 --> 00:10:01: 40 years or so of being in a career mode,  
00:10:01 --> 00:10:05: I've, you know, been on Community Foundation boards. I've  
00:10:05 --> 00:10:08: been  
00:10:08 --> 00:10:12: on the Civic Council of of Kansas City.  
00:10:12 --> 00:10:16: You know, trying to think about how to create new  
00:10:16 --> 00:10:19: visions for a city. In that case, as you're thinking  
00:10:19 --> 00:10:23: about new visions for Fort Wayne. Here in this room.  
00:10:23 --> 00:10:27: I've been in business, I've been in a developer, I've  
00:10:27 --> 00:10:28: been sorry. As I think about all the stakeholders in  
00:10:29 --> 00:10:33: this room, I feel like.  
00:10:33 --> 00:10:36: I'm with you because I've been in your seat at  
00:10:36 --> 00:10:40: some point in time in my background and so it's  
00:10:40 --> 00:10:45: just super exciting to be here with you all today.  
00:10:45 --> 00:10:49: Just a little bit about advisory services, panels, this is  
00:10:49 --> 00:10:52: actually the first readout or report out. I've joined, rejoined,  
00:10:53 --> 00:10:54: I suppose a ULI in a way, about 8 months  
00:10:55 --> 00:10:58: ago as the Global CEO.  
00:10:58 --> 00:11:02: This is the first advisory services panel that I've actually  
00:11:02 --> 00:11:05: been able to physically be at in my various travels.  
00:11:05 --> 00:11:08: I've watched a few of them in their report outs  
00:11:08 --> 00:11:11: virtually, so it's just really exciting to be in the  
00:11:11 --> 00:11:15: room and sensing the energy level of all of the  
00:11:15 --> 00:11:19: different players involved in in making something like this.  
00:11:19 --> 00:11:22: Successful.  
00:11:22 --> 00:11:23: Overtime advisory services panels, believe it or not, have  
00:11:23 --> 00:11:28: been  
00:11:28 --> 00:11:32: around in ULI for 75 years. This is the 75th  
00:11:28 --> 00:11:32: anniversary.  
00:11:28 --> 00:11:32: Of having advisory services, panels that we've had the order  
00:11:28 --> 00:11:32: of magnitude, maybe 800 of them over that time frame

00:11:32 --> 00:11:36: of bringing communities together to solve problems. And at the  
00:11:36 --> 00:11:40: end of the day, this is about very frequently bringing  
00:11:40 --> 00:11:45: public and private aspects of the community together into a  
00:11:45 --> 00:11:50: room to take on problem solving toward creating great  
community  
00:11:50 --> 00:11:50: spaces.  
00:11:51 --> 00:11:54: So it's really exciting to to see this happening in  
00:11:54 --> 00:11:57: real life. How many people here are sort of representing  
00:11:58 --> 00:12:00: the public sector? We have a really great and how  
00:12:00 --> 00:12:04: many people here are more sort of representing the private  
00:12:04 --> 00:12:07: sector? You know, it's about a 5050 mix and that's  
00:12:07 --> 00:12:10: perfect. And what's really critically important is you have that  
00:12:10 --> 00:12:13: mix because you want to get all the different viewpoints  
00:12:14 --> 00:12:17: when you're trying to solve something as important to a  
00:12:17 --> 00:12:19: community as the Electric Works.  
00:12:19 --> 00:12:23: And just to comment on ULI, having returned to the  
00:12:23 --> 00:12:26: fold a little bit, I've been involved with ULI in  
00:12:27 --> 00:12:30: and out over my 25 years of doing work in  
00:12:30 --> 00:12:34: the commercial real estate sector, but more recently coming  
in  
00:12:34 --> 00:12:38: full time. You know, ULI stands for, has always stood  
00:12:38 --> 00:12:42: for, continues to stand for and will stand for into  
00:12:42 --> 00:12:47: the future, creating community, creating community and  
supporting communities.  
00:12:49 --> 00:12:57: Sharing knowledge, creating knowledge, spreading great  
best practices, spreading problem  
00:12:57 --> 00:13:02: solving solutions, but making sure that knowledge is used to  
00:13:03 --> 00:13:08: to create great outcomes wherever this knowledge can be  
usefully  
00:13:08 --> 00:13:14: applied. And last but not least, participating in impact to  
00:13:14 --> 00:13:17: really help change communities toward.  
00:13:18 --> 00:13:24: More sustainable, equitable, diverse and inclusive outcomes.  
And I'll just  
00:13:24 --> 00:13:28: close out my preamble comments by going back to Jeff's  
00:13:28 --> 00:13:33: comment, where's Jeff about why it really matters. You know  
00:13:33 --> 00:13:39: our society is going through dramatic change. We're  
becoming probably  
00:13:39 --> 00:13:43: the most diverse US population in our history and to  
00:13:43 --> 00:13:46: Jeff's point, this unleashes.  
00:13:46 --> 00:13:50: Tremendous potential for our society. And so if we in  
00:13:50 --> 00:13:53: ULI can play some small role in helping to build  
00:13:53 --> 00:13:58: the spaces and communities that are sustainable, equitable,  
diverse and

00:13:58 --> 00:14:03: inclusive, that helps unleash that potential for our society. What

00:14:03 --> 00:14:06: a great thing to be part of. And that's one

00:14:06 --> 00:14:09: of the reasons I'm always energized whenever I walk into

00:14:10 --> 00:14:10: a ULI room.

00:14:11 --> 00:14:14: Where you Alli engagement in terms of what's going on,

00:14:14 --> 00:14:17: I'll just end my comments with some quick thank yous.

00:14:17 --> 00:14:21: Thanks. First, first of all to this incredible dedicated panel

00:14:21 --> 00:14:24: led by Fernando for being here and participating with all

00:14:24 --> 00:14:28: of you and really trying to understand through your stakeholder

00:14:28 --> 00:14:31: eyes what are the opportunities to make this a more

00:14:31 --> 00:14:35: diverse, inclusive and equitable development over time.

00:14:35 --> 00:14:39: Thanks to Jeff and his team. Thanks to all of

00:14:39 --> 00:14:45: the community supporters and and advocates here in the room.

00:14:45 --> 00:14:51: It doesn't happen without that public private partnership. I would

00:14:51 --> 00:14:55: like to just call out the ULI Indiana team. Can

00:14:55 --> 00:14:59: they just stand up for a minute because they are

00:14:59 --> 00:15:04: going to be that? Thanks to the team because not

00:15:04 --> 00:15:09: only obviously are they helpful in catalyzing an activity like

00:15:09 --> 00:15:10: this.

00:15:10 --> 00:15:14: But they're going to be with you, hopefully helping to

00:15:14 --> 00:15:18: support this effort as it continues to to go forward

00:15:18 --> 00:15:22: to great success. Now at the end of the day,

00:15:22 --> 00:15:26: what the advisory services, panels and ULI is all about,

00:15:26 --> 00:15:31: as I, as I said, building community, sharing knowledge and

00:15:31 --> 00:15:34: driving impact and if we can do that in some

00:15:34 --> 00:15:37: small way here in Fort Wayne.

00:15:37 --> 00:15:41: We're forever grateful for the opportunity you've provided to ULI

00:15:41 --> 00:15:45: to support your efforts to create great community here. So

00:15:45 --> 00:15:48: thanks very much and I guess I'm turning it to.

00:15:48 --> 00:15:57: Fernando, thank you, Ron. We appreciate your leadership of ULI

00:15:57 --> 00:16:05: and you're taking the time to join us here today.

00:16:06 --> 00:16:10: Thank you all in the audience, both here in person

00:16:10 --> 00:16:14: and remotely. We're joined by folks who are watching us

00:16:15 --> 00:16:18: on live stream and we're happy to be here. I'm

00:16:18 --> 00:16:23: Fernando Costa. I serve as an assistant city Manager in

00:16:23 --> 00:16:27: the city of Fort Worth. Different for it, but we're

00:16:27 --> 00:16:31: thrilled to have spent the past week here in Fort

00:16:31 --> 00:16:32: Wayne IN.

00:16:36 --> 00:16:42: We're honored here to represent the Urban Land Institute.  
You've

00:16:42 --> 00:16:46: met our CEO. We're of course, a nonprofit research and

00:16:47 --> 00:16:52: education organization with the global scope, and our  
mission is

00:16:52 --> 00:16:58: to shape the future of the built environment for transformative

00:16:58 --> 00:17:01: impact in communities worldwide.

00:17:03 --> 00:17:10: As Ron indicated, the advisory services program has been  
one

00:17:10 --> 00:17:17: or more one of our most popular activities. Now over

00:17:17 --> 00:17:27: 75 years. It's provided strategic impactful recommendation to  
communities across

00:17:27 --> 00:17:29: the country.

00:17:31 --> 00:17:35: We'd like to restate our support our our appreciation for

00:17:35 --> 00:17:39: our sponsors and our funders and Cora partners and the

00:17:39 --> 00:17:45: Community Foundation of Greater Fort Wayne or our  
principal sponsors.

00:17:45 --> 00:17:50: But important financial support have come from Greater Fort  
Wayne,

00:17:50 --> 00:17:54: Inc, a WS Foundation, Barnes and Thornburg and the ULI

00:17:54 --> 00:17:58: Foundation whose chair happens to be a member of our

00:17:58 --> 00:18:00: panel. Karen, Karen Hill.

00:18:03 --> 00:18:08: And we can't thank all of our stakeholders individually though

00:18:08 --> 00:18:11: we would like to do so. Most of you are

00:18:12 --> 00:18:16: here in the audience and the challenge of the day

00:18:16 --> 00:18:19: is for you to find your name on the screen

00:18:20 --> 00:18:24: and you just met the the folks from ULI, Indiana.

00:18:24 --> 00:18:28: They have been our advisors here this week.

00:18:28 --> 00:18:33: But I think more important they're a resource for Fort

00:18:34 --> 00:18:40: Wayne in implementing the recommendations of our panel  
going forward.

00:18:40 --> 00:18:46: So Fort Wayne take advantage of the assistance you that

00:18:46 --> 00:18:51: you can receive from ULI Indiana. I'd like to take

00:18:51 --> 00:18:56: just a moment to introduce the the members of our

00:18:56 --> 00:18:56: panel.

00:18:57 --> 00:19:00: You'll be hearing from each of them in order as

00:19:00 --> 00:19:05: we present our findings and recommendations. We have with  
us

00:19:05 --> 00:19:09: doctor Lauren Carter, who is with C-Suite Equity Consulting  
in

00:19:09 --> 00:19:13: Dallas, TX Fair and Hill with Paragreen Oak in Atlanta.

00:19:13 --> 00:19:19: Jill Hunger with the Arlington County Department of  
Community Planning,

00:19:19 --> 00:19:22: Housing and Development, Arlington, VA Joanna Mac.



00:19:23 --> 00:19:29: With Salazar Architects in Sacramento, Taylor Ralph with Real Building

00:19:29 --> 00:19:35: Consultants in Tampa. David Scully, Chicago Department of Planning and

00:19:35 --> 00:19:40: Development. And we could not have done this work, and

00:19:40 --> 00:19:44: I I mean this, we could not have done this

00:19:44 --> 00:19:48: work without the able support of ULI staff led by

00:19:48 --> 00:19:50: Kelsey Stefan Britney.

00:19:56 --> 00:20:02: Guardian Robert Gustus and Sonya Huntley Outstanding staff, and there's

00:20:02 --> 00:20:07: at least one other staff member whom we have to

00:20:07 --> 00:20:12: mention, Mary Beth Corrigan. Mary Beth is chief of staff

00:20:12 --> 00:20:17: to Ron Preston, and for many years Mary Beth ran

00:20:17 --> 00:20:20: the advisory services program.

00:20:21 --> 00:20:28: She's the reason I'm here. So thanks for being here.

00:20:28 --> 00:20:37: We begin with the panel's observation that Fort Wayne stands

00:20:37 --> 00:20:44: today on the verge of an economic renaissance. The city

00:20:45 --> 00:20:49: has been taking measured risks.

00:20:50 --> 00:20:55: And bold action to to revitalize its urban core, the

00:20:55 --> 00:21:01: heart of the city, by delivering transformative projects that include

00:21:01 --> 00:21:07: a more active riverfront, A splendid minor league ballpark and

00:21:07 --> 00:21:13: new downtown housing. These coordinated efforts have enabled the city

00:21:13 --> 00:21:18: in recent years to grow in population and employment.

00:21:19 --> 00:21:27: Reversing long term stagnation and decline that have characterized the

00:21:27 --> 00:21:34: economies of many Midwestern industrial cities. Furthermore, the city is

00:21:34 --> 00:21:42: well positioned to continue this progress with strategic guidance from

00:21:42 --> 00:21:47: the Allen County Together Economic Development Plan.

00:21:48 --> 00:21:54: And other local planning documents, restoration and adaptive reuse of

00:21:54 --> 00:21:59: the historic Electric Works campus presents Fort Wayne with an

00:21:59 --> 00:22:05: exceptional opportunity not only to create jobs and attract investment

00:22:05 --> 00:22:10: and expand the city's tax base, all of which are

00:22:10 --> 00:22:15: vitally important, but also to use this redevelopment as a

00:22:15 --> 00:22:16: much needed catalyst.

00:22:19 --> 00:22:27: For involving underrepresented businesses and communities in the city's growing

00:22:27 --> 00:22:32: economy. Electric Works, as many of you know, is an  
00:22:32 --> 00:22:39: ambitious mixed-use project emphasizing innovation, energy  
and culture on this  
00:22:39 --> 00:22:44: 39 acre site occupied for over 100 years by General  
00:22:44 --> 00:22:45: Electric.  
00:22:46 --> 00:22:54: And Ron, you work for General Electric for about 1/3  
00:22:54 --> 00:22:59: of 100 years. So I know this, so I know  
00:22:59 --> 00:23:07: this place resonates with you in particular and and this  
00:23:08 --> 00:23:11: campus continues to occupy.  
00:23:13 --> 00:23:17: A special place in the hearts of many local residents,  
00:23:17 --> 00:23:21: the site, which was recently just a couple of weeks  
00:23:21 --> 00:23:25: ago listed on the National Register of Historic Places, is  
00:23:25 --> 00:23:30: a landmark district. The highest designation that you can  
attain  
00:23:30 --> 00:23:35: contains 18 historic buildings with more than 1.2 million  
square  
00:23:35 --> 00:23:39: feet of space. The Electric Works Project.  
00:23:40 --> 00:23:46: Is being driven by a publicprivate partnership among the  
developer  
00:23:46 --> 00:23:52: and core partners and three public entities, the City of  
00:23:52 --> 00:23:57: Fort Wayne, Allen County in the state of Indiana. The  
00:23:57 --> 00:24:03: project's \$286 million first phase in which we're sitting today,  
00:24:03 --> 00:24:06: opened in November of 2022.  
00:24:07 --> 00:24:12: It includes 740,000 square feet of space and a variety  
00:24:12 --> 00:24:17: of tenants. About 70% of the space has already been  
00:24:18 --> 00:24:22: leased and we can expect much more to come. The  
00:24:22 --> 00:24:27: capital stack, and I think Mr. Ash may have made  
00:24:28 --> 00:24:33: reference to it for this first phase of funding, comes  
00:24:33 --> 00:24:36: from 21 different sources.  
00:24:38 --> 00:24:44: Including approximately 40% private equity, 20% federal tax  
credits of  
00:24:44 --> 00:24:50: different kinds, 20% state tax credits, and 20% funding from  
00:24:50 --> 00:24:56: various city and county sources. Future phases will include a  
00:24:56 --> 00:25:03: \$129,000,000 second phase featuring approximately 300  
residential units.  
00:25:04 --> 00:25:09: For which the developer anticipates the financial closing in  
just  
00:25:09 --> 00:25:13: the next few weeks and planning for the third phase  
00:25:13 --> 00:25:17: should begin later this year. And Cora and the Community  
00:25:17 --> 00:25:22: Foundation of Greater Fort Wayne have demonstrated a  
strong desire  
00:25:22 --> 00:25:28: to involve underrepresented businesses and communities in  
all aspects of  
00:25:28 --> 00:25:32: the Electric Works project you just heard from Jeff Kingsbury.

00:25:33 --> 00:25:37: About how important that goal is to him and to  
00:25:37 --> 00:25:44: Encora. Accordingly, Encora and the Community Foundation  
have sponsored our  
00:25:44 --> 00:25:48: panel This week we had a chance to study this  
00:25:48 --> 00:25:54: project in some depth to interview dozens of local  
stakeholders,  
00:25:54 --> 00:25:58: most of whom are here today. Thank you for being  
00:25:58 --> 00:26:03: here and thereby to formulate relevant findings.  
00:26:03 --> 00:26:09: And recommendations, which we'd like to share with you in  
00:26:09 --> 00:26:14: just just a moment. The goals expressed by Ancora and  
00:26:14 --> 00:26:21: the Community Foundation align well with utilize diversity,  
equity and  
00:26:21 --> 00:26:28: inclusion strategy and our commitment to pursuing  
unrelenting efforts to  
00:26:28 --> 00:26:33: shape the built environment toward diverse.  
00:26:34 --> 00:26:40: Equitable Inclusive Communities. We're therefore eager to  
support Fort Wayne  
00:26:40 --> 00:26:45: and other communities through UL I's advisory Services  
program and  
00:26:45 --> 00:26:50: many other activities. Toward that end, ULI has published a  
00:26:50 --> 00:26:56: report titled YOU 10 Principles for Embedding Racial Equity  
in  
00:26:56 --> 00:27:01: Real Estate Development, which presents a set of guiding  
ideas.  
00:27:02 --> 00:27:13: That can help developers, investors and other practitioners  
make racial  
00:27:13 --> 00:27:21: equity a central part of their real estate practice. Now  
00:27:22 --> 00:27:28: the heart of our study this week has been a  
00:27:28 --> 00:27:34: focus on three questions posed to us.  
00:27:35 --> 00:27:40: By our sponsors. First, what does the community need to  
00:27:40 --> 00:27:45: do if it wants the private sector to expand opportunities  
00:27:45 --> 00:27:50: for minority hiring and XP businesses in the design,  
development  
00:27:50 --> 00:27:56: and construction phases? Second, what can Electric Works  
do to  
00:27:56 --> 00:28:01: make the district a model of inclusiveness in ongoing  
operations,  
00:28:01 --> 00:28:04: activation, and programming?  
00:28:05 --> 00:28:09: And third, how do Task one and Two become a  
00:28:09 --> 00:28:16: template for Fort Wayne to implement in other publicprivate  
partnerships  
00:28:16 --> 00:28:22: going forward while also being a model for other communities  
00:28:22 --> 00:28:26: nationally? That's our challenge here today.  
00:28:31 --> 00:28:37: The report begins by analyzing the Fort Wayne market and  
00:28:37 --> 00:28:45: assessing opportunities associated with the Electric Works

project to involve  
**00:28:45 --> 00:28:52:** underrepresented businesses and communities. We then proceed to address 3  
**00:28:52 --> 00:29:00:** specific issues how local planning activities can include all stakeholders.  
**00:29:01 --> 00:29:06:** In decisions that affect them. How the Electric Works project  
**00:29:06 --> 00:29:14:** can spread the benefits of revitalization equitably among interested businesses,  
**00:29:14 --> 00:29:20:** and 3rd How the project can support diverse communities beyond  
**00:29:20 --> 00:29:25:** the Electric Works campus. Finally, the report discusses how the  
**00:29:26 --> 00:29:28:** Electric Works project.  
**00:29:29 --> 00:29:33:** Can help you allow to create a template for advancing  
**00:29:33 --> 00:29:39:** diversity, equity, inclusion in other large scale development projects both  
**00:29:39 --> 00:29:44:** in Fort Wayne and in communities across the country. We  
**00:29:44 --> 00:29:48:** hope that our findings will help the city and moving  
**00:29:48 --> 00:29:52:** forward as one Fort Wayne to develop a more inclusive  
**00:29:53 --> 00:29:57:** and more prosperous community. I'd like now to ask Jill  
**00:29:57 --> 00:29:58:** Hunger.  
**00:29:59 --> 00:30:03:** To share the findings of our market analysis, Jill.  
**00:30:11 --> 00:30:15:** Thank you, Fernando, for that overview and thank you members  
**00:30:15 --> 00:30:19:** of the Fort, Greater Fort Wayne community and those that  
**00:30:19 --> 00:30:22:** are further afield. While some of what I might have  
**00:30:22 --> 00:30:25:** to say next is not new to many of you,  
**00:30:25 --> 00:30:28:** I think it's important to set the stage.  
**00:30:30 --> 00:30:33:** Fort Wayne, the second largest city in Indiana and hub  
**00:30:33 --> 00:30:38:** of northeast Indiana, has received numerous accolades over the past  
**00:30:38 --> 00:30:42:** several years with respect to its housing and job markets,  
**00:30:42 --> 00:30:46:** including high rankings from The Wall Street Journal and Business  
**00:30:46 --> 00:30:51:** Insider. The city's population growth over the previous decade, at  
**00:30:51 --> 00:30:54:** 6.8%, has nearly matched that of the United States.  
**00:30:55 --> 00:30:59:** This has been matched by growth and jobs as the  
**00:30:59 --> 00:31:05:** region diversifies beyond manufacturing, which remains an important base industry.  
**00:31:05 --> 00:31:08:** It's home to almost 268,000 people.  
**00:31:08 --> 00:31:09:** It's a little.  
**00:31:09 --> 00:31:13:** Bit younger than the surrounding area, in fact. Fort Wayne  
**00:31:13 --> 00:31:17:** ranked among top cities where young residents are buying

homes,  
00:31:18 --> 00:31:22: and that was by smartasset.com in 2021. Just slightly lower  
00:31:22 --> 00:31:23: median household income.  
00:31:24 --> 00:31:30: But I'll believe this. It's a low unemployment rate. There  
00:31:30 --> 00:31:36: we go. Fort Wayne is more diverse. It's more diverse  
00:31:36 --> 00:31:41: racially than the county, region and state. In fact, Fort  
00:31:42 --> 00:31:48: Wayne's Burmese population is the largest outside the  
country of  
00:31:48 --> 00:31:50: Burma, Myanmar.  
00:31:51 --> 00:31:55: And there's a greater percentage of persons with disabilities  
in  
00:31:55 --> 00:32:00: hearing vision, cognitive, ambulatory, then the county, the  
region and  
00:32:00 --> 00:32:03: the nation. All of this is to say there may  
00:32:03 --> 00:32:07: be an opportunity for this diverse population in this growing  
00:32:07 --> 00:32:07: market.  
00:32:10 --> 00:32:13: XBE's and you've heard the term. I'd like to define  
00:32:13 --> 00:32:17: it. It's an inclusive term for business enterprise owned by  
00:32:17 --> 00:32:22: either a recognized minority, women, veterans, or socially  
and economically  
00:32:22 --> 00:32:27: disadvantaged persons. I will say this, it was challenging to  
00:32:27 --> 00:32:30: search for these businesses and it was often limited to  
00:32:31 --> 00:32:34: those that are certified. You looked at the state. They  
00:32:34 --> 00:32:38: provided a list of certified MB E's, WBE's, and BBE's.  
00:32:39 --> 00:32:43: And it was indicating that there were 1600 companies. Of  
00:32:43 --> 00:32:47: that, only 35 listed Fort Wayne as its address. The  
00:32:47 --> 00:32:52: annual business survey data suggested something a little bit  
different  
00:32:52 --> 00:32:56: in that many firms actually identify as an X P/E  
00:32:56 --> 00:32:59: but may have not opted to become certified. And in  
00:32:59 --> 00:33:03: fact there was 50 / 1500 companies from Fort Wayne.  
00:33:03 --> 00:33:08: Fort Wayne has an emergent emerging Business enterprise  
program.  
00:33:08 --> 00:33:12: And it includes having a goal of at least 10%  
00:33:12 --> 00:33:17: of the contract amount for 2X BE's in the recent  
00:33:17 --> 00:33:21: listing, only 58 were identified on the most, and of  
00:33:21 --> 00:33:25: that, only 28 were solely MB E or WBE. And  
00:33:25 --> 00:33:30: why do I point this out? Similar to other emerging  
00:33:30 --> 00:33:36: business programs, a cautionary note is necessary as  
minority ownership  
00:33:36 --> 00:33:37: for EBE's.  
00:33:38 --> 00:33:42: Could be in name only. A more comprehensive vetting review  
00:33:42 --> 00:33:46: similar to that of the state may be advisable to

00:33:46 --> 00:33:50: ensure the city is truly reaching X P/E's based on  
00:33:50 --> 00:33:56: these data points and anecdotes. Certification requires time and significant  
00:33:56 --> 00:34:02: documentation, but lack of certification may lead to barriers in  
00:34:02 --> 00:34:04: future bidding opportunities.  
00:34:08 --> 00:34:14: So low unemployment plus in migration plus greater diversity plus  
00:34:14 --> 00:34:20: projected job growth of over 222 thousand jobs, with growth  
00:34:20 --> 00:34:26: in almost all broad occupation groups. Well, that equals opportunities.  
00:34:28 --> 00:34:32: But it will require, at a minimum, Technical Support and  
00:34:32 --> 00:34:37: capacity building for any XBE. There's change occurring within our  
00:34:37 --> 00:34:41: population and the economy, which will also be reflected in  
00:34:42 --> 00:34:47: the built environment. Fort Wayne still has neighborhoods that have  
00:34:47 --> 00:34:53: been underserved, but opportunities exist for redevelopment through numerous financial  
00:34:53 --> 00:34:57: tools. Three such tools include opportunity zones.  
00:34:57 --> 00:35:02: New market tax credit benefits and hub zones. These zones  
00:35:02 --> 00:35:05: shown on the maps before you, you can start seeing  
00:35:05 --> 00:35:11: the overlapping nature with our underserved areas. These dynamic changes  
00:35:11 --> 00:35:15: will also have an effect on Fort Wayne's residential neighborhoods.  
00:35:16 --> 00:35:20: There's been a steady inventory of Properties for Sale. The  
00:35:20 --> 00:35:24: prices are relatively low, but home values are rising and.  
00:35:25 --> 00:35:30: While the increasing average sales price creates equity for the  
00:35:30 --> 00:35:35: sellers, the Housing Affordability Index in Fort Wayne area has  
00:35:35 --> 00:35:40: been declining. With these changes, how do we ensure that  
00:35:40 --> 00:35:46: Fort Wayne embraces its diversity, respects its current residents and  
00:35:46 --> 00:35:51: welcomes new faces? Joanna will start examining tools to do  
00:35:51 --> 00:35:52: just that.  
00:36:01 --> 00:36:05: Thanks so much Jill. Before we start, I want to  
00:36:05 --> 00:36:10: zoom out and really talk about what does success look  
00:36:10 --> 00:36:14: like for this community and and for this project.  
00:36:14 --> 00:36:18: And it's been touched multiple times this morning, but for  
00:36:18 --> 00:36:21: me personally, I think the answer was found in one  
00:36:21 --> 00:36:25: of my favorite questions that I like to ask individuals  
00:36:25 --> 00:36:29: this week. And that was, what's your favorite memory? So  
00:36:29 --> 00:36:32: images on the screen are really reflected on what I

00:36:32 --> 00:36:35: heard fond memories of fresh chalk murals and then the  
00:36:35 --> 00:36:39: disappointment when it rained the day after and it washed  
00:36:39 --> 00:36:40: away.  
00:36:41 --> 00:36:44: I heard proud parents seeing their children on their first  
00:36:44 --> 00:36:49: performances during festivals. I also got a very swift  
education  
00:36:49 --> 00:36:52: on the importance of bed racing and how competitive it  
00:36:52 --> 00:36:55: is. And I took copious notes. So, so all of  
00:36:55 --> 00:36:59: these different types of memories at, you know, they they  
00:36:59 --> 00:37:03: range to being mildly similar, similar to wildly different. But  
00:37:03 --> 00:37:06: there was a common thread between all those memories and  
00:37:06 --> 00:37:08: it was really about.  
00:37:08 --> 00:37:12: How these stories occurred in the same spaces and places  
00:37:12 --> 00:37:15: doesn't matter how old or young. And So what I  
00:37:15 --> 00:37:19: heard from the community is that they cherish and value  
00:37:19 --> 00:37:24: spaces that fostered shared experiences, and they want  
those experiences  
00:37:24 --> 00:37:28: and those spaces for the next generation 1, Fort Wayne.  
00:37:31 --> 00:37:34: So how can we make these spaces? I'm going to  
00:37:34 --> 00:37:37: speak about a few top strategies that are critical for  
00:37:37 --> 00:37:42: Fort Wayne as they continue to develop inclusive planning  
strategies.  
00:37:42 --> 00:37:45: These are going to be broadbrush tops top strategies and  
00:37:45 --> 00:37:49: recommendations and serve as the as the building blocks  
and  
00:37:49 --> 00:37:52: indepth strategies that David and Doctor Carter are going to  
00:37:52 --> 00:37:57: be addressing later in this presentation. The first strategy  
addresses  
00:37:57 --> 00:37:59: the foundation of inclusive planning.  
00:38:00 --> 00:38:03: And that's trust and it was touched a little bit  
00:38:03 --> 00:38:08: on earlier today. Lack of trust and civic leadership,  
development  
00:38:08 --> 00:38:12: entities and perceived outsiders is one of the barriers faced  
00:38:12 --> 00:38:15: not only in Fort Wayne but all across our country.  
00:38:15 --> 00:38:20: And you know, ingrained mistrust is really a consequence of  
00:38:20 --> 00:38:24: historic lack of transparency, accountability and and in that  
within  
00:38:24 --> 00:38:29: the relationships of of communities and aforementioned  
entities.  
00:38:29 --> 00:38:33: So a critical immediate action. We need to recognize that  
00:38:33 --> 00:38:37: trust takes time to build. Research out of the University  
00:38:37 --> 00:38:42: of North Carolina recently discovered for every heart  
wrenching negative  
00:38:42 --> 00:38:46: emotional experience that you endure, you need at least

three

**00:38:46 --> 00:38:51:** heartfelt emotional experiences to offset that negative experience. So what

**00:38:51 --> 00:38:54:** does that mean? In short, we have a long history

**00:38:54 --> 00:38:56:** of injustices within our nation.

**00:38:56 --> 00:39:00:** And it's going to require a high level of integrity

**00:39:01 --> 00:39:05:** to rebuild those bonds. So critical longterm action, you know,

**00:39:05 --> 00:39:09:** we do have a long path, but there's there's there's

**00:39:10 --> 00:39:14:** direction there. The good news is there's a science to

**00:39:14 --> 00:39:19:** trust and it's really based off the following quotients, credibility.

**00:39:19 --> 00:39:24:** Can we believe what you say, reliability? Can we depend

**00:39:24 --> 00:39:25:** on your actions?

**00:39:26 --> 00:39:29:** Intimacy. Do I feel safe sharing information with you and

**00:39:29 --> 00:39:34:** selforientation? Are you focused on yourself or the other person

**00:39:34 --> 00:39:38:** and the interactions and motives keys to success? Short term

**00:39:38 --> 00:39:42:** strategies that can be quick wins for entities looking to

**00:39:42 --> 00:39:46:** mend Community Trust and build Community Trust. Is working on

**00:39:46 --> 00:39:51:** accountability measures already within your great city plans and projects.

**00:39:52 --> 00:39:59:** Example Electric Works can set up tracking and sharing metrics

**00:39:59 --> 00:40:06:** on XPE Contracting Percentages not only at the beginning and

**00:40:06 --> 00:40:12:** commencement of awards, but through the entire life of the

**00:40:12 --> 00:40:18:** project. Yeah, there we go. Moving on to a next

**00:40:18 --> 00:40:25:** top inclusion strategy really discusses this idea of fortification.

**00:40:26 --> 00:40:30:** As mentioned and as Jill mentioned, they're really UN. There's

**00:40:30 --> 00:40:33:** so many untapped assets in Fort Wayne and they have

**00:40:33 --> 00:40:37:** a large capacity for, for economic generation. And as the

**00:40:37 --> 00:40:39:** city grows in the next 5 and 10 years, as

**00:40:40 --> 00:40:44:** Jill mentioned, it's advisable that local government and development entities

**00:40:44 --> 00:40:48:** recognize and respond the extractive nature of the real estate

**00:40:48 --> 00:40:52:** development industry and particularly in communities of color.

**00:40:53 --> 00:40:57:** Fort Wayne actually has a great opportunity to be proactive

**00:40:57 --> 00:41:02:** in displacement measures because we see these trends occurring versus



00:41:02 --> 00:41:05: you know a lot of other cities that unfortunately had  
00:41:05 --> 00:41:10: to do reactive measures keys to success as mentioned  
previously.  
00:41:10 --> 00:41:13: And and just to bear down on this, the current  
00:41:13 --> 00:41:17: structure of real estate development does not pay equitably  
to  
00:41:17 --> 00:41:20: communities for the culture in which it extracts, right.  
00:41:21 --> 00:41:24: So we want to then well that excuse me, let  
00:41:24 --> 00:41:28: me step back because I think this is important. The  
00:41:28 --> 00:41:32: real estate development industry does not pay for the culture  
00:41:32 --> 00:41:37: extracts from communities, but then it also generates income  
from  
00:41:37 --> 00:41:41: those communities and it doesn't pay equally. So we want  
00:41:41 --> 00:41:46: shortterm strategies that codify community wealth building  
programs that are  
00:41:46 --> 00:41:50: associated with percentages linked to longterm appreciation.  
00:41:51 --> 00:41:55: And not just stipends at the beginning of projects,  
government  
00:41:55 --> 00:42:00: entities can also participate by increasing programs that  
assist the  
00:42:00 --> 00:42:04: community to age in place, develop systems to track metrics  
00:42:04 --> 00:42:08: relating to cultural and socio economic displacement as well.  
And  
00:42:08 --> 00:42:12: the last top strategy that I want to discuss is  
00:42:12 --> 00:42:17: really dealing with fostership. Fort Wayne's entrepreneurial  
spirit, its history  
00:42:17 --> 00:42:19: is very much alive today.  
00:42:20 --> 00:42:23: And you know, and it's one of the top differentiators  
00:42:23 --> 00:42:27: that you have from your sister cities and it's recommended  
00:42:27 --> 00:42:31: for civic leadership and and development entities to align  
their  
00:42:31 --> 00:42:36: process, their their structure and their decision making in  
order  
00:42:36 --> 00:42:39: to retain diverse entrepreneurs and foster their success.  
00:42:42 --> 00:42:45: So quick wins for civic leadership can be building on  
00:42:45 --> 00:42:48: the good work that's already occurring. We saw the  
implementation  
00:42:48 --> 00:42:51: of youth commissions and things of the like. Another added  
00:42:52 --> 00:42:55: measure is setting aside or adding positions to appointed  
boards  
00:42:55 --> 00:42:59: or commissions for young leaders or emerging professionals.  
And this  
00:42:59 --> 00:43:02: really starts to break down generational thought silos.  
00:43:03 --> 00:43:05: And with that, we're going to have the V come  
00:43:05 --> 00:43:07: up. He's going to be diving a little bit more

00:43:07 --> 00:43:10: into some of these top concepts that I brought out  
00:43:10 --> 00:43:12: and he'll be discussing this equity. Thank you.  
00:43:18 --> 00:43:23: Thanks Joanna. This project is really a game changer and  
00:43:23 --> 00:43:28: it's such a tremendous opportunity for the city of Fort  
00:43:28 --> 00:43:28: Wayne.  
00:43:29 --> 00:43:34: To really engage all facets of business life, life, culture,  
00:43:34 --> 00:43:39: community etcetera. So even just the numbers for phase  
one,  
00:43:39 --> 00:43:44: you know over you know \$280 million in project cost  
00:43:44 --> 00:43:49: estimated \$400 million in and 3000 jobs for economic impact  
00:43:49 --> 00:43:51: for just phase one.  
00:43:51 --> 00:43:54: And it was so amazing to also talk to some  
00:43:54 --> 00:43:57: of the folks, you know, in our interviews, as well  
00:43:57 --> 00:44:00: as the students at AMP Lab. And those conversations were  
00:44:00 --> 00:44:03: so enriching because you saw how they made a direct  
00:44:03 --> 00:44:07: correlation to what they were doing in school and how  
00:44:07 --> 00:44:10: they could be here in the future as entrepreneurs, as  
00:44:10 --> 00:44:13: business owners, as, you know, sort of collaborators in, you  
00:44:13 --> 00:44:15: know, kind of the economy.  
00:44:16 --> 00:44:19: So that sort of idea of ecosystem I think really  
00:44:19 --> 00:44:21: is, is the spirit of what this was when it  
00:44:21 --> 00:44:25: was GE, where people really made their lives here, built  
00:44:25 --> 00:44:28: their family, raise their, you know kind of community. And  
00:44:28 --> 00:44:32: the points of business equity is how to really bring  
00:44:32 --> 00:44:35: that investment and make sure that the ripple is 2  
00:44:35 --> 00:44:38: and threefold back into the community so that people see  
00:44:38 --> 00:44:42: their in, see their lives and see their future at  
00:44:42 --> 00:44:42: the site.  
00:44:46 --> 00:44:49: So what is, you know, kind of business equity and  
00:44:49 --> 00:44:51: you know kind of broke it down into to four  
00:44:51 --> 00:44:55: terms, hiring and contracting, which is something that is you  
00:44:55 --> 00:44:59: know kind of immediate, That's something that we have  
control  
00:44:59 --> 00:45:03: over between the developer and the city entities, talent,  
tenants  
00:45:03 --> 00:45:08: and customers, how we're enhancing inclusive placemaking,  
collaboration and learning,  
00:45:08 --> 00:45:10: how we learning from other partners and peers.  
00:45:11 --> 00:45:15: As well as creating clear metrics for each one of  
00:45:15 --> 00:45:19: those categories and that they're not silos as the diagram  
00:45:19 --> 00:45:23: shows that they are interconnected. So that there needs to  
00:45:23 --> 00:45:26: be a dialogue between how all of these things are  
00:45:26 --> 00:45:30: working and iteration on how do we continue to make

00:45:30 --> 00:45:34: the process better overall. So to break down inclusive hiring  
00:45:34 --> 00:45:37: and contracting couple of key components.  
00:45:37 --> 00:45:40: Really preparing people for the opportunity you have to let  
00:45:40 --> 00:45:45: folks, especially emerging business owners, know that this is something  
00:45:45 --> 00:45:48: that's coming forward. How do you prepare the workforce?  
How  
00:45:48 --> 00:45:51: do you find development partners? How do you, you know,  
00:45:51 --> 00:45:55: sort of connect design services for larger firms and emerging  
00:45:55 --> 00:45:58: practices so that they can all, you know, benefit from  
00:45:58 --> 00:46:01: this sort of a scale of experience This, this type  
00:46:01 --> 00:46:04: of project takes so much that it is necessary to  
00:46:04 --> 00:46:06: empower and engage so much of the community.  
00:46:07 --> 00:46:10: And a part of that is creating a transparent and  
00:46:10 --> 00:46:14: accessible process that it's very clear, you know as an  
00:46:14 --> 00:46:17: emerging business owner as an X, P/E what you need  
00:46:17 --> 00:46:21: to do to prepare yourself completely for the opportunity,  
whether  
00:46:21 --> 00:46:25: that survey or or you know, certifications, whether that is  
00:46:25 --> 00:46:28: you know sort of technical assistance and and you know  
00:46:28 --> 00:46:32: sort of business, you know, preparing your business to  
actually  
00:46:32 --> 00:46:33: participate.  
00:46:34 --> 00:46:38: And then there's other opportunities whether there's joint  
venture partnerships  
00:46:38 --> 00:46:40: where folks are you know, kind of aligning they they  
00:46:40 --> 00:46:43: know they might not be at the at the scale  
00:46:43 --> 00:46:45: to take a certain bid, but maybe working together they  
00:46:45 --> 00:46:48: can actually take that on it and and improve things  
00:46:48 --> 00:46:51: and also mentor Protege relationships, finding ways for for  
the  
00:46:51 --> 00:46:54: larger and the smaller to kind of work together to  
00:46:54 --> 00:46:56: build up that next next generation of folks and the  
00:46:56 --> 00:47:00: technical assistance that provides the wraparound services  
for all of  
00:47:00 --> 00:47:02: those folks who work together.  
00:47:02 --> 00:47:05: And the example on the right is, is what we  
00:47:05 --> 00:47:08: actually did in in Chicago we start a program called  
00:47:08 --> 00:47:12: Invest Southwest, focus on investment in the South and the  
00:47:12 --> 00:47:16: West side majority Black and Latino communities. We held  
RFP's  
00:47:16 --> 00:47:18: and of those ten projects we got 33 teams, 60%  
00:47:19 --> 00:47:22: of those teams are MB EWBE&BBE and that those were  
00:47:22 --> 00:47:25: you know partnerships and we're we're seeing kind of from

00:47:25 --> 00:47:27: the first tranche of those folks who.

00:47:28 --> 00:47:31: You know, maybe partner with a larger developer and you

00:47:31 --> 00:47:33: know sort of where we're the minority on the team

00:47:33 --> 00:47:36: now taking on projects on their own. So that sort

00:47:36 --> 00:47:39: of ecosystem of, you know, maybe somebody cuts their teeth

00:47:39 --> 00:47:41: here working with a bigger firm and then they're able

00:47:41 --> 00:47:44: to take that into the neighborhoods to continue development

of

00:47:45 --> 00:47:47: housing, necessary elements to make community great.

00:47:49 --> 00:47:51: Diverse talent is is also at at the core of

00:47:51 --> 00:47:54: this and and you know it involves really you know

00:47:54 --> 00:47:58: sort of universal design and accessibility, inclusionary

placemaking and programming

00:47:58 --> 00:48:01: and pricing, making sure that folks who are living here,

00:48:01 --> 00:48:05: working here, operating here feel welcome in all, all stages

00:48:05 --> 00:48:07: of of their life, where they're at now, where they

00:48:07 --> 00:48:09: could be in the future.

00:48:11 --> 00:48:14: And inclusive placemaking, I think some of this you you're

00:48:14 --> 00:48:18: already doing, but there's opportunity to continue to to iterate

00:48:18 --> 00:48:20: and build you know, sort of confidence in, you know

00:48:20 --> 00:48:24: communicating and storytelling. I think we heard a lot of

00:48:24 --> 00:48:26: great stories and I think that has to get out

00:48:26 --> 00:48:29: in a larger way so folks understand what's actually happening

00:48:29 --> 00:48:33: here, but then also creating a flexible, incremental and

community

00:48:33 --> 00:48:34: driven process.

00:48:34 --> 00:48:37: For folks know how they can participate in some of

00:48:37 --> 00:48:40: the spaces in the market. You know in Dynamo alley

00:48:40 --> 00:48:44: are there festivals and things that you know the city

00:48:44 --> 00:48:47: and and development community can participate in to create

play

00:48:47 --> 00:48:50: ways that we use this site in a lot of

00:48:50 --> 00:48:53: different ways it has that scale that it makes sense.

00:48:55 --> 00:48:58: And then learning from our peers and and you know

00:48:58 --> 00:49:01: we're seeing in peer projects like a Pont City Market

00:49:01 --> 00:49:05: in Atlanta or Crosstown Concourse in Memphis that all of

00:49:05 --> 00:49:09: these things are are are key programming, inclusive

connectivity and

00:49:09 --> 00:49:13: wayfinding balancing those uses so that folks you know kind

00:49:13 --> 00:49:16: of know where where they're going and experiences for all.

00:49:16 --> 00:49:20: And similarly in cities we're seeing that the focus on

00:49:20 --> 00:49:23: DEI because the understanding of talent and and business.

00:49:24 --> 00:49:27: You know correlating together. So people want to know

where

00:49:27 --> 00:49:30: their pipeline is coming from and how that continues in  
00:49:30 --> 00:49:34: the future and we have that opportunity here today. And  
00:49:34 --> 00:49:38: lastly moving forward with metrics, there's some critical  
things that

00:49:38 --> 00:49:40: I think we can do now you know whether it's  
00:49:40 --> 00:49:43: you know addressing you know things that were the lofty  
00:49:43 --> 00:49:47: goals from the hiring process in phase one that could  
00:49:47 --> 00:49:49: move forward in the phase two to make sure that  
00:49:49 --> 00:49:52: the goals at MB, EWE&XBE are are hit in a  
00:49:52 --> 00:49:52: larger way.  
00:49:53 --> 00:49:56: The accessibility audit and and really a credit to the  
00:49:56 --> 00:49:59: developer for saying hey, how can we do this better.  
00:49:59 --> 00:50:02: Starting to implement some of those things moving forward  
and  
00:50:03 --> 00:50:05: then finding some ways for critical and key wins in  
00:50:05 --> 00:50:09: the near term. Whether that's you know hosting small events  
00:50:09 --> 00:50:12: or a storytelling that show what this was and and  
00:50:12 --> 00:50:14: bring in the history but also what it is today.  
00:50:15 --> 00:50:18: And in the long term, there's opportunities to really  
understand  
00:50:18 --> 00:50:21: what are some of those critical metrics numbers wise that  
00:50:21 --> 00:50:25: will help people understand the project, how it's performing  
and  
00:50:25 --> 00:50:27: how how it needs to adjust to make sure that  
00:50:27 --> 00:50:30: it's meeting the needs of the community and the businesses  
00:50:30 --> 00:50:33: and the city as well. And with that, I'll I'll  
00:50:33 --> 00:50:35: hand it to Doctor Carter to talk a little bit  
00:50:35 --> 00:50:37: more about equitable development.  
00:50:42 --> 00:50:46: All right. Good morning and thank you, Daveed. How we  
00:50:46 --> 00:50:49: all feeling? Good. All right. Well, hold on to your  
00:50:49 --> 00:50:52: seats. So what you've heard so far, we've given you  
00:50:52 --> 00:50:56: kind of big picture then we've drilled down into two  
00:50:56 --> 00:50:59: ideas that you can take two big buckets, inclusive planning  
00:51:00 --> 00:51:02: and then looking at business equity.  
00:51:02 --> 00:51:05: This section is really looking at how can we take  
00:51:05 --> 00:51:09: those ideas and start to think implementation. That was one  
00:51:09 --> 00:51:12: of the things we continuously heard from community. We  
don't  
00:51:12 --> 00:51:15: just want to have lofty goals, we want to have  
00:51:15 --> 00:51:18: action, steps, things that are tangible that we can use  
00:51:18 --> 00:51:21: to move forward. And so as we enter this section,  
00:51:21 --> 00:51:24: we thought about GE and how it created this wonderful

00:51:25 --> 00:51:28: opportunity and embrace the entire community where everyone had an

00:51:28 --> 00:51:32: opportunity for access and to improve their economic situation.

00:51:33 --> 00:51:35: And then the same way you all embraced us and

00:51:35 --> 00:51:39: welcomed us in this week, none of us live here,

00:51:39 --> 00:51:42: but you made us feel like locals and welcomed us

00:51:42 --> 00:51:45: into this process as well. And so think about this

00:51:45 --> 00:51:50: section as embracing growth, inclusive growth throughout Fort Wayne, the

00:51:50 --> 00:51:53: same way the Three Rivers rise together and that tide

00:51:53 --> 00:51:56: flows. That's the same idea we have here. We want

00:51:56 --> 00:51:59: to raise and rise together, all right?

00:52:00 --> 00:52:02: So we looked at a lot of areas in the

00:52:02 --> 00:52:06: city and what we saw were opportunities for growth and

00:52:06 --> 00:52:10: we wanted to start initially with those who are most

00:52:10 --> 00:52:13: acutely impacted, those who live nearby.

00:52:13 --> 00:52:16: And as Joanna talked about, a lot of time, history

00:52:16 --> 00:52:19: and culture is extracted from those places. You get a

00:52:19 --> 00:52:22: chance to build on that value and that goodwill. But

00:52:22 --> 00:52:24: in this case, what we want to do is continue

00:52:24 --> 00:52:27: to build on what Electric Works has done, but also

00:52:27 --> 00:52:31: be more intentional about educating on the planning and development

00:52:31 --> 00:52:31: process.

00:52:32 --> 00:52:35: So the community continues to come along with the development

00:52:35 --> 00:52:38: as it happens. They're included and understand how long development

00:52:39 --> 00:52:41: takes, where they have the opportunity to engage and to

00:52:41 --> 00:52:45: share their opinions, and where they can be more knowledgeable

00:52:45 --> 00:52:46: about what's happening.

00:52:46 --> 00:52:49: Next we want to look at celebrating and maintaining the

00:52:50 --> 00:52:52: history and the culture of this place. Some of that

00:52:52 --> 00:52:55: will be through storytelling, but one of the things we

00:52:55 --> 00:52:59: heard that the community really wanted to see was physical

00:52:59 --> 00:53:02: representations. Whether that was a marker or a digital tour

00:53:02 --> 00:53:05: through the neighborhood where you could click AQR code and

00:53:05 --> 00:53:08: take a visit through the history of the area. Having

00:53:08 --> 00:53:12: something that encapsulate that history and maintains it and celebrates

00:53:12 --> 00:53:15: what was as we enter into creating a new history

00:53:15 --> 00:53:15: together.

00:53:16 --> 00:53:20: And then expanding that look to surrounding neighborhoods, again emphasizing

00:53:20 --> 00:53:23: that collective growth of Fort Wayne. And one of those

00:53:23 --> 00:53:27: ideas that we thought about was looking at the Southeast

00:53:27 --> 00:53:30: strategy has five different pillars of how that quadrant of

00:53:30 --> 00:53:33: the city can grow and continue to develop. And key

00:53:33 --> 00:53:37: components in these recommendations that you'll hear is not

00:53:37 --> 00:53:40: electric

00:53:37 --> 00:53:40: works being an island that to itself because it's not

00:53:40 --> 00:53:43: want to find ways that it can integrate into the

00:53:43 --> 00:53:46: greater community and continue to build and.

00:53:46 --> 00:53:49: Partner with other great efforts that are already happening

00:53:46 --> 00:53:49: here.

00:53:49 --> 00:53:52: So we thought that could be a great idea plugging

00:53:52 --> 00:53:56: into that economic and revitalization pillar, there's a lot of

00:53:56 --> 00:53:59: subject matter expertise that could be shared. There could be

00:53:59 --> 00:54:03: in kind even just collaboration with ideas that can help

00:54:03 --> 00:54:05: to create more momentum in that process as well.

00:54:07 --> 00:54:11: Then looking at community connection and we had the

00:54:07 --> 00:54:11: opportunity

00:54:11 --> 00:54:14: to speak with a number of participants that were persons

00:54:14 --> 00:54:17: with disabilities and the ideas that we pull from that

00:54:17 --> 00:54:21: was thinking about how do we iterate to improve physical

00:54:21 --> 00:54:25: access and not just thinking basic requirements, but really

00:54:21 --> 00:54:25: rising

00:54:25 --> 00:54:27: to the level of enjoyment.

00:54:27 --> 00:54:30: How can people with differing abilities come into the space

00:54:30 --> 00:54:33: and enjoy it the same way as someone without those

00:54:33 --> 00:54:36: same disabilities would? And again, this is a wonderful

00:54:33 --> 00:54:36: opportunity

00:54:36 --> 00:54:39: for innovation. How can you bring them into the process?

00:54:39 --> 00:54:42: And Electric Works already had a disability audit with the

00:54:42 --> 00:54:45: community of advocates where they have some great

00:54:42 --> 00:54:45: feedback and

00:54:45 --> 00:54:48: they can now iterate and include that in phase two.

00:54:48 --> 00:54:52: So that idea of being intentional about your process or

00:54:52 --> 00:54:56: your programming, how you design your spaces and making

00:54:52 --> 00:54:56: accessibility

00:54:56 --> 00:54:59: one of your top criteria and not having it as

00:54:59 --> 00:55:02: something you look at afterwards, is a part of how

00:55:02 --> 00:55:06: we move forward intentionally and innovative in that area and

00:55:06 --> 00:55:11: moving forward in inclusive infrastructure. Again, thinking

00:55:06 --> 00:55:11: about connectivity, how

00:55:12 --> 00:55:15: can electric works become one of a network of activity  
00:55:15 --> 00:55:17: knows throughout the city?  
00:55:17 --> 00:55:23: Connecting spaces, connecting people, really creating these centers of gathering  
00:55:23 --> 00:55:26: where people come together in the city or commerce is  
00:55:26 --> 00:55:31: supported because people can move from business to business and  
00:55:31 --> 00:55:36: where you continuously have opportunities for connection. Back to that  
00:55:36 --> 00:55:39: idea of 1 Fort Wayne, we move, we grow, we  
00:55:39 --> 00:55:44: build together and then increasing that connectivity idea to communication.  
00:55:44 --> 00:55:47: As you come onto the campus, as the campus interacts  
00:55:47 --> 00:55:52: with the surrounding communities, how can we incorporate welcoming design  
00:55:52 --> 00:55:55: where this space originally was A closed campus? All right,  
00:55:55 --> 00:55:56: so it was 4GE.  
00:55:56 --> 00:55:59: But now it's a public space in some ways where  
00:55:59 --> 00:56:02: people creating that third space where people can come and  
00:56:02 --> 00:56:06: enjoy and take advantage of all that's here. So including  
00:56:06 --> 00:56:09: design that welcomes people into the space and helps them  
00:56:09 --> 00:56:13: find their way like the building numbers outside, but including  
00:56:13 --> 00:56:16: additional signage to help you navigate through making sure that  
00:56:16 --> 00:56:20: language access is included there and making sure that the  
00:56:20 --> 00:56:24: programming that's offered speaks to all parts of the demographics  
00:56:24 --> 00:56:25: in the city and then going to.  
00:56:26 --> 00:56:29: Business and education, this is picking up off of the  
00:56:29 --> 00:56:33: feed section. When we think about building capacity, what are  
00:56:33 --> 00:56:36: some ways that we can do that that can help  
00:56:36 --> 00:56:40: support the overall resiliency and longterm growth of the city.  
00:56:40 --> 00:56:43: So the first is looking at not only establishing but  
00:56:43 --> 00:56:48: maintaining joint ventures, want to look at longterm capacity building  
00:56:48 --> 00:56:49: that allows.  
00:56:50 --> 00:56:53: Different businesses now to make sure that they can get  
00:56:53 --> 00:56:57: the resource support, the experience support overtime so that they  
00:56:57 --> 00:57:00: get a chance to experience multiple different situations.  
00:57:01 --> 00:57:04: Become a more experienced business that helps to increase the  
00:57:04 --> 00:57:07: entire ecosystem of businesses that can do that type of



00:57:07 --> 00:57:12: work. Continuously encouraging development to come the same with thinking

00:57:12 --> 00:57:15: about talent and resource collectives. Where thought about this with

00:57:16 --> 00:57:19: the chambers where groups could get together that have complementary,

00:57:19 --> 00:57:23: not necessarily the same expertise, so they can bid for larger projects. I may be an architect, you may be

00:57:23 --> 00:57:26: an engineer. How can we partner together on projects to bring more opportunity here?

00:57:26 --> 00:57:29: And not miss out when it comes to our city.

00:57:29 --> 00:57:30: And then again with partnerships, thinking about mentorship, having someone

00:57:31 --> 00:57:33: that can walk alongside you, that's further along in business,

00:57:33 --> 00:57:37: that can help you kind of avoid some of the missteps that they've experienced.

00:57:37 --> 00:57:41: And an idea to that is thinking about a shared kitchen incubator. And we heard from some restaurant tours that

00:57:41 --> 00:57:43: they weren't able to do a seven day commitment. But what about a popup shop where they could come in for a week or two weeks at a time, build that capacity so that in a year they may be a possible vendor for that space?

00:57:44 --> 00:57:45: And that's also an opportunity for a government, for culinary arts programs, for the private sector and philanthropist to come together again to create another innovative program building off of

00:57:46 --> 00:57:48: the success of AMP Lab. And as Jill shared with us, the affordability index is decreasing, which means there needs to be an increased push for action to maintain affordability.

00:57:49 --> 00:57:52: So at the top, you'll see some opportunities. To proactively enact displacement policies. You're in a great spot

00:57:52 --> 00:57:55: now where turnover has not happened and you can protect existing residents right to stay.

00:57:55 --> 00:57:58: And this is more of a toolkit. So layer as many as you can to build as much protection as possible and what would work well in the city. That's why it's a toolkit. You pull out. Something needs a hammer. Go hammering hard. If you need a little bit more of a nuanced tweak, get out your Phillips head.

00:57:58 --> 00:58:00:

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00:58:57 --> 00:59:00:

00:59:00 --> 00:59:03: All right. I know a little bit about tools, All  
00:59:03 --> 00:59:05: right, all right. And then we want to look at  
00:59:06 --> 00:59:09: looking at local improvement programs, one of the things that  
00:59:09 --> 00:59:13: happens often as new people move into communities where  
existing.  
00:59:13 --> 00:59:16: Homes may be in disrepair or need some upkeep. Code  
00:59:16 --> 00:59:19: enforcement can be used in a way that's not always  
00:59:19 --> 00:59:22: positive. So how can you proactively help existing residents  
to  
00:59:22 --> 00:59:26: improve the existing exteriors of their home? Or if there  
00:59:26 --> 00:59:30: are other structural components that need improvement,  
where's the support  
00:59:30 --> 00:59:33: there? And again, want to highlight one of the existing  
00:59:33 --> 00:59:37: programs actually that just had its application launch April  
10th  
00:59:37 --> 00:59:40: of this year, the curb appeal pilot program, which I  
00:59:40 --> 00:59:43: think is very innovative in its approach because.  
00:59:43 --> 00:59:47: Is it allows renters and owners to take advantage of  
00:59:47 --> 00:59:51: this program between 2500 to \$4000 of improvement  
assistance that's  
00:59:51 --> 00:59:56: reimbursable once the improvements to the exterior have  
been completed.  
00:59:59 --> 01:00:02: And then moving forward to the enhancement fund that  
we've  
01:00:02 --> 01:00:05: talked about something right now that is theory. So we  
01:00:06 --> 01:00:09: wanted to give some direction and some things to think  
01:00:09 --> 01:00:12: about as you begin to build out that new resource.  
01:00:12 --> 01:00:15: OK. So one, as you're determining what the fund will  
01:00:15 --> 01:00:18: focus on, make sure that the community is included in  
01:00:18 --> 01:00:22: feedback and provides input in that decision making process.  
Want  
01:00:22 --> 01:00:25: to make sure that that the priorities you set are  
01:00:25 --> 01:00:29: reflective of existing needs and desires in the community.  
01:00:29 --> 01:00:32: And then consider these three questions. Where can we be  
01:00:32 --> 01:00:36: most impactful? How can we determine beneficial uses?  
What is  
01:00:36 --> 01:00:39: the criteria? And that will be very important and how  
01:00:39 --> 01:00:43: can we ensure an equitable and inclusive distribution of  
funds.  
01:00:43 --> 01:00:47: And underneath you'll see a reference from Harvard  
Business Review  
01:00:47 --> 01:00:50: and they say ask yourself these questions.  
01:00:50 --> 01:00:52: Where are we now? What's our current state? Let's fully  
01:00:53 --> 01:00:55: understand that. And that's why we're here to help with

01:00:55 --> 01:00:58: that. So that step is check. That's done. All right.

01:00:58 --> 01:01:00: And then next, where do you want to go? And

01:01:00 --> 01:01:02: this is where your community can come in and work

01:01:02 --> 01:01:04: with you to understand your aspirational goals.

01:01:04 --> 01:01:08: And then how do you compare to other players that

01:01:08 --> 01:01:13: are already in the spaces? Again, not reinventing the wheel,

01:01:13 --> 01:01:16: but finding gaps where you can come in with your

01:01:16 --> 01:01:21: unique positioning as a fund and support the community.

01:01:21 --> 01:01:24: One

01:01:24 --> 01:01:27: of the keys for this is think big as far

01:01:28 --> 01:01:32: as impact and projects, but start small. Then we look

01:01:33 --> 01:01:38: at another model of how to incorporate best practices here.

01:01:38 --> 01:01:41: So the philanthropy network from the Rockefeller

01:01:41 --> 01:01:44: Foundation's Philanthropy Advisors

01:01:44 --> 01:01:48: gives 3 ideas to consider. One, your charter. So what

01:01:48 --> 01:01:52: is the scope of how we will work? How are

01:01:52 --> 01:01:56: we forming our governance and what's our decision making

01:01:56 --> 01:01:59: process

01:02:00 --> 01:02:03: then our social compact, What is our agreement with the

01:02:03 --> 01:02:06: community about the value we will provide? And two

01:02:06 --> 01:02:09: keywords

01:02:09 --> 01:02:12: there, including questions of accountability and legitimacy.

01:02:12 --> 01:02:16: And then the third is your operating model, and I'll

01:02:16 --> 01:02:19: give you a couple of examples on how that works

01:02:19 --> 01:02:22: here. So one is a field builder. So this is

01:02:23 --> 01:02:26: a group that really comes in and works to fill

01:02:26 --> 01:02:27: a gap and create a positive and vibrant ecosystem. At

01:02:27 --> 01:02:31: the top, you'll see a brief description and on the

01:02:31 --> 01:02:36: bottom you'll see an example of a fund that has

01:02:36 --> 01:02:39: done that. And then I'll move to our next one,

01:02:39 --> 01:02:42: which is a sewer.

01:02:42 --> 01:02:46: This form of a foundation or fund are grant makers,

01:02:47 --> 01:02:51: so they're literally sewing into existing efforts into the

01:02:51 --> 01:02:54: community.

01:02:54 --> 01:02:58: All right, give you a second there. And then our

01:02:58 --> 01:03:02: next is a talent agency. How can we empower local

01:03:02 --> 01:03:06: leaders through grant making and funds to help develop the

01:03:06 --> 01:03:09: local expertise and continue to move local initiatives forward?

01:03:09 --> 01:03:12: And

01:03:12 --> 01:03:15: then our final one is looking at the designer.

01:03:15 --> 01:03:18: And this is creating a skilled resource. So internally we

01:03:18 --> 01:03:21: create a program after understanding community need and

01:03:21 --> 01:03:24: then we

01:03:24 --> 01:03:27: serve as the skilled resource provider, all right. And then

01:03:06 --> 01:03:10: finally looking at how to create that inclusive fund.

01:03:10 --> 01:03:14: Making sure that board composition is reflective of community members.

01:03:14 --> 01:03:19: This is a wonderful opportunity again to have intergenerational participation

01:03:19 --> 01:03:23: and participation from all four quadrants of the city, and

01:03:23 --> 01:03:27: to build on the youth engagement and excitement with all

01:03:27 --> 01:03:29: things that are happening in the city.

01:03:30 --> 01:03:33: Right. Then we think about recruiting, making sure it's an

01:03:33 --> 01:03:37: equitable and inclusive process that encourages participation. One of the

01:03:37 --> 01:03:40: things we've heard this week was that some applications are

01:03:41 --> 01:03:43: very onerous and they take a lot of time and

01:03:43 --> 01:03:46: they're expensive. So making it accessible and one that will

01:03:46 --> 01:03:50: encourage and inspire everyone throughout the city to apply to

01:03:50 --> 01:03:53: be there. And then going to creating and maintaining an

01:03:53 --> 01:03:56: innovative and entrepreneurial spirit, setting term limits.

01:03:57 --> 01:04:00: Where no one person maintains the legacy of the board

01:04:01 --> 01:04:04: or there where the community really does take hold of

01:04:04 --> 01:04:07: it as its own and staggered term limits, so you

01:04:07 --> 01:04:12: keep membership and leadership. But where you're constantly rotating and

01:04:12 --> 01:04:14: then as the fund what it's.

01:04:15 --> 01:04:19: Original fund structure is it's about \$0.25 per square foot.

01:04:19 --> 01:04:22: We know that will not be sustainable for the type

01:04:22 --> 01:04:24: of impact it wants to make, but think about a

01:04:25 --> 01:04:29: graduated contribution schedule. As the equity increases here, how can

01:04:29 --> 01:04:33: that amount increase without being burdensome to the communities and

01:04:33 --> 01:04:37: groups that we're inviting in to have opportunity to economic

01:04:37 --> 01:04:39: mobility and access another way to?

01:04:39 --> 01:04:44: Develop the fund is thinking about matching fund commitments, what

01:04:44 --> 01:04:47: other institutions or funds in the area would like to

01:04:47 --> 01:04:51: contribute for the same goals and with their aligned impact

01:04:51 --> 01:04:55: goals and then sample metrics. So these are some ideas

01:04:55 --> 01:04:57: of ways that you can gauge your success.

01:04:58 --> 01:05:01: How many people from all of the four city quadrants

01:05:01 --> 01:05:05: have participated? How many number of joint ventures are created?

01:05:05 --> 01:05:08: And getting back to Jill's point, making sure that XBE&WB

01:05:08 --> 01:05:11: are separated a little bit there, so we get true  
01:05:11 --> 01:05:14: values and then some may just be completion of a  
01:05:14 --> 01:05:17: project. So a varying sample of metrics. But the goal  
01:05:17 --> 01:05:21: with these is making sure that you have accountability, you  
01:05:21 --> 01:05:24: can gauge your process and you have continuous  
improvement.

01:05:25 --> 01:05:27: So with that, I'll hand it off to Fair and  
01:05:27 --> 01:05:30: Hill and Taylor Ralph, who will tell you how we've  
01:05:30 --> 01:05:32: taken our local lessons and extrapolated them to form a  
01:05:33 --> 01:05:33: national model.

01:05:40 --> 01:05:44: Thank you, Doctor Carter. We'll we'll take a little bit  
01:05:44 --> 01:05:48: of a shift, small shift at this point in the  
01:05:48 --> 01:05:52: program, but not very much. We'll continue on the same  
01:05:52 --> 01:05:53: track but.

01:05:54 --> 01:05:56: Beginning, one of the things that I'd like to do  
01:05:56 --> 01:05:59: is to thank the ULI Indiana team for their support.

01:05:59 --> 01:06:02: We have the the benefit of working with a team  
01:06:02 --> 01:06:05: that they put together as local advisors for us this  
01:06:05 --> 01:06:08: week and for everyone in the room. This particular team  
01:06:08 --> 01:06:11: is going to be extremely important as we continue to  
01:06:11 --> 01:06:14: carry out this work and move forward. So we want  
01:06:14 --> 01:06:17: you to continue to stay involved and we look forward  
01:06:17 --> 01:06:18: to not only engaging you.

01:06:19 --> 01:06:25: But also looking forward to encouraging you as you engage  
01:06:25 --> 01:06:30: with everyone else in the room as well. Taylor and  
01:06:30 --> 01:06:35: I had the unique task of taking everything that you've  
01:06:35 --> 01:06:40: heard so far and condensing that into a set of  
01:06:40 --> 01:06:44: principles or ideas that we feel as a group could  
01:06:44 --> 01:06:48: be utilized in Elkhart, Raleigh, Durham.  
01:06:49 --> 01:06:53: Louisville, KY or any city that's comparable or larger or  
01:06:53 --> 01:06:57: smaller for that matter, anywhere around the country. This is  
01:06:57 --> 01:07:00: a ULI specific slide and it's here for a reason  
01:07:00 --> 01:07:05: because advisory services panels is what brought us here  
today.

01:07:05 --> 01:07:09: But you'll notice two additional ULI programs and also  
something

01:07:09 --> 01:07:13: that's referred to as Knowledge Finder, which is a digital  
01:07:13 --> 01:07:16: resource specifically for ULI members.

01:07:16 --> 01:07:21: And I'm using this so that all the non members  
01:07:21 --> 01:07:26: in the room can realize the available resources that you  
01:07:26 --> 01:07:31: have out there as a your live member. And this  
01:07:31 --> 01:07:36: is a polite nudge for you to to consider membership.

01:07:36 --> 01:07:41: Moving on to those key metrics government, state, local and

01:07:41 --> 01:07:43: city education.

01:07:43 --> 01:07:47: That's K through 12, as well as secondary and postsecondary

01:07:48 --> 01:07:54: civic engagement, local and regional organizations, community connectivity and placemaking,

01:07:54 --> 01:08:00: physical and emotional inclusive communication, messaging and marketing, ongoing data

01:08:00 --> 01:08:04: collection, metrics, measuring and reporting are the six that we

01:08:04 --> 01:08:08: identified and you'll notice that a lot of them actually

01:08:08 --> 01:08:13: encompass several of the things that were mentioned here today.

01:08:13 --> 01:08:17: But the information that you're going to hear next is

01:08:17 --> 01:08:20: what we and our analysis, if we were to look

01:08:20 --> 01:08:23: at Fort Wayne from the lens of these six metrics

01:08:23 --> 01:08:26: and ask ourselves as well as the community, how are

01:08:27 --> 01:08:30: you performing relative to these. So that is what we

01:08:30 --> 01:08:34: will get into next. But it's also important to note

01:08:34 --> 01:08:37: that this list is not considered to be all inclusive.

01:08:38 --> 01:08:44: Every opportunity is different, every market is different, every situation

01:08:44 --> 01:08:47: is different. But we consider these to be the most

01:08:48 --> 01:08:52: important in the things that transcend all markets and that

01:08:52 --> 01:08:56: you have to have in each beginning with state government

01:08:56 --> 01:09:00: or government beginning at the state level. As Jeff has

01:09:00 --> 01:09:04: pointed out and Vincent as well, the state of Indiana

01:09:04 --> 01:09:07: is behind this project 100% and.

01:09:08 --> 01:09:12: There's no other way to evidence that other than the

01:09:12 --> 01:09:17: the financial support that they've provided you. But one of

01:09:17 --> 01:09:21: the areas that we found in our analysis is that

01:09:21 --> 01:09:25: there's a unique office at the state level that we

01:09:25 --> 01:09:29: feel could be more involved in this process and it

01:09:29 --> 01:09:34: is the Office of Equity Inclusion and Opportunity. This is

01:09:34 --> 01:09:35: critical.

01:09:36 --> 01:09:40: Critical from the standpoint of as you're working with this

01:09:40 --> 01:09:45: office that was recently created, it's an opportunity to identify

01:09:45 --> 01:09:50: best practices. It's an opportunity to refine a procurement process.

01:09:50 --> 01:09:54: It's an opportunity to grow a database of diverse vendors.

01:09:54 --> 01:09:58: It's an opportunity to create a mentor, mentee or Protege

01:09:58 --> 01:10:02: program as well. And it's certainly an opportunity for you

01:10:02 --> 01:10:03: to look at possibly.

01:10:04 --> 01:10:11: Engaging other state resources outside of this office, but basically

01:10:11 --> 01:10:16: having the state on speed dial in a sense, education.

01:10:17 --> 01:10:22: One of the interviews I enjoyed most was with the

01:10:22 --> 01:10:28: Superintendent of Schools. Great guy. He gets it. He understands

01:10:28 --> 01:10:29: it.

01:10:30 --> 01:10:35: More importantly, he understands that real estate, real estate development

01:10:36 --> 01:10:40: and what we do as professionals goes beyond just location,

01:10:40 --> 01:10:45: location, location. There's a nuance associated with it and education

01:10:45 --> 01:10:50: is extremely important to that. He gets and understands how

01:10:50 --> 01:10:53: charter schools knit together with public schools.

01:10:54 --> 01:10:57: And the importance of having all of it work together

01:10:57 --> 01:11:00: for the benefit of the of, for the benefit of

01:11:00 --> 01:11:04: everyone, particularly with the kids in mind, because they are

01:11:04 --> 01:11:07: going to be the future of of this community. AMP

01:11:08 --> 01:11:10: Lab is a perfect example of that. We had an

01:11:10 --> 01:11:15: opportunity to spend some time with the students, very impressive.

01:11:15 --> 01:11:18: Taylor and I was speaking earlier and we talked to

01:11:18 --> 01:11:22: ourselves. We should have invited them to attend this particular

01:11:22 --> 01:11:23: event.

01:11:23 --> 01:11:28: Because it would have been a great opportunity for them

01:11:28 --> 01:11:31: to see how you can have and have inroads into

01:11:31 --> 01:11:36: this industry and in particular areas of of what brings

01:11:36 --> 01:11:42: us here this morning Ivy Tech Community College underutilized resource.

01:11:42 --> 01:11:47: In our conversations with Doctor Daniel, he shared that there

01:11:47 --> 01:11:52: are scholarships that are available to students that go unused.

01:11:53 --> 01:11:58: There was one particular area specifically I can't remember the

01:11:58 --> 01:12:02: the, the can't recall the area specifically, but I I

01:12:02 --> 01:12:07: do recall the quote that there were 20 scholarships available

01:12:07 --> 01:12:12: and only three were utilized. Again, great opportunity to engage

01:12:12 --> 01:12:15: not only graduating seniors who may not be on a

01:12:16 --> 01:12:19: track to a career or or you know, time at

01:12:19 --> 01:12:20: a four year college.

01:12:21 --> 01:12:25: But an opportunity to engage at Ivy Tech and pick

01:12:25 --> 01:12:29: up on a trade or vocation or something that's going

01:12:29 --> 01:12:33: to be in line with allowing them to easily access

01:12:34 --> 01:12:38: this industry and certainly others as well. But that's an

01:12:38 --> 01:12:44: opportunity that's also available to adults also and an opportunity

01:12:44 --> 01:12:48: to create an environment that grows and fosters a a

01:12:48 --> 01:12:51: an ecosystem of diverse talent.

01:12:51 --> 01:12:57: That carries out over time. Education is the cornerstone of

01:12:57 --> 01:13:04: a longterm, sustainable, reliable pool of talent for this community.

01:13:04 --> 01:13:10: Civic engagement, this one was particularly interesting. And by civic

01:13:10 --> 01:13:16: engagement, you know Fort Wayne has civic engagement at its

01:13:16 --> 01:13:20: core. This city has a history of hard work.

01:13:21 --> 01:13:28: Connectedness of generations of individuals raising families, working side by

01:13:28 --> 01:13:32: side and doing it for the mutual benefit of everyone

01:13:32 --> 01:13:37: here. And that went beyond race. You know how long

01:13:37 --> 01:13:40: you've been here. And one of the things is a

01:13:40 --> 01:13:45: group that we noticed early, early on in the process.

01:13:45 --> 01:13:49: I think the first day I was here, I literally

01:13:49 --> 01:13:50: met three people.

01:13:52 --> 01:13:57: Who were three generations deep and had not planned on

01:13:57 --> 01:14:01: going anywhere. And that was a diverse group. It was

01:14:02 --> 01:14:07: one African American woman and two Caucasian females and and

01:14:07 --> 01:14:11: one Caucasian male. But they all loved it. They love

01:14:12 --> 01:14:17: being here. So you know from a civic engagement perspective.

01:14:18 --> 01:14:23: It speaks to the ability of families here to work

01:14:23 --> 01:14:28: together and and to connect. But from a civic engagement

01:14:28 --> 01:14:35: perspective, that connectedness has to move beyond what what we

01:14:35 --> 01:14:40: found is a spirit of distrust, lack of transparency and

01:14:40 --> 01:14:46: a little accountability between the civic organizations.

01:14:47 --> 01:14:50: And you can we can pick several on this list

01:14:50 --> 01:14:53: and and go to any of them. Having said that,

01:14:53 --> 01:14:57: you know there is an opportunity we think to bridge

01:14:57 --> 01:15:00: that gap and this project is impactful enough to the

01:15:00 --> 01:15:04: extent that it can allow that to happen. With that,

01:15:04 --> 01:15:07: I'll ask Taylor to come up and finish the list.

01:15:07 --> 01:15:08: Thank you.

01:15:15 --> 01:15:18: Thank you, Ferren. It's been a real honor to be

01:15:19 --> 01:15:22: here this week and I think I'll speak for all

01:15:22 --> 01:15:25: our panels. We really enjoyed studying this market and and

01:15:25 --> 01:15:29: the project and meeting a lot of you and enjoying



01:15:29 --> 01:15:32: some nice weather as well the end of this week.

01:15:32 --> 01:15:36: As many have mentioned, communication is really key to all

01:15:36 --> 01:15:41: of this and developing consistent inclusive communication is really critical.

01:15:42 --> 01:15:45: To making a project like this expand further into the

01:15:45 --> 01:15:49: community and become a beacon of kind of the future

01:15:49 --> 01:15:52: economy of Fort Wayne, recognizing that you also have to

01:15:52 --> 01:15:56: meet people where they are in their community, speaking their

01:15:56 --> 01:16:00: language. Obviously, we've talked a lot about distrust and other

01:16:00 --> 01:16:04: issues in the community, maybe with the black community, the

01:16:04 --> 01:16:09: Hispanic community, the Burmese community and other communities that are

01:16:09 --> 01:16:10: coming here as refugees.

01:16:11 --> 01:16:15: It's really important to make sure that you're communicating in

01:16:15 --> 01:16:19: their languages and communicating with them in their communities and

01:16:19 --> 01:16:23: in their neighborhoods where they feel comfortable. Don't expect that

01:16:23 --> 01:16:27: they're going to come to you necessarily. Building authentic, diverse

01:16:27 --> 01:16:30: relationships can also help get your message further out in

01:16:30 --> 01:16:34: the community. You are not always your best messenger, and

01:16:34 --> 01:16:38: so partnering and developing long lasting relationships can help you.

01:16:38 --> 01:16:42: Share your message and allow others to share the message

01:16:42 --> 01:16:46: as well and build that trust back. And I think

01:16:46 --> 01:16:50: it's critical to understand this project is just started and

01:16:50 --> 01:16:54: the story of the Electric Works has just begun and

01:16:54 --> 01:16:58: it's really critical that now is it. Now is the

01:16:58 --> 01:17:03: time to really commit to more effective, inclusive communication and

01:17:03 --> 01:17:03: outreach.

01:17:08 --> 01:17:12: The next slide is understanding the business case or the

01:17:12 --> 01:17:16: economic benefits of a more diverse and inclusive community and

01:17:16 --> 01:17:19: project. It's just a fact of diverse economies are more

01:17:19 --> 01:17:23: resilient economies and I think the General Electric history here,

01:17:23 --> 01:17:27: you know there was a diverse workforce that continues to

01:17:27 --> 01:17:30: live here and it's a it's a diverse workforce that

01:17:30 --> 01:17:33: will continue to benefit the community if you let it.

01:17:35 --> 01:17:39: And things like economic development truly require places like electric works, creative office space and mixed-use places. This is where employees of the future want to live. And I think this we, I think we all feel that this project is vital to the future economy of Fort Wayne. So really the the goal here is to leverage this project and use it as a tool to educate, attract and retain diverse the diverse leaders of tomorrow.

01:18:04 --> 01:18:07: We talked about the benefits of AMP Lab and Ivy Tech, Purdue, Fort Wayne and a lot of the existing companies and future companies that are going to come here along with our educational stakeholders are, you know these these institutions in the community all need to work together and embrace kind of a vibrant collaboration that can help create an economic development flywheel effect for this community and hopefully include all members of the community.

01:18:36 --> 01:18:39: But we have to recognize that this one project alone is not going to solve all the problems and it's not going to be the only solution for this community. This is not a checkbox moment. The work should not fall on one person's shoulders it it truly requires an all hands on deck approach.

01:18:57 --> 01:19:00: Just because the CEO or the leader of an organization is committed to diversity, equity, inclusion does not mean that the remainder of the company feels the same way or has the same tools. And so I think it's important to understand that this doesn't happen because you put out a press release. It happens because you are committed and you're intentional and you're authentic in your goals. And again, sustainable, inclusive growth requires the collecting collective action of diverse communities.

01:19:32 --> 01:19:36: And we talked about inclusive placemaking, and really, you know why? Why are we here, right? Real estate is truly about creating places for people. And I think that's a key focus for any developer, any city, any community. We're

01:19:46 --> 01:19:49: doing this because people want to be in exciting places.  
 01:19:49 --> 01:19:52: They need to live somewhere and have a roof over  
 01:19:52 --> 01:19:55: their head. They want to interact with one another.  
 01:19:57 --> 01:19:59: So we have to be sure that the places that  
 01:19:59 --> 01:20:03: we create are easily accessed by diverse populations of all  
 01:20:03 --> 01:20:07: ages, abilities, and backgrounds. And that means making  
 sure that  
 01:20:07 --> 01:20:10: someone can get here by walking safely, someone can get  
 01:20:10 --> 01:20:15: here by bike, maybe there's expanded transit Act  
 opportunities, robust  
 01:20:15 --> 01:20:18: access for people with disabilities. We want this to be  
 01:20:18 --> 01:20:21: a place that is accessed by the entirety of the  
 01:20:21 --> 01:20:22: community.  
 01:20:23 --> 01:20:27: Not that anyone feels like there's a wall around it.  
 01:20:27 --> 01:20:29: It needs to be very porous. It needs to be  
 01:20:29 --> 01:20:33: a place that can be accessed very easily. And if  
 01:20:33 --> 01:20:37: you're successful with that, that means you have more  
 customers,  
 01:20:37 --> 01:20:41: right? Because more people will come here, and that's good  
 01:20:41 --> 01:20:45: for everybody in the building. We feel that Electric Works  
 01:20:45 --> 01:20:49: could really become this embraced loved place that provides  
 equitable  
 01:20:49 --> 01:20:52: benefits to Fort Worth's diverse communities.  
 01:20:53 --> 01:20:58: That's the challenge. And how do you know you're  
 successful?  
 01:20:58 --> 01:21:02: I think it's important to note that the developers did  
 01:21:02 --> 01:21:06: make a goal, set a goal for the development in  
 01:21:06 --> 01:21:11: the diverse inclusion of of communities. I'm looking up here.  
 01:21:11 --> 01:21:15: I'm realizing I have a screen right here, so.  
 01:21:20 --> 01:21:24: But the data collection that happens as a benchmark should  
 01:21:24 --> 01:21:28: should include and reflect the demographics of the  
 community. Including  
 01:21:28 --> 01:21:32: data from diverse sources ensures that you're tracking  
 metrics that  
 01:21:32 --> 01:21:36: are meaningful to all community members from from  
 collecting that  
 01:21:36 --> 01:21:41: data. Developing clear, measurable, and actual goals, paired  
 with ongoing  
 01:21:41 --> 01:21:45: collection and refinement of those, is key to incremental  
 improvement  
 01:21:45 --> 01:21:48: over time. Again, this is not going you're not going  
 01:21:48 --> 01:21:48: to.  
 01:21:49 --> 01:21:52: Immediately make that shift it it's going to be incremental  
 01:21:53 --> 01:21:55: over time. So you have to be committed. And as

01:21:55 --> 01:21:59: we mentioned, success might look like more partnerships and joint

01:22:00 --> 01:22:03: ventures and mentorship and other XPE outreach tools that you

01:22:03 --> 01:22:07: can have. Make sure that you're building the entrepreneurs and

01:22:07 --> 01:22:11: the companies that could drive the economy tomorrow and in

01:22:11 --> 01:22:12: the future.

01:22:16 --> 01:22:20: The City of Fort Wayne has set a goal recently

01:22:20 --> 01:22:25: of including 10% of XPE participation for their projects and

01:22:25 --> 01:22:30: I think by all accounts it seems like Electric Works

01:22:30 --> 01:22:33: achieved around 6 to 9% in phase one with a

01:22:33 --> 01:22:37: goal of 15%. We truly believe that the city and

01:22:38 --> 01:22:43: Ancora can work together to achieve and exceed those goals

01:22:43 --> 01:22:45: as was mentioned previously.

01:22:46 --> 01:22:50: ULI released their 10 principles report for embedding racial equity

01:22:50 --> 01:22:54: and real estate development and here are the 10 kind

01:22:54 --> 01:22:57: of high level principles that should look familiar to you

01:22:57 --> 01:23:00: by now. I think it's been a real honor for

01:23:00 --> 01:23:03: us to look at this project very specifically and using

01:23:03 --> 01:23:07: these principles and all of our knowledge to hopefully provide

01:23:07 --> 01:23:10: you all with actionable goals and and ideas to move

01:23:10 --> 01:23:13: the into phase two with more tools in your tool

01:23:13 --> 01:23:14: belt.

01:23:15 --> 01:23:17: And now like to hand it back to our steam

01:23:17 --> 01:23:18: chair, Mr. Fernando Costa.

01:23:27 --> 01:23:32: Thank you, Taylor. Wow, during the past hour or so,

01:23:32 --> 01:23:37: you've been very patient in listening to us and we've

01:23:37 --> 01:23:42: been happy to have shared with you many conclusions and

01:23:42 --> 01:23:43: recommendations.

01:23:44 --> 01:23:54: Relating to market analysis, inclusive planning, business equity, equitable development,

01:23:54 --> 01:23:59: and how we can create a local and national model

01:23:59 --> 01:24:06: for applying the principles of diversity, equity, inclusion to Urban

01:24:06 --> 01:24:12: Development projects, we'd like to summarize these results.

01:24:16 --> 01:24:20: By providing you with brief responses to the sponsors, 3

01:24:21 --> 01:24:25: questions First, what does the community need to do if

01:24:25 --> 01:24:29: it wants the private sector to expand opportunities for minority

01:24:30 --> 01:24:35: hiring next week? Businesses. The community can enable the private

01:24:35 --> 01:24:40: sector to expand these opportunities by being more

intentional and  
**01:24:40 --> 01:24:41:** more explicit.  
**01:24:42 --> 01:24:50:** About assisting underrepresented businesses and competing for jobs and contracts.  
**01:24:50 --> 01:24:55:** Fort Wayne, as you've heard from Jill and others, has  
**01:24:56 --> 01:25:01:** a large and diverse workforce and an untapped supply of  
**01:25:01 --> 01:25:09:** both certified and uncertified XB businesses, but their historic underrepresentation  
**01:25:10 --> 01:25:12:** in the city's economy.  
**01:25:13 --> 01:25:19:** Will require more affirmative efforts to level the playing field  
**01:25:19 --> 01:25:26:** and overcome the effects of past discrimination. This challenge is  
**01:25:26 --> 01:25:31:** by no means unique to Fort Wayne, as similar issues  
**01:25:31 --> 01:25:37:** affect virtually all large and mid-sized cities across the country,  
**01:25:37 --> 01:25:40:** city and county governments.  
**01:25:40 --> 01:25:46:** Foundations, Chambers of Commerce, economic development agencies and real estate  
**01:25:47 --> 01:25:51:** developers all have roles to play in addressing the challenge.  
**01:25:51 --> 01:25:56:** Second, what can Electric Works do to make the district  
**01:25:56 --> 01:26:01:** a model of inclusiveness in ongoing operations, activation, and programming?  
**01:26:02 --> 01:26:06:** Electric Works can become a model of such inclusiveness by  
**01:26:06 --> 01:26:09:** improving its communications and outreach.  
**01:26:10 --> 01:26:15:** To the city's diverse residents, many of whom have told  
**01:26:15 --> 01:26:20:** us plainly that they do not feel welcome at Electric  
**01:26:20 --> 01:26:26:** Works today, with approximately 60% of the project's first phase  
**01:26:26 --> 01:26:32:** capital funding coming from various public sources, all residents, all  
**01:26:32 --> 01:26:37:** members of the public, have a right to view Electric  
**01:26:37 --> 01:26:40:** Works at the gathering place.  
**01:26:41 --> 01:26:45:** Where they can interact with others and enjoy the city's  
**01:26:45 --> 01:26:50:** cultural diversity. And 3rd How do we take task One  
**01:26:50 --> 01:26:54:** and Two and use Electric Works as a template for  
**01:26:54 --> 01:27:00:** Fort Wayne to implement in other public-private partnerships going forward  
**01:27:00 --> 01:27:04:** while also being a model for communities nationally?  
**01:27:06 --> 01:27:10:** The Electric Works project has already taken the first step  
**01:27:10 --> 01:27:15:** toward becoming such an example by commissioning this ULI study  
**01:27:15 --> 01:27:19:** and providing us with a basis upon which to extend  
**01:27:19 --> 01:27:24:** the lessons we've learned here to other communities. ULI intends

01:27:24 --> 01:27:28: to employ all of its resources, including its DI program,  
01:27:28 --> 01:27:35: district councils, product councils, learning program, and multidisciplinary membership.

01:27:36 --> 01:27:41: To advance this initiative, the ULI Panel would like to  
01:27:41 --> 01:27:45: close this report by suggesting 3 keys to Fort Wayne's  
01:27:45 --> 01:27:51: success in implementing our advice. First, civic leaders should assign  
01:27:51 --> 01:27:56: priority to restoring trust. You heard Joanna talk about the  
01:27:56 --> 01:28:01: importance of trust to inclusive planning. Without trust, you have  
01:28:01 --> 01:28:02: nothing.  
01:28:04 --> 01:28:09: Restoring trust in the city's leadership by ensuring that public  
01:28:09 --> 01:28:14: participation is not only extensive and you have lots of  
01:28:14 --> 01:28:19: public participation in Fort Wayne. Not only extensive, but meaningful  
01:28:19 --> 01:28:25: and effective, and by ensuring that representatives of diverse  
01:28:25 --> 01:28:30: communities  
01:28:25 --> 01:28:30: are able to participate directly in decisions that affect them.  
01:28:34 --> 01:28:40: Second, developers should become more proficient in  
01:28:40 --> 01:28:46: articulating the business  
01:28:40 --> 01:28:46: case for diversity, equity, and inclusion, helping others to understand  
01:28:46 --> 01:28:52: how such policies and practices can reduce risks and increase  
01:28:52 --> 01:28:58: returns on investment. Finally, business leaders should measure the results  
01:28:58 --> 01:29:00: of their DEI efforts.  
01:29:01 --> 01:29:06: And they should thereby hold each other accountable for the  
01:29:06 --> 01:29:12: city's progress toward these goals. You all appreciate the opportunity  
01:29:12 --> 01:29:16: to have visited Fort Wayne, to have met many dedicated  
01:29:16 --> 01:29:21: community leaders, and to have worked with them in addressing  
01:29:21 --> 01:29:27: some of the most challenging issues facing American cities today.  
01:29:27 --> 01:29:30: We express our sincere appreciation.  
01:29:31 --> 01:29:37: For the warm Indiana hospitality that the sponsors, funders, stakeholders  
01:29:37 --> 01:29:42: and other residents have extended to us throughout our stay,  
01:29:42 --> 01:29:46: we look forward to the city's success as one Fort  
01:29:46 --> 01:29:51: Wayne and stand ready to provide further assistance as necessary.  
01:29:52 --> 01:29:56: We're happy now to answer any questions that you might  
01:29:56 --> 01:29:58: have. Thank you very much.  
01:30:07 --> 01:30:11: Questions. And if you would please identify, give us your

01:30:11 --> 01:30:15: name and your affiliate please. Clifford Clark.  
01:30:15 --> 01:30:19: And I'm just a local business owner in in Fort  
01:30:19 --> 01:30:22: Wayne. I just simple question, there was a lot of  
01:30:22 --> 01:30:26: information and thank you for putting it all together. Just  
01:30:27 --> 01:30:29: the curiosity of where might we?  
01:30:29 --> 01:30:31: Be able to get the the information presented.  
01:30:32 --> 01:30:32: So that we can take a.  
01:30:32 --> 01:30:33: Deeper dive on it.  
01:30:34 --> 01:30:38: Yes, Sir. Our slides are available to you now and  
01:30:38 --> 01:30:41: we'll be sure that we make it available on the  
01:30:41 --> 01:30:46: UI website and other means as appropriate. A formal report,  
01:30:46 --> 01:30:51: a glossy document will be published. We anticipate no later  
01:30:51 --> 01:30:55: than September of this year and it will be publicly  
01:30:55 --> 01:30:59: available. Thank you, but you don't have to wait for  
01:30:59 --> 01:31:00: September.  
01:31:01 --> 01:31:05: To get all the details of our work. It's available  
01:31:05 --> 01:31:10: now. Thank you, Mr. Clark. Other questions please. Yes, Sir.  
01:31:10 --> 01:31:13: Yeah, Fernando, I'm Tom Didier. I'm a City Councilman.  
01:31:13 --> 01:31:16: Yes, Sir. We had a wonderful talk yesterday. Thank you,  
01:31:16 --> 01:31:16: Mr. Didier.  
01:31:16 --> 01:31:19: Yes, I think the one word that you used at  
01:31:19 --> 01:31:21: the end is trust, and it's kind of part of  
01:31:21 --> 01:31:25: what I've been talking about. There's two letters in it.  
01:31:25 --> 01:31:27: It's US. It's us. I think we really have to.  
01:31:28 --> 01:31:31: Be bold and our our vision and how we think  
01:31:31 --> 01:31:34: outside the box and mine's more of a statement than  
01:31:34 --> 01:31:36: a question. I mean I've been a part of the  
01:31:36 --> 01:31:40: electric works for the past, you know, 5-6 years in  
01:31:40 --> 01:31:43: regards to working to make this wonderful facility happen.  
And  
01:31:44 --> 01:31:47: one last statement, you know my father always taught us,  
01:31:47 --> 01:31:50: you know when we were growing up we had our  
01:31:50 --> 01:31:53: meat market just a couple blocks from here, believe it  
01:31:53 --> 01:31:55: or not and he he just always said.  
01:31:56 --> 01:31:59: I don't care the color of their skin. I just  
01:31:59 --> 01:32:02: want you to make sure that you treat everyone with  
01:32:02 --> 01:32:06: respect and integrity and give them the the, the attention  
01:32:06 --> 01:32:09: that they deserve. And I've always taken that to the  
01:32:09 --> 01:32:12: bank. And I want people to understand what we need  
01:32:12 --> 01:32:15: to do and in Fort Wayne to make it a  
01:32:15 --> 01:32:19: better place and to really treat everyone with that integrity  
01:32:19 --> 01:32:22: and that respect. That's really all I had to say.

01:32:22 --> 01:32:25: Fernando was great talking with you yesterday.

01:32:25 --> 01:32:28: They can just do here. What impressed me the most

01:32:28 --> 01:32:31: is I asked you for your opinion and you said

01:32:31 --> 01:32:34: before I give you an opinion, I need to learn

01:32:34 --> 01:32:38: and I'm going to be there tomorrow, and I appreciate

01:32:38 --> 01:32:41: that. Thank you, Sir. Yes, Sir, we do. Other questions?

01:32:41 --> 01:32:42: Yes. Yes, ma'am.

01:32:45 --> 01:32:48: Hi, I'm Kara Hackett. I'm a reporter in Fort Wayne.

01:32:48 --> 01:32:51: I was curious. You know, you talked a lot about

01:32:51 --> 01:32:51: trust.

01:32:52 --> 01:32:55: Can you share any specific stories from your visit that

01:32:55 --> 01:32:57: kind of brought that word to mind for you in

01:32:57 --> 01:32:57: this?

01:32:57 --> 01:33:02: Report Yes ma'am, panel members.

01:33:09 --> 01:33:12: I think the hesitancy here is we are a nonbiased

01:33:12 --> 01:33:16: research organization. So we want to be very clear in

01:33:16 --> 01:33:19: terms of trust. We we said that this would be

01:33:19 --> 01:33:22: an anonymous sharing. So for that I think that's where

01:33:22 --> 01:33:24: you hear the silence.

01:33:26 --> 01:33:31: Obviously we can't attribute comments to to anyone, but I

01:33:32 --> 01:33:35: can tell you that we did hear for more from

01:33:35 --> 01:33:37: more than a few.

01:33:37 --> 01:33:45: Individuals heartfelt comments about the need to restore

01:33:45 --> 01:33:46: trust? Yes,

01:33:45 --> 01:33:46: Ron.

01:33:51 --> 01:33:55: Fernando The panel has done an incredible job of learning

01:33:55 --> 01:34:00: about Fort Wayne and articulating the kinds of things that

01:34:00 --> 01:34:02: could be done here going forward.

01:34:03 --> 01:34:08: Almost every one of them maybe to one of the

01:34:08 --> 01:34:13: questions it was raised a few minutes ago could be

01:34:13 --> 01:34:18: an area of exploration for Fort Wayne into who's done

01:34:18 --> 01:34:23: this really well in the country, you know tapping into

01:34:23 --> 01:34:28: Sonia Huntley who leads our DEI efforts or or a

01:34:28 --> 01:34:29: Mary Beth.

01:34:30 --> 01:34:33: Who Corrigan on my right here who has been leading

01:34:33 --> 01:34:38: advisory services panels. There are a lot of best practices

01:34:38 --> 01:34:41: out around the country that almost go to every bullet

01:34:42 --> 01:34:45: point on here. And maybe what would be useful from

01:34:45 --> 01:34:49: the panel is just to provide some thoughts about that

01:34:49 --> 01:34:52: for the Fort Wayne community to think about as you

01:34:52 --> 01:34:56: take this forward in partnership with you and I and

01:34:56 --> 01:34:57: or other groups.



01:34:59 --> 01:35:02: How can they tap into UL eyes footprint across the  
01:35:03 --> 01:35:07: country in search for examples and best practice sharing and  
01:35:07 --> 01:35:12: problem solving related to the different kind of bullet points  
01:35:12 --> 01:35:16: that you so well framed here as a guideline for  
01:35:16 --> 01:35:17: future action?  
01:35:17 --> 01:35:21: Yes Sir. One of the most valuable ways in which  
01:35:21 --> 01:35:26: you like and support Fort Wayne is by providing examples  
01:35:26 --> 01:35:28: of best practices.  
01:35:28 --> 01:35:31: You I represents A wealth of knowledge. We are a  
01:35:31 --> 01:35:36: research and education organization, and it also represents a  
network  
01:35:36 --> 01:35:39: of real estate practitioners. So we can put you in  
01:35:39 --> 01:35:43: touch not only with other communities but with individuals  
who  
01:35:43 --> 01:35:46: will be able to provide assistance. And we stand ready  
01:35:46 --> 01:35:48: to do so. Thank you. Right. Yes again.  
01:35:52 --> 01:35:55: A quick follow on to that I I would almost  
01:35:55 --> 01:35:57: view that as a call out to the audience.  
01:35:58 --> 01:36:02: I would encourage you to realize this is like day  
01:36:02 --> 01:36:06: one of your future relationship with ULI as a supporter  
01:36:06 --> 01:36:11: of what you're trying to do. So anywhere where you're  
01:36:11 --> 01:36:14: saying, boy, it would be great to see a place  
01:36:14 --> 01:36:18: where X happened or Y happened or a place that  
01:36:18 --> 01:36:23: got to 40% utilization of minority or X P/E organization  
01:36:23 --> 01:36:26: supporting a project, you know just.  
01:36:26 --> 01:36:30: Extreme best practice kind of examples let us know where  
01:36:30 --> 01:36:33: you want to explore and that can help to this  
01:36:33 --> 01:36:37: incredible template that has been outlined here today, where  
maybe  
01:36:37 --> 01:36:40: we can then tap you into and connect you to  
01:36:40 --> 01:36:44: an example that you could really practically sort of learn  
01:36:44 --> 01:36:48: from and apply. So I just encourage you to realize  
01:36:48 --> 01:36:52: that that's the resource you have available to you. Thank.  
01:36:53 --> 01:36:54: You, Ron. Well said.  
01:36:56 --> 01:36:58: Other questions? Yes, ma'am.  
01:36:59 --> 01:37:02: Hello there. I'm Kiara Carr with Imani Family Services and  
01:37:02 --> 01:37:06: we currently serve the immigrant refugee population here. So  
I  
01:37:06 --> 01:37:09: would love seeing nonprofits be included as a partner in  
01:37:09 --> 01:37:12: this. We feel invested in the workforce development piece of  
01:37:12 --> 01:37:16: this as well. One question moving forward, especially for the  
01:37:16 --> 01:37:19: local panel, we want our local businesses and local  
entrepreneurs

01:37:19 --> 01:37:21: to know that we are also invested.

01:37:21 --> 01:37:22: In this.

01:37:22 --> 01:37:25: Is there any sort of best practices or best plans

01:37:25 --> 01:37:27: for how we can meet in the middle and how

01:37:27 --> 01:37:31: can we kind of force that relationship with those businesses

01:37:31 --> 01:37:33: that are really invested in this work because we are

01:37:34 --> 01:37:35: as well for our clients so.

01:37:36 --> 01:37:40: Yes, ma'am. Let me see. Is that the question for?

01:37:44 --> 01:37:45: I think my mic's working, yeah?

01:37:47 --> 01:37:50: Taylor, if you don't mind, see if you can rephrase

01:37:50 --> 01:37:51: a question.

01:37:51 --> 01:37:52: Briefly and then respond.

01:37:53 --> 01:37:56: Oh wow. Okay. I think what you're asking is how

01:37:56 --> 01:38:00: can nonprofits kind of engage in the real estate side

01:38:00 --> 01:38:03: of this or community building side of it. And I

01:38:03 --> 01:38:07: think you know obviously we think that a project like

01:38:07 --> 01:38:11: this, you know they were initially focused on how can

01:38:11 --> 01:38:15: we include XP's in our hiring for design, construction and

01:38:15 --> 01:38:18: all of that operations as well. So using these kinds

01:38:19 --> 01:38:20: of projects as a tool to.

01:38:21 --> 01:38:25: Allow for, you know, understanding around who your

01:38:25 --> 01:38:29: customers are,

01:38:29 --> 01:38:32: who your organization represents, and how they might

01:38:32 --> 01:38:36: interact with

01:38:36 --> 01:38:40: this. You know, real estate projects include all sorts of

01:38:40 --> 01:38:44: businesses and all sorts of types of trades and technical

01:38:44 --> 01:38:49: skills from administrative all the way up to obviously

01:38:49 --> 01:38:51: architecture

01:38:51 --> 01:38:55: and engineering and everything in between. And I think you

01:38:55 --> 01:38:58: know.

01:38:58 --> 01:39:01: Communication starts with a handshake and a discussion

01:39:01 --> 01:39:05: and grows

01:39:05 --> 01:39:07: from there. And I think that's where we talk about

01:39:07 --> 01:39:10: building trust. It's about opening the dialogues, finding

01:39:10 --> 01:39:14: common ground

01:39:15 --> 01:39:18: and using maybe a place like this to become that

01:39:18 --> 01:39:21: place, as Doctor Carter said, the 3rd place where people

01:39:21 --> 01:39:25: can be and talk about the issues and build relationships

01:39:25 --> 01:39:29: and see where it goes from there.

01:39:29 --> 01:39:33: And I'll expand on that. I also think it's an

01:39:33 --> 01:39:37: opportunity to share exposure or increasing exposure to

01:39:37 --> 01:39:41: other types.

01:39:41 --> 01:39:45: Of job opportunities, where it could be a partnership, where

01:39:18 --> 01:39:21: they come in and take a tour and they understand  
01:39:21 --> 01:39:23: all of the different trades that were a part of  
01:39:23 --> 01:39:27: this, all of the different professional skills that were  
necessary.

01:39:27 --> 01:39:29: One of the articles I read in doing some of  
01:39:30 --> 01:39:32: this work was about one of the policemen that are  
01:39:32 --> 01:39:34: here or that is here and he was or is  
01:39:34 --> 01:39:37: a refugee from Burma and came over and shared his  
01:39:37 --> 01:39:38: full experience.

01:39:38 --> 01:39:41: But he was looking at going in a different direction,  
01:39:41 --> 01:39:45: and someone shared with him about criminal justice and the  
01:39:45 --> 01:39:48: role that police can play in creating safe environments. And  
01:39:48 --> 01:39:51: of course, from where he came from in his background,  
01:39:51 --> 01:39:54: being a part of making a neighborhood safe was important  
01:39:54 --> 01:39:57: to him, but it was not something he had thought  
01:39:57 --> 01:39:58: about until that exposure.

01:39:59 --> 01:40:02: And so that's, I think, a critical piece there and  
01:40:02 --> 01:40:05: how you can merge the existing talents and interests and  
01:40:06 --> 01:40:09: personal experiences of those who are coming to America  
born  
01:40:09 --> 01:40:12: for a new start and for refuge, to show how  
01:40:12 --> 01:40:15: they can play a part in creating a better community  
01:40:15 --> 01:40:16: and environment.

01:40:24 --> 01:40:27: One of the things that I think everyone should know  
01:40:27 --> 01:40:29: is that there's a lot of great and positive things  
01:40:30 --> 01:40:32: taking place in and and happening here. And some of  
01:40:33 --> 01:40:36: what was just described by Taylor and Doctor Carter are  
01:40:36 --> 01:40:39: actually happening and and Jeff and Kevin have done a  
01:40:39 --> 01:40:42: great job in terms of finding tenants for Union Market.  
01:40:42 --> 01:40:45: A number of the, the folks who are there had  
01:40:45 --> 01:40:49: no operational experience from a business perspective, but  
they love  
01:40:49 --> 01:40:51: to cook and always wanted to open a restaurant.

01:40:52 --> 01:40:55: And so as a result, they put together the infrastructure  
01:40:55 --> 01:40:59: that allowed them to connect with someone who could help  
01:40:59 --> 01:41:03: them connect the dots on that and understand what actually  
01:41:03 --> 01:41:05: goes into it. And so a number, a number of,  
01:41:05 --> 01:41:08: I can't recall the exact number, but a number of  
01:41:08 --> 01:41:12: the tenants in Union Market are first time business owners  
01:41:12 --> 01:41:15: or entrepreneurs. And so that's a great example of the  
01:41:16 --> 01:41:19: community coming together to create an infrastructure.  
01:41:19 --> 01:41:22: And an apparatus to allow some of the diversity to  
01:41:22 --> 01:41:23: happen.

01:41:25 --> 01:41:30: Thank you, Ferren. Other questions, yes, in the back.

01:41:30 --> 01:41:33: Good morning, Steve McMichael. I have the great honor of

01:41:33 --> 01:41:35: being the Mayor of the city of New Haven, an

01:41:35 --> 01:41:38: adjacent city to Fort Wayne. First of all, thank you

01:41:38 --> 01:41:41: for the great discussion today, this project in particular.

01:41:42 --> 01:41:45: Obviously doesn't affect just Fort Wayne does not just Allen

01:41:45 --> 01:41:48: County, it has regional impact. Any thoughts of how

01:41:48 --> 01:41:51: neighboring

01:41:51 --> 01:41:54: communities can leverage the information that you guys have

01:41:54 --> 01:41:57: been

01:41:57 --> 01:41:59: able to to cultivate over the last week or two

01:41:59 --> 01:42:02: and a plan of action for smaller but neighboring communities

01:42:02 --> 01:42:06: And again thank you for putting this.

01:42:06 --> 01:42:09: Together. Thank you, Miss Mayor. Yes, this is a project

01:42:09 --> 01:42:11: of regional impact. In fact, we've spent much of our

01:42:11 --> 01:42:12: time discussing not only the impact on Fort Wayne, but

01:42:12 --> 01:42:16: also Allen County.

01:42:16 --> 01:42:21: On the three county metropolitan area and the 11 county

01:42:21 --> 01:42:22: Northeast Indiana region, who would like to respond to Yes

01:42:22 --> 01:42:25: So Farren?

01:42:25 --> 01:42:28: Great question. And I think it goes back to the

01:42:28 --> 01:42:32: section of the presentation that Taylor and I covered. And

01:42:32 --> 01:42:36: and it literally is thinking about this from the perspective

01:42:36 --> 01:42:40: of having government involved a solid educational system.

01:42:40 --> 01:42:45: Civic engagement here in Fort Wayne, there are a number

01:42:45 --> 01:42:49: of nonprofit organizations that are conducting studies. So

01:42:49 --> 01:42:53: many that

01:42:53 --> 01:42:56: I think that there needs to be some conversation around

01:42:56 --> 01:43:01: how do you bring all that together and have it

01:43:01 --> 01:43:06: focused on being 1 voice, community connectivity in

01:43:06 --> 01:43:08: placemaking, inclusive

01:43:08 --> 01:43:10: communication, ongoing data connection metrics and

01:43:10 --> 01:43:12: measuring and and then

01:43:12 --> 01:43:15: there's obviously A7U Li involvement.

01:43:15 --> 01:43:19: Can I can I take it maybe more at a

01:43:19 --> 01:43:21: grown more granular level. I think all of us we

01:43:21 --> 01:43:25: love real estate and development and places and all of

01:43:25 --> 01:43:28: that kind of stuff. This is this is a place

01:43:28 --> 01:43:31: that anyone could come to and look around and see

01:43:31 --> 01:43:34: how to do placemaking and and not saying this is

01:43:34 --> 01:43:37: a perfect example but you know ULI has a lot

01:43:37 --> 01:43:39: of tools reports and studies and and their 10 principals

01:43:39 --> 01:43:41: reports go through healthy places and all sorts of.

01:43:38 --> 01:43:41: Different studies and I think that's a huge resource for  
01:43:41 --> 01:43:44: any, you know, small or large city. But I'm sure  
01:43:44 --> 01:43:48: that the development team here and the city etcetera would  
01:43:48 --> 01:43:51: be happy to, you know, help you understand more about  
01:43:51 --> 01:43:54: the project and learn from it. And I think again  
01:43:54 --> 01:43:57: it goes back to, you know, these are all ideas  
01:43:57 --> 01:44:00: that can be implemented across the country and what we're  
01:44:01 --> 01:44:04: trying to learn very specifically about this project. But then.  
01:44:05 --> 01:44:09: Boil down to something that is more replicable across cities  
01:44:09 --> 01:44:11: of all markets across the country.  
01:44:11 --> 01:44:14: Yeah, I think on on in addition to that, I  
01:44:14 --> 01:44:17: think this is where you know sort of regional planning  
01:44:17 --> 01:44:20: and in strategic positioning of of how each of these  
01:44:20 --> 01:44:22: kind of works together because you know while we have  
01:44:23 --> 01:44:25: you know sort of these boundaries of you know cities  
01:44:25 --> 01:44:28: and neighborhoods and that sort of thing.  
01:44:28 --> 01:44:32: There is a fluidity and connectivity economically between  
01:44:32 --> 01:44:35: how all  
01:44:35 --> 01:44:38: of them work. So how to make sure that that  
01:44:38 --> 01:44:41: the, you know, investments here are in a synergistic way  
01:44:41 --> 01:44:44: with investments that you have in in your community and  
01:44:44 --> 01:44:47: how that can sort of build an ecosystem in the  
01:44:47 --> 01:44:51: Greater Fort Wayne community. And that may you know,  
01:44:51 --> 01:44:54: take  
01:44:54 --> 01:44:58: collaboration with the Greater Fort Wayne Chamber, the, you  
01:44:58 --> 01:45:03: know,  
01:44:59 --> 01:45:03: sort of regional planning agencies etcetera.  
01:45:03 --> 01:45:07: Thank you, David. I think Ferren you had another comment.  
01:45:07 --> 01:45:10: So, so one more comment that actually ties in Taylor's  
01:45:10 --> 01:45:14: comments and and leads also, but speak specifically to what  
01:45:14 --> 01:45:18: you may be considering for the future. We literally had  
01:45:18 --> 01:45:21: conversations or interviews with folks who flat out said, hey  
01:45:21 --> 01:45:24: look I I don't think that's the place for me  
01:45:24 --> 01:45:27: or I've not felt welcomed, you know the signage because  
01:45:27 --> 01:45:32: you have such a diverse population here.  
01:45:32 --> 01:45:35: Is only in a single language, but could be in  
01:45:35 --> 01:45:38: multiple languages to encourage individuals to attend. So  
01:45:38 --> 01:45:42: you know,  
01:45:42 --> 01:45:45: those are the types of things that you can think  
01:45:45 --> 01:45:49: about from an inclusive perspective on the front end and  
01:45:49 --> 01:46:00: being more welcoming and inviting and and you know, that's  
01:46:00 --> 01:46:05: some of the things that we found that the current  
01:46:05 --> 01:46:10: team is also in the process of addressing as well.

01:45:50 --> 01:45:54: Thank you, Ferren. Yes.

01:45:54 --> 01:45:55: At the far end, Yes, ma'am.

01:45:57 --> 01:46:01: Hi, my name is Melissa Hall. I'm a local business

01:46:01 --> 01:46:07: owner and recently certified WBE Company. Congratulations. Thank you. Thanks.

01:46:08 --> 01:46:12: Kind of a process, Taylor, I think and somebody else

01:46:12 --> 01:46:17: I heard mentioned architecture and engineering a couple times.

01:46:17 --> 01:46:21: I want to just add to that interior design, that's

01:46:21 --> 01:46:24: my business and if you just if you think of

01:46:24 --> 01:46:27: all the beautiful spaces here, I mean that really is

01:46:27 --> 01:46:31: is impacting the the community as well. So anyway that's

01:46:31 --> 01:46:34: not why I wanted the microphone though but I just

01:46:34 --> 01:46:36: want to say that.

01:46:37 --> 01:46:40: So as a new WBE, I'm trying to figure out

01:46:40 --> 01:46:44: you know where you know where I fit in the

01:46:44 --> 01:46:48: Fort Wayne community. As I understand it, there is a

01:46:48 --> 01:46:52: a much bigger push in Indianapolis to use XBE's in

01:46:52 --> 01:46:57: both design and construction and and probably all these other

01:46:57 --> 01:47:00: things we're talking about, how do we?

01:47:02 --> 01:47:05: I'm I'm assuming with that we need to get our

01:47:05 --> 01:47:09: local politicians, our local, you know, board members of you

01:47:09 --> 01:47:13: know, the universities or or you know, private entities and

01:47:13 --> 01:47:16: things like that. How do we get them on board

01:47:16 --> 01:47:19: with this in in some sort of tangible way? As

01:47:19 --> 01:47:23: I look around the room, I see some representatives that

01:47:23 --> 01:47:26: I recognize, but there's also a lot of people.

01:47:26 --> 01:47:28: Missing that I would have expected to see here.

01:47:29 --> 01:47:32: So I think the people in this room have a

01:47:32 --> 01:47:36: message to get to those individuals that are not here,

01:47:36 --> 01:47:39: What what can we do besides say we came to

01:47:39 --> 01:47:43: this cool thing, you know, just some some tangible advice

01:47:43 --> 01:47:47: to, you know, get some some changes made in Fort

01:47:47 --> 01:47:48: Wayne. Thank you.

01:47:49 --> 01:47:53: Thank you very much. That's a great question. I think

01:47:53 --> 01:47:57: it begins with the folks who are here this morning.

01:47:57 --> 01:47:58: This is the Vanguard.

01:47:59 --> 01:48:05: For conveying the message across the community, particularly to decision

01:48:05 --> 01:48:08: makers. It's not for any lack of effort by the

01:48:09 --> 01:48:13: sponsors that all the decision makers are not here this

01:48:13 --> 01:48:17: morning, because I can tell you that the sponsors have

01:48:17 --> 01:48:22: made every effort to bring folks into the conversation. It's  
01:48:22 --> 01:48:26: going to take more effort for that to to happen.  
01:48:26 --> 01:48:30: And it's going to start with the people who are  
01:48:30 --> 01:48:34: here, and I encourage you to to work with the  
01:48:34 --> 01:48:37: ULA Indiana as a resource for you as you move  
01:48:37 --> 01:48:40: forward. Other comments Joanna.  
01:48:40 --> 01:48:43: Yeah, just to speak to that, I think when we  
01:48:43 --> 01:48:46: look around the room, there's such diversity and you guys  
01:48:46 --> 01:48:49: have, in terms of profession, race, age and you guys  
01:48:49 --> 01:48:52: have a common goal right now and the biggest strength  
01:48:53 --> 01:48:53: is convening.  
01:48:54 --> 01:48:57: And I think there's sometimes there's positives of an  
entrepreneurial  
01:48:58 --> 01:49:00: spirit and innovation, but the negative is it starts to  
01:49:01 --> 01:49:03: turn into silos and there's a lot of great ideas  
01:49:03 --> 01:49:06: everywhere, right. And so even one of the challenges here,  
01:49:06 --> 01:49:09: we would say, well, is this thing happening and we  
01:49:09 --> 01:49:12: would Google or like, oh, it is happening. And so  
01:49:12 --> 01:49:14: I think collective voice and that's why we try to  
01:49:14 --> 01:49:18: push that so hard today is extremely important because as  
01:49:18 --> 01:49:21: a collective voice understanding and going back to metrics,  
whatever  
01:49:21 --> 01:49:23: is our keys and goals of success.  
01:49:24 --> 01:49:27: We want accountability and maybe that's and some of the  
01:49:27 --> 01:49:31: recommendations that that we've seen today, it's turning  
goals which  
01:49:31 --> 01:49:34: is like I'd like to do it, I'm going to  
01:49:34 --> 01:49:37: do it. So goals to mandates because mandates set metrics.  
01:49:37 --> 01:49:40: And so those are the things that you know we  
01:49:40 --> 01:49:43: don't want to tell you guys what necessarily do but  
01:49:43 --> 01:49:47: this, this, this convener space allows you guys to set  
01:49:47 --> 01:49:51: your your community goals together and bring that together  
as  
01:49:51 --> 01:49:52: one. Thank you.  
01:49:53 --> 01:49:57: Now one additional comment. You don't have to wait on  
01:49:57 --> 01:50:00: someone else to make the solution for you. There are  
01:50:01 --> 01:50:04: a number of ideas here that community can take hold  
01:50:04 --> 01:50:08: of. And often when community moves, if leaders are not  
01:50:08 --> 01:50:12: at the front of that, they will quickly join because  
01:50:12 --> 01:50:16: that's a part of their responsibility of being accountable to  
01:50:16 --> 01:50:19: the people that have elected them to serve.  
01:50:20 --> 01:50:23: So think about the things that Joanna is saying. What  
01:50:24 --> 01:50:27: can the collective do on its own to inspire leadership

01:50:27 --> 01:50:30: to move with you and to move together back to  
01:50:31 --> 01:50:33: that idea of 1 Fort Wayne. How can we move  
01:50:33 --> 01:50:37: this together? But sometimes it takes a spark and that  
01:50:37 --> 01:50:40: spark may not always be at the head where it  
01:50:40 --> 01:50:44: is lacking in leadership. This is an opportunity to bring  
01:50:44 --> 01:50:48: this project and us being here with this report to  
01:50:48 --> 01:50:50: bring that to leadership.  
01:50:50 --> 01:50:52: And say, hey, we have a plan. We have some  
01:50:52 --> 01:50:56: key components where we know we can make improvement that  
  
01:50:56 --> 01:50:59: have already at least been outlined for us with, you  
01:50:59 --> 01:51:01: know, some little trails and dots of where we can  
01:51:01 --> 01:51:05: go and where existing resources are. Let's start here and  
01:51:05 --> 01:51:08: let's continue to build. But I always say don't wait  
01:51:08 --> 01:51:10: on your own power as a citizen, as a small  
01:51:10 --> 01:51:13: business owner, as a resident of this place. You have  
01:51:13 --> 01:51:17: ownership too, and you have leadership whether or not your  
01:51:17 --> 01:51:19: title is one of an elected official.  
01:51:20 --> 01:51:20: And.  
01:51:23 --> 01:51:27: Hopefully this is working, tying back into some of our  
01:51:27 --> 01:51:31: nonprofits, I think by being a nonprofit, by being in  
01:51:31 --> 01:51:36: the community, being a convener, I think working to convene  
01:51:36 --> 01:51:40: and I'm harkening back to Taylor slide if you have  
01:51:40 --> 01:51:44: one message, many voices and I think you know what  
01:51:44 --> 01:51:47: doctor Carter was saying is come together.  
01:51:48 --> 01:51:52: Start now. Develop that message. Have your voices amplify your  
  
01:51:53 --> 01:51:56: voices through your convening partners. Thank you.  
01:52:01 --> 01:52:04: Ma'am, you mentioned that you you saw you didn't see  
01:52:04 --> 01:52:06: some people here, and I'm sure you're not the only  
01:52:06 --> 01:52:09: one in the room feeling that way, that maybe why  
01:52:09 --> 01:52:12: isn't this person here, that that's your start, right? Share  
01:52:12 --> 01:52:15: what happened today, what you learned today, what ideas  
you  
01:52:15 --> 01:52:17: have from that with the people that aren't here?  
01:52:18 --> 01:52:20: We talked to a lot of people over the course  
01:52:20 --> 01:52:23: of the week. Every person I interacted with, I had  
01:52:23 --> 01:52:25: a question for them and and so we talked to  
01:52:25 --> 01:52:29: many people, but there were people we couldn't talk to,  
01:52:29 --> 01:52:31: we didn't have time for. But I know that Kelsey's  
01:52:31 --> 01:52:34: compiling a list of stakeholders and I think a lot  
01:52:34 --> 01:52:38: of nonprofits and the educational institutions have lists of  
businesses



01:52:38 --> 01:52:41: and people etcetera. So finding a way to get together  
01:52:42 --> 01:52:43: and try to build that.  
01:52:44 --> 01:52:47: You know, constantly edited and added to list is important,  
01:52:47 --> 01:52:50: so you're making sure you're getting your message out to  
01:52:50 --> 01:52:51: everyone.  
01:52:52 --> 01:52:55: Thank you, Taylor. Folks, we had time perhaps for one  
01:52:55 --> 01:52:59: more question because we're rapidly approaching our hard  
stop. Last  
01:52:59 --> 01:53:00: question please, We're.  
01:53:02 --> 01:53:04: Going to do 2 for one. Hi, my name is  
01:53:04 --> 01:53:07: Justin Sheehan. I own a marketing agency and a tech  
01:53:07 --> 01:53:10: company in Fort Wayne. Affirm everything you guys have  
said  
01:53:10 --> 01:53:11: and I.  
01:53:11 --> 01:53:13: In a way it puts words to I think a  
01:53:14 --> 01:53:16: lot of a lot of us are thinking my concern,  
01:53:16 --> 01:53:19: so I I don't consider myself an insider. I don't  
01:53:19 --> 01:53:23: serve how many boards. I own businesses, I employ  
twelveish  
01:53:23 --> 01:53:27: people, half of a minority just happenstance, wasn't  
intentional. And  
01:53:27 --> 01:53:30: I've seen other organizations come into Fort Wayne over the  
01:53:31 --> 01:53:34: last 10 years. They come with things like this, an  
01:53:34 --> 01:53:36: audit, a study, and things that we need to do  
01:53:36 --> 01:53:38: that I 100% agree with.  
01:53:39 --> 01:53:42: But then nothing happens and we get all excited. There's  
01:53:42 --> 01:53:44: a lot of PR about what's going on and then  
01:53:44 --> 01:53:47: we don't take the next step as a community. And  
01:53:47 --> 01:53:50: that's not a commentary on ULI or these other organizations.  
01:53:50 --> 01:53:52: I think it's a commentary on us. And I would  
01:53:52 --> 01:53:55: try to galvanize people. I would try to join boards  
01:53:55 --> 01:53:58: and nothing would happen. So my tact has been I'm  
01:53:58 --> 01:54:01: going to build good businesses when employ people.  
01:54:01 --> 01:54:04: I'm going to tell the stories of the outsiders, like  
01:54:04 --> 01:54:07: the owner of Saboyas, an immigrant down to his last  
01:54:07 --> 01:54:11: dollar on his first weekend opening, now has seven  
restaurants,  
01:54:11 --> 01:54:14: employs over 100 people. He doesn't show up to events  
01:54:14 --> 01:54:17: like this or he's not on the inside, but he's  
01:54:17 --> 01:54:20: making a huge impact. So my question is, it's not  
01:54:20 --> 01:54:22: a I want sound like I love for when I  
01:54:22 --> 01:54:25: love this community. And my tact has been, let's take  
01:54:25 --> 01:54:25: action.

01:54:26 --> 01:54:28: And a little bit of what Melissa has said, what  
01:54:28 --> 01:54:32: are the tangible things we can take from this? Because  
01:54:32 --> 01:54:34: I see a lot of metric like the metric side  
01:54:34 --> 01:54:38: was overwhelming inclusive messaging, tracking what's  
going on, you know,  
01:54:38 --> 01:54:41: civic engagement. These are all big words that I I  
01:54:41 --> 01:54:44: don't even know what they mean half the time. I'm  
01:54:44 --> 01:54:47: just trying to do you know, run a good business  
01:54:47 --> 01:54:50: and and help the community and build a place that  
01:54:50 --> 01:54:53: can raise a a great family. So what is that  
01:54:53 --> 01:54:55: tangible action that we can all take beyond?  
01:54:56 --> 01:54:58: I don't know, Showing up to events like this, doing  
01:54:58 --> 01:54:59: more studies. I want things to happen.  
01:55:02 --> 01:55:03: Yes, so, Dr. Carter.  
01:55:04 --> 01:55:07: So I think you've you've already touched on the point  
01:55:07 --> 01:55:10: and again it's going back to what can you do  
01:55:10 --> 01:55:13: in your sphere of influence. So everybody's fear of influence  
01:55:13 --> 01:55:15: or scope of influence or impact is going to be  
01:55:15 --> 01:55:19: different, but with you you're already employing a diverse.  
01:55:19 --> 01:55:22: Workforce, right. So part of that could be if you  
01:55:22 --> 01:55:25: have an employee that seeks mentorship that might want to  
01:55:25 --> 01:55:29: open their own restaurant or they're not restaurant, excuse  
me,  
01:55:29 --> 01:55:32: marketing and tech company, if there's something there  
where you  
01:55:33 --> 01:55:36: can mentor them, that's an opportunity to take what we've  
01:55:36 --> 01:55:38: put on the slide and put it into action. The  
01:55:38 --> 01:55:42: other portion is looking at and we've talked about this  
01:55:42 --> 01:55:44: a lot. There are a lot of policies and plans  
01:55:44 --> 01:55:46: and new programs that have started.  
01:55:47 --> 01:55:51: But everybody doesn't know what's happening. So I think one  
01:55:51 --> 01:55:54: of the first key things is finding a way to  
01:55:54 --> 01:55:58: combine those or have a repository, some kind of collective  
01:55:58 --> 01:56:01: where you can go in and see what's happening and  
01:56:01 --> 01:56:05: take advantage of those resources. And then the next one  
01:56:05 --> 01:56:06: is part of the design of.  
01:56:07 --> 01:56:10: This panel is different than any other one that's happened  
01:56:10 --> 01:56:14: before and it's that you have an on the ground  
01:56:14 --> 01:56:18: ULI representation that is committed to being here and  
helping  
01:56:18 --> 01:56:21: you move through this process to take the ideas that  
01:56:21 --> 01:56:26: are here in theory, some intangible representations of actions  
that

01:56:26 --> 01:56:29: can be taken and help walk you through the process  
01:56:29 --> 01:56:32: of making that happen. One of them is in resident  
01:56:32 --> 01:56:35: of Fort Wayne and so there's a local presence of  
01:56:35 --> 01:56:37: the organization.  
01:56:37 --> 01:56:40: That's here that's presenting to you today that will stay.  
01:56:40 --> 01:56:44: And we've all said our commitment doesn't end like we're  
01:56:44 --> 01:56:47: invested and interested. We've been here for a week but  
01:56:47 --> 01:56:50: we're honorary Fort Wayne's. You'll have to correct me on  
01:56:50 --> 01:56:53: that if I'm wrong, but we have an investment to  
01:56:53 --> 01:56:56: the success of this process as well.  
01:56:56 --> 01:56:58: So it's not just the one and done for ULI  
01:56:58 --> 01:57:01: and that's why Farron talked about these are all of  
01:57:01 --> 01:57:04: the ways ULI plans to stay invested. These are all  
01:57:04 --> 01:57:07: of the resources that are accessible. But again, it goes  
01:57:07 --> 01:57:09: back to that point of what can I do right  
01:57:09 --> 01:57:13: now? What can I hold local government accountable to  
doing?  
01:57:13 --> 01:57:16: What are the programs that need to be publicized better  
01:57:16 --> 01:57:19: and that communication happening more clearly, the parts of  
the  
01:57:19 --> 01:57:22: population that can take advantage? And then how do we  
01:57:22 --> 01:57:25: make all of that work together? So I don't think  
01:57:25 --> 01:57:25: it's one.  
01:57:26 --> 01:57:27: Or I think it's both and.  
01:57:28 --> 01:57:29: Go and.  
01:57:29 --> 01:57:31: Talk to these people right here in the front row  
01:57:31 --> 01:57:33: after this. That's all you have to do. That's the  
01:57:33 --> 01:57:33: first step.  
01:57:34 --> 01:57:37: And one quick note, just to add what you're saying,  
01:57:37 --> 01:57:41: Doctor Carter, I think another important feature of this is  
01:57:41 --> 01:57:45: you talk about outsider versus insider or lifelong locals. Just  
01:57:45 --> 01:57:48: invite one person if your goal. When you come to  
01:57:48 --> 01:57:52: these things, invite one person or drag one person. Like  
01:57:52 --> 01:57:55: there's portions where I got involved in this organization.  
01:57:56 --> 01:57:59: Because someone paid for a ticket for me to come  
01:57:59 --> 01:58:02: and it was as simple as they have food and  
01:58:02 --> 01:58:05: I was like, I'm here. So I think that there  
01:58:05 --> 01:58:08: is simple ways. If we just want to build it  
01:58:08 --> 01:58:11: down, it's going to take a long, it's going to  
01:58:11 --> 01:58:15: take time. It's a continuous relational process. But always  
invite  
01:58:15 --> 01:58:17: one, invite one person or many.  
01:58:19 --> 01:58:24: We're obviously discussing a an important and timely topic.

01:58:25 --> 01:58:28: And that's why all of us are so intensely engaged

01:58:28 --> 01:58:32: in this discussion. Let's make time for one more question.

01:58:32 --> 01:58:33: Yes, Sir, can I?

01:58:33 --> 01:58:36: Just pursue A poyo. I'm Herb Hernandez with the Greater

01:58:36 --> 01:58:39: Fort Wayne Hispanic Chamber of Commerce.

01:58:39 --> 01:58:40: Thank you for participating.

01:58:40 --> 01:58:43: And I, yeah. And I, I'll be brief, it's just

01:58:43 --> 01:58:46: more of a commentary, but I can tell you that

01:58:46 --> 01:58:49: today all of you are invited to do something that

01:58:49 --> 01:58:52: would benefit the XBE business community.

01:58:53 --> 01:58:56: We have over 100 members in our organization and we

01:58:56 --> 01:59:00: have over 30 restaurants that serve Hispanic, Latino food.

01:59:00 --> 01:59:03: And something you can do today is help us celebrate Cinco

01:59:03 --> 01:59:06: de Mayo stop by one of our locally owned restaurants,

01:59:06 --> 01:59:08: have a have a burrito and a Margarita on our

01:59:08 --> 01:59:10: behalf. Thank you.

01:59:11 --> 01:59:16: That's a great final comment. Let's ask Jeff Kingsbury from

01:59:16 --> 01:59:20: and core partners to close our session. Jeff.

01:59:24 --> 01:59:26: One more hand for the panel, please.

01:59:26 --> 01:59:29: Thank you, thank you, thank you.

01:59:31 --> 01:59:35: Yeah, absolutely. And I and again my, my ULI colleagues

01:59:35 --> 01:59:39: from around the state, I'll just echo the comment about

01:59:39 --> 01:59:43: Cinco de Mayo and Union Street Market is just a

01:59:43 --> 01:59:47: just across Dynamo Alley and we have a wonderful merchant

01:59:47 --> 01:59:49: there that is celebrating.

01:59:51 --> 01:59:54: And Piccoso Burritos, so welcome you to to to visit

01:59:55 --> 01:59:58: them again. My thanks to the panel, my thanks to

01:59:58 --> 02:00:01: all of all of you who have been so engaged

02:00:01 --> 02:00:05: in this process even today. Something one of the comments

02:00:05 --> 02:00:09: that really stuck with me, which which, which is something

02:00:09 --> 02:00:12: that we felt is that this is just the beginning.

02:00:12 --> 02:00:16: I think sometimes when you drive by Electric Works on

02:00:16 --> 02:00:19: Broadway, you think, oh wow, that's great, it's done.

02:00:20 --> 02:00:25: We're just getting started, everybody. This, you know it to

02:00:25 --> 02:00:28: say it, but the easy part was building the buildings.

02:00:29 --> 02:00:32: The the real opportunity we all have is to make

02:00:32 --> 02:00:36: this place an economic engine of inclusivity for the next

02:00:36 --> 02:00:39: century the way it was for the last century. And

02:00:39 --> 02:00:43: that is going to be not dependent on the bricks

02:00:43 --> 02:00:46: and sticks here. It's going to be what happens in

02:00:46 --> 02:00:47: the buildings.

**02:00:48 --> 02:00:51:** And the people that come together to make a difference,  
**02:00:51 --> 02:00:54:** and that's going to be up to Fort Wayne in  
**02:00:54 --> 02:00:58:** Northeast Indiana. So trust, accountability, transparency,  
you'll have that from  
**02:00:58 --> 02:01:02:** the development team and the people behind Electric Works.  
Thank  
**02:01:02 --> 02:01:03:** you.

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