



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
00:11:50 --> 00:11:50: 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
00:12:34 --> 00:12:38: 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
00:12:49 --> 00:12:57: supporting communities.
00:12:49 --> 00:12:57: Sharing knowledge, creating knowledge, spreading great
00:12:57 --> 00:13:02: 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
00:13:08 --> 00:13:14: 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.
00:13:24 --> 00:13:28: 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
00:13:39 --> 00:13:43: 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,
00:13:53 --> 00:13:58: 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.

00:21:34 --> 00:21:42: Furthermore, the city is

00:21:42 --> 00:21:47: well positioned to continue this progress with strategic guidance from

00:21:48 --> 00:21:54: the Allen County Together Economic Development Plan.

00:21:54 --> 00:21:59: And other local planning documents, restoration and adaptive reuse of

00:21:59 --> 00:22:05: the historic Electric Works campus presents Fort Wayne with an

00:22:05 --> 00:22:10: exceptional opportunity not only to create jobs and attract investment

00:22:10 --> 00:22:15: and expand the city's tax base, all of which are

00:22:15 --> 00:22:16: vitally important, but also to use this redevelopment as a

00:22:16 --> 00:22:19: 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.

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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 midsized 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 publicprivate 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 --> 01:39:24: can be and talk about the issues and build relationships

01:39:24 --> 01:39:27: and see where it goes from there.

01:39:27 --> 01:39:30: And I'll expand on that. I also think it's an

01:39:30 --> 01:39:33: opportunity to share exposure or increasing exposure to

01:39:33 --> 01:39:36: other types.

01:39:36 --> 01:39:39: 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 --> 01:42:16: time discussing not only the impact on Fort Wayne, but

01:42:16 --> 01:42:21: also Allen County.

01:42:21 --> 01:42:22: On the three county metropolitan area and the 11 county

01:42:22 --> 01:42:25: Northeast Indiana region, who would like to respond to Yes

01:42:25 --> 01:42:28: So Farren?

01:42:28 --> 01:42:32: Great question. And I think it goes back to the

01:42:32 --> 01:42:36: section of the presentation that Taylor and I covered. And

01:42:36 --> 01:42:40: and it literally is thinking about this from the perspective

01:42:40 --> 01:42:45: of having government involved a solid educational system.

01:42:45 --> 01:42:49: Civic engagement here in Fort Wayne, there are a number

01:42:49 --> 01:42:53: of nonprofit organizations that are conducting studies. So

01:42:53 --> 01:42:56: many that

01:42:56 --> 01:43:01: I think that there needs to be some conversation around

01:43:01 --> 01:43:06: how do you bring all that together and have it

01:43:06 --> 01:43:08: focused on being 1 voice, community connectivity in

01:43:08 --> 01:43:12: placemaking, inclusive

01:43:12 --> 01:43:15: communication, ongoing data connection metrics and

01:43:15 --> 01:43:19: measuring and and then

01:43:19 --> 01:43:21: there's obviously A7U Li involvement.

01:43:21 --> 01:43:25: Can I can I take it maybe more at a

01:43:25 --> 01:43:28: grown more granular level. I think all of us we

01:43:28 --> 01:43:31: love real estate and development and places and all of

01:43:31 --> 01:43:34: that kind of stuff. This is this is a place

01:43:34 --> 01:43:37: that anyone could come to and look around and see

01:43:37 --> 01:43:40: how to do placemaking and and not saying this is

01:43:40 --> 01:43:43: a perfect example but you know ULI has a lot

01:43:43 --> 01:43:46: of tools reports and studies and and their 10 principals

01:43:46 --> 01:43:49: 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, take
01:44:51 --> 01:44:54: collaboration with the Greater Fort Wayne Chamber, the, you
01:44:54 --> 01:44:58: know,
01:44:58 --> 01:45:03: sort of regional planning agencies etcetera.
01:44:59 --> 01:45:03: Thank you, David. I think Ferren you had another comment.
01:45:03 --> 01:45:07: So, so one more comment that actually ties in Taylor's
01:45:07 --> 01:45:10: comments and and leads also, but speak specifically to what
01:45:10 --> 01:45:14: you may be considering for the future. We literally had
01:45:14 --> 01:45:18: conversations or interviews with folks who flat out said, hey
01:45:18 --> 01:45:21: look I I don't think that's the place for me
01:45:21 --> 01:45:24: or I've not felt welcomed, you know the signage because
01:45:24 --> 01:45:27: you have such a diverse population here.
01:45:27 --> 01:45:32: Is only in a single language, but could be in
01:45:32 --> 01:45:35: multiple languages to encourage individuals to attend. So
01:45:35 --> 01:45:38: you know,
01:45:38 --> 01:45:42: those are the types of things that you can think
01:45:42 --> 01:45:45: about from an inclusive perspective on the front end and
01:45:45 --> 01:45:49: being more welcoming and inviting and and you know, that's
01:45:49 --> 01:45:53: some of the things that we found that the current
01:45:53 --> 01:45:57: 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,

01:48:05 --> 01:48:08: particularly to decision

01:48:09 --> 01:48:13: makers. It's not for any lack of effort by the

01:48:13 --> 01:48:17: sponsors that all the decision makers are not here this 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.
And

01:59:00 --> 01:59:03: 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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