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 cosponsors,
00:00:48 --> 00:00:53:	the Community Foundation of Greater Fort Wayne, A WS Foundation,
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, Jessica, Hannah, Katie,
00:01:38 --> 00:01:42:	and my longtime colleague Mark, as well as a gentleman
00:01:43 --> 00:01:47:	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 been
00:10:05 --> 00:10:08:	on the Civic Council of of Kansas City.
00:10:08 --> 00:10:12:	You know, trying to think about how to create new
00:10:12 --> 00:10:16:	visions for a city. In that case, as you're thinking
00:10:16 --> 00:10:19:	about new visions for Fort Wayne. Here in this room.
00:10:19 --> 00:10:23:	I've been in business, I've been in a developer, I've
00:10:23 --> 00:10:27:	been sorry. As I think about all the stakeholders in
00:10:27 --> 00:10:28:	this room, I feel like.
00:10:29 --> 00:10:33:	I'm with you because I've been in your seat at
00:10:33 --> 00:10:36:	some point in time in my background and so it's
00:10:36 --> 00:10:40:	just super exciting to be here with you all today.
00:10:40 --> 00:10:45:	Just a little bit about advisory services, panels, this is
00:10:45 --> 00:10:49:	actually the first readout or report out. I've joined, rejoined,
00:10:49 --> 00:10:52:	I suppose a ULI in a way, about 8 months
00:10:53 --> 00:10:54:	ago as the Global CEO.
00:10:55 --> 00:10:58:	This is the first advisory services panel that I've actually
00:10:58 --> 00:11:02:	been able to physically be at in my various travels.
00:11:02 --> 00:11:05:	I've watched a few of them in their report outs
00:11:05 --> 00:11:08:	virtually, so it's just really exciting to be in the
00:11:08 --> 00:11:11:	room and sensing the energy level of all of the
00:11:11 --> 00:11:15:	different players involved in in making something like this. Successful.
00:11:15 --> 00:11:19:	Overtime advisory services panels, believe it or not, have been
00:11:19 --> 00:11:22:	around in ULI for 75 years. This is the 75th
00:11:22 --> 00:11:23:	anniversary.
00:11:23 --> 00:11:28:	Of having advisory services, panels that we've had the order
00:11:28 --> 00:11:32:	of magnitude, maybe 800 of them over that time frame

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

00:13:58 --> 00:14:03:	inclusive, that helps unleash that potential for our society. What
00:14:03 --> 00:14:06:	a great thing to be part of. And that's one
00:14:06 --> 00:14:09:	of the reasons I'm always energized whenever I walk into
00:14:10 --> 00:14:10:	a ULI room.
00:14:11 --> 00:14:14:	Where you Alli engagement in terms of what's going on,
00:14:14 --> 00:14:17:	I'll just end my comments with some quick thank yous.
00:14:17 --> 00:14:21:	Thanks. First, first of all to this incredible dedicated panel
00:14:21 --> 00:14:24:	led by Fernando for being here and participating with all
00:14:24 --> 00:14:28:	of you and really trying to understand through your stakeholder
00:14:28 --> 00:14:31:	eyes what are the opportunities to make this a more
00:14:31 --> 00:14:35:	diverse, inclusive and equitable development over time.
00:14:35 --> 00:14:39:	Thanks to Jeff and his team. Thanks to all of
00:14:39 --> 00:14:45:	the community supporters and and advocates here in the room.
00:14:45 --> 00:14:51:	It doesn't happen without that public private partnership. I would
00:14:51 --> 00:14:55:	like to just call out the ULI Indiana team. Can
00:14:55 --> 00:14:59:	they just stand up for a minute because they are
00:14:59 --> 00:15:04:	going to be that? Thanks to the team because not
00:15:04 --> 00:15:09:	only obviously are they helpful in catalyzing an activity like
00:15:09 --> 00:15:10:	this.
00:15:10 --> 00:15:14:	But they're going to be with you, hopefully helping to
00:15:14 --> 00:15:18:	support this effort as it continues to to go forward
00:15:18 --> 00:15:22:	to great success. Now at the end of the day,
00:15:22 --> 00:15:26:	what the advisory services, panels and ULI is all about,
00:15:26 --> 00:15:31:	as I, as I said, building community, sharing knowledge and
00:15:31 --> 00:15:34:	driving impact and if we can do that in some
00:15:34 --> 00:15:37:	small way here in Fort Wayne.
00:15:37 --> 00:15:41:	We're forever grateful for the opportunity you've provided to ULI
00:15:41 --> 00:15:45:	to support your efforts to create great community here. So
00:15:45 --> 00:15:48:	thanks very much and I guess I'm turning it to.
00:15:48 --> 00:15:57:	Fernando, thank you, Ron. We appreciate your leadership of ULI
00:15:57 --> 00:16:05:	and you're taking the time to join us here today.
00:16:06 --> 00:16:10:	Thank you all in the audience, both here in person
00:16:10 --> 00:16:14:	and remotely. We're joined by folks who are watching us
00:16:15 --> 00:16:18:	on live stream and we're happy to be here. I'm
00:16:18 --> 00:16:23:	Fernando Costa. I serve as an assistant city Manager in
00:16:23 --> 00:16:27:	the city of Fort Worth. Different for it, but we're
00:16:27 --> 00:16:31:	thrilled to have spent the past week here in Fort
00:16:31 --> 00:16:32:	Wayne IN.

00:16:36 --> 00:16:42:	We're honored here to represent the Urban Land Institute. You've
00:16:42 --> 00:16:46:	met our CEO. We're of course, a nonprofit research and
00:16:47 --> 00:16:52:	education organization with the global scope, and our mission is
00:16:52 --> 00:16:58:	to shape the future of the built environment for transformative
00:16:58 --> 00:17:01:	impact in communities worldwide.
00:17:03 --> 00:17:10:	As Ron indicated, the advisory services program has been one
00:17:10 --> 00:17:17:	or more one of our most popular activities. Now over
00:17:17 --> 00:17:27:	75 years. It's provided strategic impactful recommendation to communities across
00:17:27 --> 00:17:29:	the country.
00:17:31 --> 00:17:35:	We'd like to restate our support our our appreciation for
00:17:35 --> 00:17:39:	our sponsors and our funders and Cora partners and the
00:17:39 --> 00:17:45:	Community Foundation of Greater Fort Wayne or our principal sponsors.
00:17:45 --> 00:17:50:	But important financial support have come from Greater Fort Wayne,
00:17:50 --> 00:17:54:	Inc, a WS Foundation, Barnes and Thornburg and the ULI
00:17:54 --> 00:17:58:	Foundation whose chair happens to be a member of our
00:17:58 --> 00:18:00:	panel. Karen, Karen Hill.
00:18:03 --> 00:18:08:	And we can't thank all of our stakeholders individually though
00:18:08 --> 00:18:11:	we would like to do so. Most of you are
00:18:12 --> 00:18:16:	here in the audience and the challenge of the day
00:18:16 --> 00:18:19:	is for you to find your name on the screen
00:18:20 --> 00:18:24:	and you just met the the folks from ULI, Indiana.
00:18:24 --> 00:18:28:	They have been our advisors here this week.
00:18:28 --> 00:18:33:	But I think more important they're a resource for Fort
00:18:34 --> 00:18:40:	Wayne in implementing the recommendations of our panel going forward.
00:18:40 --> 00:18:46:	So Fort Wayne take advantage of the assistance you that
00:18:46 --> 00:18:51:	you can receive from ULI Indiana. I'd like to take
00:18:51 --> 00:18:56:	just a moment to introduce the the members of our
00:18:56 --> 00:18:56:	panel.
00:18:57 --> 00:19:00:	You'll be hearing from each of them in order as
00:19:00 --> 00:19:05:	we present our findings and recommendations. We have with us
00:19:05 --> 00:19:09:	doctor Lauren Carter, who is with C-Suite Equity Consulting in
00:19:09 --> 00:19:13:	Dallas, TX Fair and Hill with Paragreen Oak in Atlanta.
00:19:13 --> 00:19:19:	Jill Hunger with the Arlington County Department of Community Planning,
00:19:19 --> 00:19:22:	Housing and Development, Arlington, VA Joanna Mac.

00:19:23 --> 00:19:29:	With Salazar Architects in Sacramento, Taylor Ralph with Real Building
00:19:29 --> 00:19:35:	Consultants in Tampa. David Scully, Chicago Department of Planning and
00:19:35 --> 00:19:40:	Development. And we could not have done this work, and
00:19:40 --> 00:19:44:	I I mean this, we could not have done this
00:19:44 --> 00:19:48:	work without the able support of ULI staff led by
00:19:48 --> 00:19:50:	Kelsey Stefan Britney.
00:19:56 --> 00:20:02:	Guardian Robert Gustus and Sonya Huntley Outstanding staff, and there's
00:20:02 --> 00:20:07:	at least one other staff member whom we have to
00:20:07 --> 00:20:12:	mention, Mary Beth Corrigan. Mary Beth is chief of staff
00:20:12 --> 00:20:17:	to Ron Preston, and for many years Mary Beth ran
00:20:17 --> 00:20:20:	the advisory services program.
00:20:21 --> 00:20:28:	She's the reason I'm here. So thanks for being here.
00:20:28 --> 00:20:37:	We begin with the panel's observation that Fort Wayne stands
00:20:37 --> 00:20:44:	today on the verge of an economic renaissance. The city
00:20:45 --> 00:20:49:	has been taking measured risks.
00:20:50 --> 00:20:55:	And bold action to to revitalize its urban core, the
00:20:55 --> 00:21:01:	heart of the city, by delivering transformative projects that include
00:21:01 --> 00:21:07:	a more active riverfront, A splendid minor league ballpark and
00:21:07 --> 00:21:13:	new downtown housing. These coordinated efforts have enabled the city
00:21:13 --> 00:21:18:	in recent years to grow in population and employment.
00:21:19 --> 00:21:27:	Reversing long term stagnation and decline that have characterized the
00:21:27 --> 00:21:34:	economies of many Midwestern industrial cities. Furthermore, the city is
00:21:34 --> 00:21:42:	well positioned to continue this progress with strategic guidance from
00:21:42 --> 00:21:47:	the Allen County Together Economic Development Plan.
00:21:48 --> 00:21:54:	And other local planning documents, restoration and adaptive reuse of
00:21:54 --> 00:21:59:	the historic Electric Works campus presents Fort Wayne with an
00:21:59 --> 00:22:05:	exceptional opportunity not only to create jobs and attract investment
00:22:05 --> 00:22:10:	and expand the city's tax base, all of which are
00:22:10 --> 00:22:15:	vitally important, but also to use this redevelopment as a
00:22:15 --> 00:22:16:	much needed catalyst.
00:22:19 --> 00:22:27:	For involving underrepresented businesses and communities in the city's growing

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

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

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

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

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

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

	three
00:38:46 --> 00:38:51:	heartfelt emotional experiences to offset that negative experience. So what
00:38:51 --> 00:38:54:	does that mean? In short, we have a long history
00:38:54 --> 00:38:56:	of injustices within our nation.
00:38:56 --> 00:39:00:	And it's going to require a high level of integrity
00:39:01 --> 00:39:05:	to rebuild those bonds. So critical longterm action, you know,
00:39:05 --> 00:39:09:	we do have a long path, but there's there's there's
00:39:10 --> 00:39:14:	direction there. The good news is there's a science to
00:39:14 --> 00:39:19:	trust and it's really based off the following quotients, credibility.
00:39:19 --> 00:39:24:	Can we believe what you say, reliability? Can we depend
00:39:24 --> 00:39:25:	on your actions?
00:39:26 --> 00:39:29:	Intimacy. Do I feel safe sharing information with you and
00:39:29 --> 00:39:34:	selforientation? Are you focused on yourself or the other person
00:39:34 --> 00:39:38:	and the interactions and motives keys to success? Short term
00:39:38 --> 00:39:42:	strategies that can be quick wins for entities looking to
00:39:42 --> 00:39:46:	mend Community Trust and build Community Trust. Is working on
00:39:46 --> 00:39:51:	accountability measures already within your great city plans and projects.
00:39:52 --> 00:39:59:	Example Electric Works can set up tracking and sharing metrics
00:39:59 --> 00:40:06:	on XPE Contracting Percentages not only at the beginning and
00:40:06 --> 00:40:12:	commencement of awards, but through the entire life of the
00:40:12 --> 00:40:18:	project. Yeah, there we go. Moving on to a next
00:40:18 --> 00:40:25:	top inclusion strategy really discusses this idea of fortification.
00:40:26 --> 00:40:30:	As mentioned and as Jill mentioned, they're really UN. There's
00:40:30 --> 00:40:33:	so many untapped assets in Fort Wayne and they have
00:40:33 --> 00:40:37:	a large capacity for, for economic generation. And as the
00:40:37 --> 00:40:39:	city grows in the next 5 and 10 years, as
00:40:40 --> 00:40:44:	Jill mentioned, it's advisable that local government and development entities
00:40:44 --> 00:40:48:	recognize and respond the extractive nature of the real estate
00:40:48 --> 00:40:52:	development industry and particularly in communities of color.
00:40:53 --> 00:40:57:	Fort Wayne actually has a great opportunity to be proactive
00:40:57 --> 00:41:02:	in displacement measures because we see these trends occurring versus

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

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

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

00:47:25 --> 00:47:27:	the first tranche of those folks who.
00:47:28 --> 00:47:31:	You know, maybe partner with a larger developer and you
00:47:31 --> 00:47:33:	know sort of where we're the minority on the team
00:47:33 --> 00:47:36:	now taking on projects on their own. So that sort
00:47:36 --> 00:47:39:	of ecosystem of, you know, maybe somebody cuts their teeth
00:47:39 --> 00:47:41:	here working with a bigger firm and then they're able
00:47:41 --> 00:47:44:	to take that into the neighborhoods to continue development of
00:47:45 --> 00:47:47:	housing, necessary elements to make community great.
00:47:49 --> 00:47:51:	Diverse talent is is also at at the core of
00:47:51 --> 00:47:54:	this and and you know it involves really you know
00:47:54 --> 00:47:58:	sort of universal design and accessibility, inclusionary placemaking and programming
00:47:58 --> 00:48:01:	and pricing, making sure that folks who are living here,
00:48:01 --> 00:48:05:	working here, operating here feel welcome in all, all stages
00:48:05 --> 00:48:07:	of of their life, where they're at now, where they
00:48:07 --> 00:48:09:	could be in the future.
00:48:11 --> 00:48:14:	And inclusive placemaking, I think some of this you you're
00:48:14 --> 00:48:18:	already doing, but there's opportunity to continue to to iterate
00:48:18 --> 00:48:20:	and build you know, sort of confidence in, you know
00:48:20 --> 00:48:24:	communicating and storytelling. I think we heard a lot of
00:48:24 --> 00:48:26:	great stories and I think that has to get out
00:48:26 --> 00:48:29:	in a larger way so folks understand what's actually happening
00:48:29 --> 00:48:33:	here, but then also creating a flexible, incremental and community
00:48:33 --> 00:48:34:	driven process.
00:48:34 --> 00:48:37:	For folks know how they can participate in some of
00:48:37 --> 00:48:40:	the spaces in the market. You know in Dynamo alley
00:48:40 --> 00:48:44:	are there festivals and things that you know the city
00:48:44 --> 00:48:47:	and and development community can participate in to create play
00:48:47 --> 00:48:50:	ways that we use this site in a lot of
00:48:50 --> 00:48:53:	different ways it has that scale that it makes sense.
00:48:55 --> 00:48:58:	And then learning from our peers and and you know
00:48:58 --> 00:49:01:	we're seeing in peer projects like a Pont City Market
00:49:01 --> 00:49:05:	in Atlanta or Crosstown Concourse in Memphis that all of
00:49:05 --> 00:49:09:	these things are are are key programming, inclusive connectivity and
00:49:09 --> 00:49:13:	wayfinding balancing those uses so that folks you know kind
00:49:13 --> 00:49:16:	of know where where they're going and experiences for all.
00:49:16 --> 00:49:20:	And similarly in cities we're seeing that the focus on
00:49:20 --> 00:49:23:	DEI because the understanding of talent and and business.
00:49:24 --> 00:49:27:	You know correlating together. So people want to know

	where
00:49:27 --> 00:49:30:	their pipeline is coming from and how that continues in
00:49:30 --> 00:49:34:	the future and we have that opportunity here today. And
00:49:34 --> 00:49:38:	lastly moving forward with metrics, there's some critical things that
00:49:38 --> 00:49:40:	I think we can do now you know whether it's
00:49:40 --> 00:49:43:	you know addressing you know things that were the lofty
00:49:43 --> 00:49:47:	goals from the hiring process in phase one that could
00:49:47 --> 00:49:49:	move forward in the phase two to make sure that
00:49:49 --> 00:49:52:	the goals at MB, EWE&XBE are are hit in a
00:49:52 --> 00:49:52:	larger way.
00:49:53 --> 00:49:56:	The accessibility audit and and really a credit to the
00:49:56 --> 00:49:59:	developer for saying hey, how can we do this better.
00:49:59 --> 00:50:02:	Starting to implement some of those things moving forward and
00:50:03 --> 00:50:05:	then finding some ways for critical and key wins in
00:50:05 --> 00:50:09:	the near term. Whether that's you know hosting small events
00:50:09 --> 00:50:12:	or a storytelling that show what this was and and
00:50:12 --> 00:50:14:	bring in the history but also what it is today.
00:50:15 --> 00:50:18:	And in the long term, there's opportunities to really understand
00:50:18 --> 00:50:21:	what are some of those critical metrics numbers wise that
00:50:21 --> 00:50:25:	will help people understand the project, how it's performing and
00:50:25 --> 00:50:27:	how how it needs to adjust to make sure that
00:50:27 --> 00:50:30:	it's meeting the needs of the community and the businesses
00:50:30 --> 00:50:33:	and the city as well. And with that, I'll I'll
00:50:33 --> 00:50:35:	hand it to Doctor Carter to talk a little bit
00:50:35 --> 00:50:37:	more about equitable development.
00:50:42 --> 00:50:46:	All right. Good morning and thank you, Daveed. How we
00:50:46 --> 00:50:49:	all feeling? Good. All right. Well, hold on to your
00:50:49 --> 00:50:52:	seats. So what you've heard so far, we've given you
00:50:52 --> 00:50:56:	kind of big picture then we've drilled down into two
00:50:56 --> 00:50:59:	ideas that you can take two big buckets, inclusive planning
00:51:00 --> 00:51:02:	and then looking at business equity.
00:51:02 --> 00:51:05:	This section is really looking at how can we take
00:51:05 --> 00:51:09:	those ideas and start to think implementation. That was one
00:51:09 --> 00:51:12:	of the things we continuously heard from community. We don't
00:51:12 --> 00:51:15:	just want to have lofty goals, we want to have
00:51:15 --> 00:51:18:	action, steps, things that are tangible that we can use
00:51:18 --> 00:51:21:	to move forward. And so as we enter this section,
00:51:21 --> 00:51:24:	we thought about GE and how it created this wonderful

00:51:25 --> 00:51:28:	opportunity and embrace the entire community where everyone had an
00:51:28 --> 00:51:32:	opportunity for access and to improve their economic situation.
00:51:33 --> 00:51:35:	And then the same way you all embraced us and
00:51:35 --> 00:51:39:	welcomed us in this week, none of us live here,
00:51:39 --> 00:51:42:	but you made us feel like locals and welcomed us
00:51:42 --> 00:51:45:	into this process as well. And so think about this
00:51:45 --> 00:51:50:	section as embracing growth, inclusive growth throughout Fort Wayne, the
00:51:50 --> 00:51:53:	same way the Three Rivers rise together and that tide
00:51:53 --> 00:51:56:	flows. That's the same idea we have here. We want
00:51:56 --> 00:51:59:	to raise and rise together, all right?
00:52:00 --> 00:52:02:	So we looked at a lot of areas in the
00:52:02 --> 00:52:06:	city and what we saw were opportunities for growth and
00:52:06 --> 00:52:10:	we wanted to start initially with those who are most
00:52:10 --> 00:52:13:	acutely impacted, those who live nearby.
00:52:13 --> 00:52:16:	And as Joanna talked about, a lot of time, history
00:52:16 --> 00:52:19:	and culture is extracted from those places. You get a
00:52:19 --> 00:52:22:	chance to build on that value and that goodwill. But
00:52:22 --> 00:52:24:	in this case, what we want to do is continue
00:52:24 --> 00:52:27:	to build on what Electric Works has done, but also
00:52:27 --> 00:52:31:	be more intentional about educating on the planning and development
00:52:31 --> 00:52:31:	process.
00:52:32 --> 00:52:35:	So the community continues to come along with the development
00:52:35 --> 00:52:38:	as it happens. They're included and understand how long development
00:52:39 --> 00:52:41:	takes, where they have the opportunity to engage and to
00:52:41 --> 00:52:45:	share their opinions, and where they can be more knowledgeable
00:52:45 --> 00:52:46:	about what's happening.
00:52:46 --> 00:52:49:	Next we want to look at celebrating and maintaining the
00:52:50 --> 00:52:52:	history and the culture of this place. Some of that
00:52:52 --> 00:52:55:	will be through storytelling, but one of the things we
00:52:55 --> 00:52:59:	heard that the community really wanted to see was physical
00:52:59 --> 00:53:02:	representations. Whether that was a marker or a digital tour
00:53:02 --> 00:53:05:	through the neighborhood where you could click AQR code and
00:53:05 --> 00:53:08:	take a visit through the history of the area. Having
00:53:08 --> 00:53:12:	something that encapsulate that history and maintains it and celebrates
00:53:12 --> 00:53:15:	what was as we enter into creating a new history

00:53:15 --> 00:53:15:	together.
00:53:16 --> 00:53:20:	And then expanding that look to surrounding neighborhoods, again emphasizing
00:53:20 --> 00:53:23:	that collective growth of Fort Wayne. And one of those
00:53:23 --> 00:53:27:	ideas that we thought about was looking at the Southeast
00:53:27 --> 00:53:30:	strategy has five different pillars of how that quadrant of
00:53:30 --> 00:53:33:	the city can grow and continue to develop. And key
00:53:33 --> 00:53:37:	components in these recommendations that you'll hear is not 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 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 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 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 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 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 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 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
00:57:23 --> 00:57:26:	larger projects. I may be an architect, you may be
00:57:26 --> 00:57:29:	an engineer. How can we partner together on projects to
00:57:29 --> 00:57:30:	bring more opportunity here?
00:57:31 --> 00:57:33:	And not miss out when it comes to our city.
00:57:33 --> 00:57:37:	And then again with partnerships, thinking about mentorship, having someone
00:57:37 --> 00:57:41:	that can walk alongside you, that's further along in business,
00:57:41 --> 00:57:43:	that can help you kind of avoid some of the
00:57:44 --> 00:57:45:	missteps that they've experienced.
00:57:46 --> 00:57:48:	And an idea to that is thinking about a shared
00:57:49 --> 00:57:52:	kitchen incubator. And we heard from some restaurant tours that
00:57:52 --> 00:57:55:	they weren't able to do a seven day commitment. But
00:57:55 --> 00:57:58:	what about a popup shop where they could come in
00:57:58 --> 00:58:00:	for a week or two weeks at a time, build
00:58:00 --> 00:58:02:	that capacity so that in a year they may be
00:58:02 --> 00:58:04:	a possible vendor for that space?
00:58:05 --> 00:58:09:	And that's also an opportunity for a government, for culinary
00:58:09 --> 00:58:13:	arts programs, for the private sector and philanthropist to come
00:58:13 --> 00:58:17:	together again to create another innovative program building off of
00:58:17 --> 00:58:20:	the success of AMP Lab. And as Jill shared with
00:58:21 --> 00:58:25:	us, the affordability index is decreasing, which means there needs
00:58:25 --> 00:58:29:	to be an increased push for action to maintain affordability.
00:58:29 --> 00:58:32:	So at the top, you'll see some opportunities.
00:58:32 --> 00:58:36:	To proactively enact displacement policies. You're in a great spot
00:58:37 --> 00:58:40:	now where turnover has not happened and you can protect
00:58:40 --> 00:58:43:	existing residents right to stay.
00:58:43 --> 00:58:45:	And this is more of a toolkit. So layer as
00:58:45 --> 00:58:48:	many as you can to build as much protection as
00:58:48 --> 00:58:51:	possible and what would work well in the city. That's
00:58:51 --> 00:58:54:	why it's a toolkit. You pull out. Something needs a
00:58:54 --> 00:58:57:	hammer. Go hammering hard. If you need a little bit
00:58:57 --> 00:59:00:	more of a nuanced tweak, get out your Phillips head.

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. One
01:01:21 --> 01:01:24:	of the keys for this is think big as far
01:01:24 --> 01:01:27:	as impact and projects, but start small. Then we look
01:01:28 --> 01:01:32:	at another model of how to incorporate best practices here.
01:01:33 --> 01:01:38:	So the philanthropy network from the Rockefeller Foundation's Philanthropy Advisors
01:01:38 --> 01:01:41:	gives 3 ideas to consider. One, your charter. So what
01:01:41 --> 01:01:44:	is the scope of how we will work? How are
01:01:44 --> 01:01:48:	we forming our governance and what's our decision making process
01:01:48 --> 01:01:52:	then our social compact, What is our agreement with the
01:01:52 --> 01:01:56:	community about the value we will provide? And two keywords
01:01:56 --> 01:01:59:	there, including questions of accountability and legitimacy.
01:02:00 --> 01:02:03:	And then the third is your operating model, and I'll
01:02:03 --> 01:02:06:	give you a couple of examples on how that works
01:02:06 --> 01:02:09:	here. So one is a field builder. So this is
01:02:09 --> 01:02:12:	a group that really comes in and works to fill
01:02:12 --> 01:02:16:	a gap and create a positive and vibrant ecosystem. At
01:02:16 --> 01:02:19:	the top, you'll see a brief description and on the
01:02:19 --> 01:02:22:	bottom you'll see an example of a fund that has
01:02:23 --> 01:02:26:	done that. And then I'll move to our next one,
01:02:26 --> 01:02:27:	which is a sewer.
01:02:27 --> 01:02:31:	This form of a foundation or fund are grant makers,
01:02:31 --> 01:02:36:	so they're literally sewing into existing efforts into the community.
01:02:36 --> 01:02:39:	All right, give you a second there. And then our
01:02:39 --> 01:02:42:	next is a talent agency. How can we empower local
01:02:42 --> 01:02:46:	leaders through grant making and funds to help develop the
01:02:47 --> 01:02:51:	local expertise and continue to move local initiatives forward? And
01:02:51 --> 01:02:54:	then our final one is looking at the designer.
01:02:55 --> 01:02:58:	And this is creating a skilled resource. So internally we
01:02:58 --> 01:03:02:	create a program after understanding community need and then we
01:03:02 --> 01:03:06:	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
01:17:39 --> 01:17:43:	works, creative office space and mixed-use places. This is where
01:17:43 --> 01:17:46:	employees of the future want to live. And I think
01:17:47 --> 01:17:49:	this we, I think we all feel that this project
01:17:50 --> 01:17:53:	is vital to the future economy of Fort Wayne. So
01:17:53 --> 01:17:56:	really the the goal here is to leverage this project
01:17:56 --> 01:17:59:	and use it as a tool to educate, attract and
01:17:59 --> 01:18:02:	retain diverse the diverse leaders of tomorrow.
01:18:04 --> 01:18:07:	We talked about the benefits of AMP Lab and Ivy
01:18:07 --> 01:18:10:	Tech, Purdue, Fort Wayne and a lot of the existing
01:18:10 --> 01:18:14:	companies and future companies that are going to come here
01:18:14 --> 01:18:18:	along with our educational stakeholders are, you know these these
01:18:18 --> 01:18:22:	institutions in the community all need to work together and
01:18:22 --> 01:18:26:	embrace kind of a vibrant collaboration that can help create
01:18:26 --> 01:18:30:	an economic development flywheel effect for this community and hopefully
01:18:30 --> 01:18:33:	include all members of the community.
01:18:36 --> 01:18:39:	But we have to recognize that this one project alone
01:18:39 --> 01:18:43:	is not going to solve all the problems and it's
01:18:43 --> 01:18:46:	not going to be the only solution for this community.
01:18:46 --> 01:18:50:	This is not a checkbox moment. The work should not
01:18:50 --> 01:18:53:	fall on one person's shoulders it it truly requires an
01:18:53 --> 01:18:55:	all hands on deck approach.
01:18:57 --> 01:19:00:	Just because the CEO or the leader of an organization
01:19:00 --> 01:19:04:	is committed to diversity, equity, inclusion does not mean that
01:19:04 --> 01:19:07:	the remainder of the company feels the same way or
01:19:07 --> 01:19:10:	has the same tools. And so I think it's important
01:19:10 --> 01:19:13:	to understand that this doesn't happen because you put out
01:19:13 --> 01:19:17:	a press release. It happens because you are committed and
01:19:17 --> 01:19:20:	you're intentional and you're authentic in your goals. And again,
01:19:21 --> 01:19:25:	sustainable, inclusive growth requires the collecting collective action of diverse
01:19:25 --> 01:19:26:	communities.
01:19:32 --> 01:19:36:	And we talked about inclusive placemaking, and really, you know
01:19:36 --> 01:19:39:	why? Why are we here, right? Real estate is truly
01:19:39 --> 01:19:42:	about creating places for people. And I think that's a
01:19:42 --> 01:19:46:	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 underresented 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 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 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 appreciates 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 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 customers are,
01:38:25 --> 01:38:29:	who your organization represents, and how they might interact with
01:38:29 --> 01:38:32:	this. You know, real estate projects include all sorts of
01:38:32 --> 01:38:36:	businesses and all sorts of types of trades and technical
01:38:36 --> 01:38:40:	skills from administrative all the way up to obviously architecture
01:38:40 --> 01:38:44:	and engineering and everything in between. And I think you
01:38:44 --> 01:38:44:	know.
01:38:45 --> 01:38:49:	Communication starts with a handshake and a discussion and grows
01:38:49 --> 01:38:51:	from there. And I think that's where we talk about
01:38:51 --> 01:38:55:	building trust. It's about opening the dialogues, finding common ground
01:38:55 --> 01:38:58:	and using maybe a place like this to become that
01:38:58 --> 01:39:01:	place, as Doctor Carter said, the 3rd place where people
01:39:01 --> 01:39:05:	can be and talk about the issues and build relationships
01:39:05 --> 01:39:07:	and see where it goes from there.
01:39:07 --> 01:39:10:	And I'll expand on that. I also think it's an
01:39:10 --> 01:39:14:	opportunity to share exposure or increasing exposure to other types.
01:39:15 --> 01:39:18:	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 neighboring
01:41:48 --> 01:41:51:	communities can leverage the information that you guys have been
01:41:51 --> 01:41:54:	able to to cultivate over the last week or two
01:41:54 --> 01:41:57:	and a plan of action for smaller but neighboring communities
01:41:57 --> 01:41:59:	And again thank you for putting this.
01:41:59 --> 01:42:02:	Together. Thank you, Miss Mayor. Yes, this is a project
01:42:02 --> 01:42:06:	of regional impact. In fact, we've spent much of our
01:42:06 --> 01:42:09:	time discussing not only the impact on Fort Wayne, but
01:42:09 --> 01:42:11:	also Allen County.
01:42:12 --> 01:42:16:	On the three county metropolitan area and the 11 county
01:42:16 --> 01:42:21:	Northeast Indiana region, who would like to respond to Yes
01:42:21 --> 01:42:22:	So Farren?
01:42:25 --> 01:42:28:	Great question. And I think it goes back to the
01:42:28 --> 01:42:32:	section of the presentation that Taylor and I covered. And
01:42:32 --> 01:42:36:	and it literally is thinking about this from the perspective
01:42:36 --> 01:42:40:	of having government involved a solid educational system.
01:42:41 --> 01:42:45:	Civic engagement here in Fort Wayne, there are a number
01:42:45 --> 01:42:49:	of nonprofit organizations that are conducting studies. So many that
01:42:49 --> 01:42:53:	I think that there needs to be some conversation around
01:42:53 --> 01:42:56:	how do you bring all that together and have it
01:42:56 --> 01:43:01:	focused on being 1 voice, community connectivity in placemaking, inclusive
01:43:01 --> 01:43:06:	communication, ongoing data connection metrics and measuring and and then
01:43:06 --> 01:43:08:	there's obviously A7U Li involvement.
01:43:10 --> 01:43:12:	Can I can I take it maybe more at a
01:43:12 --> 01:43:15:	grown more granular level. I think all of us we
01:43:15 --> 01:43:19:	love real estate and development and places and all of
01:43:19 --> 01:43:21:	that kind of stuff. This is this is a place
01:43:22 --> 01:43:25:	that anyone could come to and look around and see
01:43:25 --> 01:43:28:	how to do placemaking and and not saying this is
01:43:28 --> 01:43:31:	a perfect example but you know ULI has a lot
01:43:31 --> 01:43:34:	of tools reports and studies and and their 10 principals
01:43:34 --> 01:43:37:	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 how all
01:44:32 --> 01:44:35:	of them work. So how to make sure that that
01:44:35 --> 01:44:38:	the, you know, investments here are in a synergistic way
01:44:38 --> 01:44:41:	with investments that you have in in your community and
01:44:41 --> 01:44:44:	how that can sort of build an ecosystem in the
01:44:44 --> 01:44:47:	Greater Fort Wayne community. And that may you know, take
01:44:47 --> 01:44:51:	collaboration with the Greater Fort Wayne Chamber, the, you know,
01:44:51 --> 01:44:54:	sort of regional planning agencies etcetera.
01:44:56 --> 01:44:58:	Thank you, David. I think Ferren you had another comment.
01:44:59 --> 01:45:03:	So, so one more comment that actually ties in Taylor's
01:45:03 --> 01:45:07:	comments and and leads also, but speak specifically to what
01:45:07 --> 01:45:10:	you may be considering for the future. We literally had
01:45:10 --> 01:45:14:	conversations or interviews with folks who flat out said, hey
01:45:15 --> 01:45:18:	look I I don't think that's the place for me
01:45:18 --> 01:45:21:	or I've not felt welcomed, you know the signage because
01:45:21 --> 01:45:24:	you have such a diverse population here.
01:45:24 --> 01:45:27:	Is only in a single language, but could be in
01:45:27 --> 01:45:32:	multiple languages to encourage individuals to attend. So you know,
01:45:32 --> 01:45:35:	those are the types of things that you can think
01:45:35 --> 01:45:38:	about from an inclusive perspective on the front end and
01:45:39 --> 01:45:42:	being more welcoming and inviting and and you know, that's
01:45:42 --> 01:45:45:	some of the things that we found that the current
01:45:46 --> 01:45:49:	team is also in the process of addressing as well.

01:45:50 --> 01:45:54:	Thank you, Ferren. Yes.
01:45:54 --> 01:45:55:	At the far end, Yes, ma'am.
01:45:57 --> 01:46:01:	Hi, my name is Melissa Hall. I'm a local business
01:46:01 --> 01:46:07:	owner and recently certified WBE Company. Congratulations. Thank you. Thanks.
01:46:08 --> 01:46:12:	Kind of a process, Taylor, I think and somebody else
01:46:12 --> 01:46:17:	I heard mentioned architecture and engineering a couple times.
01:46:17 --> 01:46:21:	I want to just add to that interior design, that's
01:46:21 --> 01:46:24:	my business and if you just if you think of
01:46:24 --> 01:46:27:	all the beautiful spaces here, I mean that really is
01:46:27 --> 01:46:31:	is impacting the the community as well. So anyway that's
01:46:31 --> 01:46:34:	not why I wanted the microphone though but I just
01:46:34 --> 01:46:36:	want to say that.
01:46:37 --> 01:46:40:	So as a new WBE, I'm trying to figure out
01:46:40 --> 01:46:44:	you know where you know where I fit in the
01:46:44 --> 01:46:48:	Fort Wayne community. As I understand it, there is a
01:46:48 --> 01:46:52:	a much bigger push in Indianapolis to use XBE's in
01:46:52 --> 01:46:57:	both design and construction and and probably all these other
01:46:57 --> 01:47:00:	things we're talking about, how do we?
01:47:02 --> 01:47:05:	I'm I'm assuming with that we need to get our
01:47:05 --> 01:47:09:	local politicians, our local, you know, board members of you
01:47:09 --> 01:47:13:	know, the universities or or you know, private entities and
01:47:13 --> 01:47:16:	things like that. How do we get them on board
01:47:16 --> 01:47:19:	with this in in some sort of tangible way? As
01:47:19 --> 01:47:23:	I look around the room, I see some representatives that
01:47:23 --> 01:47:26:	I recognize, but there's also a lot of people.
01:47:26 --> 01:47:28:	Missing that I would have expected to see here.
01:47:29 --> 01:47:32:	So I think the people in this room have a
01:47:32 --> 01:47:36:	message to get to those individuals that are not here,
01:47:36 --> 01:47:39:	What what can we do besides say we came to
01:47:39 --> 01:47:43:	this cool thing, you know, just some some tangible advice
01:47:43 --> 01:47:47:	to, you know, get some some changes made in Fort
01:47:47 --> 01:47:48:	Wayne. Thank you.
01:47:49 --> 01:47:53:	Thank you very much. That's a great question. I think
01:47:53 --> 01:47:57:	it begins with the folks who are here this morning.
01:47:57 --> 01:47:58:	This is the Vanguard.
01:47:59 --> 01:48:05:	For conveying the message across the community, particularly to decision
01:48:05 --> 01:48:08:	makers. It's not for any lack of effort by the
01:48:09 --> 01:48:13:	sponsors that all the decision makers are not here this
01:48:13 --> 01:48:17:	morning, because I can tell you that the sponsors have

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

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

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

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

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

01:58:25 --> 01:58:28:	And that's why all of us are so intensely engaged
01:58:28 --> 01:58:32:	in this discussion. Let's make time for one more question.
01:58:32 --> 01:58:33:	Yes, Sir, can I?
01:58:33 --> 01:58:36:	Just pursue A poyo. I'm Herb Hernandez with the Greater
01:58:36 --> 01:58:39:	Fort Wayne Hispanic Chamber of Commerce.
01:58:39 --> 01:58:40:	Thank you for participating.
01:58:40 --> 01:58:43:	And I, yeah. And I, I'll be brief, it's just
01:58:43 --> 01:58:46:	more of a commentary, but I can tell you that
01:58:46 --> 01:58:49:	today all of you are invited to do something that
01:58:49 --> 01:58:52:	would benefit the XBE business community.
01:58:53 --> 01:58:56:	We have over 100 members in our organization and we
01:58:56 --> 01:59:00:	have over 30 restaurants that serve Hispanic, Latino food. 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.