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.

This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you have a correction or for permission inquiries, please contact .