



SOUTHEAST STRATEGY UPDATE



Community Development
Planning & Policy
February 2021



FORT WAYNE CITY COUNCIL

Office of the Common Council
200 E. Berry Street, Suite 120, Fort Wayne, Indiana 46802
260.427.1445 (office) www.cityoffortwayne.org/city-council.html

As Councilwoman for the 6th District, it is my pleasure to introduce the Southeast Strategy Update – a 10-year plan that will focus growth and reinvestment in Southeast Fort Wayne.

The Southeast Strategy Update provides a framework that will strengthen neighborhoods, promote community identity and pride, and support small businesses.

It also serves as a guide for community leaders, and investors as they partner with southeast residents and business owners to implement dozens of programs and projects.

Southeast is Fort Wayne's untapped potential with a diverse population of proud, hard-working residents who are ready for opportunities and investment to grow and flourish.

I am inspired by the community's extensive input in shaping this strategy and appreciative of Councilman Hines, Cherise Dixie and the Southeast Area Partnership in launching this initiative and serving as the driving force to keep the energy moving forward.

The Southeast Strategy Update will not only pave the way for needed economic growth and reinvestment, but also improve the overall quality of life for all southeast residents.

Now that the plans have been drawn, we as a City must commit to seeing this vision to completion. I encourage you to become involved in this initiative, no matter where you live. The participation of community leaders and residents from throughout Fort Wayne will be vital in achieving our goals.

The future of Fort Wayne is Southeast.

Sharon Tucker

A handwritten signature in black ink, appearing to read "Sharon Tucker".

Fort Wayne City Council, 6th District



ACKNOWLEDGEMENTS

City of Fort Wayne

Thomas C. Henry Mayor

Community Development Division

Cindy Joyner Community Development

Nancy Townsend Community Development

Project Planning Team

Paul Spoelhof Planning & Policy

Russell Garriott Planning & Policy

Nathan Law Planning & Policy

Andrea Robinson Economic Development

Sherese Fortriede Planning & Policy

Support Staff

Richard Bokern Planning & Policy

Dan Baisden Planning & Policy

Josh Campbell Planning & Policy

Resource Team

Alec Johnson Department of Parks and Recreation

Michelle Wood Department of Planning Services (DPS)

Bryan McMillan Department of Planning Services (DPS)

Kyle Winling Traffic Engineering

Patrick Zaharako City Engineering

Kelly Lundberg Office of Housing and Neighborhood Services

Ellen Cutter Greater Fort Wayne Inc.

Jered Blanchard Purdue Extension

Palermo Galindo Citizen's / Neighborhood Advocate

Maurice Pearl Citilink

Nick Jarrell Right-of-Way

Advisory Committee Members

Alejandro Arenas El Paraiso

Pastor Bell True Love Missionary Baptist Church

Yusanda Blackmon Joshua's Hand

Michael Barranda City Council

Réna Bradley Bridge of Grace

Adrian Curry The Art Leadership Center

Cherise Dixie Southeast Area Partnership

Edith Helbert

Glynn Hines City Council

Javier Mondragon Bridge of Grace / Many Nations Church

Hakim Muhammad Perry Carpet

Tim Pape Carson LLP / Greater Fort Wayne

Tony Ridley Southeast Area Partnership

Ephraim Smiley Youth for Christ

Sharon Tucker Allen County Council / City Council

Denita Washington Adams Township Trustee / Girls Rock Inc.

Remound Wright Joshua's Hand

Special Thanks

Southeast Area Partnership

Black Chamber

Hispanic Chamber

Greater Fort Wayne, Inc.

GFW - Louisville Inter-City Visit Group

Yard & Company

&Access

Quinton Dixie

Minn M Nan Tin



Table of Contents

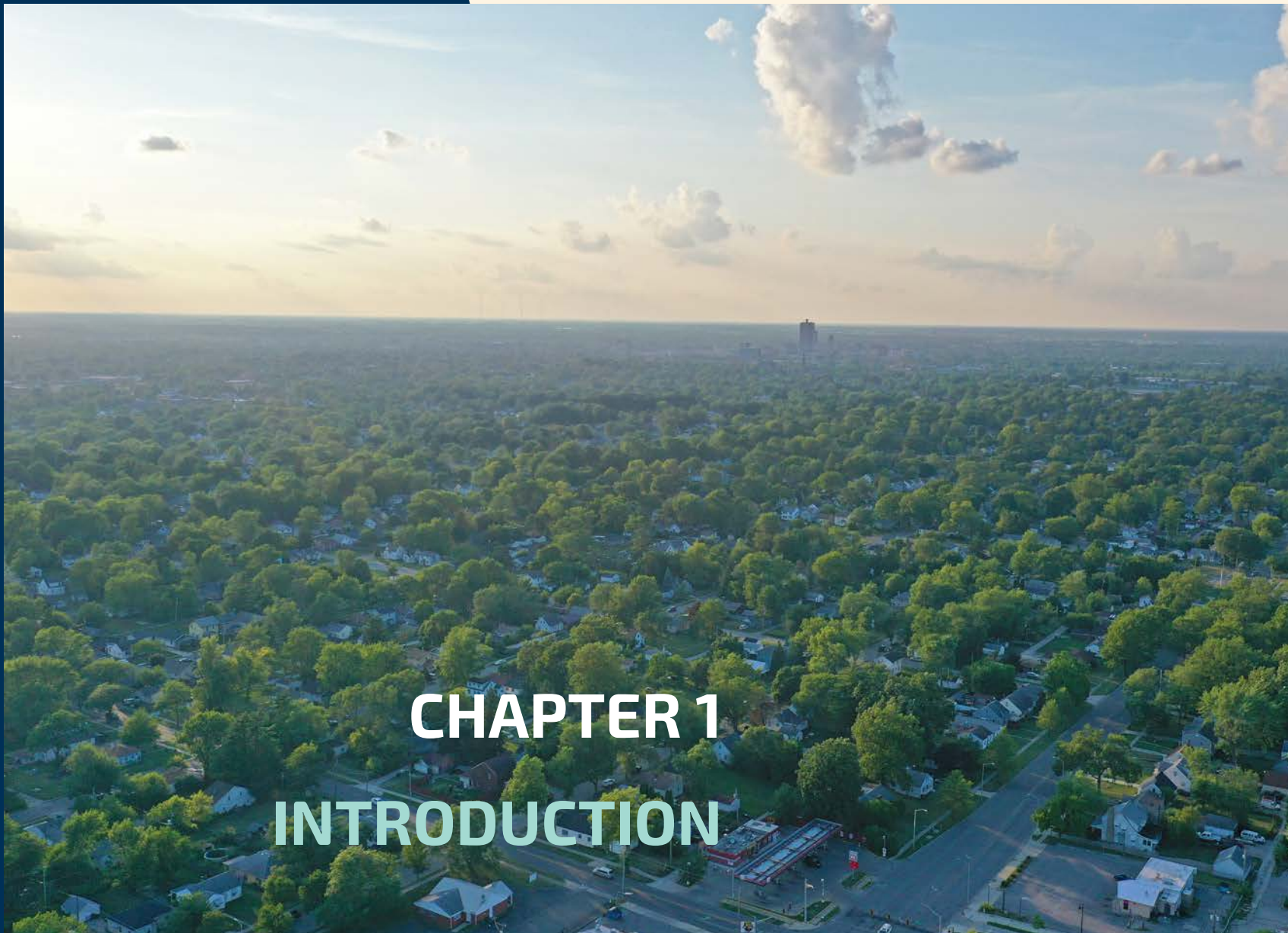
- Chapter 1 Introduction3**
 - Scope of Plan.....5
 - Purpose.....4

- Chapter 2 Methodology.....7**
 - Planning Process.....8
 - Advisory Committee.....8
 - Public Input.....9

- Chapter 3 Understanding Southeast.....10**
 - Study Area.....11
 - Demographics.....12

- Chapter 4 Recommendations.....15**
 - Overview16
 - Strategic Development Map.....17
 - Community & Pride.....18
 - Economic Development & Revitalization.....30
 - Areas of Focus.....33
 - Housing & Neighborhoods.....46
 - Public Spaces & Interconnectivity.....50
 - Transportation & Infrastructure.....54

- Chapter 5 Implementation.....58**



CHAPTER 1 INTRODUCTION





Introduction

The Southeast Strategy Update is a comprehensive sub-area plan focused on reinvesting in Fort Wayne's southeast quadrant of the City. Developed by the City of Fort Wayne's Community Development Division with the guidance and direction from southeast leaders, the plan provides strategies for investing in commercial and housing growth, building community, and improving the quality of life for southeast residents. The strategy provides recommendations which identify short-term strategies for engagement and activation, along with long-term policies which provides a framework for future reinvestment.

The Strategy's scope and recommendations were shaped by an advisory committee comprised of members of the Southeast Area Partnership along with other community leaders. Input from the public during a weeklong charrette (workshop) helped determine primary areas to focus investment and identified tools and strategies to consider.

The Strategy is built around five topic areas: Community & Pride, Economic Development & Revitalization, Housing & Neighborhoods, Public Spaces & Interconnectivity, and Transportation & Infrastructure. The Strategy Update includes guiding principles and policy recommendations which provide direction to various city boards, commissions, and other decision makers. Action steps which identify specific projects and initiatives were also developed for each policy statement.

Project recommendations have been developed for four focus areas southeast. Recommended action steps provide direction on ways to reinvest in these commercial corridors and nodes. Recommendations focus on business assistance and programming resources as well as aesthetic improvements such as landscaping, lighting, pedestrian connections, and public art.

The recommendations in this strategy set the stage for building community pride, and fostering continued investment in southeast Fort Wayne. This will be achieved through a multi-year process of implementing dozens of programs and projects. The strategy requires community support and private sector investment. Its success also relies on the perseverance of multiple City departments and partner agencies and organizations such as the Southeast Area Partnership and Greater Fort Wayne Inc.



Scope of Work

The Southeast Strategy Update builds on the successes from the 2007 Southeast Area Development Strategy and places more emphasis on economic development tools and placemaking. The strategy recommendations are in the form of long-term policies which provide guidance for decision making bodies such as Plan Commission and Common Council.

The strategy update is the culmination of almost two years of study and input from the southeast community. Review and analysis of existing conditions coupled with input from the business community and investigation of best practice standards in other cities has shown us that we can do more to invest in southeast Fort Wayne.

The Strategy is built around five topic areas:

- Community & Pride
- Economic Development & Revitalization
- Housing & Neighborhoods
- Public Spaces & Interconnectivity
- Transportation & Infrastructure

The Strategy's scope and recommendations were shaped by an advisory committee comprised of members of the Southeast Area Partnership, a non-profit volunteer led organization dedicated to serving and representing the neighborhoods of southeast Fort Wayne. Additional membership of the advisory committee included southeast business owners, church leaders, community leaders, and elected officials.

Strategy Purpose

In 2019, the Southeast Area Partnership requested an update to the City's 2007 Southeast Area Development Strategy. The original strategy plan was developed with an emphasis on residential reinvestment with many recommendations focused in the Hanna and Creighton area (Census Tract 17). These housing related recommendations resulted in projects that increased investment in the Renaissance Pointe Neighborhood.

The Southeast Strategy Update continues to look at housing needs, but places more emphasis on economic development and placemaking. The update provides recommendations for strengthening small businesses and revitalization of several key commercial corridors and nodes southeast.

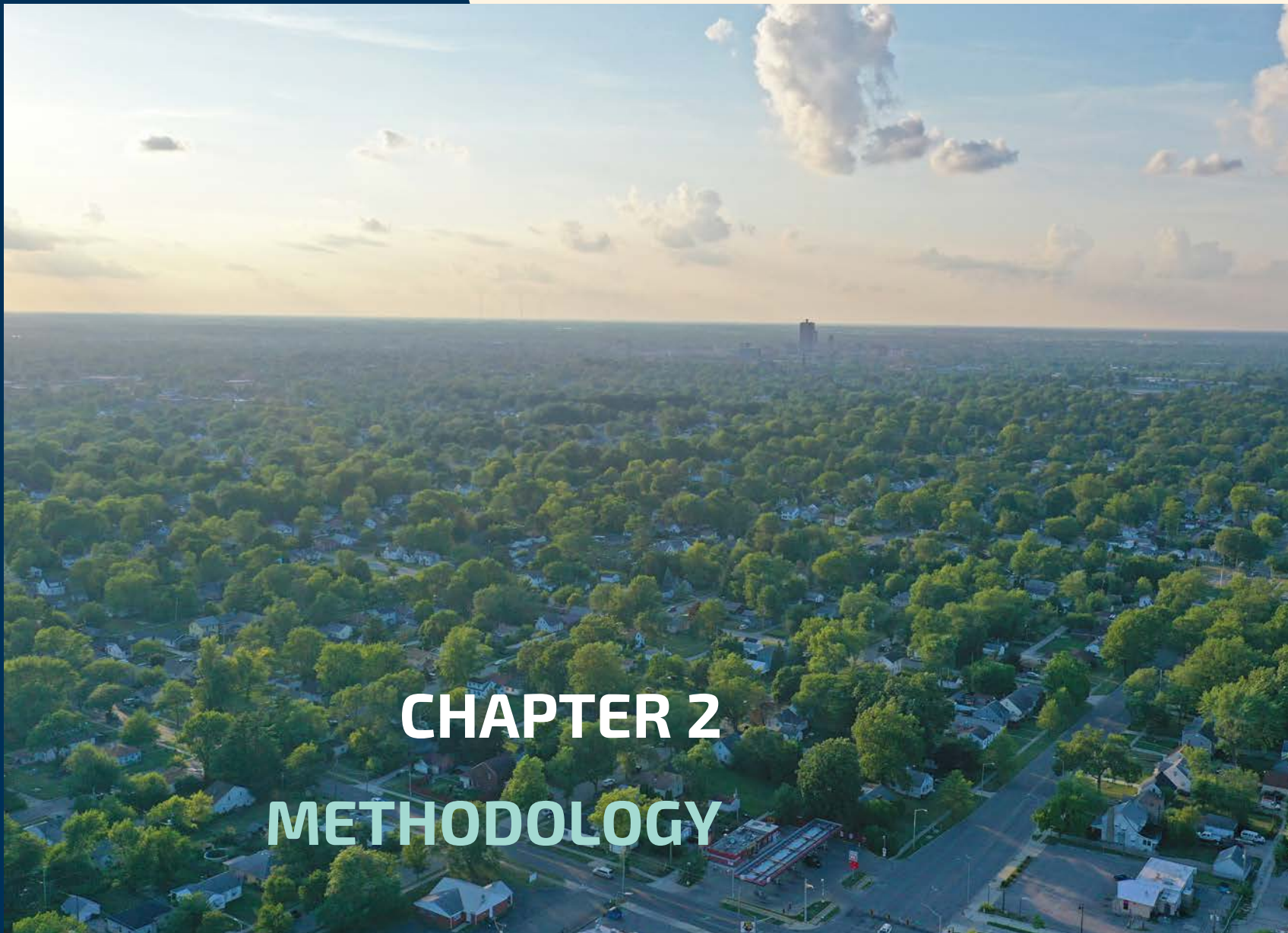
Data collected through the findings process coupled with input from residents southeast affirmed the "call to action" requested from the Southeast Area Partnership and elected officials representing southeast – that an update to the 2007 Strategy is needed.



Themes and Findings

During the development of the strategy update, several themes emerged that shaped the decision making for staff and the advisory committee. The most notable themes include:

- The Southeast is not monolithic - each neighborhood is unique, both in development patterns (urban, suburban, and rural) as well as demographics
- Minorities make up 63% of the population living Southeast, over triple that of the other quadrants
- There is a strong desire to have Southeast's story accurately told by the people living southeast and understood by all residents of Allen County
- The Southeast region has a shortage of commercial third places (coffee shops, cafes, sit-down restaurants) Communal places where residents can socialize and share ideas
- Even with a shortage of third places, there is a strong sense of community in the region that should be retained as the area grows and redevelops
- For many residents, there is a lack of amenities in close proximity to their neighborhood
- With few non-traditional loan providers, such as CDFIs (Community Development Financial Institutions), access to credit is a challenge for retail entrepreneurs
- Education assistance is lacking for both business owners and employees
- Southeast requires resources and investment, but residents want to be the ones that shape their future



CHAPTER 2

METHODOLOGY





Planning Process

The planning process for the Southeast Strategy Update involved several key steps.

- **Initiation:** In 2019, the Southeast Area Partnership approached the City with a request to update the 2007 Southeast Area Development Strategy.
- **Identification of Current Conditions:** Public input was gathered from the southeast community regarding the current issues and opportunities present in Southeast Fort Wayne. Census and other data sources were collected and analyzed. City departments and others agencies were consulted and met with the Advisory Committee.
- **Draft Policies and Recommendations:** Public and advisory committee input along with existing conditions data collected provided the basis for developing draft recommendations.
- **Public Review:** The draft policies and recommendations were presented to the public for review and comment. Feedback recieved reshaped the recommendations.
- **Draft Plan:** The policies and recommendations were then expanded on to create the draft plan.
- **Adoption:** The draft policies and guiding principles were then adopted as an amendment to the City-County Comprehensive Plan by the Fort Wayne Plan Commission and City Council.

Advisory Committee

An advisory committee was assembled under the guidance of the Southeast Area Partnership and local leadership. This advisory committee consisted of seventeen community representatives including Southeast residents, business owners, community leaders, religious leaders, and elected officials from various backgrounds and demographic groups. The Southeast Advisory Committee would help guide and shape the development of the Southeast Strategy Update.

The Southeast Advisory Committee met with Community Development staff, along with other City department staff periodically during 2019 and 2020 to discuss topics related to the Southeast Strategy Update. The Southeast Advisory Committee created guiding principles, reviewed relevant data and information, reviewed existing policies from the 2007 Southeast Strategy, and suggested adding, removing, or changing the existing policies for each topic area.

The Southeast Advisory Committee also helped guide the format for public input throughout the planning process.



Public Input

Summer Community Celebration

The successful all-ages music festival, Summer Community Celebration, promotes community unification, civic engagement, small business, social service awareness, family unity, and community pride. At the 2019 event, Planning & Policy staffed a booth to collect public comments. Attendees were asked what they believed were southeast's challenges and opportunities. They were also asked to share "what make them proud of Southeast Fort Wayne".

Southeast Charrette (workshop)

During the week of October 21st, 2019, the community was invited to attend the Southeast Charrette organized by the City of Fort Wayne, urban design and development firm: YARD & Co., and the Southeast Advisory Committee. The Southeast Charrette provided a chance for many community members to give input over the course of a week.

The Southeast Charrette's initial Kickoff event was held in the Decatur Road Shopping Center located in the Southtown Area. Several hundred community members attended and provided input.

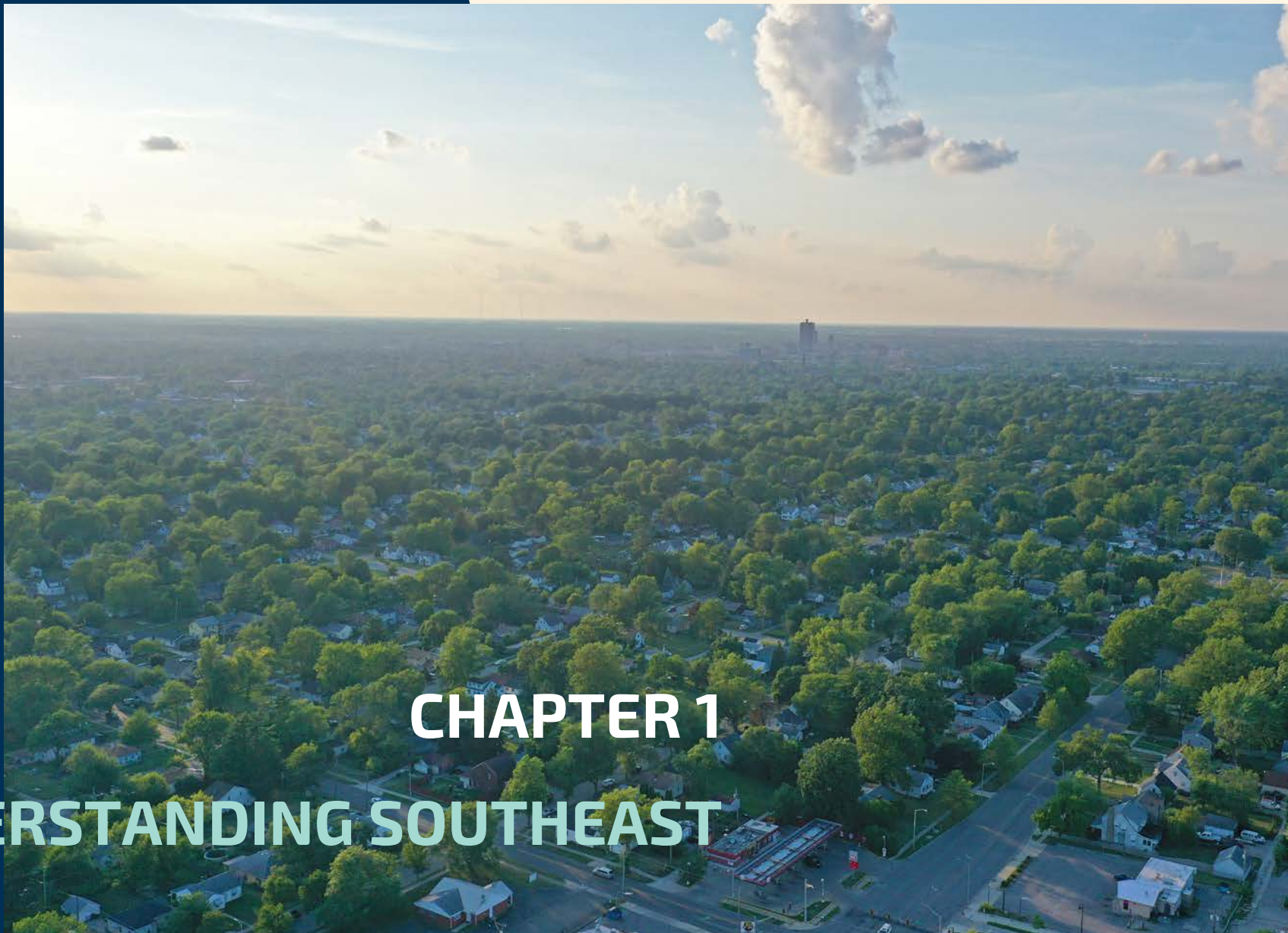
During the course of the week, additional strategies were used to collect input. Surveys were taken at multiple locations throughout Southeast Fort Wayne. An event was held at the intersection of South Anthony and McKinnie where input was gathered. An online survey was also available for this time. In addition, multiple focus groups and stakeholder interviews were conducted throughout the week.

A Wrap-up event was held on the final night of the Southeast Charrette, attended again by hundreds of community members. A summary of all the input received was presented to those in attendance. Additionally, recommendations based on this input were also provided. The community members in attendance then had a chance to comment on the findings and recommendations that were presented.

Public Comment Period

The Southeast Strategy Update's draft policies and recommendations were available for public comment between mid-August to mid-September 2020. The public comment period began with a Facebook Live event sponsored and hosted by City Councilwoman Sharon Tucker. Southeast Area Partnership president, Cherise Dixie, City planning director Paul Spoelhof, and senior planner Russ Garriott participated in an hour-long discussion of the Strategy Update and its recommendations. The Facebook Live event received over 2,000 views and over 200 comments.

Following the Facebook Live event, the draft policies and recommendations were available online for review and comment. Versions of the draft recommendations were available in English, Spanish, and Burmese. Physical versions of the drafts were available for comment at four public locations throughout Southeast. Additional comments were accepted via email.

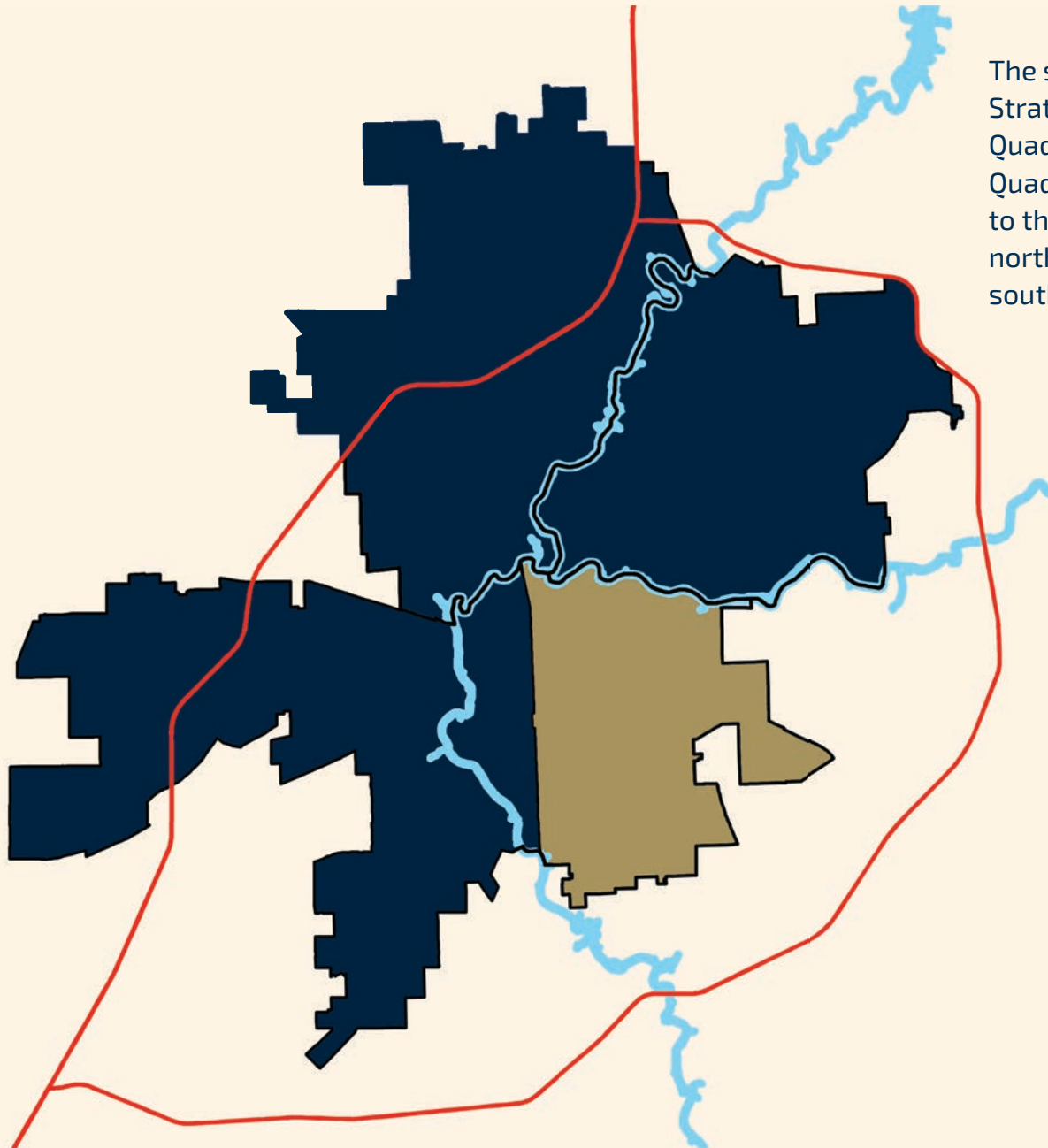


CHAPTER 1

UNDERSTANDING SOUTHEAST



Study Area



The study area for the Southeast Strategy Update includes the Southeast Quadrant of the City. The Southeast Quadrant is bounded by Calhoun Street to the west, the Maumee River to the north, and City limits to the east and south.



Demographics

Race & Ethnicity

The Southeast Quadrant is the most diverse quadrant in the City. Southeast is home to only 19% of the city's population, yet 46% of the city's minority population and 41% of the city's Latino population reside Southeast. There is no majority population in Southeast, with the largest group being African American at 42% of the resident population. Caucasian makes up 37% of the resident population in Southeast, Burmese makes up 8%, and the remaining 13% identify as other or multiple races. Almost 20% of Southeast residents identify as Latino.

Income & Poverty

The median household income in Southeast (approximately \$29,000) is almost half of the median household income elsewhere in the city (approximately \$54,750). The poverty rate in Southeast (37.4%) is nearly three times that of the rest of the city (12.9%). Years of economic disinvestment and systemic racism are likely significant contributors to lower household income and higher poverty rate.

Education

In Southeast Fort Wayne 76% of adults (age 25+) have a high school diploma (or equivalent), versus 91% of adults in the rest of the City. College education levels show similar trends, with 18% of Southeast adults having an associate degree or higher and 10% of Southeast adults having a bachelor's degree or higher. Comparatively, 41% of adults in the rest of the City have an associate degree or higher and 30% have a bachelor's degree or higher.

Housing

Owner-occupancy in Southeast accounts for 45% of occupied housing units, with the other 55% being renter-occupied. Comparatively, the rest of the City has an owner-occupancy rate of 65% and renter-occupancy rate of 35%. Approximately one in every six housing units in Southeast Fort Wayne are vacant, compared to roughly one in every twelve housing units in the rest of the City.

Health & Wellness

Life expectancy in Southeast is significantly lower than other areas of the city, up to 10 years shorter. This reflects in the median age of residents, with Southeast residents on average being 6 to 8 years younger than other City residents. Diabetes and obesity are both approximately 50% more common in Southeast adults (age 18+) compared to adults elsewhere in the City. A major factor in the higher rate of diabetes and obesity is that most of Southeast Fort Wayne is a food desert, meaning a lack of access to affordable and good-quality foods. Adults in Southeast are also 50% more likely to smoke, commonly associated with racially targeted advertising.

Level of Investment

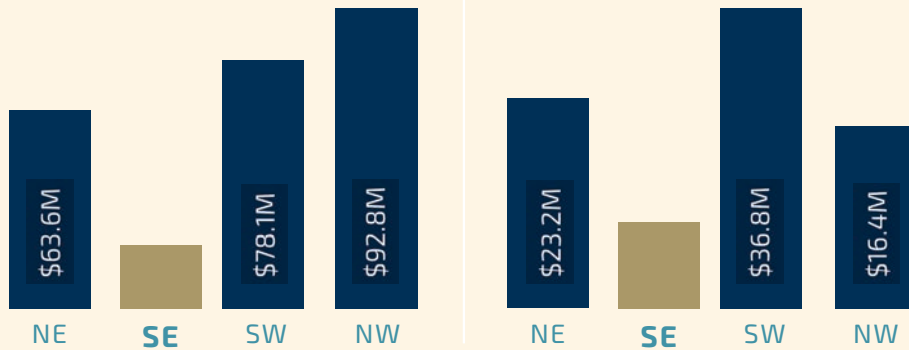
Southeast Fort Wayne has not experienced the same level of investment as the other three quadrants of the City. Based on building permits over the past 10 years, there has been roughly \$1,189 million dollars of new construction in the City (commercial and residential combined) and roughly \$860 million dollars of reinvestment in the City. Approximately \$226 million of the new construction investment and \$163 million of the reinvestment would ideally have occurred Southeast based on population (19% of the City's total population). In reality, \$78 million of the new construction investment and \$90.5 million of the reinvestment occurred in Southeast, showing a combined shortfall of investment equaling 220.5 million or 56.7% in Southeast over the past 10 years. The only category of investment that Southeast achieved the expected 19% in was for commercial maintenance and upkeep, which includes permits for repairing roofs and similar work.



10 YEARS OF RESIDENTIAL SOUTHEAST INVESTMENT

\$25,526,435
NEW CONSTRUCTION
IN SOUTHEAST

\$8,670,338
REINVESTMENT
IN SOUTHEAST

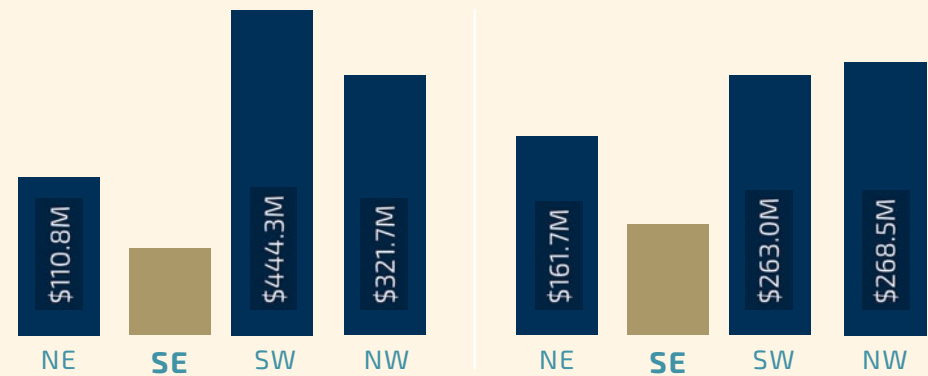


10 YEARS OF COMMERCIAL SOUTHEAST INVESTMENT

Source: Allen County Building Department

\$52,482,757
NEW CONSTRUCTION
IN SOUTHEAST

\$81,764,739
REINVESTMENT
IN SOUTHEAST



10.6%

MAINTENANCE AND UPKEEP

Projects of general maintenance in the Southeast Quadrant total **\$22,972,475**. This is approximately 10.6% of the total \$216,887,754 spent on maintenance and upkeep of existing buildings across the city.

4.9%

VALUE ADDED PROJECTS

Additions, garages, pole buildings and storage buildings are considered value added for total investment. Southeast Fort Wayne boasted **\$3,735,019** worth of value added projects for commercial structures.

18.9%

MAINTENANCE AND UPKEEP

Projects of general maintenance in the Southeast Quadrant total **\$23,357,895**. This is approximately 18.9% of the total \$123,385,051 spent on maintenance and upkeep of existing buildings across the city.

8.3%

VALUE ADDED PROJECTS

Additions, garages, pole buildings and storage buildings are considered value added for total investment. Southeast Fort Wayne boasted **\$30,483,393** worth of value added projects for commercial structures.

Unemployment and Poverty

Southeast is home to only nineteen percent (19%) of the City's population yet is home to forty-one percent (41%) of the City's population living in poverty. Unemployment in Southeast is two to three times higher than the other quadrants of the City. Median household incomes are nearly twice as high in other quadrants of the City as they are in Southeast. Residents of Southeast are more likely to be unemployed and earn significantly less than residents of other quadrants when they are employed, inherently playing into the significantly higher poverty rate in Southeast.



CITY MEDIAN HOUSEHOLD INCOME

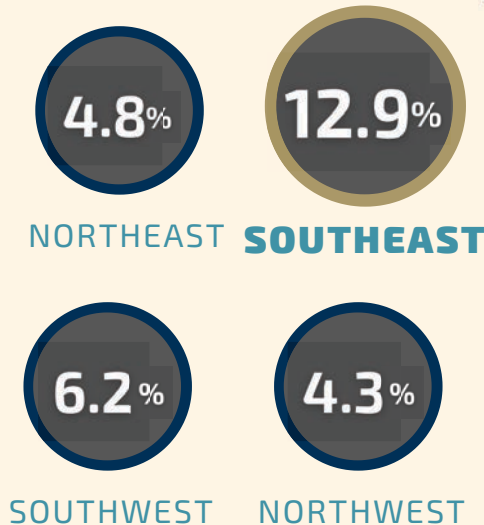


The median household income in Southeast Fort Wayne is almost half that of the other quadrants. Each \$ indicates approximately \$2,500 in median household income

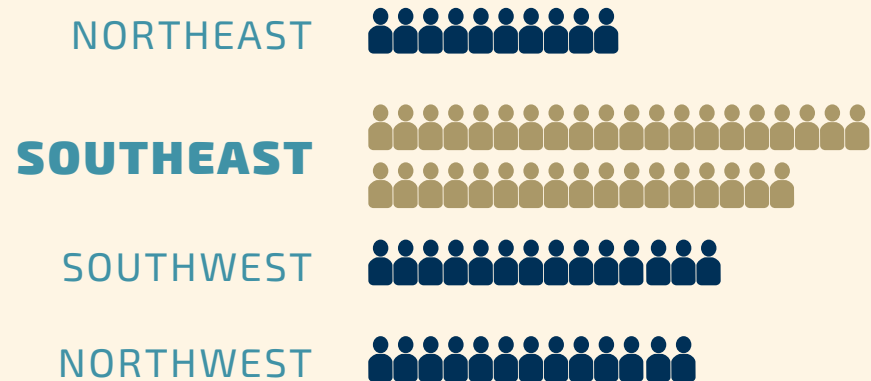


CITY UNEMPLOYMENT RATES

BEFORE COVID-19



CITY POPULATION IN POVERTY



Each person icon indicates approximately 1% of population in poverty



CHAPTER 4 RECOMMENDATIONS



Overview

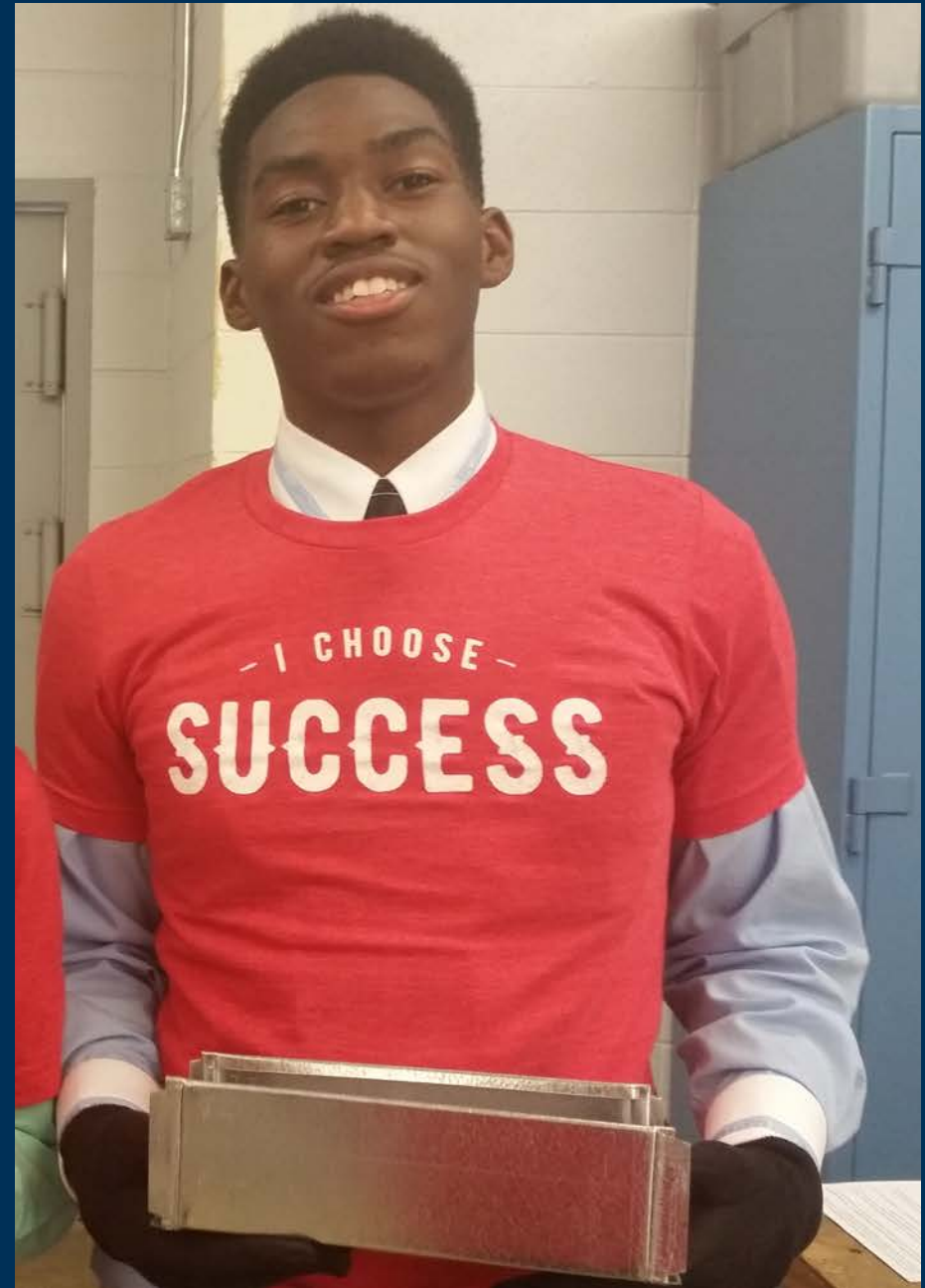
This chapter presents the guiding principles, policies, and actions steps that provide direction on transforming Southeast over the next decade.

The Strategy's recommendations are divided into five topic areas: Community & Pride, Economic Development & Revitalization, Housing & Neighborhoods, Public Spaces & Interconnectivity, and Transportation & Infrastructure.

An Advisory Committee, working with Community Development staff, developed a set of guiding principles that provide the fundamental framework for how we re-invest in Southeast Fort Wayne. Furthermore, they serve as a baseline for the community's expectations for excellence in design and maintenance and how Southeast desires to be perceived.

Policy statements provide further clarity of purpose and direction; are built upon the foundation established by the guiding principles. Each policy statement includes action steps which provide more specificity; representing projects and/or initiatives that will be implemented by either city departments or other community partners.

The plan document does not contain all of the action steps that have been developed as part of the planning process. A complete list of action steps have been compiled in the implementation matrix, which is more fully discussed in the implementation chapter of this document.

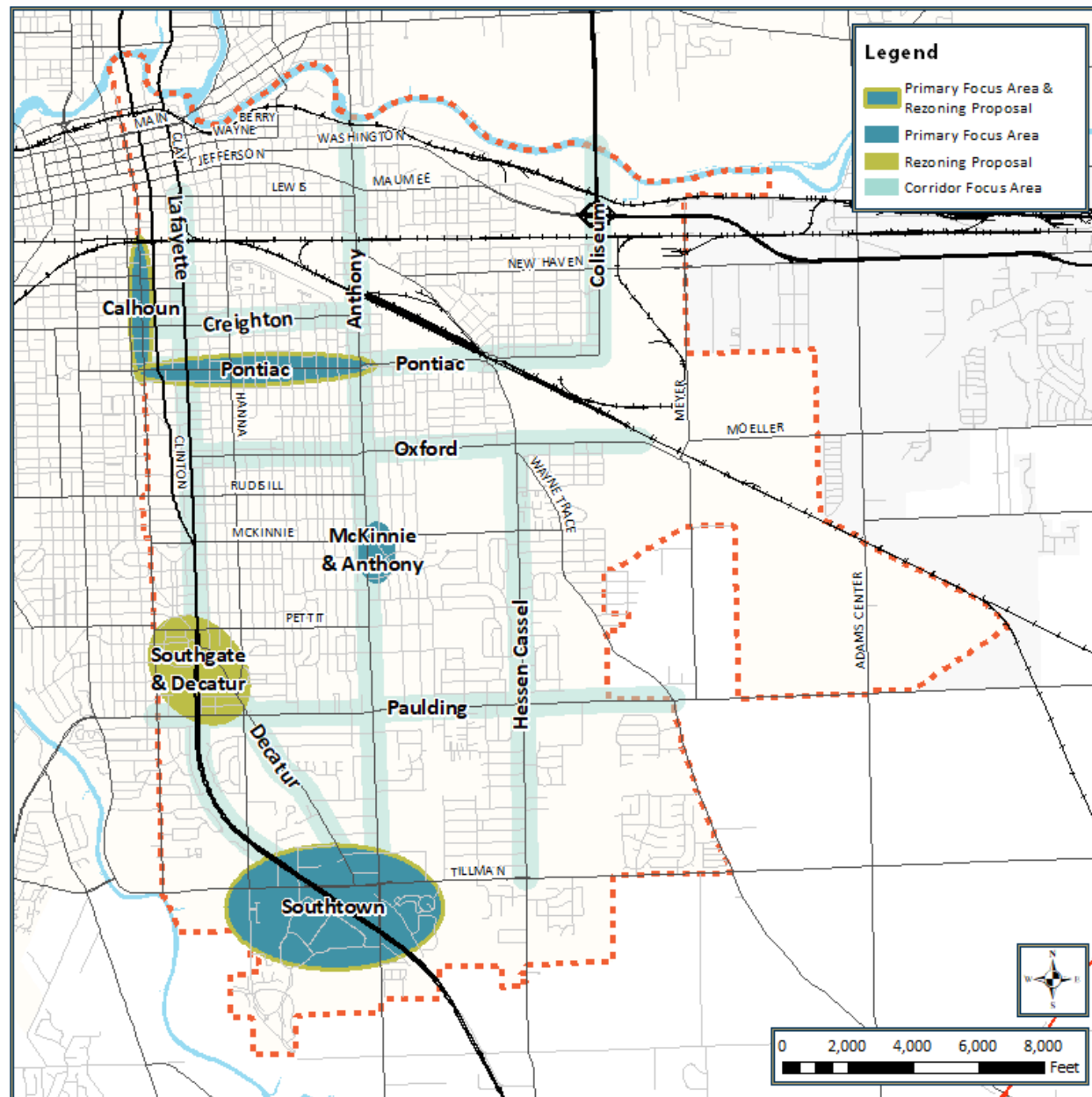


The Strategic Development Map

The following map identifies the primary and secondary focus areas that were prioritized as part of the planning process. The map also identifies areas that were discussed for future rezonings.

By no means is this an exhaustive inventory of the corridors and commercial nodes that require reinvestment attention. But the map provides decision makers some guidance on prioritizing resources and energy.

Over time, as opportunities and new information are presented, new areas may be included and existing focus areas reprioritized.



A group of approximately ten diverse individuals, including men and women of various ages and ethnicities, are posed for a group photo in front of a brick building. They are dressed in casual to semi-formal attire, including jackets, sweaters, and hats. In the background, a memorial plaque is visible, dedicated to Johnnie Mae White (November 2, 1935 - November 20, 2001). The plaque describes her as a woman of great courage and a true servant leader who dedicated her life to the service of the community. The text on the plaque is partially obscured by the group. The overall atmosphere is one of community and pride.

COMMUNITY & PRIDE

GUIDING PRINCIPLES

- A positive image and perception of Southeast Fort Wayne should be promoted
- The diversity and cultural heritage of Southeast residents should be celebrated
- The physical environment should have a consistent, high quality visual character



Themes and Findings

Telling Southeast's Story

This community has a story to tell that is uniquely Southeast - a story of racial and cultural diversity, loving families, and a proud community. Accurately capturing and conveying the stories of those who live and work southeast is a theme often repeated throughout the input process. It is important to communicate the southeast community's history and culture.



Diversity is an Asset

The southeast side of Fort Wayne has attracted and welcomed migrants and immigrants to the city for over 150 years. This is reflected today in the area's diversity, as well as its blend of races, cultures, and socio-economic groups that contribute to a thriving community.

Southeast is home to 57.8% of the City's African American residents, 58.9% of the City's Burmese residents, and 42.9% of the City's Latino residents. Just 9.7% of the City's Caucasian residents reside Southeast. Considering that the Southeast Quadrant only contains 19.8% of the City's population, this makes the Southeast Quadrant by far the most diverse quadrant of the city.

Between 2010 and 2017, the Burmese community in the Southeast Quadrant increased from 2.0% to 6.5%, going from 971 residents to 3,370 residents. Many of these residents were born in Myanmar (locally still referred to as Burma), but a growing number are moving to Fort Wayne from other areas of the U.S. Like immigrant groups before them, the Burmese community brings with them new foods, ideas, hopes and dreams of a better tomorrow.

The uniqueness that southeast's African American, Latino, and Burmese communities bring to Fort Wayne and Northeast Indiana is an untapped asset that should be celebrated and promoted.



Themes and Findings

Preserving Southeast's History and Heritage

The history of Southeast represents a unique culture and diverse community within the City of Fort Wayne. Southeast has been the location of important industries, commercial areas, neighborhoods and church communities.

These historic and architectural resources convey the story of cultural identity and community value. Though many of Southeast's historic buildings and homes have been lost over the decades, many great resources remain.

Two notable resources southeast include South Side Market and Turner Chapel AME Church. South Side Market built between 1926 to 1928 and originally located on a trolley line, has operated continuously since 1926. Turner Chapel is associated with the first African congregation in Fort Wayne and with local Civil Rights activities in the 1960s. Both of these cultural and historic resources are designated Local Historic Districts by the City of Fort Wayne.

Through tools such as national and local historic districts, the community can protect historic assets and guarantee safe stewardship of these resources for future generations. In addition to preserving the exterior integrity of historic properties, local districts also help to stabilize and increase property values.



The Bottle Works Lofts - A great example of using federal historic tax credits to redevelop an abandoned historic buildings into a productive neighborhood asset.



COMMUNITY & PRIDE

Recommendations



PROMOTE SOUTHEAST THROUGH A COORDINATED COMMUNICATION AND MARKETING STRATEGY

With the assistance of marketing professionals and southeast residents of all ages, develop a brand identity and story for southeast

Continue to work with local media to promote and accurately portray southeast Fort Wayne

PROMOTE AND FOSTER SOUTHEAST FORT WAYNE'S CULTURAL HERITAGE AND DIVERSITY

Promote and celebrate Southeast's African American heritage and history

Promote and celebrate Southeast's Hispanic heritage and history

Promote and celebrate Southeast's Burmese heritage and provide awareness to Burmese culture

Work with the City's Historic Preservation staff to establish local and national historic districts to celebrate, promote, and preserve Southeast's history, architecture, and heritage

SUPPORT EFFORTS TO MAINTAIN, ENHANCE, AND BEAUTIFY PRIVATE AND PUBLIC PROPERTY

Explore the development of design guidelines for major commercial corridors

The physical environment should have a consistent, high quality visual character
~Community & Pride Guiding Principle

ZONING & LAND USE





Zoning & Land Use

Zoning: A Tool to Enhancing Southeast's Appearance

What is zoning?

Zoning is the process of dividing land into zones or districts in which certain land uses are permitted or prohibited. Zones can also place regulations on new development through standards on the size, height, form, and placement of buildings as well as the size and dimensions of land area for the placement of buildings.

What is the purpose?

The purpose is to protect property values, health, safety, general welfare and appearance by separating land uses that are thought to be incompatible. It is also used to guide growth and development and is a tool used to implement the Comprehensive Plan and other adopted land use plans.

How is Zoning Implemented in the City of Fort Wayne?

Zoning regulations are implemented through a zoning map and zoning ordinance which are produced by a plan commission and adopted by a legislative body. The Allen County Department of Planning Services (DPS) is responsible for enforcement of the zoning ordinance and oversees the changes to zoning districts and the development review and permitting processes related to ensuring compliance with zoning ordinance requirements for the City of Fort Wayne, Allen County.

Evaluation of Southeast

An evaluation of land use and zoning was completed by staff from the Fort Wayne Planning and Policy Department and the Allen County Department of Planning Services. The evaluation included a review of the current zoning classifications, Board of Zoning Appeals cases, Plan Commission applications, land uses and general development patterns. The following is a summary of observations and trends based on staff review.

1 - Zoning and land use conflicts are present in areas zoned for industrial or higher intensity commercial uses. The land uses in these areas are either primarily residential, limited commercial or general commercial. The areas around Southgate Plaza and Decatur Road east of Lafayette and the Southtown Mall area are two examples. Proactively rezoning areas to districts more appropriate to existing development types will help to stabilize these areas, encourage desired land uses and prevent the encroachment of incompatible industrial or higher intensity commercial uses.

There have also been examples of rezoning applications for higher intensity commercial districts in areas adjacent to residential districts. Uses permitted in these districts have the potential to have negative impacts on adjacent residential areas. Recommendations against rezoning of higher intensity commercial and industrial districts adjacent to residential land uses will avoid future negative impacts.



Zoning & Land Use

2 - Outdoor storage, display and nonconforming screening and buffering can be observed along corridors.

A review of existing land uses revealed a number of uses that involve outdoor storage, display and large parking areas which do not meet current screening and buffering standards. Collectively these uses have a negative visual impact along commercial corridors in the area. Some specific examples include auto sales and service uses with vehicles that are inoperable or do not move for a long period of time and Indoor tire sales facilities that have begun to store tires outdoors which can be difficult to enforce.

There are also examples of reuse of commercial structures for higher intensity uses that do not meet current screening, buffering and landscaping standards based on the new use of the building. Amendments to the zoning ordinance to bring nonconforming outdoor storage, display and parking areas up to current screening, buffering and setback standards and review of existing outdoor storage, display and areas as part of Certificates of Occupancy or Certificate of Use applications would help to improve the appearance along corridors.

3 - Variances and waivers required for urban residential, commercial and mixed-use development.

Development patterns in older urban areas often have lot sizes and setbacks that are significantly less than current zoning ordinance standards. They also often contain a mix of residential and neighborhood oriented commercial uses that are not permitted by right in a majority of existing zoning districts. When considering infill or redevelopment projects in urban areas these differences often result in the need for development standards, use variances or waivers which cost property owners time and money when doing projects.

Developing projects that meet current zoning ordinance standards often appear out of place and incompatible when compared to existing development patterns. The creation of new zoning districts that accommodate urban residential, commercial and mixed development patterns coupled with a comprehensive rezoning of older urban areas would incentivize infill by removing barriers to development.



ZONING CLASSIFICATIONS SHOULD BE COMPATIBLE WITH EXISTING LAND USES AND DEVELOPMENT PATTERNS IN DEVELOPED AREAS.

NONRESIDENTIAL DEVELOPMENT ADJACENT TO RESIDENTIAL NEIGHBORHOODS SHOULD CONTAIN LOWER INTENSITY, NEIGHBORHOOD-ORIENTED USES THAT FOCUS ON THE NEEDS OF THE SURROUNDING COMMUNITY.

LOWER INTENSITY NEIGHBORHOOD ORIENTED COMMERCIAL ZONING DISTRICTS SHOULD BE USED AS A BUFFER BETWEEN RESIDENTIAL USES AND HIGHER INTENSITY COMMERCIAL AND INDUSTRIAL USES.

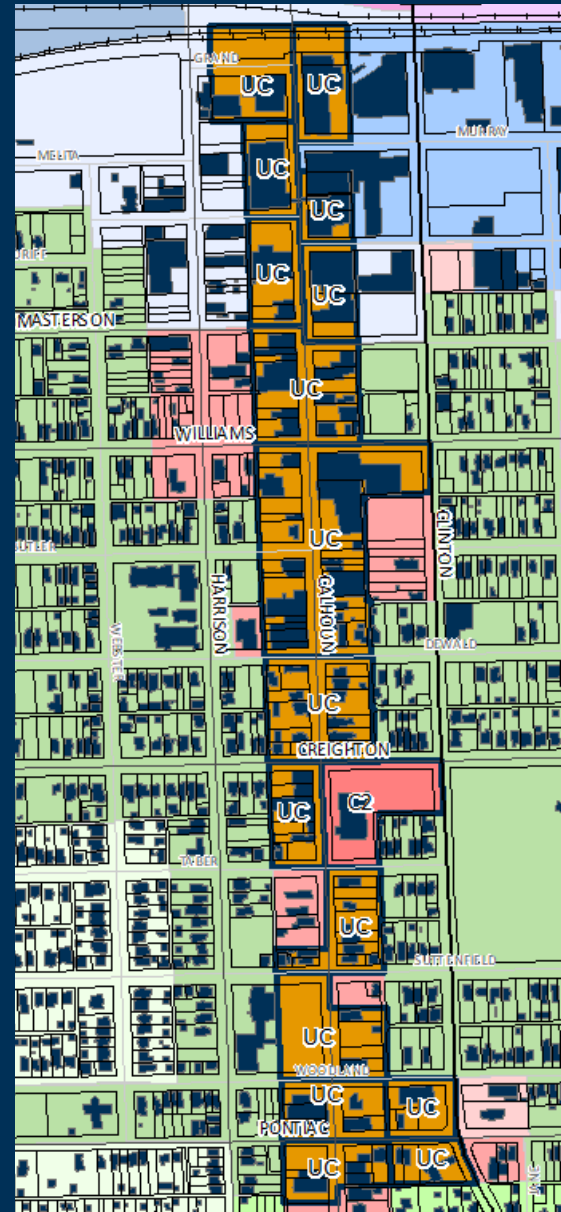
ENHANCE AND PRESERVE EXISTING URBAN SCALED, PEDESTRIAN ORIENTED, MIXED USE CORRIDORS THROUGH APPLICATION OF URBAN CORRIDOR (UC) ZONING.

INFILL DEVELOPMENT AND REDEVELOPMENT IN EXISTING RESIDENTIAL AND COMMERCIAL AREAS SHOULD RESPECT AND COMPLEMENT HISTORIC AND SURROUNDING DEVELOPMENT PATTERNS INCLUDING MIX OF USES, LOT SIZES, DEVELOPMENT STANDARDS AND BUILDING FORMS.

COMMERCIAL AND INDUSTRIAL USES WITH OUTDOOR DISPLAY, STORAGE AND LARGE PARKING AREAS SHOULD MEET OR EXCEED CURRENT SCREENING AND BUFFERING STANDARDS.



Existing

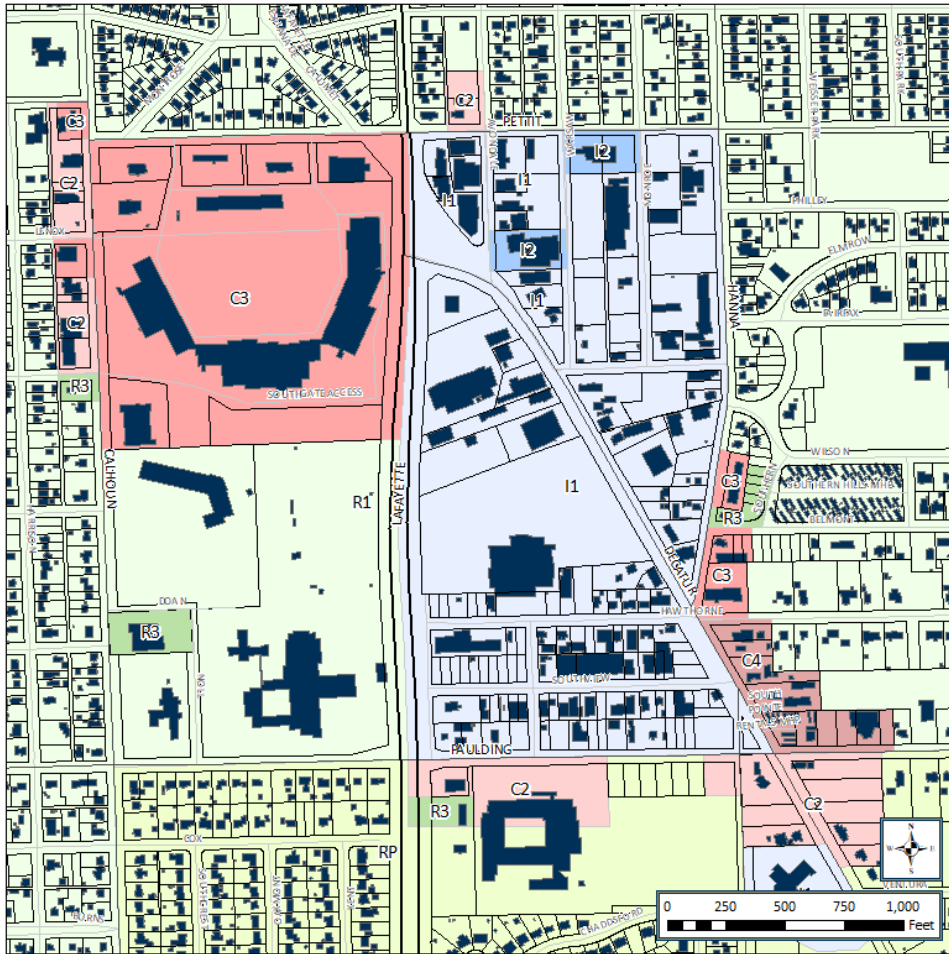


Proposed

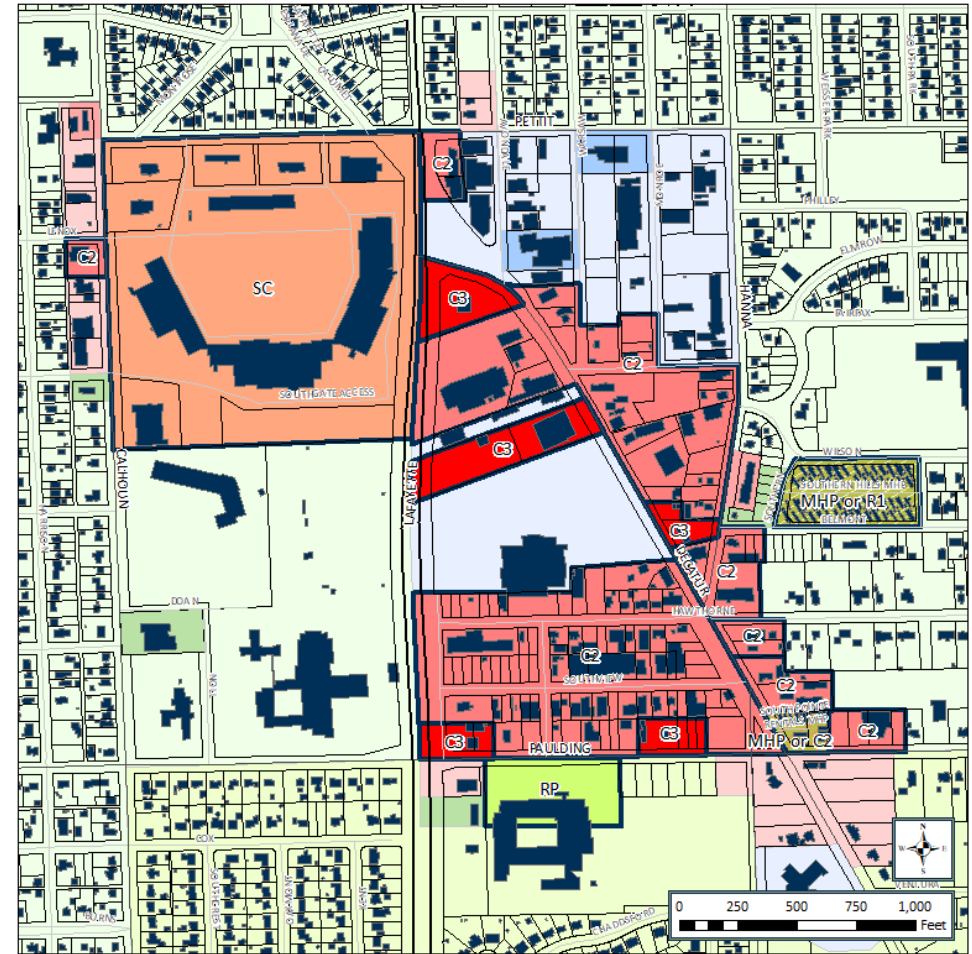


Existing

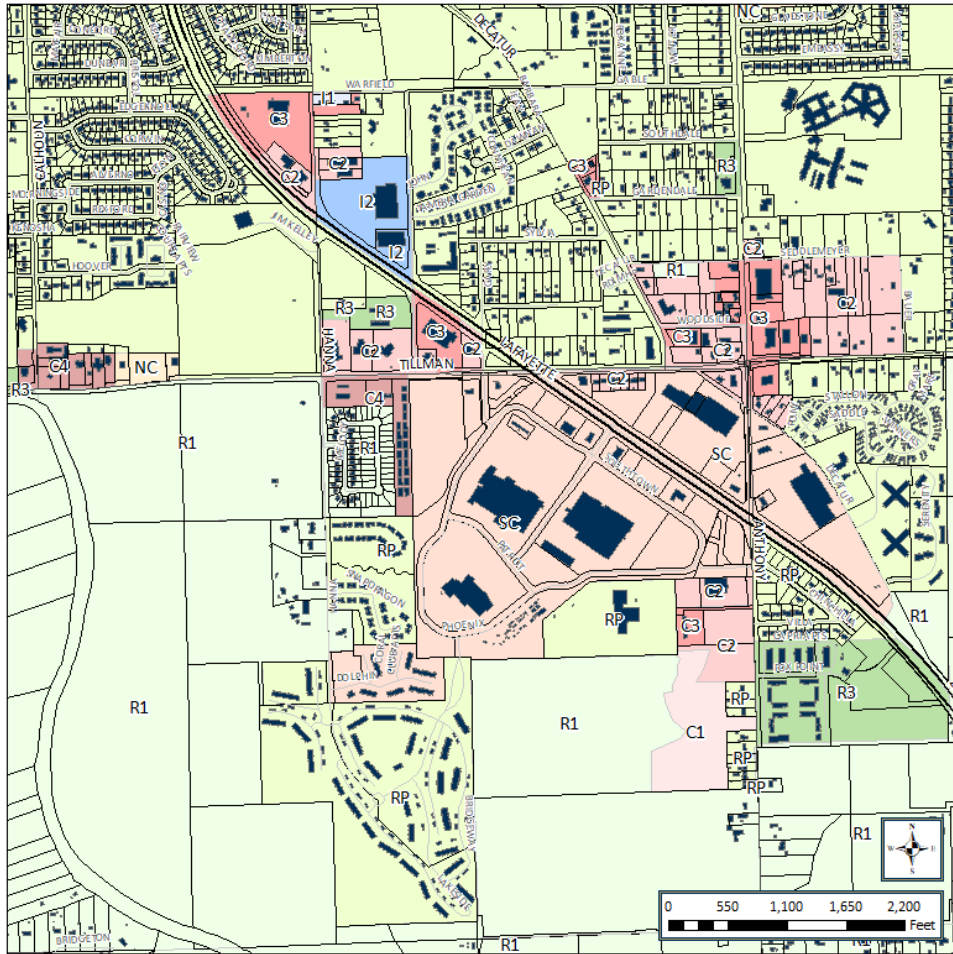
Proposed



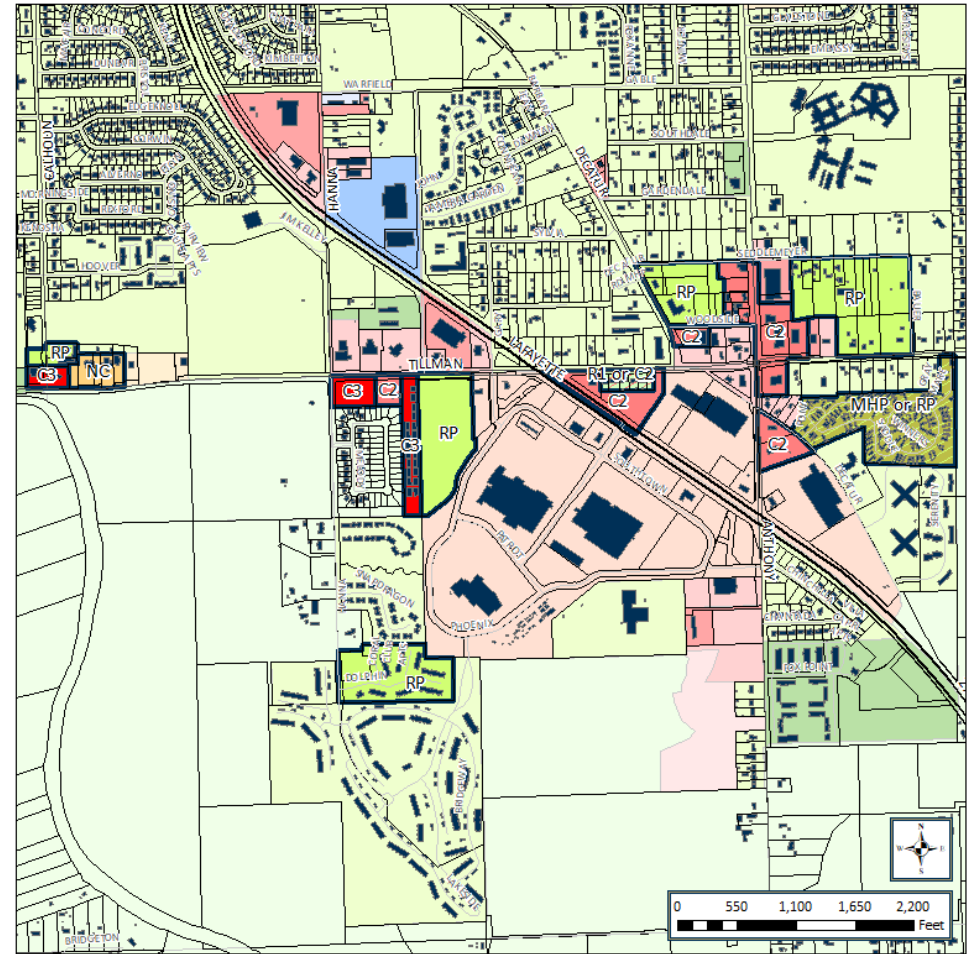
Existing



Proposed



Existing



Proposed

ECONOMIC DEVELOPMENT & REVITALIZATION



GUIDING PRINCIPLES

- Top-of-market employment opportunities should be encouraged
- Inclusive and equitable entrepreneurial development should be promoted
- Commercial corridors and districts should attract a regional market



Themes and Findings

Embrace Your Inner Entrepreneur

Southeast Fort Wayne's retail market has shifted considerably since the demise and subsequent removal of Southtown Mall. During its peak in the 1980's, Southtown Mall was a significant regional attraction with four anchor stores and approximately 950,000 square feet of retail space. After struggling through the 1990's, the mall was demolished and in the early 2000's redeveloped as Southtown Centre, with new Menard's and Wal-Mart stores. Though the two anchor stores have been successful and have provided necessary goods and services to residents, the site has never reached the level of retail prominence that was recognized when it was Southtown Mall.

In addition to the impact of losing a regional retail center, neighborhood commercial corridors such as Pontiac and Oxford also experienced a decrease in retail services. With less retail options (especially sit-down restaurants, cafés, health related services, and other basic retail needs) a gap has been created which limits consumer options and requires residents to travel distances to obtain goods and services.

Attracting national chains to this submarket has proven to be a challenge since national retailers adhere to a formulaic site selection process that tends to reward established or more certain markets. Cultivating local entrepreneurs is one way to address the need for retail services and grow the economy. Bobby Boone with &Access provided a gap analysis and strategy for enhancing southeast's entrepreneurial ecosystem.





Themes and Findings

About the Entrepreneurial Ecosystem

Recognizing and supporting a small business ecosystem is an emerging approach in economic development, primarily spurred by high-growth, technology firms. Dell Gines, Economic Development Advisor for the Federal Reserve, who wrote: *The Importance of Inclusive Entrepreneurship Ecosystems*, presents the following five C's of an Entrepreneurial Ecosystem:

- Capital: Financial Resources
- Culture: The local communities' perception and support of entrepreneurship
- Connection: Resource and relationship network
- Capability: Entrepreneur and owner skillset
- Climate: Regulatory, Economic Development, & Policy Environment

The ecosystem tailored for neighborhood retail comprises all of the same elements but includes the following:

- Organizational Capacity
- Stage of Entrepreneur Supported (Business Planning, Startup, Growth, Decline/Pivot)
- Programmatic Offerings
- Community Building (Networking, Mentorship)
- Design Services (Architecture, Graphic Design, Branding)
- Education (Financial Literacy, Sales and Marketing, Workforce Development, Management, and Operations)
- Financial Support (Grants, Loans, Lines of Credit, Venture Capital)
- Real Estate (Pop Up, Traditional Leases, Other)
- Technical Assistance (Accounting and Tax, Business Planning, Legal, Feasibility Studies, Licensing Support, Business & Nonprofit Consulting, etc.)

Enhancing Southeast's Entrepreneurial Ecosystem

Of the elements needed for a successful entrepreneurial ecosystem, an analysis provided by &Access found that the following services are lacking southeast and are needed to help business entrepreneurs thrive:

- Financial Support - low interest loans and grants
- Sales and marketing education
- Design services
- Education for business owners and employees
- Real estate options for start-ups

Retail Strategies and Tools

The following are suggestions to grow retail.

- Explore the opportunity to offer grants to subsidize the following:
 - Pre-development costs
 - Branding and graphic design
- Hire a Southeast Small Business Liaison to connect existing and potential businesses to resources
- Diversity financing products for small businesses and real estate with CDFI and community banks
- Organize community organizations to pool resources to activate a vacant storefront in their community
- Celebrate big and small wins with PR support for small business openings



Themes and Findings

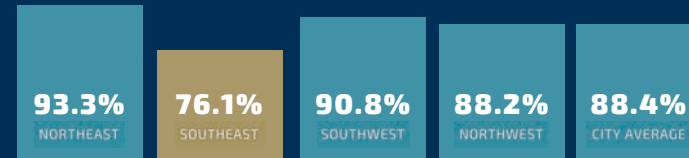
Education and Training

Access to education for business owners and for their employees and potential employees is greatly needed southeast. For business owners, financial literacy was noted as the most prevalent need, followed by sales and marketing.

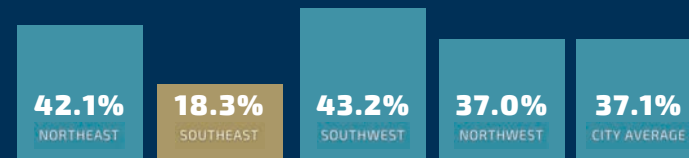
For employees, many of the secondary and post-secondary educational training programs remain aligned with manufacturing. However, stakeholders mentioned an essential need for training in emerging technologies/IT and hospitality.



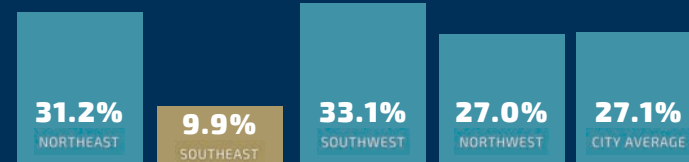
ADULTS WITH HIGH SCHOOL DIPLOMA OR HIGHER



ADULTS WITH ASSOCIATE DEGREE OR HIGHER



ADULTS WITH BACHELOR DEGREE OR HIGHER



Source: US Census Bureau & CDC

Providing Third Places

A reoccurring theme voiced by residents was southeast's shortage of restaurants, coffee shops, café's, and other similar gathering locations. These retail establishments provide more than food and drink, they also serve as third places for the community. Third places are the places where people congregate when they are not at work or at home. A term popularized by sociologist Ray Oldenburg, it is the place where people can meet to socialize, interact and share ideas.

Southeast is not entirely without third places; libraries, community centers, churches, barber shops and salons continue to provide this opportunity for southeast residents. However, many (though not all) of these listed spaces are places devoid of the communal atmosphere one experiences when socializing around food.



Themes and Findings

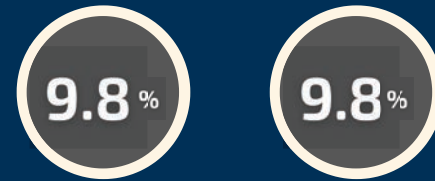
The Economics of Health

Life expectancy in Southeast is significantly lower than other areas of the city, up to 10 years shorter. Diabetes and obesity are both about 50% more common in Southeast adults (age 18+) compared to adults elsewhere in the City. A major factor in the higher rate of diabetes and obesity is that most of Southeast Fort Wayne is a food desert, meaning a lack of access to affordable and good-quality foods. Adults in Southeast are also 50% more likely to smoke, commonly associated with racially targeted advertising.

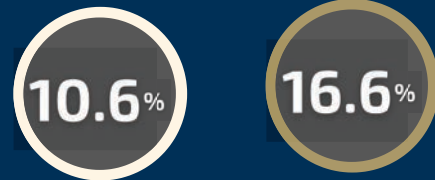
Lack of access to healthy foods and to healthcare is a significant reason for these staggering health statistics. Inability to access quality healthcare and food can be attributed to the physical distance residents must travel to reach full service grocers. The gulf between these distances are referred to as food deserts. For the fourteen percent of southeast households who do not own a personal vehicle (compared to 7% of households citywide), alternatives such as public transit, relying on others for transportation, or walking, are not acceptable solutions.

Since late 2020, several health care providers have opened or announced the opening of health clinics in southeast . Alliance Health Centers has opened in the former Lafayette Medical Center, IU Health has announced a new clinic at South Gate Plaza, and Neighborhood Health will expand and operate healthcare and educational facilities and programs in the former Ward School on Warsaw Street.

ADULTS WITH DIABETES

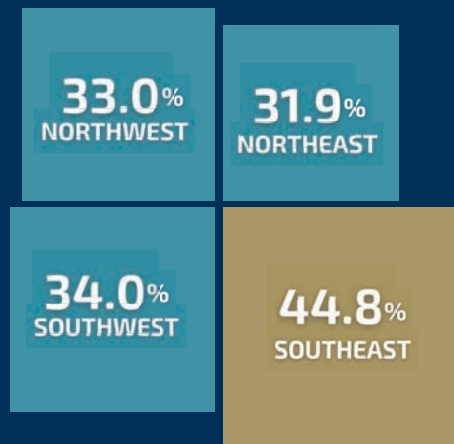


NORTHWEST NORTHEAST



SOUTHWEST **SOUTHEAST**

ADULTS WHO ARE OBESE





Themes and Findings

Food Deserts Allen County, IN Vulnerable Populations Study

St. Joseph Community Health Foundation

Some people and places, especially those with low income, may face greater barriers in accessing healthy and affordable food retailers, which may negatively affect diet and food security. The U.S. Department of Agriculture (USDA) Economic Research Service, Food Access Research Atlas, identifies census tracts that are both low income and low access, as measured by different distances to a grocery store. There are several classifications within "food desert", but a food desert is in a census tract where:

- The tract's poverty rate is 20.0% or greater; or
- The tract's median family income is less than or equal to 80.0% of the statewide median family income; or
- The tract is in a metropolitan area and has a median family income less than or equal to 80.0% of the metropolitan area's median family income.

In most of the food desert neighborhoods, the issue of food insecurity is both caused and compounded by other poverty-related issues. For example, in the **46806** community, which has a particularly high concentration of designated food deserts, some additional issues they face include:

- About 32.0% of adults (ages 18 to 64) live below the Federal Poverty Line.
- Over 50.0% of children under the age of 18 live below the Federal Poverty Line.
- Over 50.0% of residents who rent spend over 35.0% of total household income on rent.
- The unemployment rate is 12.0%.
- Over 25% of households speak a language other than English at home.
- Roughly one-quarter of households are single-parent households.
- Over one-quarter of adults did not complete high school or equivalent.
- Less than 10.0% of adults have a bachelor's degree or higher.
- Nearly 40.0% of adults (ages 18 to 64) are uninsured.

Income, geographic location, and level of education are all strongly correlated with food security. Therefore, solutions must be multifaceted, addressing both accessibility and affordability of nutritious food.

– Source: St. Joseph Community Health Foundation. Allen County, IN Vulnerable Populations Study: A Review of Demographic, Socioeconomic and Poverty Indicators



ECONOMIC DEVELOPMENT & REVITALIZATION Recommendations

PROVIDE WORKFORCE DEVELOPMENT AND JOB TRAINING OPPORTUNITIES FOR SOUTHEAST RESIDENTS

PROMOTE ECONOMIC DEVELOPMENT PROGRAMS AND SERVICES TO SOUTHEAST BUSINESSES

Partner with Burmese business leaders to assist the Burmese business community in developing a chamber of commerce organization

Continue to collaborate with the Black and Hispanic chambers, Greater Fort Wayne Inc., and the Northeast Indiana Regional Partnership to assist southeast businesses

Continue to promote SEED and other economic development tools for businesses and investors in EDTA areas

LEVERAGE EXISTING RESOURCES AND CREATE NEW MECHANISMS TO SUPPORT SMALL RETAIL BUSINESSES IN SOUTHEAST FORT WAYNE

Establish a CDFI (Community Development Financial Institution) that will focus its services in the southeast quadrant

IMPROVE ACCESS TO HEALTH AND WELLNESS SERVICES AND FRESH FOOD OPTIONS WITHIN SOUTHEAST FORT WAYNE

Work with area health systems and nonprofit organizations to establish more full-serve medical clinics and wellness centers

Provide economic incentives to attract a full-service grocery store in areas currently underserved or classified as food deserts



Recommendations

Reinvestment Focus Areas

Four initial focus areas were selected through input from the advisory committee and the public during the Southeast Charrette. The four commercial corridors and nodes: Calhoun Street, Pontiac Street, McKinnie and S. Anthony intersection, and the Southtown Area, provide a connection between downtown and the furthestmost retail area of southeast. Each of these areas already have existing assets and community energy. The goal is to build on this emerging momentum by concentrating programming and capital resources to these areas. Ultimately reinvestment in these connecting focus areas will benefit surrounding neighborhoods and adjacent commercial areas.

Each of these areas are at different starting points when it comes to level of need for private market investment so approach will be different for these areas.

Retail Strategies and Tools

The following are strategies for growing retail's presence in the focus areas:

- Implement temporary activations at existing and potential places of community intersection
- Activate facades and key intersection with public art, leveraging creative ecosystem
- Diversity financing products for small businesses and real estate with CDFI and community banks
- Organize community organizations to pool resources to activate a vacant storefront in their community

Downtown's renaissance is good for Southeast

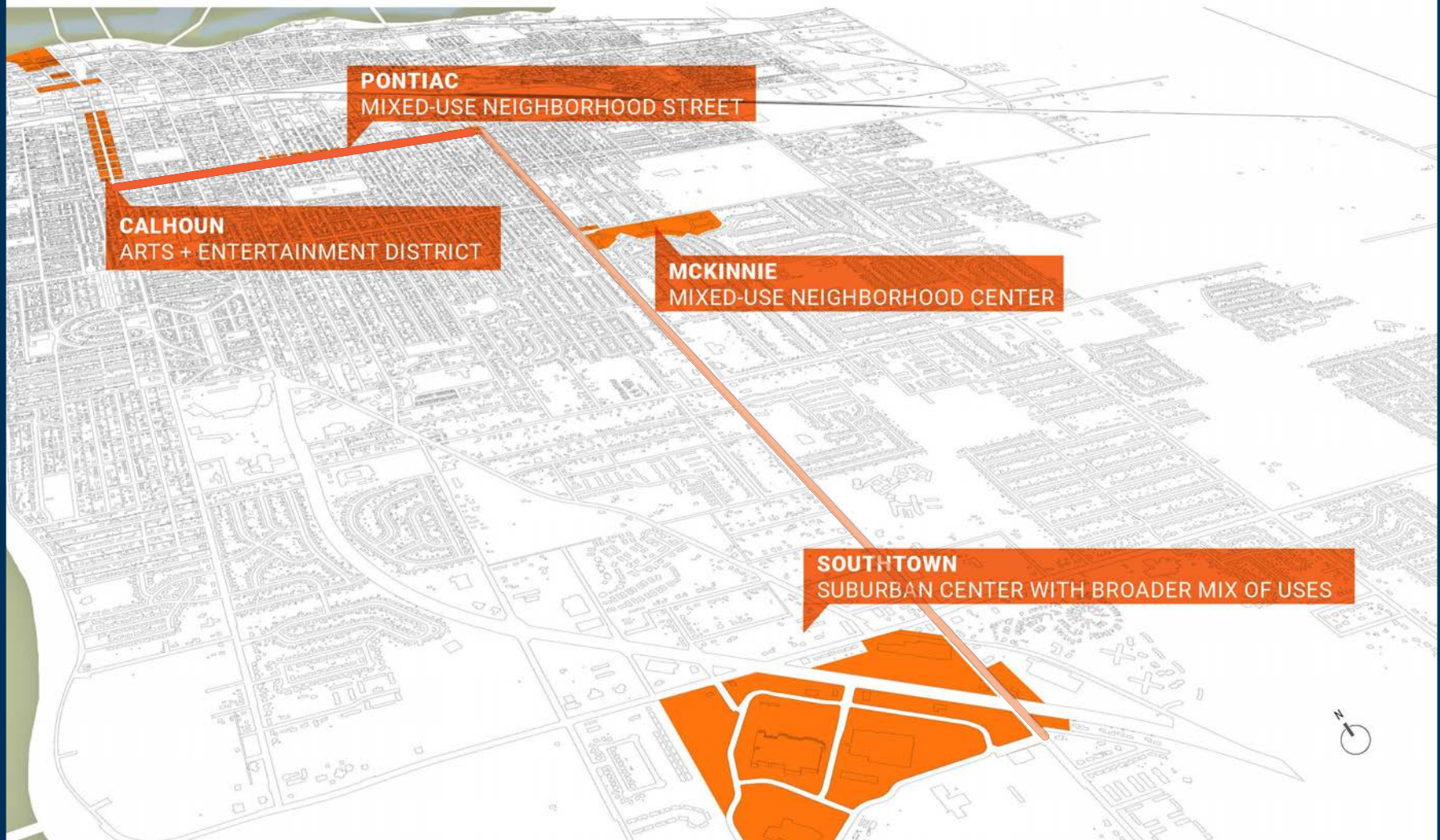
Downtown Fort Wayne is experiencing unprecedented growth and investment. This is good for the region as it helps attract employers to Northeast Indiana. It is also good for the surrounding neighborhoods as downtown's resurgence brings new residents and reinvestment in the commercial corridors connected to downtown. Ultimately, these commercial corridors can serve as the conduit that draws downtown's newfound energy into the outlying areas. Calhoun Street is the corridor that provides Southeast a connection to downtown. The key is developing and implementing an approach that extends this momentum into the heart of southeast. This can be achieved through incrementally connecting successful areas of investment, establishing demand, and activating areas that are underperforming. All of which is predicated on community support and initiative.

The four focus areas may be better connected through a variety of means along primary corridors. On these corridors it will be critical to coordinate intersection improvements, traffic studies, road diets and lighting and streetscape improvements with the greatest emphasis placed on those portions of the corridors that are located within the above focus areas.



Recommendations

THROUGH A COLLABORATIVE EFFORT, ENSURE FOCUSED REINVESTMENT IN THE SOUTHTOWN AREA, MCKINNIE AND SOUTH ANTHONY AREA PONTIAC STREET, AND CALHOUN STREET



Continue to build on development activity to foster an Arts and Entertainment Gateway to the South and Southeast

CALHOUN



Calhoun Key Projects

- Focus a small business grant program to encourage businesses to locate along Calhoun
- Activate the railroad underpass using art and creative lighting
- Create more pedestrian-friendly intersections across Clinton St. connecting to Lebamoff Park

Create a walkable, mixed-use street with a focus on market activation to drive incremental growth of Renaissance Pointe

PONTIAC



Pontiac Key Projects

- Expand and improve pop-up park on NW corner of Pontiac St. and Weisser Park Ave.
- Work with building owners on public art murals
- Focus facade grant and Summit City Match Programs along Pontiac St.
- Create a more pedestrian-friendly street between Hanna St. and Smith St

PHASE I

Create a walkable, mixed-use street with a focus on market activation to drive incremental growth of Renaissance Pointe

PONTIAC



PHASE II

Focus demand creation and programming with food and art to create an active neighborhood center that drives increased investment

MCKINNIE & ANTHONY



McKinnie & Anthony Key Projects

- Repurpose lane on McKinnie at S. Anthony and activate with neighborhood programming
- Provide façade grant to strip center and paint a mural on the northern wall of the building
- Work with church in reusing former bank building on north side of McKinnie

PHASE I

Focus demand creation and programming with food and art to create an active neighborhood center that drives increased investment

MCKINNIE & ANTHONY



PHASE II

SCHWABER 2019

Create a suburban, mixed-use town center that serves existing neighborhoods and the rural populations to the south

SOUTHTOWN



Southtown Key Projects

- Market and promote city controlled out lots at Southtown Centre
- Expansion of Decatur Rd. to Southtown Blvd., creating a new intersection on US 27
- Further improve bike and pedestrian access and circulation between Anthony and Southtown Centre.

PHASE I

Create a suburban, mixed-use town center that serves existing neighborhoods and the rural populations to the south

SOUTHTOWN

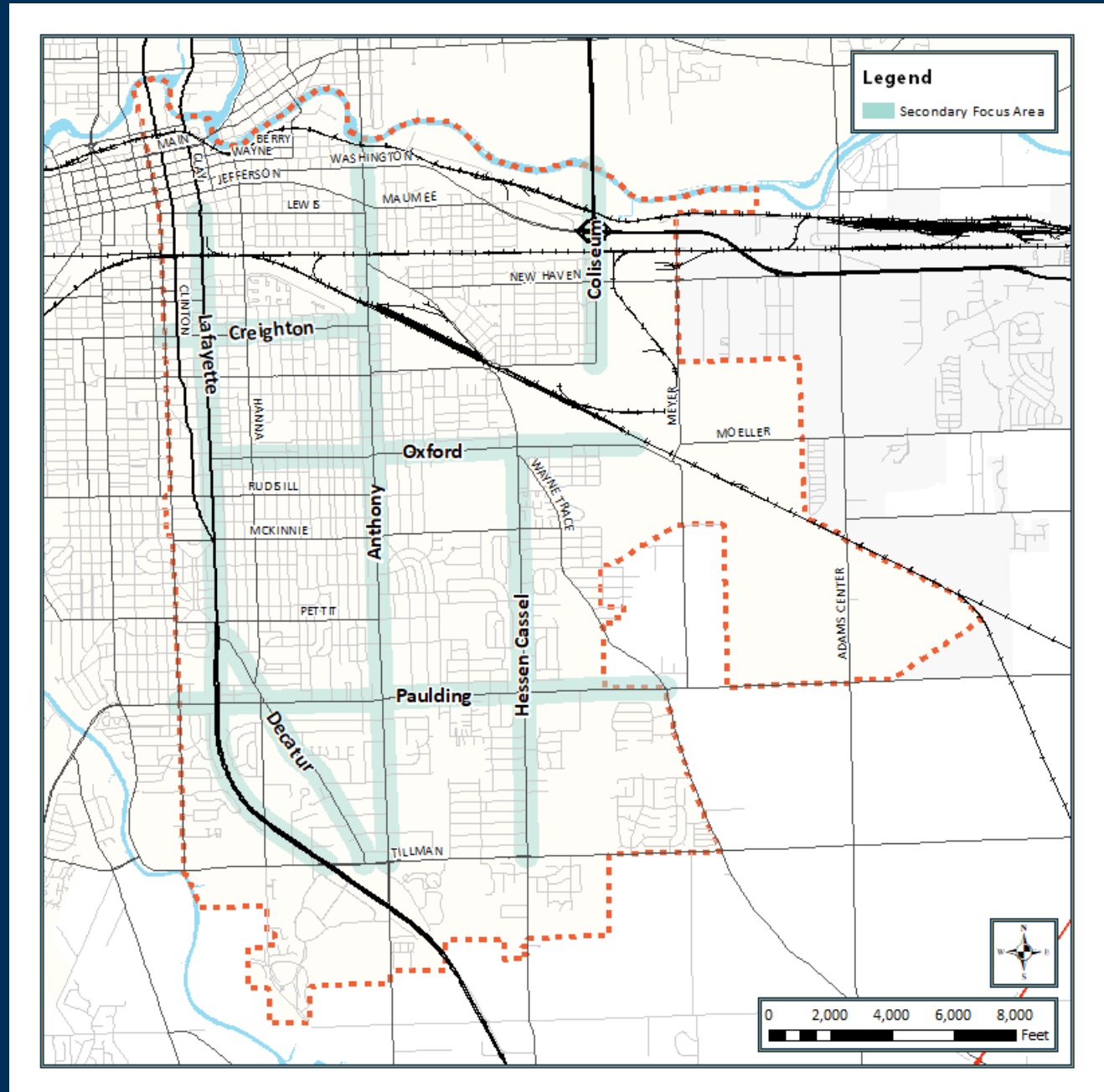


PHASE II



Secondary Focus Areas

The four focus areas were not the only areas identified and considered by the advisory committee. Other commercial corridors such as Lafayette, Hessen Cassel, Oxford, Creighton, Decatur Road, and Paulding Avenue were all viewed as significant corridors that also should be part of future study and corridor improvement planning.



An aerial photograph of a suburban neighborhood. The image shows a grid of streets with houses, green lawns, and mature trees. The houses vary in size and color, and there are several cars parked on the streets. The overall scene is a typical residential area.

HOUSING & NEIGHBORHOODS

GUIDING PRINCIPLES

- Market sustainability should be maintained
- Home ownership should be retained and encouraged
- A diversity of housing values, types, and choices should be available
- Maintenance education and housing literacy should be provided



Themes and Findings

The built environment in Southeast Fort Wayne is not homogeneous. Neighborhoods to the north contain homes that were built over 100 years ago, while newer neighborhoods toward the south are 20 to 40 years old. Economic disinvestment, mainly the closing of area factories and retail, have led many of the older neighborhoods to struggle with disrepair and substandard housing. Demolition has been used heavily in some neighborhoods to remove substandard and abandoned structures, leaving a multitude of vacant lots.

Infill development has occurred on these vacant lots in some neighborhoods over recent years, most notably within Renaissance Pointe. Lot sizes in older neighborhoods are as small as one-tenth of an acre, which can present problems when constructing infill housing or developments. Residential zoning classifications commonly require larger setback than existing housing in these neighborhoods, leading to lot designs that either do not match the neighborhood character or that require zoning variances.

Renter-occupancy makes up 45% of the occupied housing units in Southeast, compared to 35% in the rest of the City. Additionally, twice as much of Southeast Fort Wayne's housing stock is vacant as compared to the rest of the City, at approximately one in six units compared to one in twelve units. Many of the vacant housing units in Southeast are abandoned and/or are in substandard condition.

Homes in Southeast are, on average, less than half the value of homes elsewhere in the City (\$59,400 versus \$122,400). Conversely, median gross rent in Southeast Fort Wayne, \$695 per month is almost the same as median gross rent in the rest of the City, \$750 per month. Almost 40% of Southeast households are paying 30% or more of their monthly income towards housing costs, versus 24% in the rest of the City.



Themes and Findings

Affordable Housing

Southeast residents with more restricted income or lines of credit, including young adults just starting their careers, have commented that housing that is affordable in Southeast Fort Wayne tends to also be substandard. Preventing or mitigating the disrepair that leads to substandard housing can be used alternatively to demolition. Incentivizing in the effort to bring homes in disrepair up to par can prevent those homes from becoming substandard or blighted housing. In non-severe cases, the cost of repair is generally much lower than the cost of demolition and rebuilding. These incentives can take the form of home repair loan guarantees or lowering the cost of homeownership through mortgage backing, for example.

Bringing homes in disrepair up to standard means more readily available quality housing in an affordable price range. Additionally, Southeast Fort Wayne is home to several vacant structures that are viable candidates for adaptive reuse into quality residential housing. In cases of severe disrepair and substandard housing, replacement programs can be utilized, in which new construction of quality affordable housing units is used to replace affordable housing units that are substandard.

Market Rate Housing

Southeast residents with more established finances and credit have raised concern at the difficulty in buying or building market rate housing in Southeast Fort Wayne. Market rate should be determined by the surrounding neighborhoods and not by the region. Increasing the access to or availability of market rate housing options in Southeast Fort Wayne should not come at the cost of gentrifying the neighborhoods to which they contribute. Programs that support additional market rate housing demand should drive greenfield development. Conducting infill development of market rate housing is a possibility but will likely not create the development impact possible through more concentrated development.



HOUSING & NEIGHBORHOODS

Recommendations

PROMOTE A VARIETY OF HOUSING TYPES AND HOUSING OPPORTUNITIES IN SOUTHEAST

PROVIDE INCENTIVES AND TOOLS TO ENCOURAGE RESIDENTIAL AND NEIGHBORHOOD INVESTMENT

Encourage infill development that is complimentary in bulk, setback and form with existing existing housing

Base on housing analysis, work to promote a new mixed-use development containing suburban style, market rate housing in greenfield areas

SUPPORT EFFORTS TO RENOVATE/REPAIR/MAINTAIN EXISTING HOUSING AND HELP HOMEOWNERS COMPLETE REHABILITATION PROJECTS THAT IMPROVE THE CONDITION, APPEARANCE, AND/OR ACCESSIBILITY OF THEIR PROPERTY

SUPPORT AND EXPAND HOMEBUYER, RENTAL REHABILITATION PROGRAMS

PUBLIC SPACES & INTERCONNECTIVITY

A photograph of a suburban street scene. In the foreground, a paved sidewalk curves from the bottom left towards the center. To the right of the sidewalk is a grassy area with several young trees. A brick sign with a decorative top and the text "Lafayette Place" is visible on the right. In the background, there are more trees, a road with a red car, and a white house with a brown roof. The sky is clear and blue.

GUIDING PRINCIPLES

- High quality and inviting public gathering spaces should be created and maintained
- Recreational opportunities should be available and accessible to all
- Access to trails, green spaces, and the natural environment should be provided



Themes and Findings

Parks & Open Spaces

With 24 parks and over 348 acres, southeast Fort Wayne has a variety of parks and open spaces ranging from the largest park in Southeast, McMillen Park, to small pocket parks. Within the last few years, several smaller parks have undergone master planning. Neighborhoods and residents work with the Parks Department to gather community input on what improvements are needed or desired for that specific park. Brewer Park and Hannah Homestead Park are two examples of this process.

The Parks and Recreation Department continues to make major investments in its parks and has identified 22 projects in 9 of its southeast parks totaling \$398,500. The condition and maintenance of park areas was a topic discussed by both advisory committee members and the public. Concern was raised that some upkeep and routine maintenance of the parks (specifically mowing) was not up to par compared to other parks in the city .

Many parks in Southeast Fort Wayne provide a variety of amenities from small park playgrounds to McMillen's superb 18-hole executive golf course.

Greater access to certain amenities was another item raised by residents. Similar to other quadrants of the city, southeast has an equal number of pool and splash pad amenities. Parks that contain these water features are situated on the north end of southeast Fort Wayne. Perhaps through more exploration, it could be determined if one of these amenities could be relocated to a park space further south.

Many parks in Southeast Fort Wayne provide green space and playgrounds, but do not feature large floral displays or tree canopies.

Fort Wayne Parks and Recreation strives to provide park amenities and programming that serve all ages of youth, adults, and elderly. In addition, they attempt to meet the needs of diverse populations and cultures. With the breadth of diversity southeast, it is important for Parks Department to continue to work with the neighborhood residents when expanding and improving park amenities.



Themes and Findings

Community Centers & Programming

Community Centers are located at several Southeast parks including McMillen and Weisser Parks. These community centers provide a variety of programming for area residents that are widely popular. While public support for existing programs is strong, interest has been expressed to consider expanding into new programs for emerging demographic groups. The addition of programs that serve new American or immigrant populations will ensure that community centers are serving the whole community.

Trails & Bike Paths

Several trails and bike lanes run through or within Southeast. The Six-Mile Creek Trail connects Tillman Park with neighborhoods to the East. The Hannah Trail is approaching completion and will connect Tillman Park to Pontiac St, with bike lane access to Downtown and the Rivergreenway. Bike lanes connect South Anthony Blvd to Foster Park and the Rivergreenway. A series of trails are being completed along the exterior of McMillen Park. Several of the parks also have walking trails or loops located within them.

Input received combines to tell a story of desiring more interconnectivity. Comments were consistently received regarding trails down major corridors including S Anthony Blvd, Hessen Cassel Rd, and Paulding Rd. Expansion of the Six-Mile Creek Trail towards Wayne Trace and Paulding Rd was also mentioned. Many of these comments were accompanied by the desire to see residents, especially youth, have safe non-automobile access between neighborhoods and points of interest (parks, schools, and other gathering places). Combining all these recommendations and more creates a network of trails and neighborhood paths/sidewalks that would provide access to nearly every neighborhood and point of interest in Southeast Fort Wayne.

Members of Southeast also expressed interest in the possibility of renaming an element of the Hanna Trail after James Redmond. James Redmond was a major advocate for trails in Southeast Fort Wayne.



PUBLIC SPACES & INTERCONNECTIVITY Recommendations

NEIGHBORHOOD PARKS WITHIN SOUTHEAST SHOULD RECEIVE QUALITY MAINTENANCE AND INSTILL COMMUNITY PRIDE

Explore adding more shade trees and floral display beds in Southeast Parks

Continue to implement the recommendations outlined in the Cultural Landscape Reports (CLRs) for Rudisill Blvd., along with McMillen, Memorial, and Weisser Parks

IMPROVEMENTS TO NEIGHBORHOOD PARKS, INCLUDING UPGRADES TO EXISTING AMENITIES, SHOULD BE A PRIORITY IN SOUTHEAST AND FOCUS ON NEIGHBORHOOD AND RESIDENT INPUT

Work with surrounding residents and neighborhood associations to update neighborhood parks (continue the work underway for Hanna Homestead and Brewer Parks)

CURRENT PROGRAMMING AVAILABLE AT SOUTHEAST PARKS SHOULD BE CONTINUED AND EXPANDED TO MEET NEIGHBORHOOD NEEDS BASED ON RESIDENT INPUT

TRAIL AND SIDEWALK CONNECTIVITY PROJECTS SHOULD LINK RESIDENTS WITH SOUTHEAST ASSETS

Support trail project identified on Fort Wayne Trails Map

A photograph of a street scene. In the foreground on the left, a black signpost holds a white sign with 'HANNA STREET' in black letters. Above it is a green and white graphic sign. The background shows a clear blue sky, several trees (some with autumn-colored leaves), a yellow house, and a worker in a bright green shirt operating a small white utility vehicle on the right.

TRANSPORTATION & INFRASTRUCTURE

GUIDING PRINCIPLES

- Build and maintain high quality and aesthetically pleasing public infrastructure
- Public infrastructure should be maintained for safety and efficiency
- A variety of transportation options should be available to all residents



Themes and Findings

Maintenance of infrastructure

Providing *quality* maintenance of city infrastructure (streets, curbs, sidewalks, lighting, and underground utilities) is a reoccurring theme throughout the development of the Strategy Update. This sentiment is in line with the Advisory Committee's core believe that pride in maintenance of private and public properties and common areas transcends to instilling the community's pride. In addition, maintenance of public infrastructure was viewed as important and vital to continued development and investment southeast.

Creating Place and Celebrating Community

In addition to supporting continued routine maintenance, the Advisory Committee encouraged more community-building infrastructure projects that include enhancements that exceed baseline maintenance. For southeast's commercial corridors, this could be achieved through corridor plans that address not only routine infrastructure upgrades, but also explores incorporating landscaping, public art, decorative street furniture, and the use of banners and/or other corridor thematic enhancements to promote a positive image along the corridor.

Major arterials and Streets

During the development of the Southeast Strategy Update plans, studies, and proposals for the following streets and arterials were discussed by the advisory group and staff.

- **US27/Clinton/Lafayette** – Incorporate recommendations from the Front Door Fort Wayne Plan.
- **Calhoun Street** – A primary Focus Area of the Strategy Update
- **Pontiac** – A primary Focus Area of the Strategy Update
- **Oxford** - Identified as a secondary area that requires a corridor plan
- **Hessen Cassel** - Identified as a secondary area that requires a corridor plan
- **Hanna** - Identified as a secondary area that requires a corridor plan
- **Maumee/Washington** - Incorporate recommendations from the Front Door Fort Wayne Plan.
- **South Anthony** - Identified as a secondary area that requires a corridor plan
- **Paulding** - Identified as a secondary area that requires a corridor plan



Themes and Findings

Public Transit - Citilink

Citilink is a public transit provider for the metro Fort Wayne area. Citilink recently completed the 2030 Transit Development Plan. The plan identifies ways of increasing efficiency and effectiveness of the route system while faced with a stagnant budget.

Most routes radiate from downtown Fort Wayne. The network operates on a pulse, meaning that routes meet at timed intervals to allow for convenient transfer and movement throughout the network. Most Citilink routes operate at a 60-minute frequency. Many of the large ridership generators in the city are either retail or education destinations, including:

- Southtown Centre (Routes 5 and 7)
- Southgate Plaza (Routes 8, 5, 3)

Citilink has three transfer centers located in the southern part of the city:

- Southgate Plaza
- Southtown Centre (Walmart)
- Hanna Creighton Transit Center/Urban League

Barriers to Taking Transit

Regarding barriers to riding public transit, riders surveyed for the 2030 plan indicate that the two most significant barriers were:

- Service taking too long
- Schedule not convenient

Anthony Crosstown

Two of the primary goals of the 2030 Transit Plan was to improve efficiency and effectiveness of the system. An additional recommendation considered is the establishment of the Anthony Crosstown. The Anthony Crosstown would connect Southtown Centre to Coliseum Boulevard/Coldwater Road, eliminating the need for a Central Station stop.



TRANSPORTATION & INFRASTRUCTURE

Recommendations

CONTINUE TO WORK WITH FORT WAYNE PUBLIC WORKS, CITY UTILITIES AND COMMUNITY DEVELOPMENT TO IMPLEMENT QUALITY INFRASTRUCTURE AND UTILITY IMPROVEMENTS IN SOUTHEAST FORT WAYNE

MAJOR CORRIDORS SHOULD PRESENT A POSITIVE APPEARANCE AND AESTHETIC

SUPPORT THE IMPLEMENTATION OF THE CITILINK 2030 TRANSIT DEVELOPMENT PLAN AND ENSURE TRANSIT NEEDS SOUTHEAST ARE BEING MET

Support funding for implementation for the proposed Anthony Cross-town Route

FUTURE TRANSIT PLANNING SHOULD INVOLVE THE PUBLIC THROUGHOUT THE PROCESS WHILE WEIGHING NEIGHBORHOOD LIVABILITY, AND POTENTIAL ECONOMIC DEVELOPMENT IMPACTS



CHAPTER 5 IMPLEMENTATION





Implementation

Successful implementation of the Southeast Strategy Update will require a collaborative partnership between the City and the Southeast Area Neighborhood Partnership. It will also require the support and leadership of various city departments, local and regional economic development agencies and chambers, as well as other southeast stakeholders and community organizations.

Implementation Matrix and 36-month work plan

An extensive implementation matrix highlighting over 150 individual projects, programs, and initiatives has been developed to assist with understanding how to move forward with implementation. In addition to listing the action steps that are necessary for achieving the Strategy's policies, the matrix identifies the champions and partners who will be instrumental in carrying out the actions. It is important to remember the matrix is not a static guide for implementation; it will change as opportunities arise, tasks are completed, projects are rejected, and new approaches discovered. It is ever evolving.

Dedicated Focus

Once recommendations are developed and a plan is adopted, it is important to have someone who is working day-to-day to implement the complex and partner-driven project initiatives outlined in the Strategy. The Southeast Area Partnership (working in concert with Fort Wayne Urban League) has created a position that will be responsible for implementing elements of the Strategy Update. This position represents the Southeast quadrant before City government and builds relationships on the ground.

Community leaders working directly and in close coordination with City leadership could establish a not-for-profit Community Development Corporation that maintains full focus on implementing the Strategy. Such an organization will need time to grow and establish support from other community partners.

In addition to having such a southeast-focused CDC, it is important to build a working coalition that includes representation from the southeast community that will work with funding partners, developers and community stakeholders to execute the vision.

Finally, it will be important for the city to provide the necessary focus and attention to seeing through the recommendations that require an expertise around economic development, real estate development and reinvestment.

This could be achieved through a dedicated staff person(s) or an internal team of staff who are tasked with implementing the Southeast Strategy Update.

EXPANDING ON THE STRATEGY UPDATE

The Southeast Strategy Update is by no means an absolute answer to the issues and impacts effecting Southeast Fort Wayne. Systemic racism and generational poverty which has plagued many parts of this study area cannot be resolved with one plan. Only through ongoing engagement and honest dialogue about the issues affecting residents southeast can we hope to see a reversal of decades of neglect.

1 COMP-2020-0001
2 BILL NO. G-20-12-01

3 GENERAL ORDINANCE NO. G. 1-21

4 AN ORDINANCE AMENDING SECTION 153.07 OF
5 CHAPTER 153 "PLANNING & DEVELOPMENT OF
6 THE CITY OF FORT WAYNE, INDIANA, CODE OF
7 ORDINANCES)

8 WHEREAS, Common Council of the City of Fort Wayne adopted a Comprehensive
9 Plan for the City of Fort Wayne (Plan-It Allen), in accordance with the statutes of the State of
10 Indiana; and,

11 WHEREAS, on October 13, 2020, the Common Council adopted Resolution No. R-
12 78-20, which initiated an amendment of the Comprehensive Plan to adopt the Southeast
13 Strategy Update; and,

14 WHEREAS, the Common Council desires to amend Section 153.07 to recognize the
15 amendment to the Comprehensive Plan; and

16 WHEREAS, the City Plan Commission, in accordance with the Planning Statutes of
17 the State of Indiana held a public hearing on the Amendment to the Comprehensive Plan;
18 and,

19 WHEREAS, this ordinance is to establish an amendment to the Comprehensive
20 Plan to include the guiding principles and policies of the Southeast Strategy Update to be
21 adopted.

22 NOW THEREFORE, BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF
23 FORT WAYNE, INDIANA:

24 SECTION 1. Section 153.07 of Chapter 153 (Planning & Development) of the
25 City of Fort Wayne is amended by including the guiding principles and policies of the
26 Southeast Strategy Update:

27 **Community and Pride Recommendations**

28 Guiding Principles

- 29 • A positive image and perception of Southeast Fort Wayne should be
30 promoted
- The diversity and cultural heritage of southeast residents should be
celebrated
- The physical environment should have a consistent, high quality visual
character

1 Policies

- 2 • Promote Southeast Fort Wayne through a coordinated communication and
3 marketing strategy
- 4 • Promote and foster Southeast Fort Wayne's cultural heritage and diversity
- 5 • Support efforts to maintain, enhance, and beautify private and public
6 property
- 7 • Zoning classifications should be compatible with existing land uses and
8 development patterns in developed areas
- 9 • Nonresidential development adjacent to residential neighborhoods should
10 contain lower intensity, neighborhood-oriented uses that focus on the needs
11 of the surrounding community.
- 12 • Lower intensity neighborhood oriented commercial zoning districts should be
13 used as a buffer between residential uses and higher intensity commercial
14 and industrial uses.
- 15 • Enhance and preserve existing urban scaled, pedestrian oriented, mixed use
16 corridors through application of Urban Corridor (UC) zoning.
- 17 • Infill development and redevelopment in existing residential and commercial
18 areas should respect and complement historic and surrounding development
19 patterns including mix of uses, lot sizes, development standards and building
20 forms.
- 21 • Commercial and industrial uses with outdoor display, storage and large
22 parking areas should meet or exceed current screening and buffering
23 standards.

24 **Economic Development and Revitalization Recommendations**

25 Guiding Principles

- 26 • Top-of-market employment opportunities should be encouraged
- 27 • Inclusive and equitable entrepreneurial development should be promoted
- 28 • Commercial corridors and districts should attract a regional market

29 Policies

- 30 • Through a collaborative effort, ensure focused reinvestment in the
Southtown area, McKinnie and South Anthony area, Pontiac Street, and
Calhoun Street
- Improve access to health and wellness services and fresh food options
within Southeast Fort Wayne
- Provide workforce development and job training opportunities for Southeast
residents
- Promote economic development programs and services to Southeast
businesses
- Leverage existing resources and create new mechanisms to support small
retail businesses in SE Fort Wayne

Housing and Neighborhoods Recommendations

Guiding Principles

- Market sustainability should be maintained
- Homeownership should be retained and encouraged
- A diversity of housing values, types, and choices should be available

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30

- Maintenance education and housing literacy should be provided
- Policies
- Promote a variety of housing types and housing opportunities in Southeast
 - Provide incentives and tools to encourage residential and neighborhood investment
 - Support efforts to renovate, repair, and maintain existing housing and help homeowners complete rehabilitation projects that improve the condition, appearance, and/or accessibility of their property
 - Support and expand homebuyer and rental rehabilitation programs
- Public Spaces and Interconnectivity Recommendations**
- Guiding Principles
- High quality and inviting public gathering spaces should be created and maintained.
 - Recreational opportunities should be available and accessible to all.
 - Access to trails, green spaces, and the natural environment should be provided.
- Policies
- Neighborhood parks within Southeast should receive quality maintenance and instill community pride.
 - Improvements to neighborhood parks, including upgrades to existing amenities, should be a priority in Southeast and should focus on neighborhood and resident input.
 - Current programming available at Southeast parks should be continued and expanded to meet neighborhood needs based on resident input.
 - Trail and sidewalk connectivity projects should link residents with southeast assets.
- Transportation and Infrastructure Recommendations**
- Guiding Principles
- Build and maintain high quality and aesthetically pleasing public infrastructure
 - Public infrastructure should be maintained for safety and efficiency
 - A variety of transportation options should be available to all residents
- Policies
- Continue to work with Fort Wayne Public Works, City Utilities, and Community Development to implement quality infrastructure and utility improvements in Southeast Fort Wayne
 - Major corridors should present a positive appearance and aesthetic
 - Support the implementation of the Citilink 2030 Transit Development Plan and ensure transit needs Southeast are being met
 - Future transit planning should involve the public throughout the process while weighing neighborhood livability, and potential economic development impacts

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30

SECTION 2. That this Ordinance shall be in full force and effect from and after its passage and approval by the Mayor.



Council Member

APPROVED AS TO FORM AND LEGALITY:



Carol T. Helton, City Attorney

BILL NO. G-20-12-01

REPORT OF COMMITTEE ON REGULATIONS
January 26, 2021

Tom Freistroffer Chair
Geoff Paddock Co-Chair
All Council Members

An Ordinance amending Section 153.07 of Chapter 153 "Planning & Development of the City of Fort Wayne, Indiana, Code of Ordinances

COMMITTEE ON REGULATIONS HAVE HAD SAID Ordinance under consideration and beg leave to report back to the Common Council that said Ordinance

COUNCIL MEMBER	DO PASS	DO NOT PASS	ABSTAIN
ARP			
CHAMBERS			
DIDIER			
ENSLEY			
FREISTROFFER			
HINES			
JEHL			
PADDOCK			
TUCKER			

LANA R. KEESLING
CITY CLERK

Public Hearing Date: N/A

Read the first time in full and on motion by Councilperson Didier.

Read the second time by title and referred to the Regulations Committee.

Read the third time in full and on motion by Councilperson Paddock, placed on passage by the following vote:

TOTAL VOTES	AYES	NAYS	ABSTAINED	ABSENT
ARP	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CHAMBERS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIDIER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENSLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FREISTROFFER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HINES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JEHL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PADDOCK	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TUCKER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DATED: January 26, 2021

LANA R. KEESLING, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as General Ordinance No. G-20-12-01 on the 26th day of January, 2021

ATTEST:

LANA R. KEESLING
CITY CLERK

PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 27th of January 2021, at the hour of 9:00 o'clock A.M. E.S.T.

LANA R. KEESLING, CITY CLERK

Approved and signed by me this 28TH day of JANUARY

2020, at the hour of 10:00 o'clock AM E.S.T.

RECEIVED
JAN 28 2021
LANA R. KEESLING
CITY CLERK

THOMAS C. HENRY, MAYOR

