Southeast Area Development Strategy

Community Development Division
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# TABLE OF CONTENTS

## EXECUTIVE SUMMARY

EXECUTIVE SUMMARY............................................................................................................5

## PART ONE: STRATEGIC DEVELOPMENT OPPORTUNITY AREAS

I. Strategic Development Opportunity Areas.................................................................10
   A. Commercial Opportunity Corridors and Areas..................................................10
   B. Housing Opportunity Areas.............................................................................12
   C. Mixed-use Opportunity Areas.........................................................................14
   D. Major Industrial Area......................................................................................15
      Map 1: Strategic Development Map....................................................................16

## PART TWO: INCENTIVES, TOOLS, AND PLANNED IMPROVEMENTS

I. Introduction..............................................................................................................17
   II. Incentives and Tools...............................................................................................17
      A. Business Development Tools and Incentives.................................................17
         Map 2: Economic Development Target Areas and the Urban Enterprise Zone..18
      B. Housing Incentives and Programs................................................................20
         Map 3: Residential Investment Zone....................................................................21
   II. Capital and Infrastructure Upgrades.........................................................................22
      A. City of Fort Wayne Capital Improvement Plan...............................................22
         Map 4: SE Quadrant Capital Improvement Projects............................................24
      B. Allen County Highway Improvement Plan.....................................................25
      C. Indiana Department of Transportation Capital Upgrades...............................25

## PART THREE: POLICY AND STRATEGY RECOMMENDATIONS

I. Land Use Policies......................................................................................................26
   II. Strategy Recommendations......................................................................................28

## PART FOUR: IMPLEMENTATION

I. Implementation Framework.......................................................................................32
   II. Implementation Task Teams.....................................................................................33
      A. Development.....................................................................................................33
      B. Communication and Outreach..........................................................................33
      C. Zoning, Land Use and Enforcement..................................................................33
   III. Strategy Updates....................................................................................................33

## ACKNOWLEDGEMENTS

Acknowledgements..........................................................................................................34

## NOTES

Notes..................................................................................................................................35
EXECUTIVE SUMMARY

Introduction

The Southeast area of Fort Wayne is currently experiencing an increase in investment and reinvestment after decades of economic decline. Private and publicly initiated projects are now in various stages of development. Key projects are the newly designated Renaissance Pointe development area and Southtown Centre at the former Southtown Mall site.

With City incentives being provided and business partnerships occurring at a number of sites, it was recognized that a coherent community-based strategy is needed for the Southeast area in order to better focus City resources and maximize the positive impact of new business and housing activity.

The Purpose of the Plan

In May 2006, the City initiated the Southeast Area Development Strategy. This Strategy is a 10-year vision for the future of the Southeast area of Fort Wayne. The purpose of this Strategy is threefold:

- To identify opportunity areas for commercial and residential development, redevelopment and investment;
- To recommend incentives and initiatives to encourage investment within opportunity areas; and
- To provide guidance through innovative land use policies.

A Plan Built with Community Ideas and Input

This Strategy is the product of a ten-month process that included the participation, collaboration and consensus of the Southeast community, area stakeholders, City staff and the Southeast Strategy Advisory Committee. The process was driven by a multi-departmental team of the City’s Community Development Division. A 17-member Advisory Committee, consisting of Southeast area residents, community leaders, and other stakeholders was formed to help guide staff decisions and provide key input into trends and factors often invisible to the outside observer.

Community input was obtained through a variety of ways. More than 175 participants attended community forums on August 28, 2006. The participants provided more than 500 comments and recommendations. The comments were summarized and incorporated into a thematic map. Two focus groups were also conducted. A group of young Southeast professionals explored housing and purchasing preferences. A group of area developers provided input on potential policies and recommendations. Additional community input was collected through approximately 20 telephone surveys of current and former business owners in the Southeast area. Written surveys were also distributed randomly to various Southeast businesses. Over 100 written survey responses were received and analyzed by staff and Advisory Committee members. Through the community input process staff was able to both confirm and identify areas of development opportunity in Southeast Fort Wayne.
The Places We Want to Grow

Strategic Development Opportunity Areas

Strategic development opportunity areas identify locations where commercial, housing, and industrial development and/or redevelopment should be encouraged in Southeast Fort Wayne. In most cases, these locations are areas where public resources can be leveraged for appropriate development. The priority development locations, referred to as Opportunity Areas, have been identified to assist developers and investors in their site selection decisions. The number/letter symbol assigned to each area corresponds to the areas identified on the Strategic Development Map.

A. Commercial Opportunity Corridors and Areas

A comprehensive retail market study conducted in 2004, uncovered strong buying power and limited existing retail opportunities in the Southeast area of the City. The Metro Edge Southeast Retail Market Study concludes that the Southeast quadrant has the second highest buying power of the four quadrants of the City at $33.6 million. The public/private partnership that led to the recent redevelopment of the former Southtown Mall site into what is now Southtown Centre, has become a strong catalyst for area development. A significant number of developers and investors have expressed interest in nearby areas and in the existing and anticipated markets as well. Given these recent trends, this Strategy sees additional significant commercial and retail potential for existing urban areas. There are a number of development and redevelopment opportunities located throughout the Southeast area. Ideal areas for commercial and retail development and/or redevelopment are identified below:

C.1 Anthony Boulevard from Wayne Trace south to the City Limits
C.2 Creighton Avenue Corridor
C.3 Pontiac Street Corridor
C.4 Oxford Street Corridor
C.5 Southtown Centre
C.6 Old Decatur Road Commercial Area
C.7 Former South Anthony Target Store Site
C.8 K-Mart South Retail Center
C.9 Casselwood Plaza Center
B. Housing Opportunity Areas

The City’s 2006 Southeast Housing Market Study indicated that up to 158 new market-rate and 47 new affordable homes could be built and sold in the City’s Southeast quadrant every year in the foreseeable future. The Renaissance Pointe development anticipates the construction of about 400 new homes over 10 years, or about 40 per year. This leaves a significant amount of surplus capacity in the current Southeast market. There is potential for construction in existing urban areas and in undeveloped suburban areas near the City limits. There are a number of ideal sites for residential development and/or redevelopment identified below:

H.1 Renaissance Pointe
H.2 Renaissance Pointe Supportive Housing Rehabilitation Area
H.3 The Residences at South Anthony Pointe
H.4 Victoria Acres
H.5.a, H.5.b, H.5.c Greenfield Sites

C. Mixed-use Opportunity Areas

Mixed-use development can take on many forms such as multi-story buildings with retail or office space on the first floor and residential above; or multiple building projects that have separate areas for residential and non-residential uses that are connected through its street and sidewalk network. The following areas have been identified for mixed-use development opportunities.

M.1 Anthony/Creighton Intersection
M.2 Anthony/Pontiac Intersection
M.3 Hanna/U.S. 27 Intersection

D. Major Industrial Area

The Strategy highlights one major industrial area, the Adams Township Industrial Area (ATIA) which is located east of Adams Center Road and north of Paulding Road. Existing industrial areas in this vicinity are much older making this area a fresh, competitive option for new or expanding industrial facilities. The area’s proximity to major roads and rail lines make it an even more attractive location for logistics businesses.

The Policies to Guide Us

Land Use Policies

A portion of the Southeast Strategy sets forth policies for future growth and development of Southeast Fort Wayne. These policies are intended to serve as a guide for community decision making. Their purpose is to provide support, assistance and counsel to public and private sector decision makers. The following policies are intended to encourage high quality economic development, neighborhood enhancements and housing opportunities.

A. General Land Use Policies

1. Encourage carefully planned growth by using the Southeast Area Development Strategy and the Strategic Development Map as part of the community’s development decision making process.
2. Coordinate infrastructure improvements and expansions so they support targeted development priorities as identified on the Strategic Development Map.
3. Quality infill development and redevelopment should be encouraged through various incentives and regulatory tools such as special districts, waivers, brownfield incentives and tax abatements.
4. Quality mixed-use development should be encouraged along appropriate corridors and at targeted locations.
5. Development not in alignment with the Southeast Area Development Strategy and/or producing negative secondary impacts should be discouraged.
6. The cultural heritage of the Southeast should be maintained and incorporated into the new design and rehabilitation of buildings.
7. Existing significant historical and cultural resources should be preserved and protected when possible.

B. Residential Land Use Policies

1. A variety of housing types, i.e., suburban, single family and multi-family, should be encouraged and promoted in the Southeast Strategy area.
2. The Renaissance Pointe development area should be a priority and development should be compatible with established design standards.
3. Infill development should be compatible with existing housing design, mass, height and frontages.
4. Additional subsidized housing in the Southeast Strategy area should be discouraged until there is a better balance of subsidized housing throughout the Allen County community.
5. Support the use of zoning tools such as downzonings as a way to support viable single family residential development.
6. Green building techniques should be explored and encouraged for development and redevelopment projects.
7. Support the development of Community Development Area Plans for existing housing opportunity areas as shown on the Strategic Development Map.

C. Commercial Land Use Policies

1. Support positive neighborhood commercial development to serve the needs of area residents, in particular those needs and services that are currently unavailable or are in short supply, i.e., restaurants, entertainment venues, and medical facilities.
2. Ensure that high quality business development occurs in the Southeast Strategy area and that the development compliments the community’s quality of life.
3. Support the use of various zoning tools such as downzoning or rezoning of certain areas as a way to support sustainable development.
4. Improve the street image of existing commercial areas with façade, parking area and landscaping improvements where appropriate.
5. Support the development of economic development sub-area plans for commercial and mixed-use opportunity areas shown on the Strategic Development Map as a way to establish an improved sense of place, enhanced values to area properties, and a unified vision.
D. Transportation Policies

1. Support the development of corridor plans for the primary and secondary commercial corridors shown on the Strategic Development Map to promote enhancement and beautification.
2. Ensure development decisions take into account the need for public transportation, pedestrian connectivity and other alternative forms of transportation when appropriate.

E. Utility Coordination Policies

1. Coordinate community utility improvements and expansions at priority development locations identified on the Strategic Development Map.
2. Support City Utilities in the continued design and further development of storm water quality and quantity standards for urban areas in the Southeast.

F. Parks, Trails and Green Space Enhancement Policies

1. Neighborhood park ongoing maintenance and improvements should be a priority in the Southeast Strategy area.
2. Ensure the coordination of existing and proposed River Greenway trails and connectivity with improvements implemented as part of this Strategy.

Making the Strategy Work for Us: Implementation

The Strategy recommends the development of a “Southeast Strategy Action Team” consisting of members of various departments of the City’s Community Development Division. Working with the Strategy’s community partners through the development of the following individual task teams. The Action Team will be responsible for coordinating the implementation of the Strategy’s recommendations through the management and oversight of the three task teams.

1. Development Task Team: This team will work closely with the development community and ensure the establishment and implementation of the proposed incentives of this strategy.
2. Communication and Outreach Task Team: The goal of this team is to ensure marketing and implementation of the Strategy through various forms of community outreach.
3. Zoning, Land Use and Enforcement Task Team: Implementation of key projects and necessary ordinance changes that stem from this strategy is the overall scope of this team.

Strategy Updates

To maintain its effectiveness, the Strategy should be evaluated and updated regularly, or as circumstances change in the Southeast community. The Strategic Development Map will be evaluated annually.

Learn More About the Southeast Strategy

If you would like to learn more about the Southeast Area Development Strategy, please contact the City of Fort Wayne Division of Community Development at (260) 427-1127. The Strategy and supporting information also may be found on the City’s web site: www.CityofFortWayne.org.
I. Strategic Development Opportunity Areas

This section identifies locations where commercial, housing, and industrial development and/or redevelopment should be encouraged in Southeast Fort Wayne. In most cases, these locations are areas where public resources can be leveraged for appropriate development. Extensive community and stakeholder input, as well as Advisory Committee contributions have been used in the selecting these priority development areas. The priority development locations, referred to as Opportunity Areas, have been identified to assist developers and investors in their site selection decisions. The number/letter symbol assigned to each area corresponds to the areas identified on the Strategic Development Map at the end of this section.

A. Commercial Opportunity Corridors and Areas (C)

A comprehensive retail market study conducted in 2004, uncovered strong buying power and limited existing retail opportunities in the southeast area of the City. The Metro Edge Southeast Retail Market Study concludes that the southeast quadrant has the second highest buying power of the four quadrants of the City at $33.6 million. The public/private partnership that led to the recent redevelopment of the former Southtown Mall site into what is now Southtown Centre has become a strong catalyst for area development. A significant number of developers and investors have expressed interest in nearby areas that can be developed, and the state of the existing and anticipated markets. Given these recent trends, this Strategy sees additional significant commercial and retail potential for existing urban areas. There are a number of development and redevelopment opportunities located throughout the southeast area. Ideal areas for commercial and retail development and/or redevelopment are identified below:

C.1. Anthony Boulevard from Wayne Trace south to the to City limits

This opportunity area follows Anthony Boulevard from Wayne Trace to the City’s south corporate limits, south of Southtown Centre. Many of the major viable retail clusters and development opportunity sites in southeast Fort Wayne lie along this thoroughfare, which links the City’s two major investment sites in the area: Southtown Centre and Renaissance Pointe. This corridor is the primary north/south arterial in the southeast area where average daily traffic counts rise as high as 17,000 vehicles per day along its commercial segments. Opportunities for infill development are significant due to the availability of land and existing structures. This corridor will become even more attractive as demand for retail options and services increase in the area.

C.2. Creighton Avenue Corridor

Creighton Avenue between Hanna Street and Anthony Boulevard is the primary corridor that traverses through the Renaissance Pointe development area. As
development of the Renaissance Point development area moves forward, the City will conduct an assessment of the current infrastructure along the corridor in order to determine improvements that will be needed to give the corridor the prominence and identity it deserves. The City will also investigate the acquisition of vacant parcels along the corridor for future neighborhood commercial development to accommodate the needs of the residents in the area. Opportunities that provide options for combined working and living spaces will also be explored.

C.3. Pontiac Street Corridor

This neighborhood commercial corridor is located along the southern boundary of the Renaissance Pointe development area. Pontiac Street is also a key corridor that connects South Anthony Boulevard and Clinton Street. The intersection of Anthony Boulevard and Pontiac Street provides a strong opportunity for a commercial development project on a two-acre parcel on the northwest corner. The corridor includes a significant amount of vacant property, as well as properties with existing structures that offer reuse and/or redevelopment opportunities. An informal business group called Pontiac Pride has also been formed in an effort to promote the redevelopment of this important corridor.

C.4. Oxford Street Corridor

This corridor is bound on the east by Anthony Boulevard and on the west by Lafayette Street. The Oxford Street corridor reflects a mix of commercial and residential uses. While fewer infill opportunities exist along Oxford Street, the street remains very active and has attracted investors interested in redeveloping older buildings for sale or lease for a variety of business purposes. The Oxford Street Neighborhood Association has a strong and active interest in quality neighborhood redevelopment.

C.5. Southtown Centre

Southtown Centre is considered the City’s centerpiece for southeast redevelopment. Southtown Mall opened its doors in 1969. By 1982, the mall had grown to nearly one million square feet housing more than 130 stores. In the mid-1980s, Fort Wayne’s changing development pattern saw new residential development moving north and west, away from the Southtown area, and businesses at the mall began leaving. By the late 1990s, all the major tenants, except Sears, had vacated and the mall was deteriorating. The City purchased the mall in 2004.

Menards and Wal-Mart at Southtown Centre

Today, through the efforts of the City of Fort Wayne and a private developer, the site of the mall has been totally redeveloped. This included the demolition of the old Southtown Mall building, installation of new streets and other infrastructure. In 2006, two new superstores, a Menard’s home improvement store, and a Super Wal-Mart store, opened and have attracted other businesses to the area. These include a Firestone automotive repair center, a Wendy’s restaurant, a retail center called the Shoppes at Southtown, and Indiana’s first Regional Public Safety Training Academy. The academy
will be a 132,000 square foot state-of-the-art facility used to train first responders including fire, police and EMT trainees. It will also serve five universities, offering public safety classes. A variety of outlots and development tracts are still available.

C.6. **Old Decatur Road Commercial Area**

The northernmost section of Old Decatur Road, between Paulding Road and Lafayette Street, traverses an area of diverse commercial and retail uses with varying degrees of viability. The area represents a long-term opportunity for redevelopment and renovation. There are active businesses in the area, but there is also a mix of distressed properties. The area is anchored by the recently renovated Scott’s supermarket. The Old Decatur Road area is also adjacent to Southgate Plaza which continues to be a strong commercial retail center.

C.7. **Former Target Store Site**

Viable retail space is available in the vacant former Target Store building. This building is within a designated Economic Development Target Areas (EDTA), which makes a number of tax and development incentives available. The former Target store site has excellent visibility and is adjacent to Southtown Centre, where outlot development and retail commercial interest is rising.

C.8. **K-Mart South Retail Center**

This commercial retail center is located east of U.S. 27 directly across from Southtown Centre. This center is over 30 years old and is anchored by K-Mart department store. While the center remains vibrant overall, it does contain some vacancies. The center also has potential for additional outlot development including plans for a new McDonald’s Restaurant.

C.9. **Casselwood Plaza Center**

The Casselwood Plaza Center at Paulding and Hessen Cassel Roads lies close to significant amounts of vacant, developable land made more viable because of access to the area by I-469. Although the center is currently vacant, it has been the subject of increasing developer interest. The center lies among several housing developments, a public library and a bank.

**B. Housing Opportunity Areas (H)**

The City’s 2006 Southeast Housing Market Study indicated that up to 158 new market-rate and 47 new affordable homes could be built and sold in the City’s southeast quadrant every year in the foreseeable future. The Renaissance Pointe development, as described below, anticipates the construction of about 400 new homes over 10 years, or about 40 per year.
This leaves a significant amount of surplus capacity in the current southeast market. There is potential for construction in existing urban areas and in undeveloped suburban areas near the City limits. There are a number of ideal sites for residential development and/or redevelopment identified below:

H.1. Renaissance Pointe

The City of Fort Wayne has made its most strategic housing development move in recent years through its decision to develop a large catalyst project called Renaissance Pointe. It is located in the Hanna Creighton neighborhood about 1.5 miles southeast of downtown Fort Wayne. Renaissance Pointe will encompass approximately 36 total blocks covering 67 acres. Upon completion, Renaissance Pointe will provide over 400 new homeownership opportunities through both single family detached homes and attached townhomes. The city is partnering with Mansur Real Estate Services, Inc. on the new development. Lancia Homes, Delagrange Homes and Ideal Builders have been selected to build homes at Renaissance Pointe. The Renaissance Pointe infill housing initiative is seen as a major catalyst for stimulating homeownership and added property value in an older urban neighborhood.

The City is committed to assuring the success of Renaissance Pointe. The use of modern materials and urban design concepts is key to the re-birth of urban vitality in the area. The construction of a large new YMCA facility in the area will provide further amenity-driven urban living enhanced by nearby greenspace and high quality urban housing for all income levels. It is anticipated that the success of this project will have a “ripple” effect on the values of nearby residential land parcels, many of which are vacant but fully served by water and sewer lines.

H.2. Renaissance Pointe Supportive Housing Rehabilitation Area

The residential neighborhoods surrounding Renaissance Pointe have also suffered from disinvestment over the years. There are a high number of rental units in this area. Maintenance has been uneven over the years and many, but not all houses, are affected by environmental concerns such as lead-based paint and asbestos used in construction. The City must prioritize the stabilization of these neighborhoods, as they serve as gateways to the Renaissance Pointe area and possess housing stock that is in many cases salvageable, but in need of focused rehabilitation and upgrade.

H.3. The Residences at South Anthony Pointe

This 76 acre site, located just south of Southerntown Centre, is being developed by the Southeast Development Corporation, a non-profit community development corporation established by the Come As You Are Community Church located adjacent to the site.
This proposed mixed-use development is planned to feature about 80 market-rate single family homes and 100 market-rate condominium style homes. The project also includes acreage for small-scale retail-commercial development that would complement the residential development on the site. Construction is slated to begin in early 2008. This is an example of new suburban mixed-use housing appealing to a different market segment than Renaissance Pointe.

H.4. Victoria Acres

Victoria Acres consists of 23.4 acres of developable land owned by the City’s Redevelopment Commission. The area is located south of Paulding Road and east of Anthony Boulevard. The Commission accepted the donation of this land by the University of Indianapolis in 1992 in the hope of encouraging future residential development. New interest has already emerged as part of the Strategy development process.

H.5.a, H.5.b, and H.5.c. Greenfield Sites

A number of vacant sites suitable for development lie within the Southeast Strategy area. Some smaller sites may be best suited for more densely developed urban housing or mixed-use developments. Larger sites situated further out toward the suburban portions of the Strategy area could be developed in a single parcel to suit a suburban housing market segment. Input from public forums, focus groups, Advisory Committee sessions and other sources indicate a housing market for lower density, suburban style developments with modern amenities. At present there are few options for buyers seeking new suburban style homes in the Southeast.

C. Mixed-use Opportunity Areas (M)

The following areas have been identified for mixed-use development opportunities. Mixed-use development can take on many forms such as multi-story buildings with retail or office space on the first floor and residential above or a multiple building project that has separate areas for residential and non-residential uses that are connected through its street and sidewalk network.

M.1. Anthony/Creighton Intersection

Creighton Avenue between Hanna Street and Anthony Boulevard is the primary corridor that traverses through the Renaissance Pointe development area. The conceptual development plan for the Renaissance Pointe housing project shows opportunities for neighborhood commercial improvements at the northwest and southwest corners of this intersection. Given the significance of these corridors, this intersection has great potential for residential and/or neighborhood oriented commercial development and redevelopment.

M.2. Anthony/Pontiac Intersection

Pontiac Street is a key corridor that connects South Anthony Boulevard and Clinton Street and is the southern boundary of the Renaissance Pointe development area. A
vacant two-acre parcel at the northwest corner of the Anthony Boulevard and Pontiac Street intersection represents a strong opportunity for commercial and/or a combination of commercial and residential uses. This corner has been the subject of increasing developer interest and is located within the boundaries of the Renaissance Pointe development area.

M.3. Hanna/U.S. 27 Intersection

This is a highly visible but under utilized area. This intersection represents an opportunity area that includes both business and commercial properties that are not presently thriving. There has been some recent reinvestment, particularly by the credit union in the area. However, other buildings are either vacant or have transitional uses that do not take full advantage of the location or infrastructure in place.

D. Major Industrial Area (I)

I.1. Adams Township Industrial Area

The Adams Township Industrial Area (ATIA) is a new southeast industrial area. It is located east of Adams Center Road and north of Paulding Road. Existing industrial areas in this vicinity are much older making this area a fresh, competitive option for new or expanding industrial facilities. The ATIA was established as an “Economic Development Area” by the Fort Wayne Redevelopment Commission in 2006 for the purpose of promoting industrial development in Southeast Fort Wayne. The area consists of approximately 265 acres of generally unimproved land within the city’s corporate limits. The land is zoned IN2, General Industrial. It has rail service provided by Rail America. In addition to Adams Center and Paulding Roads, nearby transportation routes include I-469, U.S. 24, U.S. 30, and U.S. 930. Engineering and design are now in progress for the 1.25 mile extension of Adams Center Road northward to Maplecrest Road. When completed, this roadway will provide even greater access to the area from the north side of Fort Wayne. The area’s proximity to major roads and rail lines make it an even more attractive location for logistics businesses. The ATIA is marketed by the Fort Wayne-Allen County Economic Development Alliance. The ATIA’s first new business is a trucking company that constructed a $3 million, 56-door terminal at the site in 2005.
Map 1: Strategic Development Map
PART TWO:
INCENTIVES, TOOLS, AND PLANNED IMPROVEMENTS

I. Introduction

The City has an existing comprehensive package of incentives, ranging from tax abatement to grants, to encourage commercial and housing development and redevelopment within Strategic Development Opportunity Areas. The purpose of this section is to assist developers and investors to quickly identify key incentives for the Southeast Strategy area. Additional incentives which are more manufacturing oriented are identified in the Appendix.

II. Incentives and Tools

A. Business Development Tools and Incentives

1. Economic Development Target Areas
   Economic Development Target Areas (EDTA’s) are areas designated by the Fort Wayne City Council and the Fort Wayne Economic Development Commission, where retail businesses are eligible to apply for Economic Revitalization Area Designation. Once approved, tax abatements on real and/or personal property investment are available. State law allows cities and towns to designate up to 15% of their total geographic area as EDTA’s.

   Within the Southeast Strategy area, key corridors such as South Anthony Boulevard, Rudisill Boulevard, Oxford Street, Pontiac Street, South Calhoun Street, and Wayne Trace all have EDTA status. Southtown Centre and Casselwood Shopping Center have also been designated EDTA’s.

2. Urban Enterprise Zone
   The Fort Wayne Enterprise Zone is a 3.99-square mile area designated locally and approved by the State of Indiana. The area is targeted for physical revitalization, job creation and improvements in social and economic conditions. Tax incentives are available for new manufacturing equipment and real property investment. A portion of the Zone is located in the northeast corner of Fort Wayne's southeast quadrant.

   Fort Wayne Enterprise Center, home of the Urban Enterprise Association, Inc.
Map 2: Economic Development Target Areas and the Urban Enterprise Zone
3. PRISE Program

The Prime Retail Incentives in Southeast (PRISE) Program was established in March 2006 to provide financial support to existing commercial and retail businesses in Southeast Fort Wayne for façade improvements and rental assistance.

The Go Southeast grant provides up to $3,000 in rental assistance to qualified retail center owners, which the owner must use as an incentive to attract qualified retail tenants. Interested businesses can obtain more information and applications by contacting the Fort Wayne Redevelopment Commission.

The Grow Southeast grant provides the lesser of 50% or $10,000 for qualified façade improvements. Qualified improvements may include building exterior work, signage, lighting, parking lot improvements, landscaping, sidewalks, exterior security units and pedestrian access improvements.

4. Brownfield Assistance Program

The Brownfield Assistance Program was initiated by the City of Fort Wayne in 1999 to provide necessary technical and financial assistance for the assessment and remediation of land parcels that had environmental contamination. Without this assistance, redeveloping potential sites can be cost prohibitive to potential investors. The program is administered by the Fort Wayne Redevelopment Commission through the City’s Redevelopment Department. The program provides limited grant funding for the purposes of assessing and remediating environmental contamination of real property.

Property must be in the City of Fort Wayne to be eligible. Grants have geographic, land use and other limitations. Brownfield grants may be used to cover the costs of conducting environmental assessments and remediation. The City provides site assessment grants up to $30,000 in the lesser of $20,000 or 80% of the actual cost of condition assessments.

5. Community Development Corporation (CDC) loans

The CDC is a non-profit business development organization sponsored by the City of Fort Wayne. Its primary objective is to promote growth and development of small commercial and industrial businesses through creative financing programs. CDC loans are made for new and existing small and medium-sized companies that are growing but unable to obtain conventional financing. A loan can be made in conjunction with a loan from a bank or, in some cases, can be made to the business without requiring a matching bank loan.
CDC loans can be used to finance land and building acquisition, new construction, renovation, equipment and working capital. Most programs offer a fixed interest rate for the term of the loan. Generally, loans may not be used to refinance existing debt. Collateral is usually required for loan approval.

B. Housing Incentives and Programs

Some of the City’s housing repair and development programs are currently targeted toward Renaissance Pointe and neighborhoods with an approved Community Development Area Plan (CDAP) in place. However, some programs operate citywide and are key tools for focused reinvestment southeast. Direct assistance programs are primarily major grant programs operated by the U.S. Department of Housing and Urban Development, (HUD).

1. Homeowner Rehab

This program works to help existing homeowners who earn low- and moderate-incomes bring their homes into compliance with city building codes, increase energy efficiency, and/or contribute to revitalization of target neighborhoods. The program operates in CDAP neighborhoods with a designated revitalization target (Model Block) area.

2. Home Buyer Education / Downpayment Assistance

This citywide program establishes a professional Homebuyer Education and Counseling program which is linked to City-funded down payment assistance for potential home buyers. This program is available for first-time low and moderate-income homebuyers.

3. Vacant Unit Acquisition/Rehab Program

This citywide program provides gap financing for the acquisition and rehabilitation of vacant and blighted residential properties of one to 20 units in size. Rehabilitated properties can be used to provide affordable rental or homeownership opportunities. Investors interested in the program can apply the benefits to either rehabilitation of existing structures or new construction approved for vacant lots. Residential units can be either owner-occupied or rental.

4. Residential Investment Zone Tax Abatement

The Residential Investment Zone is a program that offers tax abatement to residential property owners within designated areas of the city (see map on next page). The goal of the program is to encourage owners to improve their homes and builders to build new homes in the zone. The program does this by limiting the increased tax liability that can result from home additions, replaced garages and new home construction. By virtue of the Residential Investment Zone, the assessed value of a residential structure is maintained at its pre-improvement level for five years following significant investment. The benefit derived from the tax abatement program goes directly to the owner of the home during the five-year term.
Map 3: Residential Investment Zone
II. Capital and Infrastructure Upgrades

Southeast Fort Wayne and adjacent areas have benefited from significant capital and infrastructure upgrades over the past several years. The City continues to invest significant general revenue and County Economic Development Income Tax (CEDIT) funding into capital improvements for area businesses and residents. Both Allen County and the State of Indiana also have projects underway and proposed that will directly and positively impact the Southeast Development Strategy area.

A. City of Fort Wayne Capital Improvement Plan

The City of Fort Wayne schedules infrastructure upgrades in accordance with its Capital Improvement Plan, (CIP), which is updated each year. Upgrades and new equipment are planned for the City’s streets, curbs, water mains, and sewers on an annual basis. Since 2000, $26 million has been invested in water, sewer and storm water projects in the southeast area. One of the major projects was the Camp Scott initiative to reduce basement backups and combined sewer overflows. Another $22 million has been invested in Public Works projects. One of the more significant Public Works projects was the development of the Pontiac Street/Wayne Trace roundabouts.

The 2007 CIP map shows that the City continues to invest heavily in infrastructure upgrades in Southeast Fort Wayne. Improvements include sanitary and storm water upgrades that especially target the ongoing initiative to separate formerly combined systems. The map also displays upcoming upgrades to water lines, as well as re-paving, lighting and curb or ramp enhancements. For 2006, southeast public works improvements exceeded $8 million. Major proposed infrastructure improvements for 2007 in Southeast Fort Wayne include:

Transportation Projects:
- Oxford Street and Wayne Trace - Traffic Signal Modernization. (Project TR01)
- Buchanan and Hanna Streets - Traffic Signal Modernization. (Project TR02)
- South Anthony Boulevard and McKinnie Avenue - Traffic Signal Modernization. (Project TR04)
- Curb and sidewalk reconstructions - three locations. (Project TR24)
- Salisbury Drive - concrete street repairs. (Project TR25)
- South Anthony Boulevard - concrete street repairs. (Project TR30)
- Oliver Street - new curbs and sidewalks installation (Project TR31)
- Lunada Drive - concrete street repairs (Project TR32)
- Crown Colony Subdivision - concrete street repairs (Project TR44)
- Miscellaneous Barrett Law projects - curbs, walks, etc., many sites. (Project TR45)
- IIT Left Turn Lane – Maumee Avenue (Project TR47)
- Wayne Trace, Oxford Street to McKee Street – right-of-way acquisition/road widening. (Project TR62)
Water Main Projects:
Mount Vernon Park area - Phase 2 water main replacement  (Project WA04)
Anthony Wayne Village - Phase 2 water main replacement  (Project WA05)
Drexel, Trentman, Oxford, Queen Streets – water main replacements.  (Project WA06)
Colonial Heritage Place - water main replacement.  (Project WA13)
Renaissance Pointe – water main review, testing and replacement/hydrant relocation.  
(Project RP01)

Sanitary Sewer Projects:
South McMillen Park Area Sewer Project – stormwater/sanitary system separation. 
(Project SA01 )
Renaissance Pointe Sanitary Sewers – storm sewer separation, repair and replacement of 
select mains.  (Project SA04 )

Storm Sewer Projects:
Hickory Grove-Homedale and Elmdale - new storm sewer lines.  (Project ST03)
Smith-Roosevelt Area - new storm and sanitary sewer lines, system separation. 
(Project ST04)
Turpie-Fruhauf Alley – new storm sewers in an alley north of Oxford Street. 
(Project ST11)
Euclid Avenue from Capitol to Pettit - new storm sewer lines.  (Project ST12)
Trier Ridge Park - new storm sewer lines and drainage swale re-contouring. 
(Project ST20)

City Utilities Combined Sewer Overflow (CSO)
Map 4: SE Quadrant Capital Improvement Projects
B. Allen County Highway Improvement Plan

The most significant Allen County project affecting the Southeast Strategy area residents is the proposed Maplecrest Road extension project. This $37 million highway will add a new 1.25 mile road and bridge segment between the current Adams Center Road and Maplecrest Road to the north, linking Southeast Fort Wayne to the residential and commercial areas on the City’s northeast side. For 2007, Allen County Highway anticipates the following projects in southeast Allen County adjacent to the Strategy area:

Paulding Road, Adams Center Road to Hartzell Road: re-paving with chip and seal surface.
Emmanuel Road, Flatrock Road to Monroeville Road: upgrade from gravel to chip/seal surface.
Wilson Road, Maples Road to Tillman Road: re-paving with chip and seal surface.
Wilson Road, Maples Road to Hoffman Road: re-paving with chip and seal surface.
Hoagland Road, U.S. 27 to State Line Road: re-paving with chip and seal surface.

C. Indiana Department of Transportation Capital Upgrades

The Indiana Department of Transportation (INDOT) maintains State and Federal highway routes in Allen County, including I-469. The close proximity of I-469 interchanges to the southeast area is a major asset as it provides easy access to the Fort Wayne International Airport, I-69, and other areas of the City and County. Southeast Fort Wayne is served by I-469 exchanges at Tillman Road, Minnich Road, Marion Center Road south of Wayne Trace, and U.S. 27, just over two miles south of Southtown Centre. Only routine maintenance and trouble-shooting is planned for 2007 for the interstate.

Southeast Fort Wayne will benefit from proposed new construction and upgrades to U.S. 24 from its I-469 interchange to the Ohio State Line. Once complete, the “Fort to Port” project will further add to the already-improved travel and commerce options for Southeast residents and businesses.
PART THREE:
POLICY AND STRATEGY RECOMMENDATIONS

I. Land Use Policies

This section of the Southeast Strategy sets forth policies for future growth and development of southeast Fort Wayne. These policies are intended to serve as a guide for community decision making. Their purpose is to provide support, assistance and counsel to public and private sector decision makers. The following policies are intended to encourage high quality economic development, neighborhood enhancements and housing opportunities.

A. General Land Use Policies

1. Encourage carefully planned growth by using the Southeast Area Development Strategy and the Strategic Development Map as part of the community’s development decision making process.
2. Coordinate infrastructure improvements and expansions so they support targeted development priorities as identified on the Strategic Development Map.
3. Quality infill development and redevelopment should be encouraged through various incentives and regulatory tools such as special districts, waivers, brownfield incentives and tax abatements.
4. Quality mixed-use development should be encouraged along appropriate corridors and at targeted locations.
5. Development not in alignment with the Southeast Area Development Strategy and/or producing negative secondary impacts should be discouraged.
6. The cultural heritage of the Southeast should be maintained and incorporated into the new design and rehabilitation of buildings.
7. Existing significant historical and cultural resources should be preserved and protected when possible.

B. Residential Land Use Policies

1. A variety of housing types, i.e., suburban, single family and multi-family, should be encouraged and promoted in the Southeast Strategy area.
2. The Renaissance Pointe development area should be a priority and development should be compatible with established design standards.
3. Infill development should be compatible with existing housing design, mass, height and frontages.
4. Discourage subsidizing the concentration of new housing for low and very low income populations until there is a better balance of low-income housing throughout the Allen County community.
5. Support the use of zoning tools such as downzonings as a way to support viable single family residential development.
6. Green building techniques should be explored and encouraged for development and redevelopment projects.
7. Support the development of Community Development Area Plans for existing housing opportunity areas as shown on the Strategic Development Map.

C. Commercial Land Use Policies

1. Support positive neighborhood commercial development to serve the needs of area residents, in particular those needs and services that are currently unavailable or are in short supply, i.e., sit down restaurants, entertainment venues, and medical facilities.
2. Ensure that high quality business development occurs in the Southeast Strategy area and that the development compliments the community’s quality of life.
3. Support the use of various zoning tools such as downzoning or rezoning of certain areas as a way to support sustainable development.
4. Improve the street image of existing commercial areas with façade, parking area and landscaping improvements where appropriate.
5. Support the development of economic development sub-area plans for commercial and mixed-use opportunity areas shown on the Strategic Development Map as a way to establish an improved sense of place, enhanced values to area properties, and a unified vision.

D. Transportation Policies

1. Support the development of corridor plans for the primary and secondary commercial corridors shown on the Strategic Development Map to promote enhancement and beautification.
2. Ensure development decisions take into account the need for public transportation, pedestrian connectivity and other alternative forms of transportation when appropriate.
3. Ensure that neighborhood gateways and multi-modal accesses are protected or enhanced by area projects.
4. Support and maximize opportunities for transit-oriented development.

E. Utility Coordination Policies

1. Coordinate community utility improvements and expansions at priority development locations identified on the Strategic Development Map.
2. Support City Utilities in the continued design and further development of storm water quality and quantity standards for urban areas in the southeast.

F. Parks, Trails and Green Space Enhancement Policies

1. Neighborhood park ongoing maintenance and improvements should be a priority in the Southeast Strategy area.
2. Ensure the coordination of existing and proposed Greenway trails and connectivity with improvements implemented as part of this Strategy.
II. Strategy Recommendations

The following Strategy recommendations, along with corresponding key action steps, are intended to chart an initial course for development, redevelopment and enhancement of opportunity areas shown on the Strategic Development Map. This shall be done through the enhancement of existing incentive programs and the implementation of policy recommendations noted in the previous section.

A. Expand Economic Development Target Areas (EDTA’s) within the Southeast Strategy Opportunity Areas.

1. Expand EDTA’s along South Anthony Boulevard, beginning at Wayne Trace to the City limits, and seek EDTA status for the corridor opportunity areas along Pontiac and Oxford Streets.
2. Promote the maximum allowable limits of tax abatement for businesses or investors in EDTA’s.
3. Increase the total citywide EDTA geographic base closer to the maximum allowed by State Statute. Implement a plan for selecting and designating other specific areas to be given EDTA status.
4. Investigate the revision of City Council tax abatement policies to allow waiver of application fees in EDTA’s.

B. Aggressively promote the use of new and existing property tax incentives to eligible businesses.

1. Work with local state legislators toward creation of new and extension of existing tax incentives for commercial, service, and manufacturing businesses.
2. Revise the City’s tax abatement policies and administrative procedures to include property abatements on vacant land meeting established pre-development criteria.

C. Continue the Prime Retail Incentives in Southeast (PRISE) matching façade grant program and increase marketing efforts to ensure widespread knowledge of, and participation in, the grant program.

1. Seek allocation of additional funding for continuation of the PRISE program.
2. Develop ongoing outreach and promotion to area businesses.
3. Promote the use of PRISE matching grants in coordination with loan products from the Community Development Corporation for larger façade projects.

D. Promote corridor enhancements along Anthony Boulevard from Wayne Trace to Anthony’s southern City limit boundary.

1. Develop a corridor plan that includes recommendations for street, sidewalk, crosswalks, lighting and landscaping improvements, as well as exploration of the use of banners and/or other corridor thematic enhancements to promote a positive image along the corridor.
E. Explore the use of Commercial Barrett Law funding to support infrastructure improvements along commercial corridors within the Southeast Strategy area.

1. Identify corridors in the Southeast Strategy area where infrastructure improvements are needed.
2. Identify property owner support to utilize this tool along specified corridors.

F. Enhance Community Development Corporation (CDC) Programs.

1. Develop more ways to market the use of CDC citywide financing tools to maximize their use as funding partners for southeast development.
2. Develop ongoing outreach and promotion to area businesses.

G. Develop a communication strategy to encourage and sustain retail and housing development in the Southeast Strategy area.

1. Work with a marketing consultant to prepare and distribute marketing materials that feature highlights of the Southeast Area Development Strategy.
2. Expand marketing of EDTA availability, in particular to non-manufacturing businesses in specially designated areas.
3. Design a marketing strategy for the Renaissance Pointe development that utilizes established demographic profiles.
4. Present a positive image for the southeast area in all marketing and communication efforts.

H. Endorse and support the Renaissance Pointe development as the top priority for southeast housing development.

1. Assist in the development of incentives and tools to ensure the completion of existing project goals and complete build-out of the development plan.
2. Provide incentives and tools to encourage investment in the opportunity areas shown on the Strategic Development Map in the vicinity of the Renaissance Pointe area.
3. Prioritize the enhancement of the corridor opportunity areas adjacent to Renaissance Pointe.
4. Conduct an assessment of the current infrastructure along the Creighton Avenue corridor to determine improvements that will be needed to promote additional residential and neighborhood commercial development.

I. Develop programs to support mixed-income housing initiatives within the Renaissance Pointe Supportive Housing Rehabilitation Area.

1. Prepare a Community Development Action Plan for the identified area.
2. Investigate and implement new homeowner and rental rehabilitation programs.
3. Work with Neighborhood Code Enforcement and the Allen County Building Department to evaluate current demolition policies and processes.
J. **Work to promote a new mixed-use development containing suburban style upscale housing in one of the greenfield opportunity areas.**

1. Work with the Board of Public Works to develop incentives that will facilitate the accessibility to and expansion of City Utilities for major development projects.
2. Evaluate and propose updates to existing ordinances that will accommodate and support mixed-use development.

K. **Use various zoning tools to enhance and sustain development opportunities in the Southeast Strategy Area.**

1. Consider the development of a new corridor zoning classification for key neighborhood corridors such as Pontiac and Oxford Streets.
2. Evaluate existing zoning and land uses in the Strategy Area to determine if certain areas could benefit from downzoning or rezoning as a way to support existing or proposed types of land uses (i.e. single family).

L. **Coordinate with the Board of Public Works to develop sewer and street improvements and other infrastructure-based incentives for development in identified suburban opportunity areas.**

1. Identify opportunity areas most in need of improvements and incentives for priority development.
2. Research and develop appropriate incentives for specific development opportunities.

M. **Explore the need for commercial property maintenance standards and enforcement.**

1. Work with Neighborhood Code Enforcement and City Council to explore the development of a commercial code enforcement ordinance.

N. **Evaluate unmet transit needs in the Southeast Strategy area.**

1. Work with Citilink and other transit providers to identify gaps in service and other transit needs in the Southeast Strategy area.
2. Develop an action plan to fill service gaps and address other transit needs.
3. Promote and increase transit access along Anthony Boulevard.
4. Balance safety, mobility, community fabric, and environmental goals in all projects.
5. Involve the public and stakeholders early and continuously throughout planning and project development processes.
6. Weigh the workforce enhancement, neighborhood livability, and economic development impacts of all plans.
O. Create economic development sub-area plans as needed for commercial and mixed-use opportunity areas in order to establish an improved sense of place, enhanced property values and a unified vision.

1. Evaluate and prioritize the creation of economic development sub-area plans for key neighborhood corridors and mixed use opportunity areas.
2. Develop sub-area plans for the Anthony/Creighton and Anthony/Pontiac opportunity areas in conjunction with the ongoing development of the Renaissance Pointe area.
3. Develop a sub-area plan for the Hanna Street/U.S. 27 mixed-use opportunity area.
4. Develop a sub-area plan for the Decatur Road mixed-use commercial area.
I. Implementation Framework

The success of the Southeast Area Development Strategy is measured in terms of its implementation. Only when the policies and recommendations of this Strategy are translated into actions by both the public and private sector can success be achieved.

This strategy is the product of a ten month process that included participation, collaboration and consensus by the Southeast Community, area stakeholders, City staff and the Southeast Strategy Advisory Committee. The intent of this strategy is to encourage and guide quality development, redevelopment and investment in Southeast Fort Wayne.

Implementation of the Southeast Strategy should emulate the collaborative spirit of the Strategy’s process and proceed in a coordinated manner. This strategy recommends the development of a “Southeast Strategy Action Team” consisting of members of various departments of the City’s Community Development Division. This team will be responsible for coordinating the implementation of the recommendations contained within this Strategy. It is intended that the Southeast Strategy Action Team coordinate with various community partners though the development of individual Task Teams in order to coordinate implementation of recommendations under various topical areas such as new development, communications and outreach, and zoning and land use. The task teams should consist of members of the Action Team who will report to the team on a regular basis. Partners involved with implementation include but are not limited to the following:

- The City Fort Wayne (including its various departments, divisions, Boards and Commissions).
- Fort Wayne Common Council.
- The Fort Wayne / Allen County Economic Development Alliance.
- Area developers and investors.
- The Southeast Community.
- Southeast neighborhood associations and the Southeast Area Partnership.
- Non-profit public service agencies.
- Area churches and faith-based development groups.
- Fort Wayne Community Schools.
- East Allen County Schools.
- Financial institutions.
- Fort Wayne Area Association of Realtors.
- Allen County.
II. Implementation Task Teams

A. Development Task Team

This task team will work closely with Division Administration and investors to encourage and support quality development southeast. This includes acquainting those from the housing and commercial development communities with the opportunity areas and proposed incentives of this strategy. Strengthening the proposed incentives and ensuring their implementation is a key action step for this team. In addition, members from this team will work closely with the Communication and Outreach Task Team in creating a brochure for this strategy’s marketing and promotion efforts.

B. Communication and Outreach Task Team

The development of a Marketing and Communications Strategy is one of the primary recommendations of this strategy and in order to accomplish this, the Communication and Outreach Task Team was formed. The general scope of this team is to encourage and sustain the retail and housing development currently ongoing in the southeast area, engage the public and area stakeholders early and continuously throughout future planning and implementation of the Strategy, and utilize multi-faceted, inclusive media and outreach techniques in promoting and encouraging positive milestones southeast. This team will also work closely with members of the Development Task Team in creating the marketing brochure.

C. Zoning, Land Use, and Enforcement Task Team

As Implementation moves forward, there are several key projects that emerged during the development of this strategy. The Zoning, Land Use and Enforcement Task Team was formed in an effort to prioritize and implement these projects. Some of the initial action steps for this team include the development of changes to the city ordinance to facilitate commercial code enforcement capabilities and a corridor plan for Anthony Boulevard. The proposed corridor plan will include recommendations and proposed funding sources for improvements to enhance the streetscape and promote a positive image of the corridor.

III. Strategy Updates

This strategy has been developed to encourage and guide quality development, redevelopment and investment in Southeast Fort Wayne for the next 10 years. In order for this Strategy to be truly effective it must be evaluated and updated as circumstances change in the Southeast Community. The Southeast Strategy Action Team will evaluate the Strategic Development Map yearly as investment activities may require review and update of the opportunity areas shown. The Strategy document should be evaluated periodically to determine if updates to policies and recommendations are required to continue to encourage and guide quality development, redevelopment and investment in Southeast Fort Wayne.
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City of Fort Wayne

Graham Richard, Mayor
Timothy Pape, Councilman 5th District
Glynn Hines, Councilman 6th District

Division of Community Development

John Urbahns, Director - Division of Community Development
Heather Presley, Deputy Director - Office of Housing and Neighborhood Services
Pamela Holocher, Director - Department of Planning

Project Planning Team
Tom Walls, Planner II, Department of Planning - Project Coordinator
Sherese Fortriede, Planner III, Department of Planning
Cherise Dixie, Southeast Area Advocate, Office of the Mayor
Terry McCaffrey, Administrator, Fort Wayne Urban Enterprise Association
Elissa McGauley, Economic Development Specialist, Division of Community Development
Bryan McMillan, Planner II, Land Use Management Department
Darren Renier, Finance Specialist, Fort Wayne Community Development Corporation
Julie Sanchez, Redevelopment Specialist, Fort Wayne Redevelopment Commission
Cheryl Schuster, Executive Director - Fort Wayne Community Development Corporation
Paul Spoelhof, Planner III - Special Projects/Geographic Information Systems
Cristian White, Planner, Department of Planning

Supplemental Project Staff Support
Craig Berndt, Community Development Administrator, Fort Wayne Redevelopment Commission
Dennis Donahue, Planner II - Special Projects/Geographic Information Systems
Sharon Feasel, Redevelopment Specialist, Fort Wayne Redevelopment Commission
Russell Garriott, Planner II, Department of Planning
Bruce Johnson, Planner II, Department of Planning
Dave Kinder, Neighborhood Revitalization Specialist, Office of Housing and Neighborhood Services
Creager Smith, Historic Preservation Planner, Department of Planning

Southeast Strategy Advisory Committee

Ms. Leslie Alford, President Full Scope Consulting, Former Director of Women’s Enterprise
Deputy Chief Nancy Becher, Fort Wayne Police Department, Southeast Quadrant
Mr. Bill Brown, Business Owner/Entrepreneur, Allen County Commissioner, Urban Enterprise Zone Board
Member
Dr. Neal Brown, Principal, Paul Harding High School, East Allen County School Corporation
Mr. Corey Brown, Business Owner/Entrepreneur, Anthony Wayne Village
Mr. Michael Bynum, Vice President, Fort Wayne City Plan Commission
Mr. William Crowley, President, Southeast Area Neighborhood Partnership
Dr. Douglas Coutts, Chief Operations Officer, Fort Wayne Community School Corporation
Dr. Quinton Dixie, Fort Wayne Redevelopment Commission, Professor, Indiana-Purdue University at Ft. Wayne
Ms. Jamie Garwood, Planning & Policy Manager, United Way of Allen County
Ms. Ann Helmke, Executive Director, Vincent House, Inc.
Mr. Lewis A. King, Business Owner/Entrepreneur, King’s Barber Shop
Reverend Anthony Payton, Pastor, Come As You Are Community Church
Ms. Zenovia Pearson, Northwest Area Advocate, Office of the Mayor, City of Fort Wayne
Mr. Steve Santilli, Director of Academic Affairs Support – Community Campuses, Ivy Tech Community College
Mr. John Shull, Branch Manager, National City Bank Southtown
Prophet Cedric Walker, Pastor, New Joshua Missionary Baptist Church
Southeast Area Development Strategy
Supplemental Appendices

Community Development Division
October 2007
Index to Appendices

A. List of Data Sources Consulted Page A-2
B. History of Southeast Area Development Page A-3
C. Existing Conditions Review and Analysis Page A-8
   1. Area Overview: Key Features and Area Assets Page A-8
   2. Major Retail/Commercial Development Sites and Corridors Page A-9
   3. Area Housing Summary Page A-10
   4. Land Use and Zoning Page A-12
   5. Economic Development Conditions Page A-18
D. Tenants in major commercial centers – December, 2006 Page A-29
E. CDC Loan requirements Page A-30

Index to Supplemental Maps, Charts, and Tables

Map 1 - Southeast Strategy Area land uses Page A-15
Map 2 - Southeast Strategy Area zonings Page A-16
Map 3 - Southeast Strategy Area floodplain areas Page A-17
Map 4 - Retail expenditure leakage or “float” by zip code Page A-20
Map 5 - Southeast Strategy Area water lines Page A-24
Map 6 - Southeast Strategy Area sewer lines Page A-25
Map 7 - Southeast Strategy Area CitiLink bus routes and quarter-mile walkability Page A-26
Map 8 - Area schools Page A-30

Chart 1 - Southeast real estate by percentage of 2006 assessed value Page A-14

Table 1 - Southeast Strategy Area: current and projected population Page A-8
Table 2 – Southeast Strategy Area Land Value Page A-13
Table 3 - Southeast Fort Wayne buying power concentration compared to other city quadrants Page A-18
Table 4 - SE Fort Wayne middle income concentration compared to other City quadrants Page A-19
Table 5 - Retail establishments in southeast Fort Wayne compared to other city quadrants Page A-19
Table 6 - Business categories in southeast Fort Wayne with associated rates of retail “float” Page A-21
Table 7 - Fort Wayne Parks and parklands in southeast Fort Wayne Page A-23
Table 8 – Community Development Corporation Loan Requirements Page A-32
Appendix A. List of Data Sources Consulted.

The following studies and data sources used in this Strategy include:

- The Southeast Fort Wayne Housing Market Study, 2006 (Zimmerman/Volk, Associates.)
- The Southeast Fort Wayne Retail Market Study, 2004 (MetroEDGE, Inc.)
- The City of Fort Wayne Housing Strategy, 2003 (Wallace, Roberts, and Todd, LLC)
- Plan-it Allen! Comprehensive Plan, existing conditions reports and Plan recommendations, 2006
- City of Fort Wayne Historic Preservation Strategy draft, 2006
- Renaissance Pointe Implementation Strategy, 2006
- City of Fort Wayne Synergy Initiative, goals and policies, 2006
- U.S Census Data and Reports, 2000
- Claritas Inc., statistical and market research data
- The City of Fort Wayne Capital Improvement Plans, 2006 and 2007
- Public forum comments, August 28, 2006
- Interviews with selected Southeast area business owners, September-October, 2006
- Interviews with former Southeast area business owners, September-October, 2006
- Southeast area customer surveys conducted at area businesses, October 2006
- Results from the Southeast young professional’s focus group, December 5, 2006
- Results from the developer and investor roundtable, January 19, 2007
- Input from members of the Southeast Area Development Strategy Advisory Committee
Appendix B. History of Southeast Area Development

Any city must have a well-balanced and supported platform in order to build a history of success and accomplishment over time. Southeast Fort Wayne has a rich and diverse history that clearly shows that it has done its share to contribute to Fort Wayne’s over 212 years of effort to build a thriving community. The history of this quadrant of the city reflects broad trends in Fort Wayne’s history, yet elements of the history of southeast Fort Wayne are also unique to this particular section of the city. The southeast quadrant of the city has played its role in Fort Wayne’s history in areas such as the historical themes of settlement, industry, and transportation. Southeast Fort Wayne has traditionally been the location of important industries, commercial areas, and of diverse residents, reflected by their neighborhoods and church communities. In order to understand the history of southeast Fort Wayne, it is first necessary to describe the early history of the community; this narrative will then provide examples of the community’s history, as it is reflected in the southeast area.

The City of Fort Wayne, as it has developed today, first began to take shape in the early nineteenth century as a center of trade and commerce at the confluence of three rivers, the Street Joseph, the Street Mary’s, and the Maumee. Its location made it a central point for travel on the rivers by both Native Americans and European traders and settlers. Before Europeans began to enter northeast Indiana, the area near the confluence of the three rivers was a gathering place for Native American tribes for centuries, and was a traditional trade center for the Miami, Potowatomi, Wea, and other tribes which inhabited the Great Lakes region. The three rivers provided access to the Great Lakes and much of Ohio, as well as northern and central Indiana. In addition, a short, swampy portage over a continental divide, between the Street Mary’s River and the Little Wabash River to the west, gave access to the Illinois lands and to southern Indiana, as well as to the Ohio and Mississippi Rivers. This portage was the only place where travelers by boat had to go overland when making their way from the Great Lakes to the Gulf of Mexico.

The extensive natural transportation network gave the site of Fort Wayne distinct advantages for commerce and settlement. The Miami village of Kekionga flourished at the site, as the French moved into the area from Canada in the early eighteenth century. French traders and soldiers inhabited Kekionga and the surrounding area, and mingled with the native population. The French established a succession of frontier outposts. Although the French lost control of the area to the British in the 1763 Treaty of Paris, the British took little action to settle the area that would become Fort Wayne. The character of the village of Kekionga was that of a French settlement by the early 1790s, with a mix of French traders and Native Americans.

The 1783 Treaty of Paris gave the United States independence, and control of Kekionga and the vast territory around it, at least on paper. It was necessary for the United States to wage war with a coalition of Native Americans in order to truly claim control of the area. The troops of General Anthony Wayne eventually defeated the Native Americans at the Battle of Fallen Timbers, along the Maumee River near the location of today’s city of Maumee, Ohio. The American fort from which Fort Wayne derived its name was built in 1794. This action firmly secured the Old Northwest Territory, the states of Ohio, Indiana, Illinois, Michigan, Wisconsin, and part of Minnesota, as a part of the United States. Wayne’s victory was solidified with the Native American tribes by the Treaty of Greenville (Ohio) in 1795. The establishment of Fort Wayne also helped to prevent the area from returning to the British during the War of 1812. Indiana was established as a state in 1816, just a few years after the war ended.
The creation of the State of Indiana led to stability in the region; that in turn encouraged new settlers. With increasing numbers, Americans moved into the Fort Wayne area, beginning in the 1820s. In 1823 Allen County was formed by the Indiana legislature, and in 1824 the town of Fort Wayne was platted by John T. Barr of Baltimore, Maryland and John McCorkle of Piqua, Ohio. In 1829 Fort Wayne was incorporated as a town.

Just as transportation systems are considered a key to fostering development of the community today it was much the same in the nineteenth century. In the 1820s the State of Indiana began planning transportation improvements. By the 1830s major public works projects were underway to improve transportation in the state, and in the Fort Wayne area. Indiana set out to build a statewide canal system, and a portion of the Wabash and Erie Canal was operating in Fort Wayne by 1835.

Soon after, in the late 1830s, efforts were made to begin improving the roads that led into Fort Wayne. In southeast Fort Wayne the primary improved road was Wayne Trace. Wayne Trace was once a Native American trail that led from the area that would become Fort Wayne to the area that would become Cincinnati, Ohio. American military forces led by General Josiah Harmar in 1790, General “Mad” Anthony Wayne in 1794, and General William Henry Harrison in 1812 used the Wayne Trace. Wayne Trace was also an important trail for pioneers who settled the surrounding area; it was perhaps the most important early road into Fort Wayne because it was the most direct path to Cincinnati and other American settlements along the Ohio River.

The other significant early road of southeast Fort Wayne is the Piqua Road, later to be called Decatur Road, and U.S. Highway 27. Piqua Road was one of the area’s first plank roads. Plank roads were created to ease travel to remote areas using wood planks laid on a graded surface in order to create the first paving system available on the frontier. By the early 1850s the Piqua Road had been improved as a plank toll road, managed by a private company. By the middle of the 1800s, a network of rural roads also began to develop. Typically, roads in this era were developed on township section lines because it was convenient, and it provided access to multiple parcels of land via one public right-of-way. These rural roads provided the framework for the major streets of today’s southeast Fort Wayne; streets and roads such as South Anthony, Hanna Street, Pontiac Street, McKinnie Avenue, Hessen Cassel, Paulding, and Tillman Roads all began as rural access roads.

In the 1850s railroads reached Fort Wayne. Railroads quickly surpassed the earlier technology of the canal system to provide cheap and efficient transportation of people and goods. The first railroad to reach Fort Wayne was the Pittsburgh, Fort Wayne, & Chicago Railroad (later the Pennsylvania) in 1854. It was built on a path somewhat parallel to Wayne Trace as it entered Fort Wayne from the southeast. It continued across the south side of the city, just south of today’s downtown area. The Pennsylvania then continued west of Fort Wayne toward Chicago. By the early twentieth century an extensive rail yard was developed by the Pennsylvania Railroad in southeast Fort Wayne. In 1856, the Wabash Railroad also passed through southeast Fort Wayne. It was developed on an east-west line that forms the northern boundary of today’s Southeast Development Strategy study area.

The development of the industry, commercial areas, housing, and even roads of Southeast Fort Wayne would be shaped in significant ways by the coming of the railroad. In the same manner that Interstate highways have shaped American cities since the 1950s, the construction of railroads had much
the same impact in the nineteenth century. Both the Pennsylvania and Wabash railroads were built at
the southern limit of Fort Wayne’s growth by the mid-1850s. This is much like Interstate 69 being built
at the northern and western edge of Fort Wayne’s growth by the mid-1960s. As the presence of the
railroad spurred industry, it also led to the creation of other support businesses and housing for all the
people drawn to the jobs in the area. Most of the development that is present in the Southeast
Development Strategy study area was a result of the long term impact of the railroad economy.

Some of the earliest and most significant industries in southeast Fort Wayne spurred by the railroads
were foundries and railroad maintenance shops. Jones, Bass, and Company was founded in 1853,
operating a successful iron works on the south side of the city. In the period from 1854 to 1857 the
Pittsburgh, Fort Wayne, and Chicago Railroad was under construction, and the line was built adjacent to
the foundry and machine shop of the company. In 1857 the firm sold its manufacturing facility to the
railroad, and the already established factory became the nucleus for development of the immense facility
that would later become the Pennsylvania Railroad Shops, a site that would eventually employ
thousands of skilled and un-skilled workers. This site is now the location of the Fort Wayne Post Office.
Jones, Bass, and Company was immediately reorganized as Jones and Bass, and began developing a new
foundry and machine shop on the south side of the Pittsburgh, Fort Wayne, and Chicago, with additional
access to the new Wabash Railroad line. Eventually John H. Bass would gain control of the plant. The
facility became the Bass Foundry and Machine Works; for much of the nineteenth century it was Fort
Wayne’s largest factory and employer.

Much like the example of the Pennsylvania Railroad Shops and the Bass Foundry, the balance of
Fort Wayne’s industrial development in the nineteenth and early twentieth centuries was also largely
tied to access to the rail transportation network via either direct connection or rail sidings. Early
industries located along the railroad near downtown Fort Wayne. As more industries were developed,
factories were placed along the rail lines, but at an increasing distance from the center of the city.
Others were connected to the rail system by elaborate rail sidings; the Bowser factory on East Creighton
Avenue is an example.

S.F. Bowser & Co., established in 1885, is significant in local history for its association with
Sylvanus Freelove Bowser. In 1885 S.F. Bowser invented the “self-measuring” pump in southeast Fort
Wayne, and he began marketing the device to vendors of liquid fuels such as kerosene and (later)
gasoline. Bowser’s pump could deliver an accurately measured quart, half-gallon, or gallon of oil to the
customer, eliminating the dangerous and messy chore of measuring oil and fuel by hand. This assured
the customer that he was getting the full amount for which he paid. Bowser became one of the chief
manufacturers of gasoline pumps in the United States. The company also exported pumps worldwide,
and was so successful that in several countries gas pumps were called “bowsers.” The success of
Bowser led to the establishment or location of two other major U.S. gasoline pump manufacturers in
Fort Wayne by the 1920s (including the Tokheim Corporation, also in Southeast Fort Wayne). The
Bowser factory was a major employer for many years, with as many as 1200 manufacturing employees.
The outstanding Bowser Office Building now serves as the home of the Fort Wayne Police Department.

By 1920 the southeast area, adjacent to the Pennsylvania Railroad between Fort Wayne and New
Haven, had become very attractive for industrial development. The Greater Fort Wayne Development
Corporation was formed to provide innovative incentives to lure a large factory proposed by the
International Harvester Truck Company to southeast Fort Wayne. The city was chosen over 26 other
cities for the International Harvester factory. The area south of Pontiac Street and east of Bueter Road,
later renamed Coliseum Boulevard, was platted and developed as the Greater Fort Wayne Industrial Addition, in effect the city’s first industrial park. Construction began on the International Harvester truck plant in 1922. The factory opened c.1924, and it remained Fort Wayne’s largest single employer for the next 58 years. Peak employment was reached in early 1979, at approximately 10,600 employees.

Throughout the 1920s the Development Corporation was also successful at bringing other large employers to the adjacent industrial area. Magnet wire industries such as Inca (later Phelps Dodge) and Rea Magnet Wire opened by 1928. Also in the late 1920s, the Capehart Company, inventor of the jukebox, located on E. Pontiac Street. In 1938, Philo T. Farnsworth, the inventor of television, bought Capehart. He brought his newly formed company to Fort Wayne and began manufacturing the world’s first mass-produced televisions in the 1940s. Subsequently this facility was purchased by ITT. The Magnavox Company moved from Chicago to Fort Wayne in 1928. Magnavox was drawn to the city by the concentration of magnet wire manufacturers, and built its plant on Bueter Road. Finally, the Zollner Piston Company came to Fort Wayne in 1931, to a site adjacent to the truck plant. The International Harvester plant and its surrounding area was intensely developed for industry by the 1930s, and it provided the core industrial zone for Fort Wayne until International Harvester ceased its manufacturing operations July 15, 1983.

The ever-increasing momentum of industrial development in the nineteenth and early twentieth centuries led to tremendous growth in the population of the City of Fort Wayne. For example, the population increased from 45,115 in 1900 to 114,946 in 1930. Much of this population growth occurred in the southeast quadrant of the city, as workers at the new industries needed to live at a convenient distance from their employers. Before World War Two most employees traveled to and from work either on foot or by the streetcar system.

Modest incomes, coupled with the need for ease of transportation, led many industrial and railroad workers to choose simple housing at a short distance from the factory or the rail lines. Some employers assisted their employees in obtaining good housing at a reasonable cost. In 1919 S.F. Bowser formed the Bowser Loan and Trust Company, which provided low-interest loans to his employees for the purchase of homes. Some residential areas in southeast Fort Wayne derive their character and even their name from proximity to major industries. For a period of time in the late 1800s and early 1900s the area that surrounds the site of the Bowser factory was known as “Bowserville.” Perhaps the best example today is the Harvester Neighborhood, named for its location adjacent to the International Harvester factory. The area that likely had the oldest collection of worker housing, located near the Bass Foundry site, was redeveloped as the Eden Green and Chapel Oaks Apartment complexes.

At the same time that there was a large need for a continuous supply of affordable new housing, the topography, geography, and transportation access of the southeast was perhaps the easiest of Fort Wayne’s four quadrants for development of large areas of working-class housing. This led scores of developers, both large and small, to plat residential lots and develop modest housing over a period of over 100 years. The topography of the area is relatively flat and well-drained. The geography was convenient to the expanding industrial areas of the city and to downtown. The public transportation system was excellent; in most areas only a short walk was necessary to access the streetcar system. As the automobile began to be more commonly used through the twentieth century, the existing network of rural roads was expanded to allow for slow but steady growth. Perhaps the most significant improvement to the system of streets in southeast Fort Wayne was the design of the Fort Wayne Park...
and Boulevard system in 1912 by George Kessler. Kessler designed South Anthony Boulevard and Rudisill Boulevard as modern thoroughfares that allow linkages among all four quadrants of the City. These two streets remain as vital arteries in the southeast area.

The vast areas of housing in southeast Fort Wayne led to the development of scattered commercial areas to serve the residents. From the 1850s to the early 1950s most residential goods and services such as grocery and drug stores were located at key, high-traffic intersections or at major trolley stops. Remnants of these clusters of versatile historic commercial buildings can be found on streets such as South Calhoun, East Pontiac, Oxford, Hanna, and Lafayette Streets.

A rare and unique commercial property in the area is the South Side Market. It occupies a large, open site between Warsaw Street and South Monroe Avenue, south of Pontiac and north of Rudisill. The market was originally located on a trolley line, and it was built in the period from 1926 to 1928. The interconnected buildings of the South Side Market resemble agricultural exhibition buildings that are typical of county fairgrounds of the early twentieth century. The South Side Farmers Market has operated continuously since 1926, under the direction of the Allen County Producers Association.

After World War Two there were major changes in the physical development of new commercial areas, spurred largely by the expansion of the use of personal automobiles. Some of the first shopping centers with off-street parking that were developed in Fort Wayne are found in the southeast quadrant. In the early 1950s small shopping centers such as Rudisill Center and South Anthony Plaza appeared. In 1955 Southgate Shopping Center opened with over 2000 free parking spaces and easy access to rapidly growing suburban neighborhoods. In 1958 the southeast area became home of Eavey’s supermarket, touted at the time as the largest supermarket in the world with 80,000 square feet, a 10 acre parking lot, and a giant cornucopia sign. This building is now the location of Scott’s Foods on Decatur Road.

The final major commercial development of the twentieth century was Southtown Mall at the intersection of U.S. 27, Tillman Road, and South Anthony Boulevard. Southtown Mall opened in 1969 with 2 anchor department stores: Wolf & Dessauer and Montgomery Wards. The mall also included a large family clothing store, Patterson-Fletcher, and a G.C. Murphy store. J.C. Penney opened in the center court within a few years. L.S. Ayres purchased Wolf & Dessauer shortly after the mall opened, and in the early 1980s the mall expanded with a large addition to accommodate a new Sears store, as well as a food court and many other retailers. The mall had approximately 950,000 square feet of space. The mall struggled in the 1990s and all the anchor stores closed. It was allowed to deteriorate to the point that the City of Fort Wayne was forced to order its demolition. The site has been redeveloped as Southtown Centre, with new Menard’s and Wal-Mart stores, and plans for more development to come.

The history of the development of the southeast quadrant has created a unique culture and diverse community within the City of Fort Wayne. This working-class area 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 are all making contributions to building a thriving community.
Appendix C. Existing Conditions Review and Analysis

C-1. Area Overview: Key Features and Area Assets

The Southeast Strategy area is highly diverse in terms of its land uses, businesses, and housing, both in its style and quality. An understanding of the major conditions in the southeast strategy area is critical to any successful development initiatives.

The area population is relatively stable. The total population for the tracts and block groups included for analysis was 43,929 in 2000. The projected 2004 population indicates a slight drop followed by an increase by 2009. The number of households is also stable, varying by less than 1,000 over 10 years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Southeast Area Population</th>
<th>Southeast Area Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>43,929</td>
<td>16,505</td>
</tr>
<tr>
<td>2004 (projected)</td>
<td>42,069</td>
<td>16,180</td>
</tr>
<tr>
<td>2009 (projected)</td>
<td>44,938</td>
<td>17,362</td>
</tr>
</tbody>
</table>

Table 1 - Southeast Strategy Area: current and projected population

**Land uses**  As of 2006, the southeast quadrant had over 18,500 highly varied land parcels. The slightly smaller Strategy area comprises about 15,800 of these parcels. The dominant land use in southeast Fort Wayne is residential, accounting for about 63% of assessed property value and about 87% of the area’s land parcels. The second most prevalent land uses are commercial businesses. Commercial land accounts for about 25% of net assessed property value and about 5% of southeast land parcels. The net assessed value of Southeast Quadrant real estate, minus deductions, was $638,403,215 in 2006.

**Major area employers**  The area’s industrial and business centers include several large employers. These are cited in Section C-5 of this Appendix. In addition, the Harvester Business Park, once home to the International Truck and Engine Corporation, provides industrial spaces to multiple tenants. The firm still maintains a presence at the business park and has a large vehicle test track in the area.

**Retail services**  The southeast is served by two major retail shopping areas and a number of other neighborhood centers. These are reviewed in more detail at Section C-2 of this Appendix. These centers have undergone significant re-investment in recent years. Southtown Centre, located on the site of a former suburban shopping mall, is now bustling with new investment. Southgate Center, a recently renovated complex serving neighborhood shopping needs, is fully leased. Commercial areas around Rudisill Plaza, Mark’s City Market, and Anthony Wayne Village Centre have also seen recent upgrades and retail activity. Despite these amenities, the 2004 MetroEdge study of southeast Fort Wayne, summarized in Section C-5, indicated a shortage of retail services in relation to the area’s buying power.

**Transportation and Infrastructure**  As discussed in Section C-6 of this Appendix, the strategy area is well served by transportation and infrastructure resources. Critically significant is the fact that a well-maintained system of thoroughfares provides ready automobile access throughout the community. Equally significant is the fact that just south of the area is Interstate 469, with rapid access to the airport and other cities. Public transit service is considered excellent in the area. The area is also slated to be served by a new network of walking/biking greenways or trails.
C-2. Major Retail and Commercial Development Areas and Corridors

Southeast Fort Wayne has a mix of new retail development and strong existing retail pockets. As the 2004 MetroEdge study proved, the Southeast has a retail buying power equal to other areas of the City, but this spending capital is migrating to other parts of Fort Wayne due to missing retail and commercial outlets in the area. MetroEdge findings are summarized in Section C-5 of this Appendix. The City of Fort Wayne policies, both pending and existing, support key southeast centers and corridors to bolster current development and expand retail/commercial activity. Area residents continue to support a mix of locally owned and franchised retail, service and restaurants, despite fewer venues than the area can support, and in spite of older buildings in some cases. These businesses continue to thrive and in many cases attract new development nearby.

**East Rudisill Boulevard Commercial District** The first three blocks of East Rudisill Boulevard have historically been a center of commerce catering to residents of surrounding neighborhoods with services, goods and restaurants. Investment is this area remains steady, both in reused older buildings and newer facilities. Along with area residents, the businesses along this corridor are supported by a daily traffic count of over 17,000 vehicular trips on this section of East Rudisill Boulevard. In addition to this traffic exposure, the area is anchored by large daytime populations at nearby South Side High School and the office complex called Rudisill Plaza. The area is home to over 25 retail businesses, some of which recently made façade and access improvements.

**Southgate Plaza** Southgate Plaza has been an important hub of retail and services for residents of southeast and southwest neighborhoods since it was built in the 1950s. After experiencing a brief period of disinvestment in the 1970s and 1980s, new investment sparked a rebirth of the shopping center in the late 1980s and 1990s. Along with the original horseshoe shaped mall, new buildings have been added to out lots providing an impressive variety of shopping and service opportunities. Additional development opportunities exist in out lots on the south side of the complex. Today, Southgate Plaza has more than 30 business establishments.

**City Market Plaza** This medium-sized strip center is located on South Anthony Boulevard which enjoys a 15,000 daily traffic count. A full service grocery store has until recently taken up the largest part of the original structure with smaller locally owned enterprises in adjacent smaller spaces. The store recently closed, and new tenants are being sought. The out lot has two national franchise restaurants. One block south, Walgreens and CVS Pharmacies have both constructed new facilities.

**Anthony Wayne Village Centre** Located three blocks north of City Market Plaza, Anthony Wayne Village Centre also enjoys the 15,000 daily traffic volume of South Anthony Boulevard. It has the benefit of being adjacent to a high-density multi-family development known as McMillen Park Apartments, and the center is one block from a smaller multi-family development known as Anthony Wayne Village Apartments. The Anthony Wayne Village subdivision is also immediately southeast of the center. As of December 2006, Anthony Wayne Village Centre had nine business tenants. Directly across from Anthony Wayne Centre are a new fish and chicken restaurant and a busy BP Gas Station and Convenience Store.

**Diplomat Plaza** A medium sized family supermarket anchors this small neighborhood strip center. Other services available at Diplomat Plaza include a United States Post Office, a dry cleaning operation, and an H&R Block office. Two multi-family developments surround the shopping center, Diplomat Apartments and Three Fountains Cooperative.
C-3. Area Housing Summary

Many of the homes in the neighborhoods between Rudisill Boulevard and Pettit Avenue were built between 1940 and 1955. With the exception of two apartment communities, housing in the area is almost entirely comprised of detached units. These neighborhoods are dominated by very small single-family homes with less than 1,000 square feet of living space. Approximately 10% of these homes were vacant at the time of the 2000 census and 45% were occupied by renting households. Compared to the most northern portions of the strategy area, the neighborhoods south of Rudisill Boulevard have experienced few demolitions and remain fairly intact. This characteristic may be threatened by the small size of homes in the area, the relatively high rate of vacant units, and the rising trend for homes in the area to be occupied by renters rather than owners.

The greatest diversity among housing units, as measured by size and type is located in the southern and eastern most neighborhoods of the strategy area. This area is roughly bounded by Paulding Road to South Anthony Boulevard, Anthony Boulevard to Pettit Avenue, Pettit Avenue to Wherling Drive, Wherling Drive to McKinnie Avenue, and McKinnie Avenue to the eastern edge of the City. The neighborhoods south and east of this boundary host seven clusters of multi-family apartment communities as well as the newest subdivision development in the study area. While much of the housing in this area was built between 1955 and 1970, there are four single family subdivisions where home construction persisted into the 1990s. A few homes were built as recently as 1997. Single family homes in this section of the Strategy area range from fewer than 1,000 to 2,000 square feet, providing a healthy mix of dwelling unit sizes.

Like the single family homes, multi-family complexes in this section of the Strategy area were built after 1955 with the newest development built as recently as 2003. Most of the vacant housing units in this area are located in the multi-family communities south of Paulding Road. These units are predominantly one and two bedroom apartments in rental complexes with few amenities such as club-houses, fitness rooms, pools, etc. In addition to the smaller units found in older apartment communities south of Paulding Road, there are newer tax-credit apartments that offer larger units; up to 3 bedrooms, and amenities that are often found in market rate communities elsewhere in the City.

The 2006 Southeast Housing Market Study

In 2006, the City contracted with the consulting firm of Zimmerman/Volk Associates, Inc. to determine the size and nature of potential housing development options for the southeast quadrant of Fort Wayne. Successful City initiatives depend on the nature of that housing market.

An analysis of housing market potential is not a traditional market study that considers past trends in sales volume and housing starts as the leading indicators of market strength. Market potential adds the dimension of household movement patterns and their housing preferences to generate a relatively clear picture of the broader audience of those households who might choose to buy or rent in a given area if the right product and right price were offered. The full report provides extensive detail regarding the potential market for housing in the southeast Fort Wayne area, and should be consulted by anyone with an interest in developing housing in the City’s southeast neighborhoods. The full report is available from the Community Development Division, Office of Housing and Neighborhood Services, or the City website.

Despite past trends of declining market value and limited market rate housing development in the Strategy area, the Zimmerman Volk results indicate that there are promising changes in development
patterns and a renewed interest in developing the area. According to the report, the area can support up to 158 new market-rate for-sale homes per year. The study recommends that these units should be produced in the form of lofts/condos in multi-family structures, townhouses, and single-family detached structures. Additionally, the area can support 47 new affordable housing units per year. These units should be developed as single-family detached homes. Market rate is defined as a home that is affordable to a household with an income no less than 80% of the Area Median Family Income (AMFI). In 2005, that figure was $59,400 for a family of four. An affordable unit is one that is affordable to a household earning less than 80% of the AMFI.

The report describes a scenario of meeting the housing needs of a diverse group of households moving to and within the market area. As such, the projected price range for new homes is $95,000 - $200,000. Condominiums or lofts would be among the smallest and lowest priced units, with townhouses and detached single-family units providing a successively larger and more expensive housing choice.

The area can also support new rental development, although the study recommendation is that “new rental development should be postponed until higher-value homeownership is well established in both northern and southern areas of the Southeast Neighborhoods.” The area “should be able to support up to 204 new market rate and affordable multi-family rental units per year.” Approximately 93 of these units should be developed as affordable to households earning less than 80% of the AMFI.
C-4. Land Use and Zoning

The southeast study area has a highly varied mix of land uses and zonings. The strategy area includes formerly developed properties that are suitable for redevelopment as well as greenfield sites that have never been developed. Even today, about 20% of the area is agricultural or vacant. Land use patterns largely reflect zoning, particularly in more recently developed areas. Usage patterns in the oldest sections of the area, especially the western edge, are more mixed. Much of the area was developed prior to the adoption of zoning in the 1920s, and transitional areas that were developed residentially have in recent decades moved toward commercial or industrial uses. Though largely unaffected by flooding, there are two flood hazard areas in the southeast. These factors affect potential area development opportunities.

Residential land use and zoning  Despite the initial 19th century wave of industrial development that moved south from the railroads, residential land use and zoning are now the most prevalent types in the strategy area. About 44% of the southeast land area is residential. The central and southern third of the area is primarily residential in both zoning and land use. Detached single family housing is the most common form of residence. Scattered apartment and other multiple family complexes are present throughout the Strategy area, and a few manufactured home parks are present in the southern third.

Commercial land uses and zoning  Commercial land uses comprise about 7% of the Strategy area. Other than a few older parcels, commercial development and zoning match fairly well. A notable exception is the Scott’s Food Store on Old Decatur Road. It and surrounding properties have industrial zoning. There are commercially-zoned properties throughout the area, generally along major roads and at intersections. There are fewer, but larger commercial parcels as distance from the central city increases.

Industrial land uses and zoning  About 14% of the strategy area is industrial land. Industrial zoning and land use are dominant in the northern and eastern portions of the strategy area. There are few industrial properties in the central and southern portions of the study area. The industrial properties tend to cluster along the rail corridors. Many lie within the city’s Urban Enterprise Zone. Industrial parcels, both developed and undeveloped, are particularly large on the east side of the Strategy area north of Paulding Road.

Institutional land uses and zonings  Institutional land uses, such as schools, churches, and utilities account for about 7% of the area’s land use. While generally located in residential zones, these types of land uses can be found in a number of commercial and industrial zones.

Parks and open space  Parklands and designated greenspaces account for about 400 acres, or just over 5% of the area’s land use. These are lands not open for development since they are in public or private parcels that are designated for long-term uses of this type. About 295 acres of this land is in parks operated by the Fort Wayne Parks and Recreation Department. See Also section C-6, “Transportation, Infrastructure, and Community Facilities.”

Brownfields  Throughout much of the southeast area there are land parcels that bear the remnants of previous development. Often there is some degree of contamination from the previous business and industrial practices. The distribution and contamination levels of these sites are typical of an older urban area. The term Brownfield refers to redevelopment sites that have some degree of contamination that must be addressed before new development can occur. As indicated in Section III of this Strategy, the City has taken the proactive step of establishing a grant program to help fund both site assessment and remediation efforts in order to encourage viable reuse of these sites.
**Floodplains**  Since Fort Wayne was established at the confluence of three rivers, it is natural that portions of the community are affected by flooding. Through City, State, and Federal government efforts, regulations have been enacted to help minimize flood hazard to newer development and help mitigate damage to older areas. Fortunately, the Strategy area is largely outside the flood hazard areas. A notable exception is along the Trier Ditch, which crosses the southeast corner of the area. The Federal Emergency Management Agency classifies the area along the Trier Ditch as both flood fringe and floodway. Development may only occur within the flood fringe under strict guidelines. Development within the floodway is strongly discouraged.

**Greenfields**  Greenfield development is the term applied to the development of previously undeveloped land, generally involving conversion from prior agricultural use. The southeast area of Fort Wayne has a number of Greenfield sites that are potentially suitable for residential, commercial, or industrial use. These large undeveloped areas are located near the southern and eastern city line and beyond. These areas are relatively flat, served by water and sewer, and have ready access to major thoroughfares, I-469, and new shopping venues.

**Vacant land**  Despite more than a century of development, the Southeast Strategy area has vacant land, much of it available for development. About 9% of the southeast area is classified as vacant. Most vacant land that is close to the Central Business district is comprised of small lots in older plats. In a large number of cases, multiple vacant parcels lie adjacent to each other, creating opportunities for re-platting and lot combinations to make larger parcels that are more practical for contemporary development. Larger tracts are available further out, including many at the periphery of the City that are suitable for large industrial users and residential subdivisions. As of 2006, about 2,600 parcels in southeast Fort Wayne were identified as vacant. These lots comprise about 14% of all the parcels in the southeast area.

**Real estate values**  In 2006, real estate in the Southeast Quadrant had nearly $1 billion in assessed value before deductions and exemptions are applied. Despite an often “industrial” image, the majority of this value was in residential properties, with commercial real estate being a close second. Values near Southtown Centre have already begun showing signs of rising as new development takes place, and may be the first hints of changes to come. Recently, a number of community activists have begun calling for dialogue with the private appraisal community to better understand the assumptions, methodologies, and values lying behind what some feel is a tendency to under-value local residential real estate.

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th>Parcels</th>
<th>Identified as Vacant</th>
<th>Assessed Value of Land</th>
<th>Assessed Value of Improvements</th>
<th>Total Assessed Value</th>
<th>Net Assessed Values After Deductions</th>
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<tr>
<td>Agricultural</td>
<td>40</td>
<td>37</td>
<td>$822,700</td>
<td>$178,200</td>
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<tr>
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<td>190</td>
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<td>$56,504,800</td>
<td>$66,897,900</td>
<td>$66,301,750</td>
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<tr>
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<td>2</td>
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<td><strong>Totals</strong></td>
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<td><strong>$919,061,400</strong></td>
<td><strong>$638,403,215</strong></td>
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</table>

Table 2 – Southeast Strategy Area Land Value
Southeast Strategy Area - Net Assessed Property Value by Land Use Type
(Value of Land and Improvements Minus all Deductions)

Net Residential AV
$401,118,750
(64%)

Net Industrial AV
$66,301,750
(10%)

Net Exempt AV
$7,649,485
(1%)

Net Commercial AV
$160,140,530
(25%)

Net Agricultural AV
$914,100
(<1%)

Net Utility AV
$2,278,600
(<1%)

Chart 1 – Southeast real estate by percentage of 2006 assessed value
Map 1 – Southeast Strategy Area: Land Use
Map 2 – Southeast Strategy Area Zonings
Map 3 – Southeast Strategy Area Floodplains
C-5. Economic Development Conditions

Southeast Fort Wayne has a highly diverse population in terms of race, economic status, age and other factors. Despite the vitality of its population, the southeast area of Fort Wayne has seen significant commercial disinvestment over a period of several decades. Typical of this situation was Southtown Mall. As indicated in the Strategy, the once successful regional mall was located at the southern gateway to the city, yet deteriorated and eventually closed. Other major retail and commercial closures followed in the area as a result of this disinvestment.

In contacts with staff of the Fort Wayne Redevelopment Commission, many area residents have continued to express concern about the lack of convenient access to quality retail services. Commission staff spoke with commercial brokers about this. They expressed the opinion that it is difficult to attract business to southeast Fort Wayne due to the area having lower median income compared to other parts of the city. Armed with concerns of both the residents and brokers, Redevelopment Commission staff decided to explore the retail market to determine the true level of southeast Fort Wayne buying power.

The MetroEdge Retail Market Study  In April of 2004, the Fort Wayne Redevelopment Commission retained the services of MetroEdge, a market research firm specializing in urban markets, to explore the levels of potential retail opportunity and customer base in the Southeast Quadrant of Fort Wayne. The preliminary analysis revealed that the Southeast Quadrant of Fort Wayne had the second highest buying power in the city. Buying power is a measure of total potential dollars available to be spent in retail stores by the consumers in the area.

<table>
<thead>
<tr>
<th>Quadrant</th>
<th>Northeast</th>
<th>Northwest</th>
<th>Southeast</th>
<th>Southwest</th>
<th>Allen County</th>
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</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$53,534</td>
<td>$45,909</td>
<td>$34,535</td>
<td>$38,297</td>
<td>$49,739</td>
</tr>
<tr>
<td><strong>Concentrated Buying Power</strong>&lt;br&gt;(Retail buying power by square mile)</td>
<td>$33.3M</td>
<td>$30.6M</td>
<td>$33.6M</td>
<td>$42.1M</td>
<td>$6.8M</td>
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</tbody>
</table>

Table 3 - Concentration of buying power in southeast Fort Wayne compared to other city quadrants

The southeast area median income is the lowest of all four City quadrants. Since this has been seen by commercial brokers as a standard proxy for buying power, their feeling that the area could not support additional retail investment was natural. However, while median income works as a buying power indicator in homogenous areas of similar income levels and density, like the suburbs, it is not a good proxy for urban areas, which have more income diversity and greater density. In this case, using median income masked the fact that there is a strong middle class presence in the area.

The 2004 study indicated that the percentage of middle class households in the Southeast Quadrant of Fort Wayne was comparable to the other three city quadrants. Just over 41% of southeast Fort Wayne households were in middle income brackets. This is highly significant, because middle class America is the largest retail purchasing segment in the country.

The 2004 study further demonstrated that the number of middle income households per square mile in southeast Fort Wayne is highly comparable to the rest of the City. The table on the next page below clearly illustrates that southeast Fort Wayne has the same concentration of middle income households per square mile as the rest of the City.
Table 4 - Concentration of middle income purchasers in southeast Fort Wayne compared to other City quadrants.

It should be noted that the MetroEdge data was based on year 2000 U.S. census figures, before approximately 50,000 residents were added to the City’s population by a series of large annexations between 2000 and 2006. Thus the relative percentages of City households living southeast has already shifted significantly. However, the absolute southeast middle income population nonetheless represents a pool of disposable income that will migrate to the nearest retail outlets. This buying power is thus an under-utilized resource for retail commercial trade in the area. Recent successful retail openings like Menard’s and Wal-Mart at Southtown Centre appear to give further evidence of an untapped capacity for southeast Fort Wayne commercial centers to support further viable retail activity and investment.

The MetroEdge study concluded that this concentration of disposable middle class income occurs in a geographic area that is generally under-served in retail services when compared to the rest of Fort Wayne. The table below compares retail concentration per population in the four Fort Wayne quadrants.

Table 5 - Retail establishments in southeast Fort Wayne compared to other city quadrants.

The generally lower level of retail establishments in the area means that many southeast residents are unable to do all of their shopping within their community or close to their own homes. When residents spend their retail dollars outside of their local communities, it is referred to as retail “float.” The level of retail float, also referred to as expenditure leakage, is the difference between an area’s buying power and the retail sales generated in the area. It is a measure of how many retail dollars are being spent outside of a particular area. Because of the unavailability of local services, southeast Fort Wayne has a high level of retail float.
The MetroEdge study findings indicated that there are certain types of expenditures that could be potential targets and opportunities for retail attraction efforts. These types of retail include such outlets as apparel, eating, household appliance and electronics stores, and certain types of hardware and building material establishments. There are also gaps in the existence of service establishments, mainly in healthcare sectors.

The map below illustrates the degree to which retail spending is leaving or “floating” from the southeast quadrant of Fort Wayne.

Map 4 – Southeast Strategy Area: Retail expenditure leakage or “float” by zip code

The table on the next page summarizes the float rates for southeast retail spending. It can be seen that the vast majority of the available demand for many types of retail products and services is leaving from the southeast to be spent elsewhere in the Fort Wayne area.

In summary, the MetroEdge analysis found that there was more buying power and middle class income than the area median income implied. This fact, combined with the high rate of area expenditure leakage or float, indicates that there is tremendous opportunity for additional retail development and investment in Southeast Fort Wayne. The pent up demand for goods and services has so far been a great asset for new or re-vamped businesses such as Menard’s, Wal-Mart, and K-Mart. The MetroEdge study strongly indicated a host of other retail and commercial outlets that would also do well if located in southeast Fort Wayne.
<table>
<thead>
<tr>
<th>Business Category</th>
<th>Demand</th>
<th>Supply</th>
<th>Float</th>
<th>Float as a Percent of Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive and Miscellaneous Auto Dealers</td>
<td>$140,324,245</td>
<td>$41,594,763</td>
<td>$98,729,482</td>
<td>70%</td>
</tr>
<tr>
<td>Hardware/Building Materials</td>
<td>$42,754,189</td>
<td>$11,656,900</td>
<td>$31,097,289</td>
<td>73%</td>
</tr>
<tr>
<td>Department Stores, Including Leased Departments</td>
<td>$82,142,139</td>
<td>$52,189,311</td>
<td>$29,952,828</td>
<td>36%</td>
</tr>
<tr>
<td>General Merchandise Group</td>
<td>$92,758,353</td>
<td>$65,723,602</td>
<td>$27,034,751</td>
<td>29%</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>$62,768,652</td>
<td>$36,087,579</td>
<td>$26,681,073</td>
<td>43%</td>
</tr>
<tr>
<td>Gasoline Service Stores</td>
<td>$32,996,936</td>
<td>$13,694,710</td>
<td>$19,302,226</td>
<td>58%</td>
</tr>
<tr>
<td>Apparel</td>
<td>$20,205,979</td>
<td>$1,402,113</td>
<td>$18,803,866</td>
<td>93%</td>
</tr>
<tr>
<td>Food Stores</td>
<td>$72,166,835</td>
<td>$56,376,339</td>
<td>$15,790,496</td>
<td>22%</td>
</tr>
<tr>
<td>Household Appliances Radio and TV Stores</td>
<td>$16,166,569</td>
<td>$2,581,031</td>
<td>$13,585,538</td>
<td>84%</td>
</tr>
<tr>
<td>Furniture &amp; Home Furnishing Stores</td>
<td>$14,857,554</td>
<td>$2,174,385</td>
<td>$12,683,169</td>
<td>85%</td>
</tr>
<tr>
<td>Drug and Proprietary Stores</td>
<td>$30,428,013</td>
<td>$28,595,167</td>
<td>$1,832,846</td>
<td>6%</td>
</tr>
<tr>
<td>Automotive &amp; Home Supply Stores</td>
<td>$9,047,922</td>
<td>$17,766,395</td>
<td>($8,718,473.20)</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Table 6: Business categories in southeast Fort Wayne with associated rates of retail “float”

**Major Employers** Southeast Fort Wayne’s viable business activity is characterized by a wide variety of commercial enterprises, including light to medium manufacturing enterprises, warehousing, wholesale trade, and a wide variety of retail sales outlets. Some of the largest individual area employers include the International Truck and Engine Corporation, with about 1,380 employees; the OmniSource Corporation, with 861 employees; Rea Magnet Wire, with 388 employees; Karl Schmidt Unisia, with 230 employees, and Lutheran Homes, with a total of 177 employees. Recent openings of a new Wal-Mart and a Menard’s at Southtown Centre have also added significant numbers of new employees in the area. The Menard’s store has 120 employees, and the Wal-Mart has over 325 employees.

With a large, relatively stable population, and slowly rising numbers of successful retail businesses in the area, the City has looked to this retail business sector as a potential source for economic growth in the southeast.
C-6. Transportation, Infrastructure, and Community Facilities

Southeast Fort Wayne is well-served by existing transportation and infrastructure systems that have been steadily improved over the years. A grid of major streets provides access corridors for development.

Water and sewer service  The southeast area is fully serviced by water and sewer lines maintained by the City’s Board of Public Works. Some lines extend beyond the city limits. The area’s stormwater and sanitary sewer lines are currently undergoing a multi-million dollar upgrade as the two systems are steadily separated to improve public health and meet Federal requirements.

Airport Access  Fort Wayne International Airport is located less than five miles to the west of the strategy area. Access is easy via the Airport Expressway or several nearby interchanges onto I-469.

Streets and roads  The major north-south streets of the area are Lafayette Street, Hanna Street, South Anthony Boulevard, Hessen Cassel Road, and Wayne Trace. Major east-west streets are New Haven Avenue, Creighton Avenue, Pontiac Street, Oxford Street, McKinnie Avenue, Pettit Avenue, Paulding Road, and Tillman Road. All of these streets have mixed uses of residential and commercial property, and each generates thousands of trips per day from its side streets to and from commercial areas.

Traffic volumes  The highest southeast area traffic volumes occur along the central portions of Lafayette Street, where 2006 traffic counts showed daily volumes of 24,000 vehicles per day. High volumes were also recorded on portions of Rudisill Boulevard and South Anthony Boulevard, which each carried about 17,000 vehicles per day. These volumes nearly rival those of U.S. 27, despite its Federal highway status. Large numbers of locally-targeted trips are indicated on South Anthony Boulevard for work, shopping, or other errands. Two major east-west traffic corridors, Paulding Road and Tillman Road, each showed daily counts of 11,000 to 12,000 vehicles per day in 2006. Significantly, southeast residents have indicated that expanding commercial development on South Anthony Boulevard was key to the area’s economic health.

Street maintenance  Maintenance and re-paving projects are completed in accordance with a pavement rating and management system. City staff assess and prioritize road conditions regularly, and then schedule road segments for repaving and upgrades. In addition to pavement upgrades, many southeast streets have also seen sidewalk upgrades or new installations, as well as the installation of curbs, handicap ramps, and upgraded signage. The improvements are funded from multiple sources using a Capital Improvement Plan. Modern street lighting accompanies most of the major traffic corridors.

Public Transit  Citilink operates seven major bus routes through the Strategy area. The routes cover most major local destinations, including Southgate Plaza, Southtown Centre, Rudisill Plaza, Diplomat Plaza, Anthony Medical Center, Lafayette Medical Center, and most apartment complexes. Citilink has opened a south bus hub at a joint ventured community campus that includes a Head Start Center, the Fort Wayne Urban League, and the new Pontiac branch of the Allen County Public Library. The vast majority of neighborhoods and commercial sites in southeast Fort Wayne lie within a quarter mile of the nearest bus stop, making walks of five minutes or less the norm for public transit uses.

Other community facilities  In addition to the new library, the strategy area has two YMCA facilities, at 5125 Werling Drive and 2221 Reed Street. These facilities will be closed in their current
locations and combined in a new $7 million facility near Renaissance Pointe. The community campus amenity cited above adds value to nearby Renaissance Pointe.

As indicated in section C-4, the Strategy area has nearly 300 acres of public parks in over a dozen locations. Most of these are classified as block or neighborhood parks, although one is a community-level park and the 168-acre McMillan Park is classified as regional. There is thus a wide array of park space and recreational opportunities available for residents. The Camp Scott stormwater detention area provides recreation as well as education in engineered wetlands. A summary of southeast area parklands is displayed in the table below.

An added Fort Wayne amenity is the River Greenway Trail. The River Greenway is a 20 mile long linear park in that is located along the banks of the St. Mary’s, St. Joseph and Maumee Rivers. In 2004, the Greenway Consortium partnered with the Fort Wayne Parks and Recreation Department to develop a plan for expanding the existing Greenway and to develop linkages to parks and neighborhoods throughout the city. A comprehensive Bicycle-Pedestrian Transportation Plan developed by NIRCC (2004) proposes designated bike and shoulder lanes connecting the existing greenway system with neighborhoods throughout the SE Strategy Area. A portion of greenway is now planned to run from Tillman Park eastward to Southtown Centre and eventually east and north along the Trier Ditch to New Haven.

**Fort Wayne Parks and Recreational lands in Southeast Fort Wayne**

<table>
<thead>
<tr>
<th>SE Strategy Area Parks</th>
<th>Type of Park</th>
<th>Acreage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowser Playground</td>
<td>Block Park</td>
<td>0.92</td>
</tr>
<tr>
<td>John Street Block Park</td>
<td>Block Park</td>
<td>0.17</td>
</tr>
<tr>
<td>Seiling Block Park</td>
<td>Block Park</td>
<td>0.60</td>
</tr>
<tr>
<td>Turpie Playlot</td>
<td>Block Park</td>
<td>0.62</td>
</tr>
<tr>
<td>Williams Park</td>
<td>Block Park</td>
<td>0.74</td>
</tr>
<tr>
<td>Brewer Park</td>
<td>Neighborhood Park</td>
<td>5.1</td>
</tr>
<tr>
<td>Casselwood Park</td>
<td>Neighborhood Park</td>
<td>1.5</td>
</tr>
<tr>
<td>Lafayette Park</td>
<td>Neighborhood Park</td>
<td>1.8</td>
</tr>
<tr>
<td>McCormick Park</td>
<td>Neighborhood Park</td>
<td>12.4</td>
</tr>
<tr>
<td>Reservoir Park</td>
<td>Neighborhood Park</td>
<td>13.1</td>
</tr>
<tr>
<td>Weisser Park</td>
<td>Neighborhood Park</td>
<td>20.0</td>
</tr>
<tr>
<td>Tillman Park</td>
<td>Community Park</td>
<td>70.0</td>
</tr>
<tr>
<td>McMillen Park</td>
<td>Regional Park</td>
<td>168.2</td>
</tr>
</tbody>
</table>

Table 7: Fort Wayne parks and recreational lands in southeast Fort Wayne
Map 5 - Southeast Strategy Area: water lines
Map 6 - Southeast Strategy Area: sewer lines
Map 7 - Southeast Strategy Area: CitiLink bus routes and quarter mile walkability
C-7. Human Capital: Education and Faith-based initiatives

Human capital is a key element in successful economic development initiatives. Two public school districts and five universities all have a strong presence in the strategy area. All of them serve as activist assets and continue to partner with businesses and the City in innovative community programs.

Fort Wayne Community Schools  The Fort Wayne Community Schools (FWCS) has received state and national recognition for its programs. Of the district’s 53 schools, eight (8) are in the strategy area and account for 12% of the district’s enrollment.

Students are assigned a school based on family residence location. They also have an opportunity to attend a magnet school offering specialized instruction using the Montessori instruction method. Magnet schools have no attendance boundaries. Students are accepted into magnet schools based on space availability and racial balance. Of the eight FWCS schools in the area, five are a part of the district’s Magnet School Program. In August of 2006, Geyer Middle School was converted to Towles Intermediate School. This magnet school is Indiana’s only first through eighth grade school structured around the Montessori program. Bunche Early Childhood Center is the nation’s first public school to receive accreditation from the American Montessori Society.

In addition to regular curricula, the district also offers a family literacy program, the Common Threads program, the Summit Arts curriculum, and English as Second Language (ESL) classes. The area’s renovated centerpiece, South Side High School, is the only northeast Indiana school offering the International Baccalaureate (IB) Diploma that allows students to seek a more challenging curriculum.

The district has partnered with local businesses and community organizations in funding efforts and educational programs. Southeast area businesses that have actively participated include Pizza Hut, Family Dollar, and Scott’s food stores.

East Allen County Schools  The East Allen County School (EACS) district lies east of Anthony Boulevard and south of McKinnie Avenue. EACS has four schools within the Strategy area, including Paul Harding High School. About 19% of the District’s students are enrolled at these four schools.

Students are expected to attend the neighborhood school near where they reside; however, parents may apply for their child to attend another school in the district by following the guidelines from the Office of Student Services ("Choice" program). As Indiana’s 20th largest school district, EACS is engaged in the Learning Perspectives program, an initiative to improve achievement. Elementary grades focus on individual students and the development of basic skills through programs such as Reading Recovery and the Balanced Literacy program. The focus of EACS high schools is on educating students to become skilled in comprehension, problem solving, decision making, and inter-relational dynamics.

EACS is the first Indiana school district to have multiple high schools to receive funding for the Career Majors Academy sponsored by the Indiana Department of Workforce Development. The district also offers the One High School - Five Campus program that allows students to take courses at any EACS high school on a part time basis while continuing their enrollment in their home high school. In addition to its academic focus, EACS has also partnered with several area businesses in student training initiatives. A recent example is a 30-second commercial in which Paul Harding High School students teamed up with Comcast Cablevision to promote community involvement.
Post Secondary Institutions

While no post-secondary educational institutions have main campuses within the strategy area, there are three located just outside the boundaries in the surrounding area. All of them pull their enrollment from the area and several are partnering with other institutions in key southeast strategy area initiatives.

**Indiana Institute of Technology**, or Indiana Tech, is located less than a mile north of the Strategy area and has made many improvements to their campus facilities in recent years. In addition to physical improvements to their campus, Indiana Tech has recently added new academic programs, including Organizational Leadership, Health Care Administration, Criminal Justice, and a Master’s degree program in Engineering Management.

**Taylor University** lies west of the strategy area on Rudisill Boulevard. Taylor has placed new focus on Community Leadership Development by placing students in situations to impact the community and community organizations. This focus, in conjunction with an Academic Online Program, and Applied Learning Plan, are a part of a current master curriculum planning process for Taylor. The University also intends to begin a facilities master planning process in 2007.

**Ivy Tech Community College** has operated its One Stop Rudisill Center for many years. Career-focused courses include computers and business as well as workplace skill development. Ivy Tech also offers a minority focused pre-apprenticeship program for people interested in construction trades. Ivy Tech has also partnered with community organizations, such as the Fort Wayne Urban League and Blue Jacket, Inc. A computer lab was installed for youth programs at the Fort Wayne Urban League. Ivy Tech also works with Blue Jacket, Inc. in training programs for ex-offenders.

**Indiana University–Purdue University at Fort Wayne (IPFW)** lies north of the study area, but also has strong community outreach ties to the southeast. IPFW Distance Learning courses are offered at South Side High School and the Lafayette Medical Center. Courses have also been held at the Fort Wayne Urban League and Pontiac Branch Library. IPFW’s community-focused efforts include operation of the Northeastern Indiana 21st Century Scholars Program. The program provides funding for college educations to disadvantaged youths in exchange for school performance and high personal behavior standards. IPFW’s Office of Research and External Support partnered with community health organizations to open the Northeast Indiana Area Health Education Center in 2005. It operates from the Lafayette Medical Center. The program places its focus on meeting the needs of medically underserved populations in Allen County and 18 surrounding counties. This local program is aimed at increasing minority involvement in healthcare degree programs and careers by providing hands-on learning experiences.

**University of Saint Francis** The University of Saint Francis is a Catholic, Franciscan sponsored, coeducational, liberal arts university in Fort Wayne. It was founded in 1890, in Lafayette, Indiana and later moved to the former estate of Fort Wayne industrialist John H. Bass in 1944. Its graduate school was established in 1960. The University has approximately 2,000 students, including some 250 graduate students. Approximately 35 percent of full-time undergraduate students live on-campus. The majority of the students are from Indiana, Michigan, Illinois, and Ohio. Students represent many religious faiths, philosophies and ethnic backgrounds. The University of Saint Francis offers over 40 undergraduate degree programs and awards graduate degrees in five disciplines. The University is an active partner in several southeast area initiatives, including the Regional Public Safety Training Academy.
The Regional Public Safety Training Academy  The City of Fort Wayne has spearheaded the development of the Regional Public Safety Training Academy at Southtown Centre. The 132,000 square foot Academy is scheduled to open in 2008. It is a partnership with Ivy Tech Community College, the Anthis Career Center, Indiana-Purdue Universities at Fort Wayne, Indiana Tech, Tri-State University, Taylor University, and the University of Street Francis. The Academy goal is to expand joint training and educational opportunities for police, fire, emergency medical, public safety professionals, volunteers and businesses. There will also be special youth learning programs to encourage participation in Fort Wayne’s Safe City Initiative. Although an educational initiative, the Academy is seen as a catalyst project for nearby potential development of facilities such as motels and restaurants that support over night stays and larger student volumes.

Faith-Based initiatives  The vibrant southeast churches constitute a network of interfaith resources in human capital development that is a long-standing element of southeast Fort Wayne. Some of these organizations have begun to move into higher training programs and even real property development. The Associated Churches of Fort Wayne-Allen County, The Interfaith Hospitality Network, and other faith-based consortia provide a wide array of basic and higher-level services to southeast residents. They provide a supplemental safety net for residents on limited incomes. This is especially significant more recently due to funding reductions in state and federal programs for modest income families. Local faith-based efforts initiatives and social service agencies have taken more of a share in serving these populations in southeast Fort Wayne and other areas. The faith-based community is a potential city partner in providing programs to meet basic needs as well as human capital programs such as literacy programs, employment training, and home ownership education.
Map 8 – Southeast Strategy Area: Area school locations
Appendix D. Tenants in major commercial centers – December 2006

The East Rudisill Boulevard Commercial District and nearby blocks of South Calhoun Street and South Lafayette Street are home to:

- CVS Pharmacy
- McDonald’s
- Family Dollar
- Auto Zone
- H&R Block
- Little Burma Gifts
- National City Bank
- South Side Vacuum
- Weekend Menswear
- Subway Restaurant
- Arby’s Roast Beef
- Rent-A-Center
- Jiffy Lube
- Jackson Hewitt Tax Service
- Clark Oil
- Wells Fargo Bank
- Speaker World
- Little Caesars’
- Lee’s Famous Recipe
- Hollywood Video
- Hair Plus
- Colbert Ball Tax Service
- Amoco/Ricker’s Convenience Store
- State Farm Insurance
- Stepping Out Women’s Wear

The Southgate Center commercial area includes the following businesses:

- Blockbuster Video
- AJ Wright
- Burger King
- Radio Shack
- Belmont Beverage
- Famous Hair
- King Buffet
- Color Tyme
- Great Clips Salon
- Peerless Cleaners
- RC Apparel
- Big Lots
- Chase Bank
- Kentucky Fried Chicken
- AJ Locker Room
- Verizon Communications
- Dollar Tree
- Bee Hive Realtors
- Southgate Animal Clinic
- Check Into Cash
- J&L Vitamins
- Cali Nails
- Kroger
- Pizza Hut
- Walgreen’s
- Sally’s Beauty Supplies
- Acceptance Insurance
- Rent-A-Center
- Rainbow of Apparel
- Wooden Nickel Records
- PLPD Auto Insurance
- Do It Best Hardware

City Market Plaza currently offers the following stores:

- Sunoco Gas Station
- Tasty King Gyros
- EZ Town Men’s Apparel
- Great Clips Salon
- Peerless Cleaners
- RC Apparel
- Taco Bell
- China Garden
- Wright’s Ribs
- J&L Vitamins
- Cali Nails
- Rally’s Hamburgers
- State Farm Insurance
- WEC’s Appliance Repair

Anthony Wayne Village Centre currently offers the following stores:

- 99 Cent Plus
- Nail Perfection
- Labor Ready
- Anthony Beauty Supply
- Aaron’s Sales & Leasing
- United State Post Office
- Pizza by Vito
- Cash America
- Goller’s Dry Cleaners

Diplomat Plaza currently offers the following stores:

- El Paraiso Super Market
- H& R Block
- United State Post Office
- Goller’s Dry Cleaners
Appendix E. Community Development Corporation Loan Requirements

Business development loan programs offered through the Community Development Corporation (CDC) remain relatively stable in their term and provisions. However, the programs are subject to legislative and regulatory changes. Potential investors are urged to contact the CDC of the City’s Redevelopment Department.

<table>
<thead>
<tr>
<th>Program</th>
<th>Use of Funds</th>
<th>Maximum Loan Amount</th>
<th>Job Creation Requirement</th>
<th>Boundaries</th>
<th>Typical Packages</th>
<th>Interest Rate</th>
<th>Eligible Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title IX</td>
<td>Fixed assets; some working capital</td>
<td>$300,000 with bank; $50,000 without</td>
<td>One job per $35,000 in CDC funds loaned</td>
<td>Designated by Grantor</td>
<td>45% Bank 45% CDC 10% Borrower</td>
<td>Fixed: determined by the project (5% - 8%)</td>
<td>Manufacturer or wholesaler</td>
</tr>
<tr>
<td>SBA 504</td>
<td>Long-life fixed assets</td>
<td>$1,500,000 ($4,000,000 for small firms)</td>
<td>1 job per $50,000</td>
<td>Northeast Indiana 50% Bank 40% CDC/SBA 10% Borrower</td>
<td>Fixed: based on long-term bond rates</td>
<td>Most businesses</td>
<td></td>
</tr>
<tr>
<td>Fort Wayne Opportunity Fund</td>
<td>Building renovation, inventory, working capital</td>
<td>$100,000 with bank; $30,000 without</td>
<td>1 job per $50,000</td>
<td>Fort Wayne City Limits 45% Bank 45% CDC 10% Borrower</td>
<td>Fixed: determined by the project (5% - 8%)</td>
<td>Most businesses</td>
<td></td>
</tr>
<tr>
<td>Enterprise Zone Loan Fund</td>
<td>Building renovation, inventory, working capital</td>
<td>$50,000</td>
<td>Negotiated</td>
<td>Fort Wayne Urban Enterprise Zone 90% CDC 10% Borrower</td>
<td>Fixed: based on long-term bond rates</td>
<td>Most businesses</td>
<td></td>
</tr>
<tr>
<td>Fort Wayne Area Bank Loan Fund</td>
<td>Building renovation, inventory, working capital</td>
<td>$50,000</td>
<td>Negotiated</td>
<td>Allen County 90% CDC 10% Borrower</td>
<td>Prime + 3, readjusts every five years</td>
<td>Most businesses</td>
<td></td>
</tr>
<tr>
<td>Purchase Order Program</td>
<td>Working capital</td>
<td>$25,000</td>
<td>Not applicable</td>
<td>Allen County Depends upon contract</td>
<td>1.5% per month</td>
<td>Most businesses</td>
<td></td>
</tr>
</tbody>
</table>

Note: At a minimum, personal guarantees from the owners of at least 20% of the business are always required.

Table 8 – CDC Loan Requirements

Updated 4/07