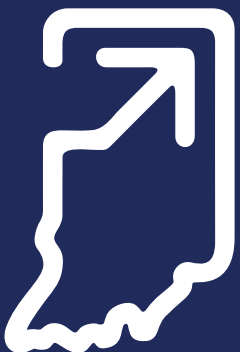


SEPTEMBER 2021

# GROWING WITH VISION

## A REGIONAL DEVELOPMENT PLAN

Presented by the Northeast Indiana Regional Development Authority



# ACKNOWLEDGMENTS

On behalf of all stakeholders involved, the Northeast Indiana Regional Development Authority would like to thank the following groups for their support and assistance in the development of this proposal.

TIP Strategies, Inc., Greater Fort Wayne Inc., Allen County, and the City of Fort Wayne for their partnership, support, and patience as they paused their existing planning process to pivot to the creation of this Regional Development Plan, *Growing with Vision*.

## READI GRANT STEERING COMMITTEE

- Colton Bickel, Adams County Economic Development Corporation
- Anton King, DeKalb County Economic Development Partnership
- Ellen Cutter, Greater Fort Wayne Inc.
- Keith Gillenwater, Grow Wabash County
- Mark Wickersham, Huntington County Economic Development
- Alan Tio, Kosciusko Economic Development Corporation
- Bill Bradley, LaGrange County Economic Development Corporation
- Gary Gatman, Noble County Economic Development Corporation
- Isaac Lee, Steuben County Economic Development Corporation
- Chad Kline, Wells County Economic Development
- Dale Buuck, Whitley County Economic Development Corporation
- Nelson Peters, Allen County Commissioner
- Richard Beck, Allen County Commissioner
- Therese Brown, Allen County Commissioner
- Tom Henry, Mayor, City of Fort Wayne
- Karl Bandemer, Deputy Mayor, City of Fort Wayne
- Steve McMichael, Mayor, City of New Haven
- Joe Kelsey, Mayor, City of Woodburn
- Bill Hartman, DeKalb County Commissioner
- Mike Watson, DeKalb County Commissioner
- Todd Sanderson, DeKalb County Commissioner
- Michael Ley, Mayor, City of Auburn
- Mike Hartman, Mayor, City of Butler
- Todd Fiandt, Mayor, City of Garrett
- Tom Wall, Huntington County Commissioner
- Rob Miller, Huntington County Commissioner
- Terry Stoffel, Huntington County Commissioner
- Richard Strick, Mayor, City of Huntington
- Terry Martin, LaGrange County Commissioner
- Peter Cook, LaGrange County Commissioner,
- Kevin Myers, LaGrange County Commissioner
- Bob Conley, Kosciusko County Commissioner
- Brad Jackson, Kosciusko County Commissioner
- Cary Groninger, Kosciusko County Commissioner
- Joe Thallemer, Mayor, City of Warsaw
- Justin Stump, Noble County Commissioner
- Anita Hess, Noble County Commissioner
- Gary Leatherman, Noble County Commissioner
- Patty Fisel, Mayor, City of Ligonier
- SuzAnne Handshoe, Mayor, City of Kendallville
- Lynne Liechty, Steuben County Commissioner
- Wil Howard, Steuben County Commissioner

## REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

- Northeast Indiana Regional Partnership

## REGIONAL ELECTED OFFICIALS COMPRISING THE VOTING BODY OF THE RDA

- Steve Kuhn, Adams County Commissioner
- Stan Stoppenhagen, Adams County Commissioner
- Rex Moore, Adams County Commissioner
- Gregg Sprunger, Mayor, City of Berne
- Daniel Rickord, Mayor, City of Decatur

## REGIONAL ELECTED OFFICIALS COMPRISING THE VOTING BODY OF THE RDA (CONTINUED)

- Ken Shelton, Steuben County Commissioner
- Richard Hickman, Mayor, City of Angola
- Barry Eppley, Wabash County Commissioner
- Brian Hauptert, Wabash County Commissioner
- Jeff Dawes, Wabash County Commissioner
- Scott Long, Mayor, City of Wabash
- Michael Vanover, Wells County Commissioner
- Blake Gerber, Wells County Commissioner
- Kevin Woodward, Wells County Commissioner
- John Whicker, Mayor, City of Bluffton
- Chad Banks, Whitley County Commissioner
- Theresa Green, Whitley County Commissioner
- George Schruppf, Whitley County Commissioner
- Ryan Daniel, Mayor, City of Columbia City

## NORTHEAST INDIANA LEGISLATIVE DELEGATION

- Senator Liz Brown
- Senator Justin Busch
- Senator Stacey Donato
- Senator Blake Doriot
- Senator Susan Glick
- Senator Travis Holdman
- Senator Dennis Kruse
- Senator Ryan Mishler
- Senator Andrew Zay
- Representative David Abbott
- Representative Martin Carbaugh
- Representative Phil GiaQuinta
- Representative David Heine
- Representative Christopher Judy
- Representative Matt Lehman
- Representative Dan Leonard
- Representative Robert Morris
- Representative Curt Nisly
- Representative Ben Smaltz
- Representative Craig Snow
- Representative Annie Vermilion
- Representative Dennis Zent

## NORTHEAST INDIANA PROJECT TEAM

- Rachael Driscoll, Northeast Indiana Regional Partnership
- Michael Galbraith, Administrator to the Regional Development Authority
- Jaclyn Goldsborough, Northeast Indiana Regional Partnership
- Amy Hesting, Northeast Indiana Regional Partnership
- Sierra Rush, Northeast Indiana Regional Partnership
- Ryan Twiss, Northeast Indiana Regional Partnership
- Kate Virag, Ferguson Advertising

## CONSULTING TEAM

TIP Strategies, Inc., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.



## CONTACT

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## PROJECT TEAM

Tracye McDaniel, President  
John Karras, VP Business Development  
Alexis Angelo, Consultant  
Luke Shuffield, Associate Consultant

*The images used in this report were provided by the Northeast Indiana Regional Development Authority, Northeast Indiana Regional Partnership, LEDO Council member organizations, or other local representatives as part of the proposal submission process.*

## NORTHEAST INDIANA

Regional Development Authority

260 469-3476 < P  
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FORT WAYNE, IN 46802  
NEINDIANA.COM/RDA < W

September 24, 2021

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Secretary Chambers,

The Northeast Indiana Regional Development Authority (RDA) is pleased to submit Northeast Indiana's Regional Development Plan, *Growing with Vision*, in response to the state of Indiana's Regional Economic Acceleration and Development Initiative (READI) program. With this submission, the RDA respectfully requests **\$50 million** in investment from the Indiana Economic Development Corporation to catalyze and accelerate Northeast Indiana's growth.

We bring this plan to you with the formal endorsement and support of the Mayors and Commissioners Caucus, our Northeast Indiana Legislative Delegation, our Local Economic Development Organization (LEDO) Council, the Northeast Indiana Strategic Development Commission, local philanthropies, and the Northeast Indiana Regional Partnership, representing the collective economic interests of the eleven counties of Northeast Indiana.

Our region of 797,000 people is on a growth trajectory, and we recognize that we must continue this momentum to win in today's global economy and the economy of the future. The region is already making significant progress, with five percent population growth between 2010 and 2020 and increasing national recognition of our region's vitality. Fort Wayne, the region's urban core, is the fastest growing metro in the Great Lakes region. But we're not satisfied. Our focus is true Regional Economic Acceleration so that we play our part in making our region's residents truly prosperous and our state a brighter star nationally.

Designed to springboard from Northeast Indiana's successful implementation of the Regional Cities Initiative, the *Growing with Vision* plan leverages decades of intentional regional collaboration and planning as well as a history of success with region-wide efforts. The plan is the result of countless hours of collaborative work by hundreds of individuals and is built around the goal to transform our Northeast Indiana region into a globally recognized magnet for the best businesses and talent. By addressing our crucial challenges of growing the



# NORTHEAST INDIANA

Regional Development Authority

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FORT WAYNE, IN 46802  
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workforce, building vibrant downtowns, and fostering entrepreneurship and innovation we will increase Northeast Indiana's pace of growth.

This application includes a **pipeline of 130 projects** to be implemented **over a period of five years**, with a total investment potential of **more than two billion dollars**. Like the successful implementation of the Regional Cities Initiative and our Road to One Million Plan which resulted in more than one billion dollars of regional projects, we commit, as a region, to see this through to benefit both Northeast Indiana and the entire State of Indiana.

On behalf of the 11 counties and 16 cities of the Northeast Indiana Regional Development Authority, **we thank you for the opportunity to request this \$50 million investment through the READI program** and look forward to building on the significant momentum we've developed to truly accelerate Northeast Indiana's growth for generations.

Sincerely,

Northeast Indiana Regional Development Authority Board of Directors



Gene Donaghy, President



Andrew Briggs, Vice President



James Khan



Bob Marshall



Jeffrey Turner



# CITY OF NEW HAVEN

## *Mayor's Office*

815 Lincoln Highway East  
New Haven, Indiana 46774

Phone: (260) 748-7070  
Email: [SMcMichael@NewHaven.IN.Gov](mailto:SMcMichael@NewHaven.IN.Gov)

September 16, 2021

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Mr. Brad Chambers:

The Mayors and Commissioners Caucus (Caucus) supports the application for the READI Program funds by the Northeast Regional Development Authority (RDA). The RDA's plan, Growing with Vision, will bring more economic and community development to our region. It will continue to increase the quality of life for our community and help attract and retain talent.

We support and endorse all three areas of this plan. The goals outlined in this plan focuses on workforce growth, downtown vibrancy, and innovation. These are key areas that will help all eleven counties in the northeast region to grow and increase the capacity in our communities.

As elected officials, we understand the importance of working collaboratively to ensure the growth of this region. We intend to bring local units of government together to support the execution of the Growing with Vision plan.

The Caucus is a unique group in Indiana. Members of this Caucus represent the executive member of 16 cities and 11 counties. The group meets regularly to collaborate on issues and create a legislative agenda to present to the state delegation.

Thank you for the opportunity to submit the Growing with Vision Plan. The Caucus strongly supports this plan and hopes that you agree by funding our region. We look forward to working together to continue the efforts of increasing business investment, attracting and retaining talent, and spurring innovation.

Regards,

Steve McMichael  
Mayor, City of New Haven  
President, Mayor and Commissioners Caucus



[www.NewHaven.IN.Gov](http://www.NewHaven.IN.Gov)

September 20, 2021

Mr. Brad Chambers  
 Secretary of Commerce  
 Indiana Economic Development Corporation  
 One North Capitol, Suite 700  
 Indianapolis, IN 46204

Dear Mr. Chambers,

The LEDO Council, comprised of the eleven local economic development organizations of Northeast Indiana, is pleased to endorse and support the Regional Economic Acceleration and Development Initiative plan submitted by the Northeast Indiana Regional Development Authority. "Growing with Vision" is a theme which emphasizes that our plan is visionary and intentional – nothing being done by accident.

The LEDO Council has served as the steering committee for Northeast Indiana's READI plan. We each have a comprehensive understanding of and appreciation for the unique opportunities and challenges facing Northeast Indiana. Together with our partners, we have developed a plan we believe will be the most impactful to our region as we work to accelerate economic resilience and growth while continuing to draw talent to Northeast Indiana.

Northeast Indiana is known for setting the bar for strong collaboration among economic development professionals, business leaders, education systems and residents. Our vision is to be a magnet for the best businesses and talent and to be recognized as one of the nation's most prosperous regions.

Receiving funding from the READI program will build upon the work that started with the Regional Cities Initiative and will be a significant benefit to our region as we continue our work in build, market and sell Northeast Indiana to increase business investment. We are poised to move immediately to execute the plan, should we be awarded funding.

With the unveiling of the IEDC's "5E"'s (Energy, Environment, Entrepreneurship, External Engagement and the Economy of the Future) our plan embraces all of the above elements. We are a region that has a vision and determination to achieve our future, embracing the concepts given us in the "5E"'s.

Thank you for the opportunity to submit Northeast Indiana's Regional Economic Acceleration and Development Initiative plan. We hope that you strongly consider funding our region's efforts and we are excited to begin working on the execution of this plan.

Sincerely,



Bill Bradley, CEO  
 LaGrange County Economic Development Corporation  
 Chair, LEDO Council of Northeast Indiana



THE 11 COUNTIES OF NORTHEAST INDIANA

ADAMS >> ALLEN >> DEKALB >> HUNTINGTON >> KOSCIUSKO >> LAGRANGE >> NOBLE >> STEUBEN >> WABASH >> WELLS >> WHITLEY

ELEVEN COUNTIES – ONE VOICE



September 24, 2021

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Secretary Chambers,

The Northeast Indiana Regional Development Authority (RDA) has developed a Regional Development Plan entitled, "Growing with Vision" in response to the Regional Economic Advancement and Development Initiative (READI) program. The RDA met extensively with Northeast Indiana stakeholders prior to development of the plan. The plan is inclusive of their thoughts, ideas, and directions.

The plan is in direct alignment with regional goals to increase the population of Northeast Indiana, increase the per capital personal income, and increase the educational attainment of the region. The plan is focused to increase equity in Northeast Indiana for projects and programming to accelerate workforce growth, improve the vibrancy of the downtown commercial districts throughout the region, and to enhance innovation and entrepreneurship throughout the region.

Those joining the planning process with the RDA include 11 economic development organizations, the Mayors and Commissioners Caucus representing each city and county of the region, the Northeast Indiana Regional Partnership, the Regional Chamber of Northeast Indiana, and other stakeholders within the region.

Growing with Vision was developed through a process that has served the region and the state well. The plan aligns directly with the State of Indiana's READI program and the process and plan are supported by the following members of the Northeast Indiana Legislative Delegation.

Thank you,

A handwritten signature in black ink, appearing to read "W. Konyha".

Bill Konyha  
President & CEO

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neinadvocates.com



*Dave Heine*  
 Dave Heine  
 State Representative

*Phil GiaQuinta*  
 Phil GiaQuinta  
 State Representative

*Chris N. Judy*  
 Chris Judy  
 State Representative

*Denny Zent*  
 Denny Zent  
 State Representative

*Ben Smaltz*  
 Ben Smaltz  
 State Representative

*Dennis Kruse*  
 Dennis Kruse  
 State Senator

*Stacey A. Donato*  
 Stacey Donato  
 State Senator

*J. Busch*  
 Justin Busch  
 State Senator

*Travis Holdman*  
 Travis Holdman  
 State Senator

*David N. Abbott*  
 David Abbott  
 State Representative

*Matt S. Lehman*  
 Matt Lehman  
 State Representative

*C. Susan Glick*  
 C. Susan Glick  
 State Senator

*Andrew Zay*  
 Andrew Zay  
 State Senator

*Craig Snow*  
 Craig Snow  
 State Representative

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September 24, 2021

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FORT WAYNE, IN 46802  
NEINDIANA.COM < W

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Secretary Chambers,

The board of the Northeast Indiana Regional Partnership strongly endorses the Northeast Indiana Regional Development Plan "*Growing With Vision*."

This plan will increase equity in Northeast Indiana for projects and programming that will accelerate our workforce growth, improve our downtown vibrancy, and enhance our entrepreneurship and innovation throughout the entire region.

The Northeast Indiana Regional Partnership was created to build, market and sell Northeast Indiana to increase business investment. The organization and its board have a vested interest in the development and success of Northeast Indiana, and the board fully supports the details outlined in the *Growing With Vision* plan. This region collaborates regularly to increase business investment and attract quality talent. We believe that the work laid out in the *Growing With Vision* plan will accelerate those efforts.

Northeast Indiana has a proven track record in administering funds such as these through the Regional Cities Initiative. Our region used that funding to strengthen our quality of place in order to attract and retain talent. Should Northeast Indiana receive READI funding, we are poised to immediately activate those funds to accelerate the work we know is critical to putting our region on an even faster track to success.

*Growing With Vision* readily aligns with the State of Indiana's Regional Economic Acceleration & Development Initiative (READI) and this council strongly encourages you to support the funding request submitted by the Northeast Indiana Regional Development Authority for this plan.

Sincerely,

A handwritten signature in black ink that reads "Sharilyn R. Emberton".

Board Chair

THE STRATEGIC DEVELOPMENT COMMISSION  
OF  
NORTHEAST INDIANA

---

September 21, 2021

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Mr. Chambers,

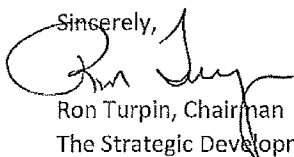
Northeast Indiana's Strategic Development Commission strongly endorses the Northeast Indiana Regional Development Plan "Growing With Vision."

This plan is in direct alignment with the Strategic Development Commissions goals to increase Northeast Indiana's population, increase per capita personal income and increase educational attainment. This plan will increase equity in Northeast Indiana for projects and programming that will accelerate our workforce growth, improve our downtown vibrancy, and enhance our entrepreneurship and innovation throughout the entire region.

Northeast Indiana has a proven track record in administering funds such as these through the Regional Cities Initiative. Our region used that funding to strengthen our quality of place in order to attract and retain talent to our region. Should Northeast Indiana receive READI funding, our region is poised to immediately activate those funds to accelerate the work we know is critical to putting our region on an even faster track to success.

Growing With Vision directly aligns with the State of Indiana's Regional Economic Acceleration & Development Initiative (READI), and the Strategic Development Commission strongly encourages you to support the funding request submitted by the Northeast Indiana Regional Development Authority for this plan.

Sincerely,



Ron Turpin, Chairman  
The Strategic Development Commission of Northeast Indiana

September 20, 2021

Mr. Brad Chambers  
 Secretary of Commerce  
 Indiana Economic Development Corporation  
 One North Capitol, Suite 700  
 Indianapolis, IN 46204

Dear Secretary Chambers,

Northeast Indiana boasts a diverse and robust philanthropic funding ecosystem. Institutional funders, including private foundations, community foundations, corporate foundations and united funds collectively provide tens of millions of dollars in targeted charitable giving annually.

Recently, representatives of a number of these organizations convened as a group and collectively met with the Northeast Indiana Regional Development Authority (RDA) to discuss the Regional Economic Acceleration & Development Initiative (READI) and the northeast region's Regional Development Plan.

As a result of that discussion, we are offering this letter in support of the RDA in its pursuit of \$50 million to invest in catalytic economic growth in our region. The programs and projects featured in the RDA's *Growing with Vision* plan are emblematic of the types of initiatives that our organizations fund every year.

We are excited to learn more from the RDA as the process continues and look forward to partnering with the RDA in identifying certain projects and programs that may be appropriate for our individual or collective support from certain organizations signed onto this letter.

Thank you for your consideration of Northeast Indiana's *Growing with Vision* plan, and we strongly encourage the Indiana Economic Development Corporation to invest in accelerating Northeast Indiana's growth.

Sincerely,

Dana Berkes, Public Affairs & Economic  
 Development Manager  
*NIPSCO*

Meg Distler, Executive Director  
*St. Joseph Community Health Foundation*

Arlan Friesen, President  
*Ambassador Enterprises*

Patty Grant, Executive Director  
*Community Foundation of Wabash County*

Patti Hays, CEO  
*AWS Foundation*

Corinna Ladd, Regional President –  
 Northern Indiana  
*PNC Bank*

Tom Leedy, President  
*Dekko Foundation*

Brad Little, President & CEO  
*Community Foundation of Greater Fort  
 Wayne*

Laura Macknick, Executive Director  
*Don Wood Foundation*

Coni Mayer, Executive Director  
*Adams County Community Foundation*

September McConnell, CEO  
*Whitley County Community Foundation*

Kathryn Meyers, Officer  
*English, Bonter, Mitchell Foundation*

Stephanie Overbey, CEO  
*Kosciusko County Community Foundation*

Emily Pichon, President  
*Cole Foundation*

Kelly Rentschler, Community Affairs  
 Manager  
*Indiana Michigan Power*

Tanya Young, Executive Director  
*Community Foundation DeKalb County*

September 27, 2021

Mr. Brad Chambers  
Secretary of Commerce  
Indiana Economic Development Corporation  
One North Capitol, Suite 700  
Indianapolis, IN 46204

Dear Secretary Chambers,

The Northeast Indiana Council of CEOs strongly endorses the Northeast Indiana Regional Development Plan "Growing with Vision."

This plan will increase equity in Northeast Indiana for projects and programming that will accelerate our workforce growth, improve our downtown vibrancy, and enhance our entrepreneurship and innovation throughout the entire region.

As engaged business leaders we have a vested interest in the development and success of Northeast Indiana, and fully support the details outlined in the Growing with Vision plan. This region has a proven track record for collaboratively working to increase business investment and attract quality talent to our corner of the state, and we believe that the work laid out in the Growing with Vision plan will accelerate those efforts.

Growing with Vision perfectly aligns with the State of Indiana's Regional Economic Acceleration & Development Initiative (READI) and this council strongly encourages you to support the funding request submitted by the Northeast Indiana Regional Development Authority for this plan.

Sincerely,

Mike Packnett  
Parkview Health  
Council of CEOs Chair

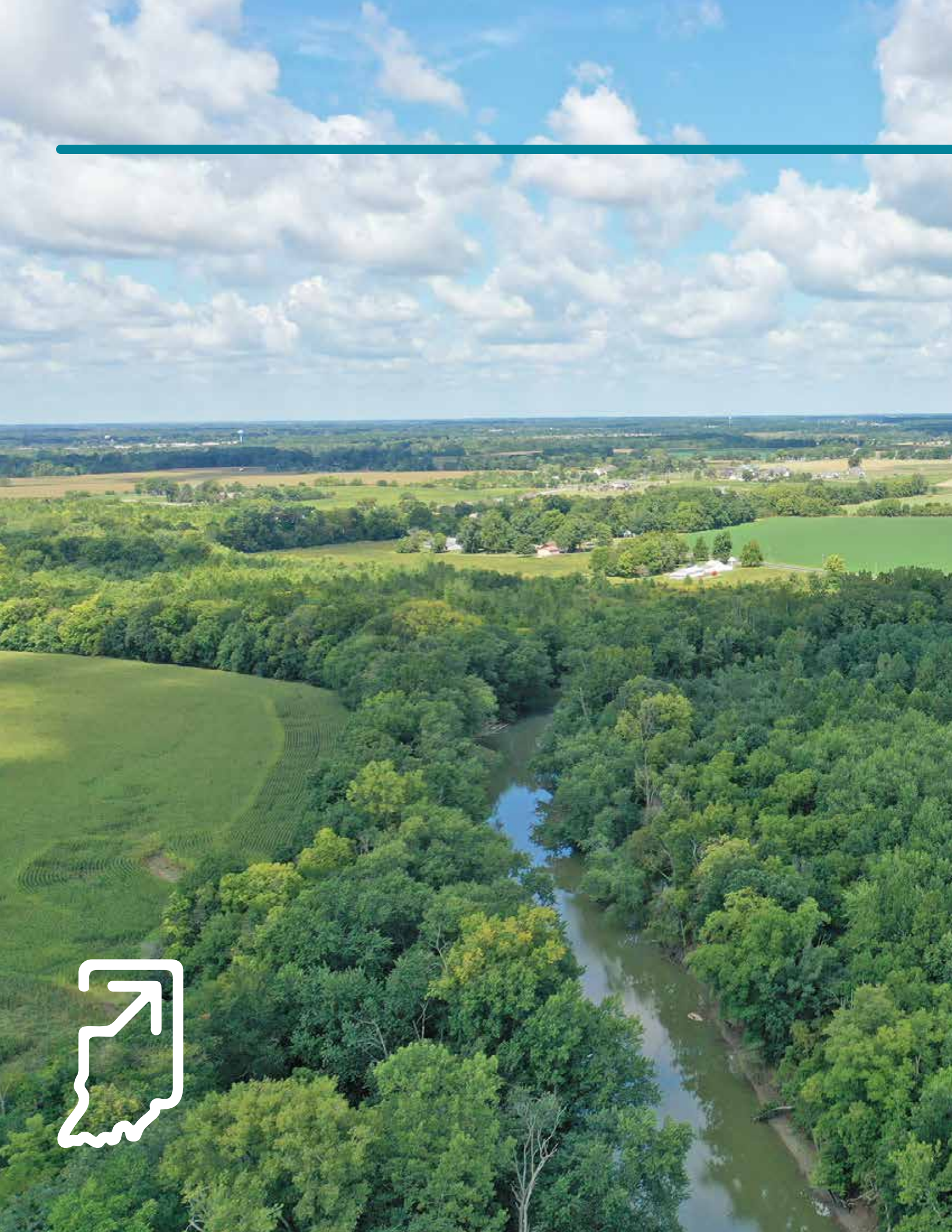
Endorsed by:

Cale Campbell Shambaugh & Son LP	Jim Cook JP Morgan Chase	Dr. Sherilyn Emberton Huntington University
David Findlay Lake City Bank	Arlan Friesen Ambassador Enterprises	Scott Glaze Fort Wayne Metals
Todd Hollman Pizza Hut of Fort Wayne	Raymond Kusisto Ortho NorthEast	Mark Millett Steel Dynamics, Inc.
Mark Music Ruoff Home Mortgage	Chuck Surack Sweetwater Sound	Scott Teffeteller Lutheran Health Network
Rob Wallstrom Vera Bradley		

THE 11 COUNTIES OF NORTHEAST INDIANA

ADAMS >> ALLEN >> DEKALB >> HUNTINGTON >> KOSCIUSKO >> LAGRANGE >> NOBLE >> STEUBEN >> WABASH >> WELLS >> WHITLEY



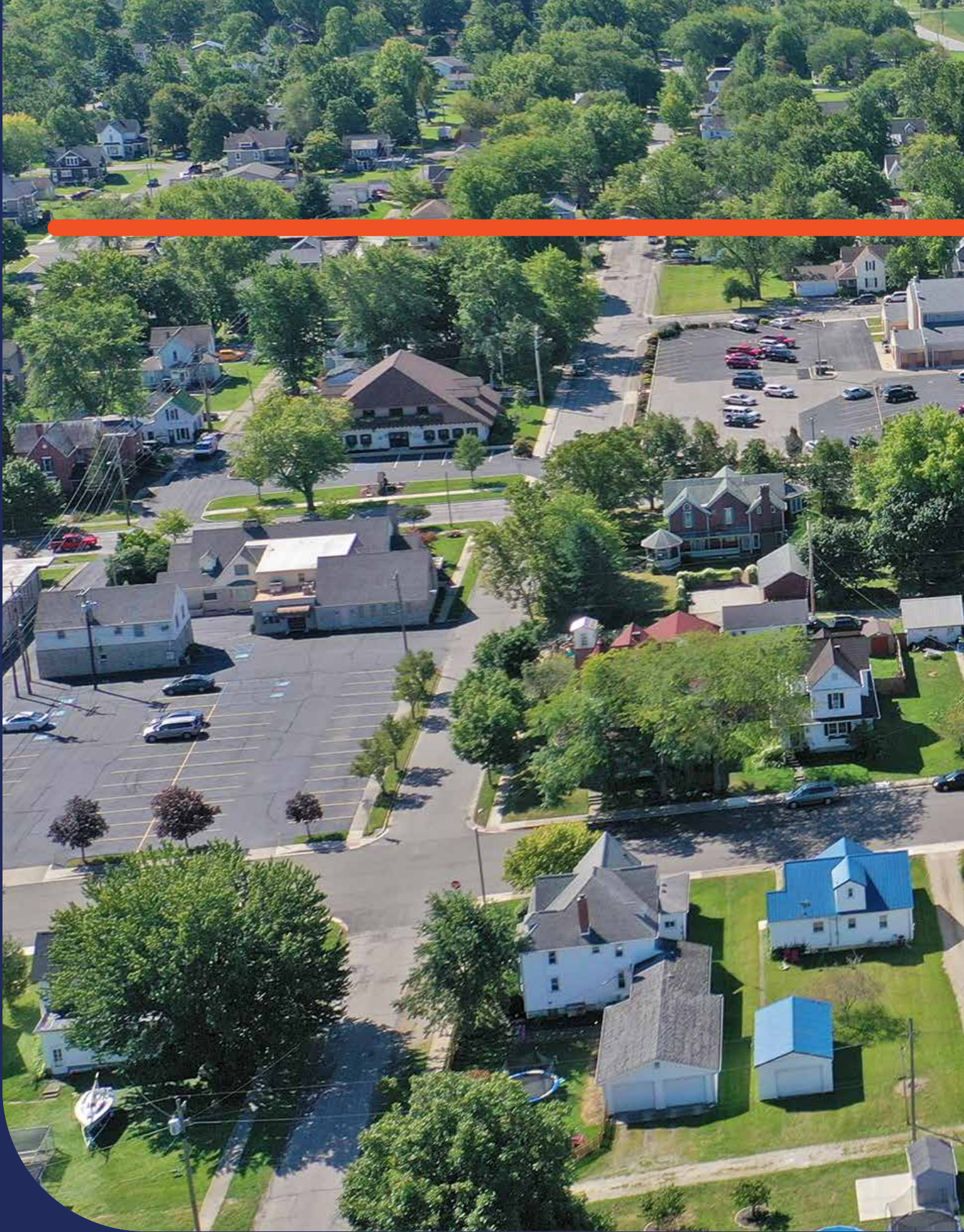




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GROWING WITH VISION



# INTRODUCTION





## GROWING WITH VISION

Northeast Indiana is a region that works together to achieve growth and prosperity. Anchored by Fort Wayne, the fastest-growing metro in the Great Lakes region, Northeast Indiana continues to invest in its future. This region of 797,000 people is on a growth trajectory and must continue this momentum to compete in today's global economy. Business leaders, elected officials, economic development professionals, and education leaders have united to adopt a shared vision for the region with three major goals: grow population, increase educational attainment, and raise per capita personal income (PCPI). The region firmly understands that to achieve true sustainable growth, it must simultaneously focus on and invest in business attraction, talent development, and talent attraction.

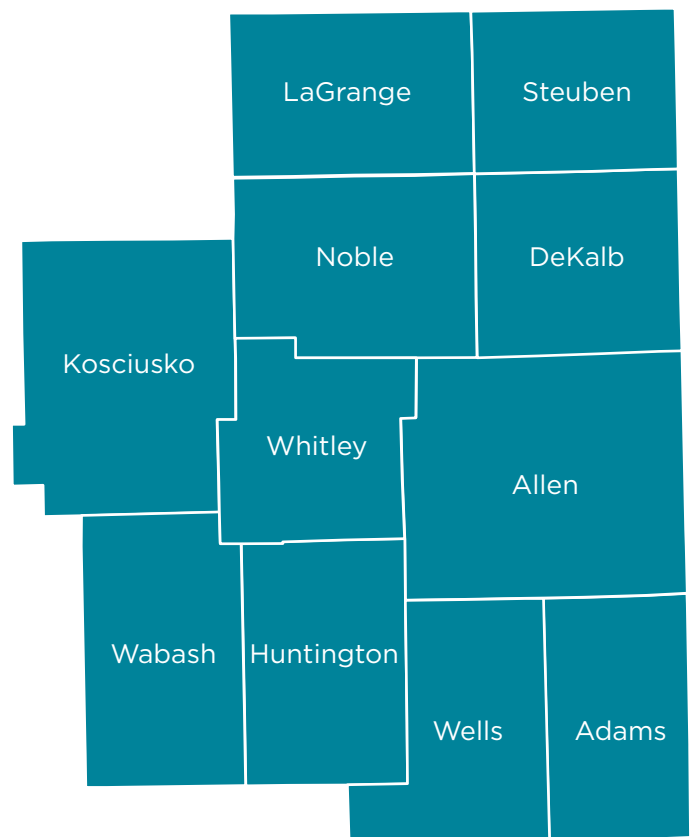
*The Regional Economic Acceleration And Development Initiative provides an opportunity to reinforce and reinvigorate decades of regional collaboration in Northeast Indiana.*

The origins of Northeast Indiana's regional approach to economic growth go back more than 30 years. The departure of International Harvester from Fort Wayne in 1983, with 4,000 jobs lost, 2,800 of which were held by Allen County residents and the remaining 1,200 by residents in surrounding communities, forced community leaders to think differently. This included the realization that if Northeast Indiana was going to be nationally competitive for jobs and talent, the region needed to collaborate.

The result was a multi-community effort to attract a General Motors assembly plant to Allen County in 1986. Around the same time, regional interests formalized their efforts by creating Indiana Northeast Development, a nonprofit corporation organized to promote the common interest and

improve the business and economic conditions for nine counties in Northeast Indiana. In 2005, the Northeast Indiana Corporate Council, a group of regional business leaders, revamped Indiana Northeast Development to become the Northeast Indiana Regional Partnership (the Regional Partnership), in order to create an even more robust effort at building, marketing, and selling Northeast Indiana. Since then, the region has grown to 11 counties and is recognized as one of the most cohesive and collaborative regions in the state.

**FIGURE 1. NORTHEAST INDIANA 11-COUNTY REGION**  
USING THE NORTHEAST INDIANA REGION  
LEVERAGES EXISTING STRUCTURES TO  
FACILITATE IMPLEMENTATION



In 2010, regional leaders were alarmed after reviewing PCPI and noticing a critical drop in this prosperity-related metric. Leaders were concerned about this trajectory, attributing the drop to several key factors, including changes to the regional economy after several major employers downsized or ceased operations in the region. Increasing PCPI was an additional focus for the region, adopted as part of the region's *Vision 2020* plan.

Population growth became a rallying cry for the region with the adoption of the *Road to One Million (RTOM)* Regional Development Plan (RDP) through the Regional Cities Initiative in 2015. Northeast Indiana leaders decided that reaching a total population of one million residents was necessary to sustain and grow its regional economy and compete for key economic development projects.

In 2017, the region recast its vision, bringing all three goals together under the umbrella of *Vision 2030*, issuing goals and annual metrics through 2030. While continuing to advance, the region is falling short on these annual metrics, currently demonstrating the following progress.

- 797,071 residents in 2020 toward a goal of one million.
- PCPI of 81.3 percent of the national average with a goal of 90 percent.
- Credential attainment of 37 percent against a goal of 60 percent.

The Regional Partnership's vision statement asserts, "Working together, Northeast Indiana is a magnet for the best businesses and talent and is recognized as one of the nation's most prosperous regions." The Regional Economic Acceleration and Development Initiative (READI) will catalyze further growth and investment, aiding Northeast Indiana in achieving these audacious goals. The region has set a course for success and is already making significant progress, with 5 percent population growth between 2010 and 2020. A significant investment through the READI program and private sector match would propel Northeast Indiana forward, accelerating the current trajectory.

## WORKING TOGETHER

The founding of the Regional Partnership more than a decade ago marked a new phase of the region's collaborative approach to economic development. Since that time, the concept of regionalism has grown from an idea to reality with a proven track record of fostering, enabling, and sustaining true collaboration among the respective counties of Northeast Indiana. The Regional Partnership operates on the principle that to create business investment in the region, it must not only generate business leads, but also develop the community

product that is Northeast Indiana and collaborate with strategic partners to better the region. The Regional Economic Acceleration and Development Initiative offers an exciting opportunity to build on this long-standing objective.

Northeast Indiana is comprised of 11 counties and the 16 cities they encompass. These counties, shown in Figure 1, align with the area served by the Northeast Indiana Regional Development Authority (RDA). Focusing on this region allows the Regional Development Plan, *Growing with Vision*, to leverage existing relationships to facilitate the identification of assets and opportunities to speed implementation. Making use of the existing 11-county region, which was forged after 30 years of trust and collaboration, versus creating a region specific to the READI effort, means no one is left out, as all cities and towns in each county stand to benefit from the regional READI effort.



In 2015, the region came together to create the Northeast Indiana RDA to apply for funds available through the state's Regional Cities Initiative. The result was the RTOM plan that emphasized population growth as an economic catalyst. On the strength of its *RTOM* plan, Northeast Indiana



was awarded \$42 million through the initiative, which aimed to make Indiana a magnet for talent attraction by funding transformative quality-of-place projects. The RDA was charged with implementing those funds to increase economic growth, grow population, and enhance the region's national brand identity. Ultimately, projects associated with the *RTOM* plan totaled nearly \$265 million, with nearly 60 percent of project funding coming from private sector sources. A full list of *RTOM* projects is provided as Appendix A.

## OUR STAKEHOLDERS AND PARTNERS

The region's more than 30 years of formal collaboration on a variety of initiatives, including business attraction, talent development, talent attraction, regional marketing, and intragovernmental collaboration, have built a legacy of trust and regional cohesion unique in the state of Indiana. Various formal agencies and informal collaboratives work together to promote Northeast Indiana's interests.



*Our network of committed stakeholders and partners plays an essential role in shaping the region and defining its priorities.*

These partners and stakeholder include the following organizations.

- LEDO COUNCIL.** The local economic development officials formed the Northeast Indiana Local Economic Development Organization (LEDO) Council—a voluntary organization intended to foster monthly dialogue among the professionals of all member counties that formed the footprint of the Regional Partnership. The LEDO Council served as the steering committee for Northeast Indiana's *Growing with Vision* plan. The ongoing trust created by sharing of information and expertise among the LEDOs fundamentally changed how our local economic development organizations view one another and has greatly enhanced their ability to engage in cooperative regional efforts. The code of ethics entered into by all of the LEDOs outlines a commitment to confidentiality and a commitment to sell “Northeast Indiana first” and individual communities and projects second. This is a further demonstration of this trust and one that has brought the region national emulation within the economic development field. Additional details about the LEDO Council are provided as Appendix B.
- REGIONAL OPPORTUNITIES COUNCIL.** Comprised of over 150 of the region's top business leaders, the Regional Opportunities Council (ROC) is a cornerstone of the region's success. Formed in 2010, ROC meets six times per year to drive the regional agenda. ROC reinforces the collaborative and catalytic role that key businesses and leaders have in setting a regional vision. This started with regional business attraction and marketing but grew to include the development of the regional “product.” ROC members are intensely engaged in economic and community development to enact progressive and innovative changes in the

region. Only by aggregating regional resources and regional willpower can these highly desirable and ambitious goals be tackled.

- **MAYORS AND COMMISSIONERS CAUCUS.**

The participation of government leaders from all 11 counties and 16 cities (Angola, Auburn, Berne, Bluffton, Butler, Columbia City, Decatur, Fort Wayne, Garrett, Huntington, Kendallville, Ligonier, New Haven, Wabash, Warsaw, and Woodburn) gives the Northeast Indiana Mayors and Commissioners Caucus (the Caucus) a unified voice to advance economic development policies at the state level. This voice, in turn, makes them active participants in the region's growth and change. The Caucus uses consensus-based decision-making to reach agreement and relies on cooperation and collaboration to address the region's complex issues. To this end, the Caucus provides a forum for the discussion of common issues and multijurisdictional challenges and serves as a partner and sounding board for leaders from other sectors.

- **NORTHEAST INDIANA COLLEGES AND UNIVERSITIES.** The Northeast Indiana Colleges and Universities network is a collaborative effort among 10 unaffiliated higher education institutions.

- Grace College and Seminary
- Huntington University
- Indiana University Fort Wayne
- Indiana Tech
- Indiana Wesleyan National and Global
- Ivy Tech Fort Wayne and Warsaw
- Manchester University
- Purdue University Fort Wayne
- Trine University
- University of Saint Francis

This unique consortium is designed to ensure that employers considering a relocation or expansion in Northeast Indiana have access to the talent they need. The institutions work collectively to give site selectors, economic developers, and business decision-makers swift responses to requests for information and to directly connect employers to Northeast Indiana's robust talent pipeline. The strength of this relationship can be seen in the fact that Ivy Tech Community College recently realigned its services to include the City of Wabash and Kosciusko County in its Fort Wayne campus.



- **WORKFORCE ALIGNMENT.** The region's talent pipeline is also strengthened by the connections among major workforce and economic development components. The region's workforce development organization, Northeast Indiana Works, represents 10 of the 11 Northeast Indiana counties. As further evidence of workforce alignment, the northeast office of the Indiana Economic Development Corporation (IEDC), the corporate offices of Northeast Indiana Works, the offices of the Regional Partnership, and the primary address of the Northeast Indiana RDA are all intentionally colocated in the same office suite in downtown Fort Wayne, only one floor above the offices of Greater Fort Wayne Inc. The everyday interaction of economic and workforce professionals allows for innovative, unplanned collaboration.

Together, we continue to build a reputation for bringing a collaborative energy to transforming Northeast Indiana.



## MAGNET FOR GROWTH

Northeast Indiana is not only the geographic hub of the Midwest, but also has emerged as a hot spot for talent and business growth. The public, private, and academic sectors collaborate to help businesses and individuals thrive and to ensure Northeast Indiana's competitive position.



## MAGNET FOR BUSINESS

Home to companies like General Motors (GM), Steel Dynamics, and Vera Bradley, Northeast Indiana provides a nationally competitive business landscape and nationally ranked quality of life as well as access to major universities and a deep talent pool from local institutions that focus on meeting the needs of local businesses and talent. Northeast Indiana has proven why it has deserved the nearly \$2 billion in capital investment in the region from 2018 to 2020 and more than \$1 billion in investment over the past 10 years in downtown Fort Wayne alone. It remains one of the top business-friendly markets in the US. Northeast Indiana is home to one of the strongest real estate markets in the nation with property tax capped at 1 percent.

The region offers a high value quality of life that costs 44 percent less than the national average.

Northeast Indiana's vision for the future is inclusive and prosperous for businesses and talent across the region. Real estate development and revitalization efforts are underway in every corner of Northeast Indiana. With infusions of billions of dollars in capital, Northeast Indiana is turning a vision into reality. And the work is not completed. From new sports stadiums to trails to industrial parks, the region has aggressive, transformative plans to propel economic growth and compete in the global competition for jobs and talent.

Recent business attraction and expansion investments include the following.

- As over 1,000 trucks roll off the line daily at the General Motors Fort Wayne Assembly Plant, GM announced it is investing \$55.5 million in the Fort Wayne facility. Over the past decade, GM has invested over \$23 billion in the Northeast Indiana production plant.
- Electric Works is a mixed-use development near downtown Fort Wayne with 39 acres, 18 historic buildings, and more than 1.2 million square feet of space. The total projected investment for phase one (West Campus) is approximately \$280 million. The total projected investment for phase two (new development north of the railroad tracks) is approximately \$170 million, for a total of \$450 million.
- Kitchen 17, a vegan food producer and restaurant, announced plans to relocate its headquarters, production, and marketing operations from Illinois to Northeast Indiana, creating up to 64 new jobs in Huntington County by the end of 2024.
- Inteva Products, a global automotive supplier of engineered components and systems, announced plans in 2020 to expand its operations in Indiana, creating up to 419 new jobs by the end of 2023. The Troy, Michigan-based company, which offers innovative products that enhance vehicle quality, safety, and performance, will bring an investment of more than \$42 million to establish operations in Northeast Indiana, leasing, renovating, and

equipping a 260,000-square-foot facility at 1805 West Lancaster St. in Bluffton in Wells County. The investment will support the manufacturing and assembly of the company's interior systems. Inteva's new facility opened in 2021.

- The R & D North America ContiTech AVS Segment for Continental recently took on a major challenge to consolidate three technical centers into one location in Auburn, Indiana. The manufacturer and distributor of rubber products, for a variety of applications, plans to invest more than \$4 million to grow its ContiTech Vibration Control business unit in Auburn in DeKalb County. The 100,000-square-foot building will be renovated and equipped, with plans to be fully moved into the facility by the end of 2024. With this location, Continental will consolidate its existing technical centers in Canada and Michigan, while increasing its efforts in antivibration systems.

#### Top Accolades and Rankings for Business

- The City of Fort Wayne ranked as the number three best-run city in America in a recent study from the personal finance outlet [WalletHub.com](https://www.wallethub.com).
- The [Brookings Institution's 2020 Metro Monitor](#) report puts the Fort Wayne metro area in fourth place among mid-size cities for productivity, seventh for prosperity, and eighth for the standard of living, based on indicators like annual wages and what types of jobs are available.
- Angola in Steuben County, Auburn in DeKalb County, and Warsaw in Kosciusko County were named by Site Selection Magazine in its list of the top micropolitan areas in the country. [Click here to read Site Selection magazine's list.](#)

## MAGNET FOR TALENT

Northeast Indiana offers residents—and potential new residents—the opportunity to create their own version of the American dream, whether starting a career, raising a family, or looking for career advancement. Fort Wayne, the region's hub and Indiana's second-largest city, consistently ranks as one of the best places to live in the US and boasts

some of the nation's lowest cost of living paired with nationally ranked quality of life. The region has thousands of great jobs across all industries, and major employers include Sweetwater Sound, Zimmer Biomet, Ash Brokerage, and General Motors. When it comes to life outside of work, residents can enjoy time on the water, with hundreds of lakes throughout the region as well as new riverfront amenities in downtown Fort Wayne. The region also boasts over 200 miles of trails, and Fort Wayne was recently called an “unexpected hipster hotspot,” according to *Food and Wine*, with no shortage of eclectic festivals, one of the country's top-ranked minor league baseball parks, a booming brewery scene, and plenty of live music. With 5 percent population growth in the past decade, Northeast Indiana is on a solid growth trajectory but has the potential, and the need, to grow faster to meet the needs of employers.



#### Top Accolades and Rankings for Talent

- Northeast Indiana was recognized by the IEDC and the Office of Career Connections and Talent as the [state's first 21st Century Talent Region](#) in recognition for its systems-based approach to talent attraction, talent retention, and talent connection.

- Northeast Indiana was deemed a Talent Hub by the [Lumina Foundation](#).
- Fort Wayne named as a top five emerging housing market in a 2021 [Wall Street Journal/Realtor.com](#) index.
- Fort Wayne was ranked number eight on a list of [Top Cities for Remote Work](#). Fort Wayne ranked among the top cities for work-life balance by [SmartAsset.com](#).
- [Business Insider](#) ranked the most affordable places to live in America relative to income and includes Fort Wayne as number one.
- [U.S. News & World Report](#) named Fort Wayne number two on its list of the most affordable places to live in the US in 2021-2022.
- Fort Wayne ranked as a top city where young residents are buying homes by [SmartAsset.com](#).
- CBNC listed Fort Wayne as number two on its list of the [15 Best U.S. Cities](#) to Work from Home.

- Auburn was ranked in the [Top 25 Cities for Young Families in Indiana](#).
- Winona Lake is ranked as one of the fifty most charming small towns in America by [HGTV](#) and one of the [ten Best Small Towns in the Midwest](#) by [Travel + Leisure](#).

## RECOGNIZED FOR PROSPERITY

To attract the best businesses and talent, Northeast Indiana must gain recognition as an attractive region to live and work. When it comes to perceptions of places, site location consultants, corporate executives, and talent are influenced by media coverage. The region has worked hard to tell its story and has garnered significant national media attention over the past five years, including features in the *Wall Street Journal*, *Forbes*, *Bloomberg*, *CNN Business*, and the *Chicago Tribune*. Noteworthy investments, such as those catalyzed by the Regional Cities Initiative and the READI program provide opportunities for a continued national spotlight on Northeast Indiana.

FIGURE 2. MEDIA ACCOLADES FOR NORTHEAST INDIANA REGION





# 2

## CURRENT STATE OF THE REGION



## CURRENT CONDITIONS

An examination of the current state of the Northeast Indiana region provided a common framework for the *Growing with Vision* plan. This appraisal included an assessment of demographic and economic factors that influence the region's competitive position, an overview of local funding sources (public and private) that could support the plan's implementation, and a review of past planning efforts. Additional context on current conditions is provided in the analysis of strengths, weaknesses, opportunities, and threats (SWOTs) presented in Section 5. Regional Vision.

## DEMOGRAPHIC AND ECONOMIC FACTORS

An analysis of demographic and economic factors was conducted by TIP Strategies for the Northeast Indiana Regional Partnership. The analysis included data for the region, as well as for each of the 11 participating member counties, along with comparisons to the state and the US. Sources included the US Census Bureau's 2019 American Community Survey (ACS) 5-year average sample,<sup>1</sup> US Bureau of Labor Statistics, Economic Modeling Specialists International (Emsi), and the US Census Bureau's Longitudinal Employer-Household Dynamics (LEHD). Highlights from the analysis are presented in this section; full results were provided in an interactive tool that will allow the Regional Partnership and its member counties to reference the information beyond the planning process.

### THE NORTHEAST INDIANA REGION CONTINUES TO INCH TOWARD THE ONE-MILLION MARK, BUOYED BY RECENT TRENDS.

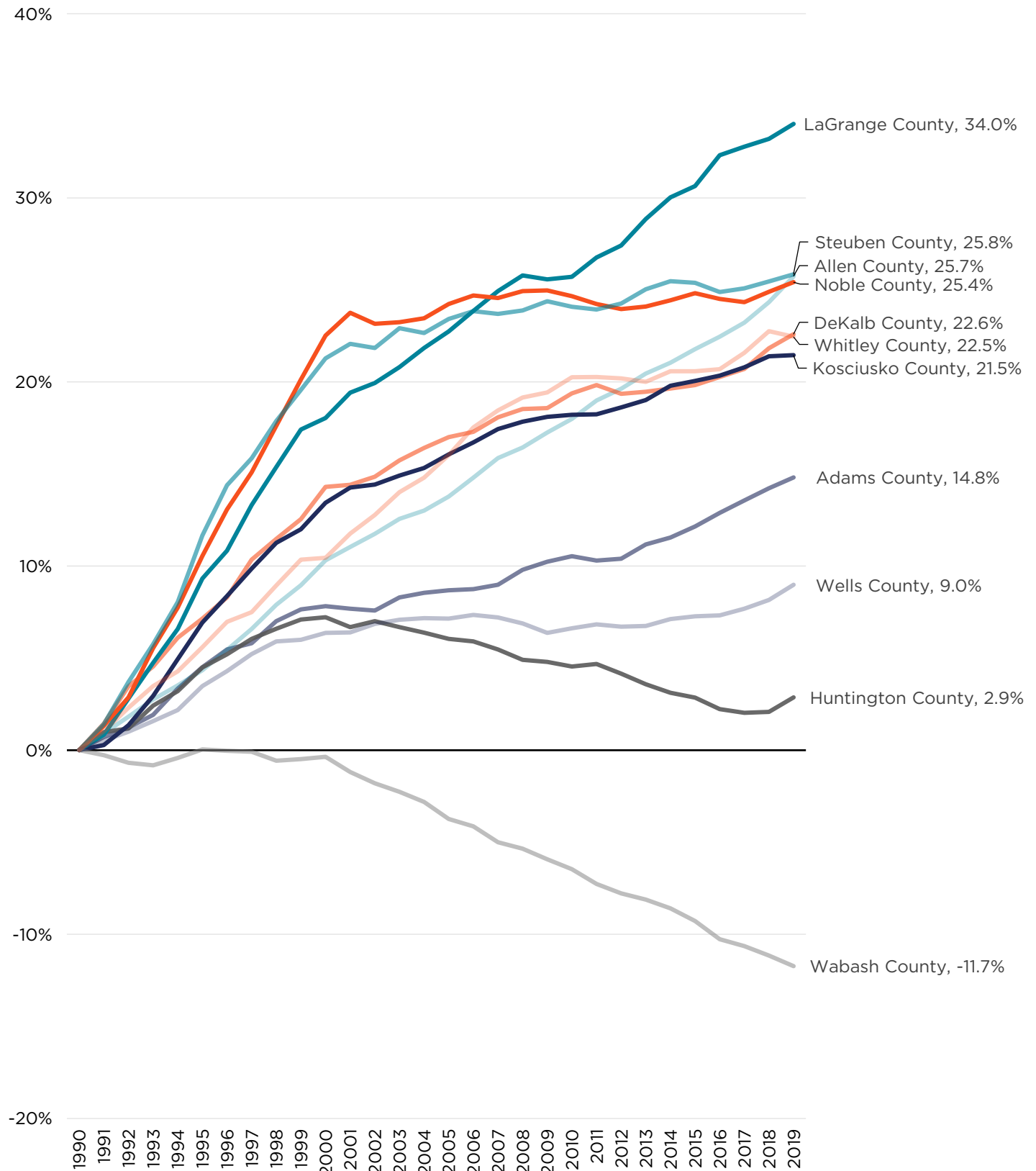
Northeast Indiana has grown steadily over the past three decades, with all but a few counties maintaining an upward trend in most years since 1990. This growth trend firmly plants the region as a leader in the Midwest, where many other communities are stagnating or even declining. In recent years, positive net in-migration to Allen

County, among others, has also contributed to overall regional growth. Population in-migration to the Northeast Indiana region in recent years is also evidenced in data tracking the movement of workers into and out of the Fort Wayne metro area. Fort Wayne has seen a net increase of workers taking jobs in the metro area over the past few years. These workers tend to be younger (under 35) and come from Indianapolis or more rural areas of the state. Fort Wayne has been a net attractor in 2018 and 2019 of workers from some of the major metros (Indianapolis, Elkhart, and South Bend). This is a reversal of a trend from prior years (2010 to 2017) where the metro tended to lose workers to jobs in other metros in the state. Fort Wayne also tends to be a net attractor of established and older workers (35 to 54) from neighboring states and regions, such as Illinois, Ohio, and Michigan. However, the region still loses a steady number of workers taking jobs in southern states, especially Florida and Texas, and to a lesser degree, Tennessee and Arizona.



<sup>1</sup> Estimates from the 2020 ACS, originally scheduled for release in July 2021, have been delayed due to impacts from the COVID-19 pandemic on data collection efforts. Experimental estimates developed from this data are currently scheduled for release in December 2021.

FIGURE 3. PERCENTAGE CHANGE IN POPULATION FROM 1990 BY COUNTY

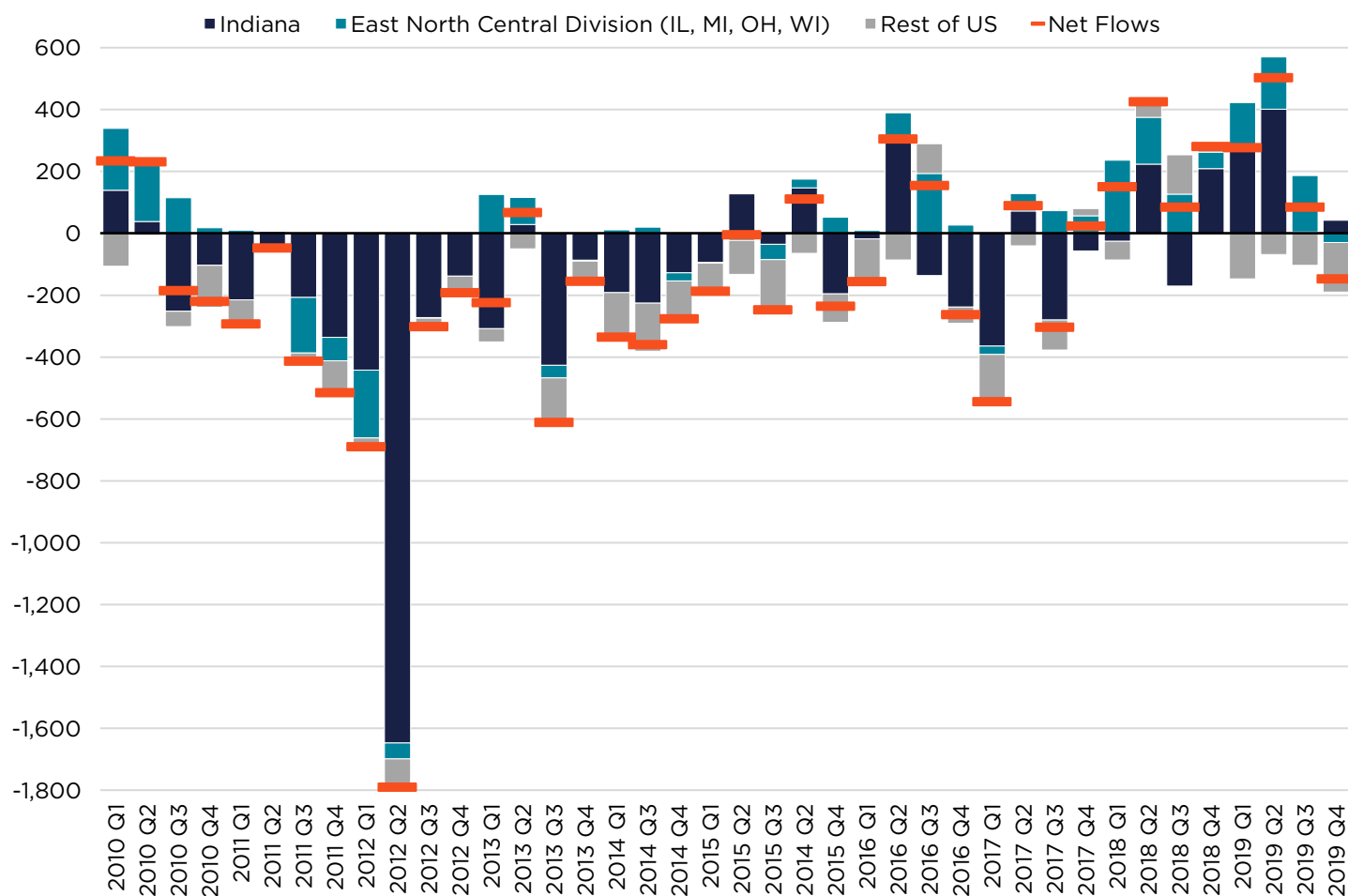


Source: US Census Bureau, Population Estimates Program; Moody's Analytics; TIP Strategies, Inc.



**FIGURE 4. NET JOB MIGRATION TO FORT WAYNE, ALL AGES**

FLOWS WITH INDIANA, SURROUNDING STATES (IL, MI, OH, WI), AND REST OF US



Source: US Census Bureau's Longitudinal Employer-Household Dynamics (LEHD), Job-to-Job Flows (J2J); TIP Strategies, Inc.

Notes: J2J data include hires and separations of workers between establishments who experienced brief unemployment (one quarter or less) between jobs. Only establishments with unemployment insurance (UI) covered employees are included. Non-MSA regions include all counties in a state not part of a metropolitan statistical area (MSA); this includes counties in micropolitan areas and rural counties. Some states are missing data for the most recent period and are limited to previous quarters (AK-2016.1; AR-2018.1; MS-2018.1; TN-2018.1).

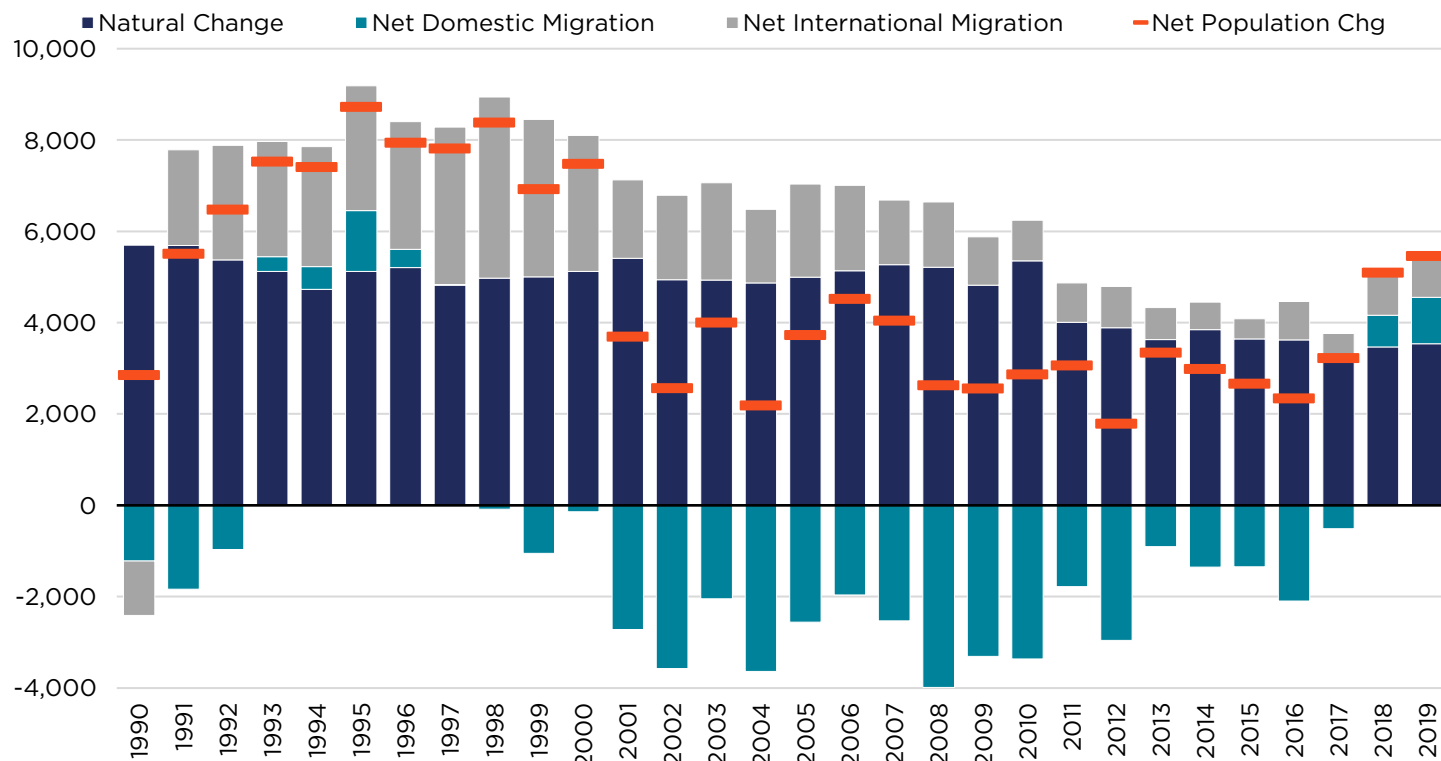
### THE GROWING WITH VISION PLAN WILL REQUIRE A CONCERTED FOCUS ON TALENT RETENTION AND ATTRACTION.

The region's population gains have been driven primarily by natural increase, which occurs when the number of births exceeds the number of deaths. This component of population change is variable across the region. For example, counties like LaGrange and Adams, which have large concentrations of Amish residents, tend to have younger populations (more than half of residents were under the age of 35 in 2019) and more households with children (30 percent or more of households in these two counties include children). In contrast, Steuben, Wabash, and Whitley Counties tend to have a greater proportion of older residents

than the rest of the region, state, or nation, and have larger shares of their population in households without children. Demographic factors like birth and death rates are also not readily influenced by policy changes or investments; they tend to move slowly and fluctuate within a fairly narrow range. As a result, the dramatic population growth that will be required for Northeast Indiana to reach the one-million mark will only be achieved by drawing new residents to the region and reversing the net outflow of residents to other states that characterized much of the 2000s. Although the broad regional goal of population increase has been successful, an acceleration of the process is now necessary. This redoubling of effort remains of paramount importance to regional economic and community development.



FIGURE 5. COMPONENTS OF POPULATION CHANGE: NORTHEAST INDIANA



Source: US Census Bureau, Population Estimates Program; Moody's Analytics; TIP Strategies, Inc.

Notes: Natural Change is the difference between annual births and deaths. 2010 components are estimated based on a 12-month projection of the 2nd quarter (the period between the Census and the mid-year estimate) that is not seasonally adjusted. Total population change includes a residual (a change in population that cannot be attributed to any specific demographic component) which is not shown here but is included in the net population change shown by the red bars. Regional income levels exceed state and us LEVELS, despite lagging educational attainment.

### REGIONAL INCOME LEVELS EXCEED STATE AND US LEVELS, DESPITE LAGGING EDUCATIONAL ATTAINMENT.

With the exception of Allen County, educational attainment levels in the Northeast Indiana region counties sit below state and national educational attainment comparisons, with less than 23 percent of residents holding a bachelor's degree or higher in 2019, and as little as 10 percent of residents in the case of LaGrange County. By comparison, 28.4 percent of Allen County residents over 25 received a bachelor's degree or higher, which still places attainment levels nearly four points below the nation (32.2 percent of adults in the US have at least a four-year degree). However, most counties in the region fall between the state and national benchmarks in terms of median household income, suggesting that lower-than-average educational attainment has not resulted in lower wages. Additionally, poverty rates tend to be below state and national levels in all counties except Adams,

where nearly 17 percent of the population fell below the federal poverty line in 2019.

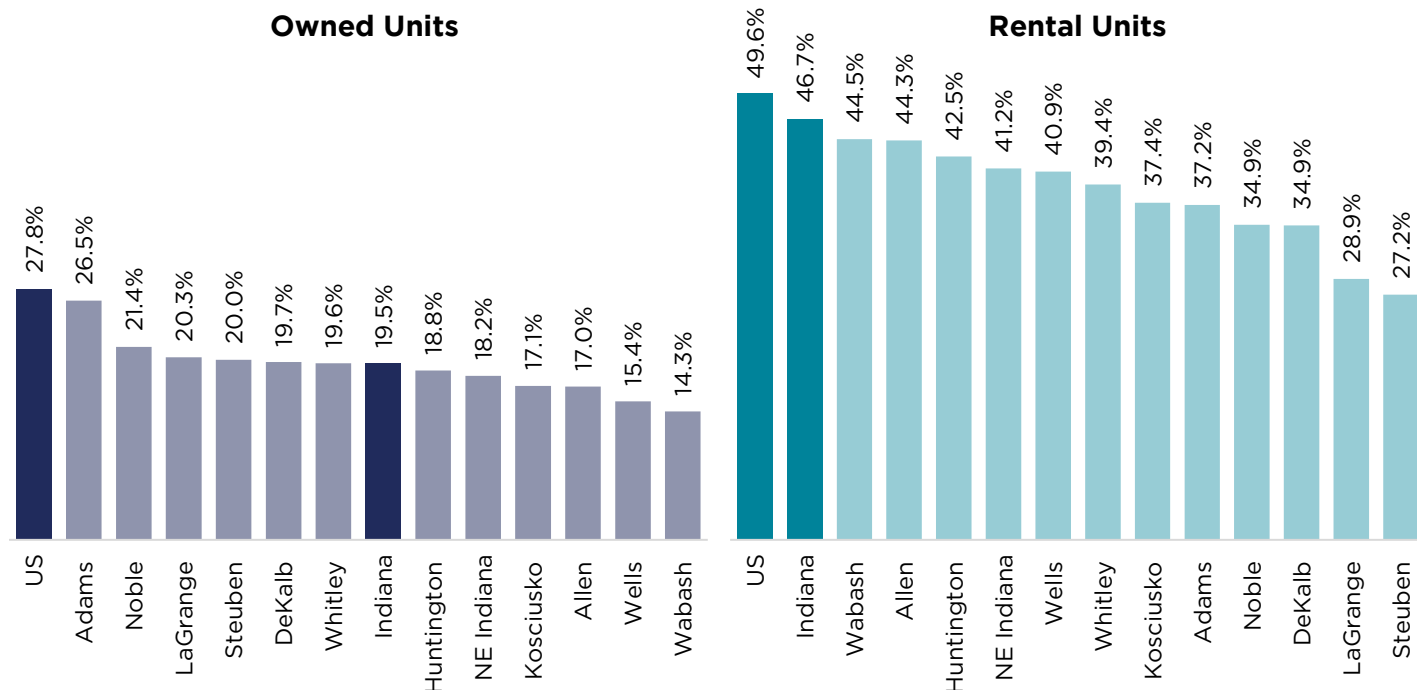
### NORTHEAST INDIANA'S RELATIVELY AFFORDABLE HOUSING CAN BE AN ASSET IN TALENT RECRUITMENT AND RETENTION.

Home values for most Northeast Indiana counties tend to be lower than the national median and below the state median, with half of all owner-occupied housing (more than 100,000 units) valued between \$50,000 and \$149,999 in 2019. With relatively lower housing costs and average income levels, regional housing affordability tends to be high, with only 18.2 percent of owner-occupied households spending more than 30 percent of their income on housing, compared to 19.5 percent of Indiana households and nearly 28 percent of households nationally. However, affordability varies by county with more than a quarter (26.5 percent) of Adams County owner-occupied households spending over 30 percent of income on housing

compared to less than 15 percent of Wabash County households. These rates are much higher for rental units. The region's national-level prominence in manufacturing and the production of manufactured housing presents an opportunity to align a regional strength with this regional need. Overall, the region's housing vacancy rate is on par with state and national levels (about 11 percent), though there is substantial variation of vacancy rates between

counties. Adams and DeKalb Counties may be at risk to experience housing shortages with vacancy rates below 7 percent in 2019. The picture of housing demand in counties such as Steuben and Kosciusko is complicated by the presence of seasonal homes that sit empty for more than two months, such as lake cottages and homes used for natural tourism and recreational activities on or near state parks.

**FIGURE 6. HOUSING AFFORDABILITY, 2019**



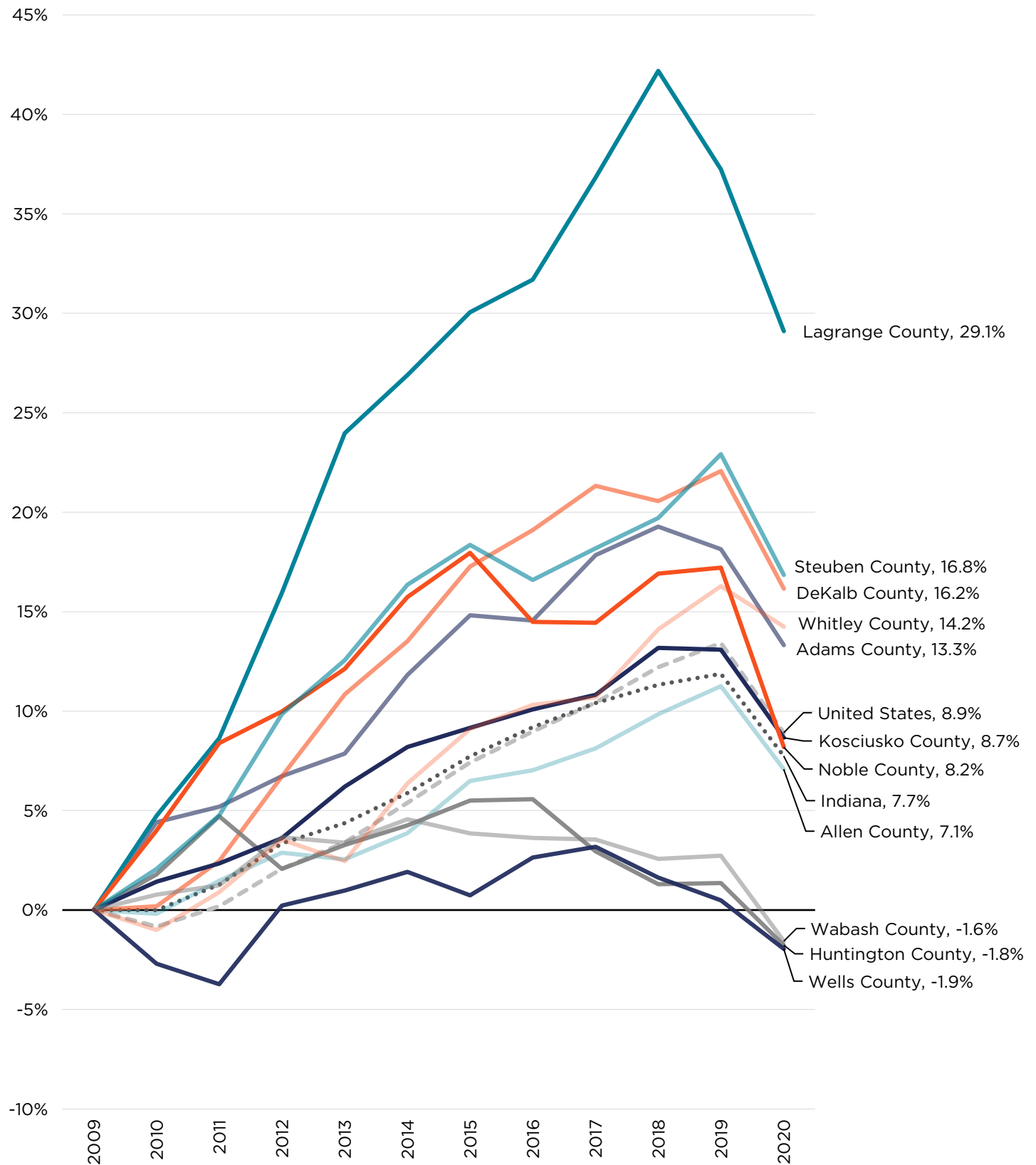
Source: American Community Survey, 2019 5-year sample; TIP Strategies, Inc.

### **BARRIERS TO WORKFORCE GROWTH INCLUDE LIMITED HOUSING OPTIONS AND UNEVEN DIGITAL ACCESS.**

The presence of a wide range of housing options is key to talent attraction and retention. Families moving into the region and young people looking to go out on their own often seek apartments, at least initially. The region overall offers few multifamily housing options with only about 15 percent of housing units in multifamily structures, compared with 18.6 percent of units in the state and 26.3 percent of units nationally. Downtown vibrancy initiatives (many of them detailed in this application) offer a proven path to increasing the number and types of housing stock to support a growing population. The region also has a relatively small supply of newer housing units, with less than 15 percent built in the past 20 years and most (59

percent) built before 1980. Connectivity is another factor that has an increasingly large influence over the location decisions of both companies and workers. Excluding LaGrange and Adams Counties, which have substantial Amish community populations, counties in the Northeast Indiana region tend to have comparable shares of households with computers as compared to state and national levels. However, this trend is not as strong for the share of households with internet connections—more than 20 percent of households in most counties in the region do not have internet access at home. This lack of connectivity may also explain the relatively low share of the region's workers who worked from home in 2019. The rural communities with substantial Amish populations, LaGrange and Adams Counties, have higher work-from-home shares, because farmers or other agricultural workers who live on the farm where they work also fall into this category.

**FIGURE 7. COUNTY CHANGES IN EMPLOYMENT SINCE THE GREAT RECESSION**  
NORTHEAST INDIANA COUNTIES WITH COMPARISON TO STATE AND US



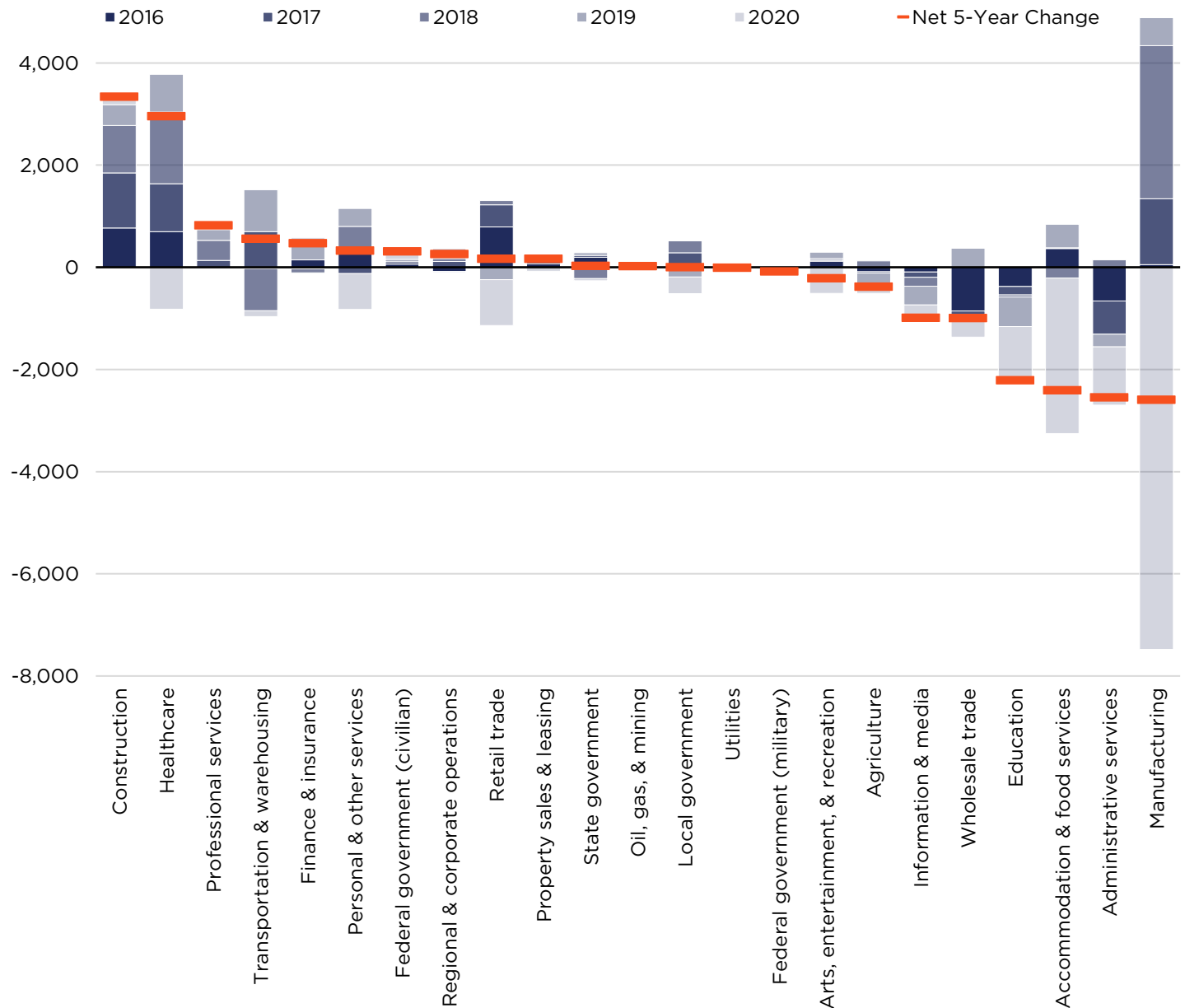
US Bureau of Labor Statistics; Emsi 2021.2 - QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.

## STEADY REGIONAL EMPLOYMENT GROWTH PRE-COVID-19 COULD MEAN SWIFT RECOVERY.

Regional employment has grown steadily since the Great Recession (2007–2009) and had slightly outpaced state and national trends for most of the period between 2009 and 2019. More recently, employment fell by about 4 percent across Northeast Indiana in 2020 (translating to 16,000 jobs), as a result of the COVID-19 recession, on par with state and national declines. While Allen County continues to account for most employment

and employment change, LaGrange County has increased at a much faster pace than its regional peers, peaking in 2018 with a 42 percent increase from 2009 employment levels, though this trend reversed in 2019 and 2020. Most counties in Northeast Indiana have steadily increased employment since 2009, growing by between 7 and 16 percent over 11 years. Three exceptions to this trend are Wells, Wabash, and Huntington Counties, which have faced stagnant or declining employment trends in recent years.

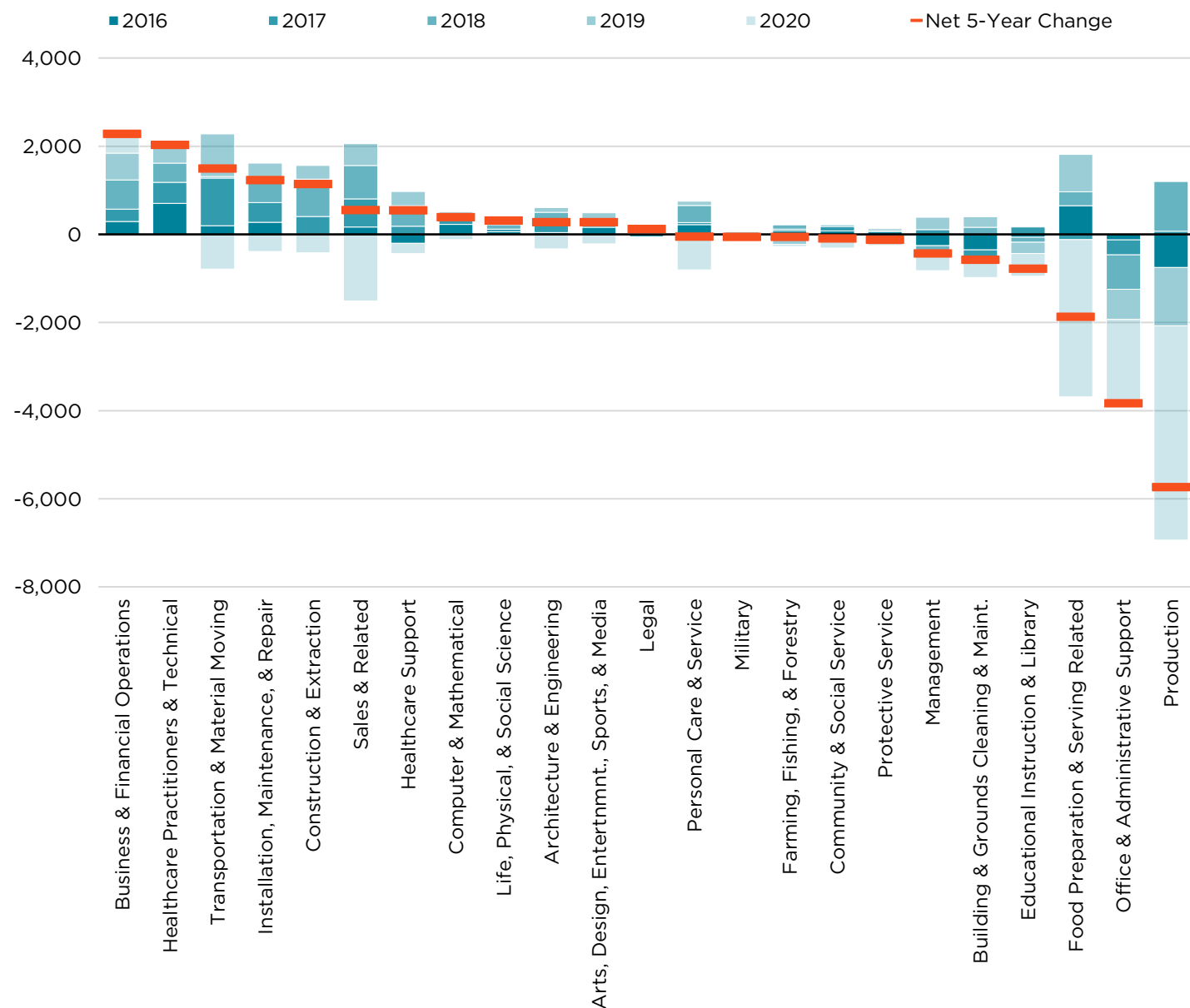
FIGURE 8. NET EMPLOYMENT CHANGE BY INDUSTRY SECTOR, 2015-2020



Source: US Bureau of Labor Statistics; Emsi 2021.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.  
 Notes: Red bars indicate the total net change for the selected period. Northeast Indiana includes the following 11 counties: Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties.



FIGURE 9. NET EMPLOYMENT CHANGE BY OCCUPATION GROUP AND COUNTY



Source: US Bureau of Labor Statistics; Emsi 2021.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.  
 Notes: Red bars indicate the total net change for the selected period. Northeast Indiana includes the following 11 counties: Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties.

### STILL A KEY EMPLOYMENT PILLAR, MANUFACTURING'S VOLATILITY COULD BE MITIGATED BY MORE DIVERSIFICATION.

Manufacturing continues to be the largest sector in Northeast Indiana and is the dominant sector within each county, except for Allen County where healthcare is the largest sector. Indiana is consistently rated as one of the top states for manufacturing, and the concentration of manufacturing employment in Northeast Indiana

is nearly three times greater than the national average. In general, manufacturing jobs have tended to increase since the Great Recession in most Northeast Indiana counties, though some have seen stagnant employment change or declining trends in recent years, and the sector suffered losses across the region in 2020. Outside of manufacturing, the healthcare and retail trade sectors tend to be major employers in the region, and most counties have seen an increase in construction jobs in recent years. One notable exception is DeKalb County's

transportation and warehousing sector, which has grown rapidly since 2011, increasing by over 1,000 jobs. Production workers, many of whom are found in the manufacturing sector, continue to be the dominant occupation of the region. However, the production worker trends do not exactly match the manufacturing sector trends, suggesting that the new manufacturing jobs have a different makeup of workers than before. The number of sales and transportation or material-moving workers are on the rise across the region, while office support workers and administrative staffing jobs are slowly decreasing.



## LOCAL FUNDING

The *Growing with Vision* plan is funded through a combination of private, local public, and philanthropic dollars. Just as in the *Road to One Million* plan, local public and private funding opportunities will be leveraged to support projects and programs that will benefit the economic vitality of the Northeast Indiana region. Like the *RTOM*, the RDA board members, who will make the ultimate decision about which projects and programs receive READI funding, will only commit funds to projects and programs that also have a fully committed public match (of at least 1:1) and a fully committed

private match (of at least 3:1) and evidence indicating the timeline under which that funding will be accessible. These possible funding sources are highlighted on the following pages.

### LEGACY FUND—FORT WAYNE

The City Light Lease Settlement and the Fort Wayne Community Trust provide Legacy Funds that are utilized by the City of Fort Wayne to support economic development. The fund is intended to be used for catalytic investment, leveraging additional resources, and directly benefiting residents of Fort Wayne.

### TAX INCREMENT FINANCING

Tax increment financing (TIF) allows a community to collect the property tax revenues resulting from the increased assessed value from investments within a new or established TIF district. The additional revenues can be used to support site infrastructure improvements but can also be used on a cash basis to support new business investment. Unlike many states, Indiana legislation allows for creative use of TIF to support new business projects. All 11 counties in the Northeast Indiana RDA have one or more active TIF districts within their boundaries.

### FOOD AND BEVERAGE TAX

With the enactment of Public Law 176-2009, the portion of the Allen County 1 percent Supplemental Food and Beverage Tax that is not needed to retire existing debt issued by Allen County for improvements to the War Memorial Coliseum will be allocated to the Allen County-Fort Wayne Capital Improvement Board of Managers (CIB). This will provide the CIB with an estimated annual revenue stream ranging from just under \$4 million in 2015 to approximately \$9 million in 2028. The CIB also has the statutory ability to bond against this future revenue stream. These funds may be used to support economic development projects and public capital improvements.

The Town of Shipshewana is the other jurisdiction in Northeast Indiana to have a local food and beverage tax, also at the 1 percent level. This revenue source raises approximately \$85,000 annually for the Town and is used to support sewer, drainage, water, and park improvements.

## ECONOMIC DEVELOPMENT REVENUE BONDS

These bonds provide financing for economic development projects. The proceeds from the bonds, which can be issued by a local government, are loaned to businesses to pay for buildings or other capital investment projects. The bonds must be paid back by the company. As the issuer of the bonds, the local government's participation typically results in favorable interest rates and longer terms. Most often, these bonds are tax exempt.

## FOUNDATIONS

Northeast Indiana is fortunate to have numerous foundations that are actively involved in supporting quality of life and talent attraction issues. The following foundations are members of the Regional Opportunities Council.

- Community Foundation of Greater Fort Wayne
- Dekko Foundation
- Edward M. & Mary McCrea Wilson Foundation
- English-Bonter-Mitchell Foundation
- Foellinger Foundation
- Lincoln Financial Foundation
- McMillen Foundation
- Olin B. and Desta Schwab Foundation
- Olive B. Cole Foundation
- Waterfield Foundation

## COMMUNITY FOUNDATIONS

Every county in Northeast Indiana has an active community foundation, with previous investments that have paved the way for the projects and programs identified in the *Growing with Vision* plan, and which continue to support those projects and programs. Community foundations include the following 11 counties.

- Adams County Community Foundation
- Community Foundation of DeKalb County
- Community Foundation of Greater Fort Wayne
- Community Foundation of Noble County
- Community Foundation of Wabash County
- Community Foundation of Whitley County
- Huntington County Community Foundation
- Kosciusko County Community Foundation
- LaGrange County Community Foundation
- Steuben County Community Foundation
- The Wells County Foundation

## ARTS UNITED

Founded in 1955, Arts United of Greater Fort Wayne Inc. is the third oldest united nonprofit arts fund in the United States and the largest arts fund in the state of Indiana. Arts United delivers financial resources, core programs, and services to about 60 nonprofit arts and cultural organizations and programs per year in an 11-county region. Arts United also serves as a Regional Arts Partner on behalf of the Indiana Arts Commission. This partnership encourages local decision-making for the allocation of public funds made available for arts organizations and projects by the Indiana General Assembly.

## PRIVATE CAPITAL

Northeast Indiana has proven why it has deserved the nearly \$2 billion in capital investment in the region from 2018 to 2020 and more than \$1 billion in investment over the past ten years in downtown Fort Wayne. The region possesses strong financial assets that leadership can leverage even more aggressively in the immediate future in order to drive additional capital investment. Not to be discounted is the influx of capital from investors who are not residents of Northeast Indiana, both in-state (e.g., Indianapolis), in the Midwest (e.g., Chicago), and in the country (e.g., Silicon Valley).





## PREVIOUS PLANNING EFFORTS

The projects and programs contained in the *Growing with Vision* plan reflect years of planning by Northeast Indiana communities. Major planning initiatives are outlined below. In addition to these major planning processes, each county in the Northeast Indiana region has created numerous community, land use, economic development, and/or park plans. In each county, the LEDO is either the driver or a key stakeholder for community planning activities. The LEDOs have served as the conduit to ensure that the *Growing with Vision* plan is consistent with specific community-planning activities. Representatives from the 11 LEDOs, who make up the membership of the *Growing With Vision* Steering Committee, were involved in the recent Comprehensive Economic Development Strategy (CEDS) process for the region. And although representatives from Region 3-A and Northeast Indiana Regional Coordinating Council (NIRCC) (metropolitan and regional planning organizations) are not active in the application process, the Northeast Indiana *Growing with Vision* plan is consistent with the CEDS plan. (For more detail on the process of identifying viable projects and programs for *Growing with Vision*, please see Section 3. Stakeholders and Execution.)

### FORT WAYNE-ALLEN COUNTY

In February 2020, Greater Fort Wayne (GFW) Inc. began the process of generating an economic development action plan for Fort Wayne and Allen County that would guide the community's continued economic growth over the next five years. Following a delay created by the COVID-19 pandemic, the process restarted in November 2020. Since that time, GFW and its partners have worked closely with consultant group TIP Strategies to engage the community, gather and analyze data, and ultimately develop the plan to take Fort Wayne-Allen County to the next level. By 2026, Fort Wayne-Allen County aims to accelerate its trend of economic success by pursuing projects and strategic initiatives that align with the plan's three guiding principles: high growth, innovative, and inclusive. Over the next five years, Fort Wayne-Allen County will solidify its position as the fastest-growing economy in the Great Lakes region and will rank in the top 10 fastest-growing economies in the US among similarly sized metro areas. It will become a leading hub for innovation;

build on technology-driven companies and entrepreneurial talent; and foster a more diverse and equitable economy by improving access to economic, workforce, and educational opportunities for all its communities.

### REGIONAL CITIES / THE ROAD TO ONE MILLION

Over the past six years, partners across Northeast Indiana have worked to implement the region's *Road to One Million* plan. This ambitious effort was built around Northeast Indiana's vision to grow our population from current levels (approximately 789,000) to 1,000,000 residents to prevent a stagnation in our gross domestic product and wages due to retiring Baby Boomers and lagging growth among Millennials. Only by retaining and attracting a younger, more educated workforce can we grow our economy.



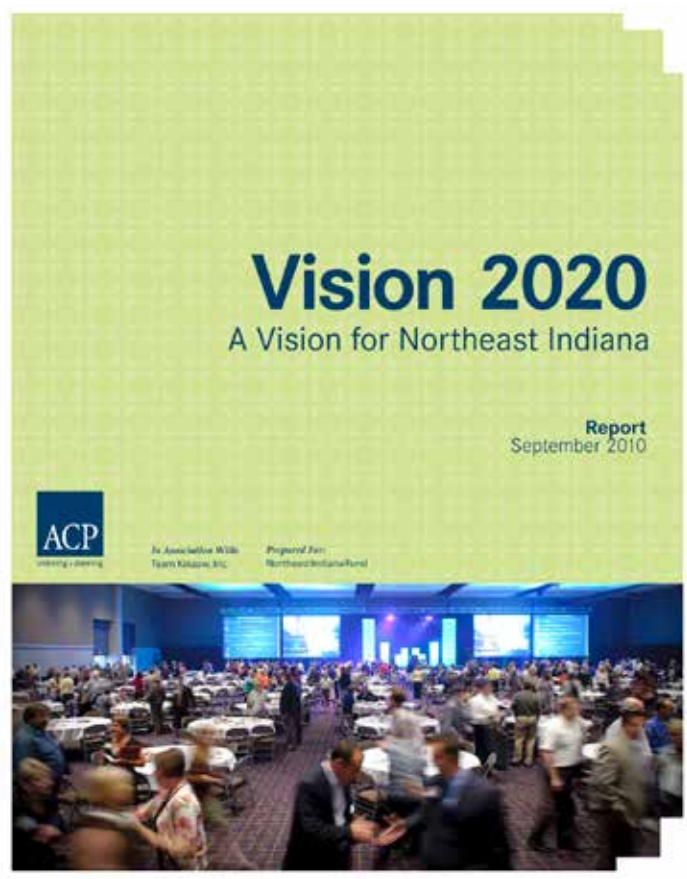
The value of projects completed under this plan was reinforced by study upon study confirming the connection between talent attraction and outdoor recreation, arts, thriving downtowns, and opportunities for entrepreneurship. Since the *Road to One Million* plan was implemented, 28 transformative projects have been approved by the IEDC for funding, resulting in an investment of \$40.8 million from the Regional Cities Initiative, with a total cost across all projects of nearly \$265 million. These projects leveraged a 15.6 percent investment by the Regional Cities Initiative, to gain public and private funding sources. The projects fall into four categories.

1. **CONNECTING US TO NATURE**—greenways and blueways projects, such as the Regional Trail Network and the Riverfront Fort Wayne development that build on our natural assets, such as our three rivers, our existing trails, and our parks.
2. **CONNECTING US TO COMMUNITY**—downtown and community development projects that make our region a great place to live by investing \$40 million per community in redevelopment and revitalization.
3. **CONNECTING US TO CULTURE**—arts and culture projects that support cultural districts across the region by building on the unique assets of each community, such as Whitley’s musical instrument industry, DeKalb’s museums, and Decatur’s sculpture tour.
4. **CONNECTING US TO IDEAS**—education and industry-driven projects that help retain and attract students and entrepreneurs, while also connecting to nature, culture, and/or community, including five coworking and/or incubator spaces anchored in downtowns throughout the region.

## VISION 2020

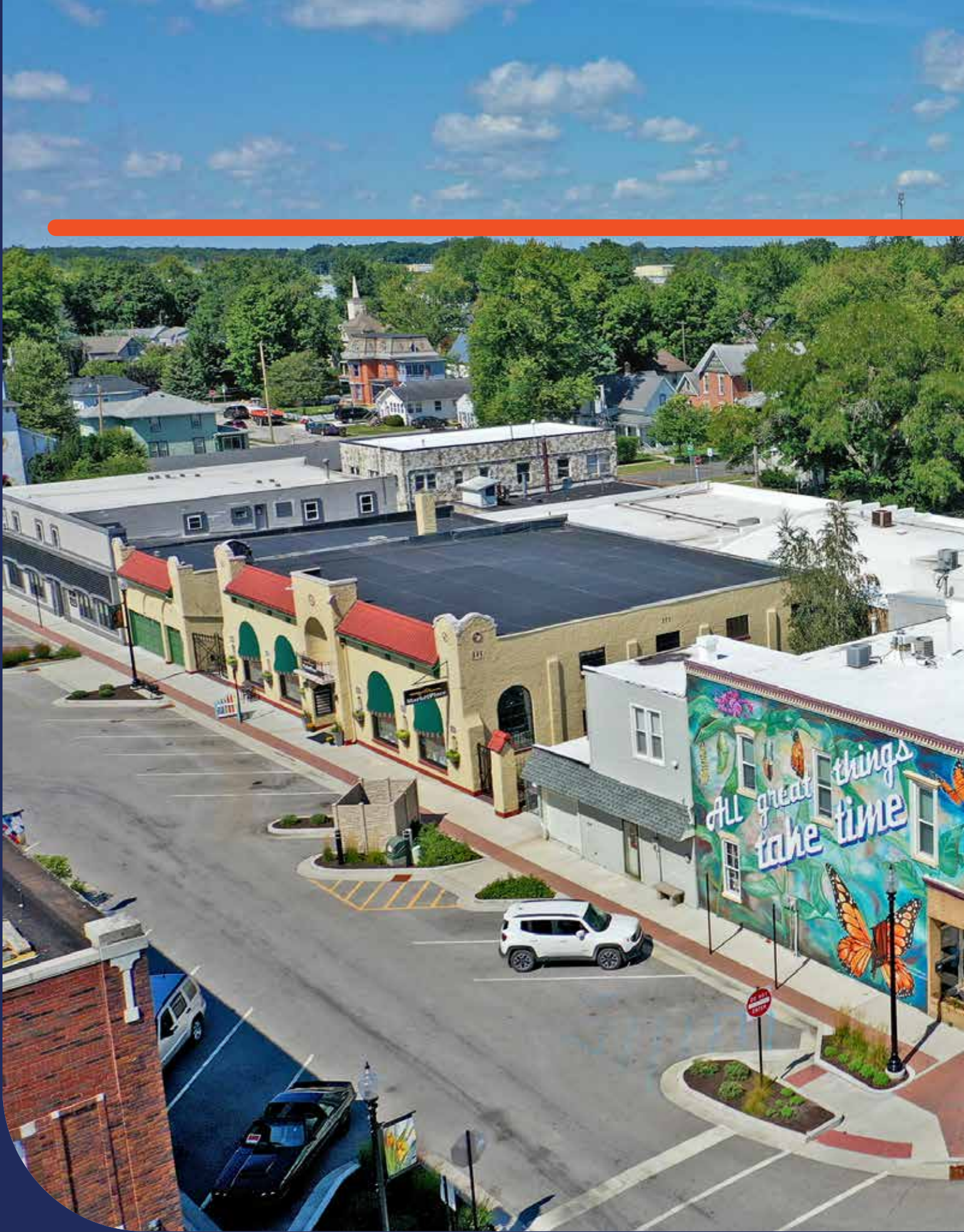
*Vision 2020*, created in 2009, is the Regional Partnership’s platform uniting our communities around a common objective to develop, attract, and retain talent. This is accomplished through short-term and long-term priorities organized under five pillars of economic success, including 21st-century talent (increasing educational attainment and creating quality of opportunity), competitive

business climate, entrepreneurship, infrastructure, and quality of life. The need to transform *Vision 2020* into an action-oriented program became apparent soon after the final plan was completed. This awareness led to the creation of a sustaining group that could bring together thought leaders and stakeholders from the private, nonprofit, and public sectors from across the region. The Regional Opportunities Council (ROC) has over 150 participants who annually establish and invest in target activities for each of the five pillars of *Vision 2020*. The initiative has continued and has since been recast as *Vision 2030*.



*Vision 2030* reframed the five pillars of *Vision 2020* into three key strategies: business attraction, talent development, and talent attraction and aligned three major goals for the region: increase per capita personal income (PCPI) to 90 percent of the national average, increase postsecondary education and credential attainment to more than 60 percent, and increase the population of Northeast Indiana to one million residents.







# 3

## STAKEHOLDERS AND EXECUTION





## ROLES AND RESPONSIBILITIES

A central aim of the *Growing with Vision* plan is to ensure that the READI effort builds on the successful implementation of the 2015 *Road to One Million* plan.

## REGIONAL DEVELOPMENT AUTHORITY (RDA)

Like the *RTOM* plan, the RDA will assume ultimate responsibility for updating the *Growing with Vision* plan, overseeing the budget, and executing the RDP. The RDA is overseen by a five-member board, whose members serve four-year terms. Appointed by their respective counties and municipalities, and confirmed by the entire RDA membership, our board members are committed to improving Northeast Indiana and supporting major regional initiatives, including *RTOM* and the current READI opportunity. The RDA board, informed and guided by key stakeholders, will be the primary driver in facilitating the deployment of READI funds into projects and programs throughout Northeast Indiana.



Each board member is required to have at least five years of professional work experience in one of the following: transportation, regional economic development, business or finance, the private sector, the nonprofit sector, or academia. Board members may not be elected officials or employees of a member county or municipality.

FIGURE 10. RDA CONTACT INFORMATION

RDA Board Members	
<b>Name/Title</b>	President Gene Donaghy
<b>Affiliation</b>	Retired from Northeastern Rural Electric Membership Corporation (REMC)
<b>Email</b>	<a href="mailto:genedonaghy@neindiana.com">genedonaghy@neindiana.com</a>
<b>Name/Title</b>	Vice President Andrew Briggs
<b>Affiliation</b>	Farmers & Merchants State Bank
<b>Email</b>	<a href="mailto:andrewbriggs@neindiana.com">andrewbriggs@neindiana.com</a>
<b>Name/Title</b>	Secretary Bob Marshall
<b>Affiliation</b>	Campbell & Fetter Bank
<b>Email</b>	<a href="mailto:genedonaghy@neindiana.com">genedonaghy@neindiana.com</a>
<b>Name/Title</b>	Jeffrey L. Turner
<b>Affiliation</b>	Attorney at law
<b>Email</b>	<a href="mailto:jefftturner@neindiana.com">jefftturner@neindiana.com</a>
<b>Name/Title</b>	James Khan
<b>Affiliation</b>	President & owner of BakerStreet Steakhouse, Proximo, & The Hoppy Gnome
<b>Email</b>	<a href="mailto:genedonaghy@neindiana.com">genedonaghy@neindiana.com</a>
Northeast Indiana Regional Development Authority	
<b>Address</b>	200 E. Main Street, Suite 910 Fort Wayne, IN 46802

## OTHER STAKEHOLDER GROUPS

Also similar to the *RTOM*, groups like the Mayor's and Commissioners' Caucus, the LEDO Council, the Regional Opportunities Council, and the Northeast Indiana Colleges and Universities network will be key stakeholders, as will be the private capital interests of Northeast Indiana. The new opportunity of program funding has prompted the regional convening of the philanthropic funding network to not only leverage possible funding and impact,

but to share best practices. The ongoing regional work of these existing groups extends beyond the READI grant, enabling this opportunity to fit within well-defined regional strategies and into existing patterns of collaboration. Each group plays a distinct role, but all have committed to working collaboratively to advance the *Growing with Vision* plan objectives. (For an overview of participating stakeholder groups, see the Our Stakeholders and Partners portion of Section 1. Introduction.)

Members of the LEDO Council play a pivotal role in the *Growing with Vision* plan. During the planning process, the 11 LEDOs were convened through biweekly LEDO Council meetings with staff from the RDA, the Regional Partnership, and the consultant group TIP Strategies. The LEDOs and the RDA received project and program applications through July 16, 2021 (for inclusion in the final RDP) and conducted quality checks of applications for each county and the region. A full list of submitted proposals is provided in Appendix C.

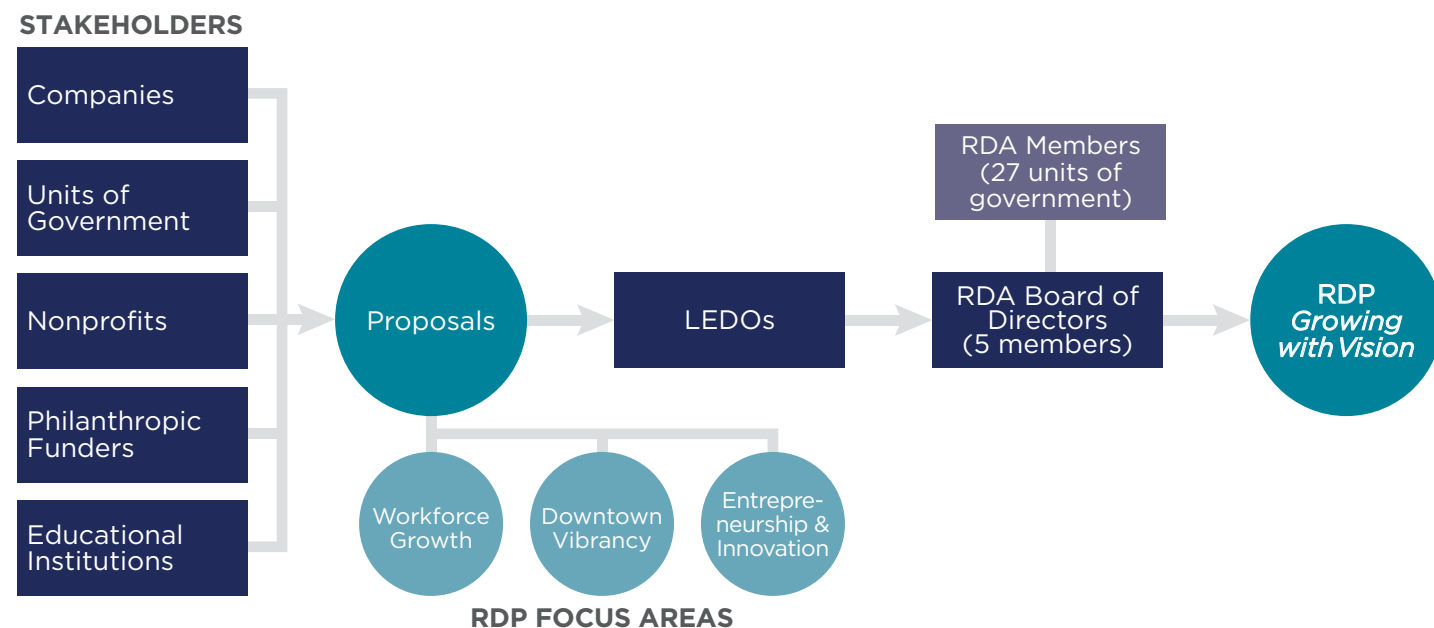
Each LEDO presented the top 10 to 20 percent of projects and programs from their county. LEDOs were then surveyed to identify the most effective projects and programs from the region

to feature in the *Growing with Vision* plan. While certain submissions are featured in more detail (see Appendix D), they represent a glimpse of the regionally effective projects and programs that were ready to be included in the *Growing with Vision* plan. However, as with any view, these projects and programs tell only a portion of the story.

Going forward, the RDA intends to enter into a management agreement with the Regional Partnership for staff support for READI implementation. Under this agreement, the Regional Partnership will provide administrative, marketing, and other fund development support. The Regional Partnership team, including consultants, will support owners of projects and programs assembling formal funding requests of the RDA.

Once a proposal is ready, including identification of the capital stack, the proposal will be presented to the RDA board for funding. The RDA board will hear the proposal pitch in an open meeting and subsequently vote on whether to fund the proposal. If a proposal is successful, the RDA will work with the proposal owner over the course of the project or program to ensure timely and appropriate distributions of READI funds.

FIGURE 11. READI PROCESS MAPPING







# 4

## COMMUNITY ENGAGEMENT





## REGIONAL INSIGHTS

Throughout the creation of the *Growing with Vision* plan, the Regional Partnership engaged with the communities in the 11-county region. Guided by the deep knowledge of county LEDOs, the Regional Partnership, RDA, and TIP Strategies hosted 90-minute roundtables with key business, institutional, and community leaders in each of the 10 counties surrounding Allen County. The surrounding county roundtables were aimed at collecting community insights to supplement TIP- and LEDO-gathered data to inform the *Growing with Vision* plan over the next three to five years. Over 150 individuals attended the 10 roundtables, representing a wide range of nonprofit, private, public, educational, and philanthropic stakeholders. In addition to open discussion, TIP used a live polling tool (Mentimeter) to capture and store information from the roundtable meetings.

The speed of the planning process required leaning on existing and in-progress efforts across the region.

For example, TIP Strategies hosted 20 roundtables and dozens of individual interviews to gather information and ideas from more than 200 local Allen County stakeholders in the spring of 2021. These included business leaders, elected officials, education leaders, developers, investors, community activists, advocates, and other stakeholders in the City of Fort Wayne and Allen County. The 10 other LEDOs provided similar insights from their respective counties.

In addition to engagement of the LEDOs, the Regional Partnership has kept the public apprised of RDP progress through press releases and blog posts. We have engaged the Regional Opportunities Council (more than 150 private and public sector leaders) in multiple meetings to inform them of the process, and most recently to collect any information gaps that may exist regarding the READI process. We collected data and will use that to create a frequently asked questions document that will be made publicly available through the RDA's page on the Regional Partnership website.





# 5

## REGIONAL VISION



## THE VISION FOR NORTHEAST INDIANA

Through the READI planning process, Northeast Indiana leaders seek to build on and update the long-standing vision of transforming the Northeast Indiana region into a top global competitor **through an intentional focus on talent**. In 2015, the Regional Cities Initiative sought to operationalize that focus through a bold vision to grow the region's population to one million residents. In addition to satisfying the current and future needs of the region's employers, a focus on growing the workforce provides the potential to stem the decline in per capita income levels and increase credential attainment and prosperity for residents. That initiative, in turn, was an extension of previous regional collaborative efforts, including the *Vision 2020* platform (which has since been updated to *Vision 2030*). Crafted in 2009, *Vision 2020* was organized around five pillars that supported the objective to develop, attract, and retain talent: 21st-century talent (increasing educational attainment and creating quality of opportunity), competitive business climate, entrepreneurship, infrastructure, and quality of life.

Armed with an understanding of current conditions, a solid structure for executing the *Growing with Vision* plan, and a clear direction from each county, regional leaders laid out three

areas of focus for the READI funds that would address crucial challenges: growing the workforce, building vibrant downtowns, and fostering entrepreneurship and innovation. These areas align closely with those laid out by the IEDC in its READI guidelines, while complementing and building on prior planning efforts, including the Regional Cities and *Vision 2020* initiatives, as shown in Figure 12.

*Working together, Northeast Indiana is a magnet for the best businesses and talent and is recognized as one of the nation's most prosperous regions.*

## POSITIONING NORTHEAST INDIANA FOR THE FUTURE

Ultimately, Northeast Indiana's ability to position itself as a top global competitor with strong economic and population growth is directly tied to its ability to influence the three areas identified for the *Growing with Vision* plan, which are deeply intertwined.

FIGURE 12. *GROWING WITH VISION*: RELATIONSHIP TO PRIOR EFFORTS





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*Building the Growing with Vision plan around these pivotal focus areas will help position the Northeast Indiana region in the minds of potential investors, companies, and residents.*

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Like previous iterations of regional plans, increase in population, prosperity, and credential attainment help build a regional product that makes business attraction, retention, and growth more likely in Northeast Indiana.

- **WORKFORCE GROWTH.** While all three factors are essential aspects of successful and flourishing economies, the ability to attract and retain talent is an increasingly fundamental detail. As such, the emphasis on population growth as the key to the region's future remains appropriate.
- **DOWNTOWN VIBRANCY.** The ability to attract and retain residents is heavily influenced by place-based characteristics. A resurgence of interest in revitalizing and reinvigorating downtowns and urban cores across the country is a recognition of the vital role these areas play in creating communities and regions that are attractive to residents and businesses.
- **ENTREPRENEURSHIP AND INNOVATION.** Talent is also at the heart of any strategy focused on fostering entrepreneurship and growing an innovation economy. The pace of technological change continues to accelerate, creating opportunities for new business formation and a demand for workers with flexible skill sets as well as a business climate that is agile and responsive.

Taken together, these strategies will guide the investment of READI funding. Through the identified projects and programs, the region will strengthen its competitive position by investing in talent, creating quality places, and supporting innovation and business formation.

## REGIONAL SWOT ANALYSIS

Our region is well-positioned to achieve its vision for the future. The following analysis builds on the strengths, weaknesses, opportunities, and threats (SWOT) analysis prepared as part of the *RTOM*. Adjustments were made based on the county roundtables completed as part of the preparation of the *Growing with Vision* plan and regional issues identified during the concurrent planning process being conducted for Allen County.

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*The region has an array of assets and opportunities that can be leveraged to achieve the READI vision.*

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## WEAKNESSES AND THREATS

The Northeast Indiana region has multiple long-standing challenges that the 11-county region continues to work toward addressing in the *Growing with Vision* plan. READI funding will assist the region in addressing these regional weak points more efficiently and effectively.

- **DIVERSITY.** The lack of diversity in the region was noted several times. Though there is inherent value to having a diverse population, two tangible reasons were given to why the lack of diversity inhibits the region's ability to retain and attract talent—it makes it difficult to recruit talent, such as healthcare specialists, and if new talent is recruited, it makes it challenging to integrate into the community. Increasing diversity leads to a less narrow talent pool.
- **TRANSPORTATION.** Adequate public transportation was a concern expressed by stakeholders in many of the county roundtables. Though public transportation is an important criterion in creating places that retain and attract young talent, stakeholders also expressed concern for low-income residents, children, and the elderly. Stakeholders were interested in an array of options—from trails and bike paths to taxi service, local buses, and interurban rail.



Better regional public transportation could also address the mismatch in labor supply and demand, caused in part by the divergence in housing supply and demand.



- **ALIGNMENT FOR REGIONAL IMPACT.** While there are many organizations across the region addressing quality-of-life issues, many of them are working at a local or county level and struggle to market their efforts throughout the region. This gap means that they are drawing on a smaller audience or stakeholder group to sustain their efforts. A need for greater coordination and efforts among these organizations was expressed across the roundtables.
- **HOUSING.** The region's lack of quality, affordable housing, both for students and adults, was a frequent concern. Specifically, employees who lived and worked in different counties expressed the difficulty of acquiring housing. As towns and cities across the region make progress on downtown revitalization, creating downtown housing options is the next major step to both sustain burgeoning downtown businesses and retain and attract young professionals interested in more dense, walkable living.

- **ENTERTAINMENT.** Though our communities are doing an excellent job of supporting arts and culture organizations, many stakeholders still spoke of a lack of entertainment, night life, and shopping options for young professionals and tourists. This market issue is largely relative to demand, but as the region makes a concerted effort to retain and attract talent, a lack of retail and dining options will be a barrier to address.
- **BROADBAND.** Fort Wayne, although enjoying widespread physical access to high-speed internet, still has large areas where affordability is a challenge, while for many other communities in Northeast Indiana, a lack of access to reliable broadband service is a threat to retaining and attracting businesses and residents. Broadband is essential for children to complete their schoolwork, for young professionals interested in telecommuting, and increasingly for seniors in rural areas to interact with healthcare specialists.

## STRENGTHS AND OPPORTUNITIES

While we continue to be challenged by the weaknesses and the threats listed previously, there are several more strengths and opportunities on the horizon that will facilitate growth and success of the region's economy. These assets are structured around the *Growing with Vision* plan's three focus areas: workforce growth, downtown vibrancy, and entrepreneurship and innovation.

## WORKFORCE GROWTH

- **HOUSING.** While a lack of quality, attainable housing was noted as a challenge to retaining and growing the workforce across the region, it also poses an opportunity for creative housing solutions. Particularly in the less urban areas of the region, housing that fits the finances and preferences of a growing workforce could be built to serve as a talent attraction incentive. In more urban areas, a growing demand for additional types of housing is unfolding. Several unique housing projects across the region are included in the *Growing with Vision* plan as methods to ensure a steady workforce for the region's industries as well as ensure a thriving community.

- **EDUCATION.** The region has several education systems that are underutilized and have the potential to be better leveraged to ensure a growing workforce. Some of these untapped resources include leveraging local school systems, promoting high school trade programs including internship and interdisciplinary cooperative education (ICS) programs, building education pathways through partnerships with decision-makers from regional employers, developing the network of higher education and vocational programs, building the education pipeline for the healthcare sector, and better utilizing the network of regional colleges and universities.
- **TALENT ATTRACTION.** The Northeast Indiana region is uniquely positioned along the state boundaries to Ohio and Michigan, specifically LaGrange, Steuben, DeKalb, Allen, and Adams Counties. This gives the region an opportunity to recruit and attract talent from surrounding states through incentive programs and other tools to attract remote workers and residents more strategically. This proximity also allows workers, who may initially reside outside of Indiana, but migrate later.
- **PROFESSIONAL GROUPS AND ALLIANCES.** The 11-county region has existing professional groups and alliances that could be scaled up and leveraged to grow the workforce and economic stability in the region. Such groups include the defense alliance and the regional manufacturing alliance, which currently operate between Adams and Wells Counties.
- **WORKFORCE DEVELOPMENT.** Much like education, Northeast Indiana has an opportunity to initiate workforce development programs that are industry driven. Such programs could target regional residents, such as youth, and reframe what a career in manufacturing might look like in today's economy. Other training opportunities could target the employers themselves on how to better retain their staff amid a nationwide labor shortage.
- **REGIONAL TRANSPORTATION STRATEGY.** The region has an opportunity to better connect the 11 counties across the region through various transportation efforts. This

could help to address workforce diversity, equity, and inclusion efforts by connecting areas of high unemployment with abundant, although potentially distant jobs. The region is keen on developing connectivity through an interconnected network of trails. Further, the region has an opportunity to bring more businesses and workers into the region through the development of US Route 30 and other highway networks.

- **GROWTH IN TECH SECTOR.** With a strong manufacturing support, historically one of the strongest in the country, Northeast Indiana is well positioned for several growing sectors in the region. These growing sectors, including financial technology, agricultural technology, biotechnology, production of medical devices, and automotive manufacturing, all offer the opportunity for a more diverse workforce and economy for the region.





- **FLEXIBLE CHILDCARE.** While access to quality and affordable childcare is a challenge in Northeast Indiana, it also poses an opportunity from the standpoint of growing the workforce in the region. With increased access to flexible childcare accommodating first-, second-, and third-shift workers, Northeast Indiana will have access to a growing workforce to support the needs of thriving regional sectors.
- **WELCOMENESS.** In a period of increased awareness around diversity, equity, and inclusion, Northeast Indiana has the opportunity to embrace and leverage an image of being a welcoming community to all and offering unique programs that demonstrate a commitment to diversity, such as dual language offerings within the school system.

## DOWNTOWN VIBRANCY

- **ATTRACTION AND FAÇADE GRANTS.** The region can attract and retain more businesses to downtowns and main streets and draw in more foot traffic through the utilization of grants to small businesses, such as attraction grants and façade grants to beautify downtowns.
- **RIVER DEVELOPMENT.** Fort Wayne-Allen County has dedicated significant funding, time, and energy to the development of Riverfront Fort Wayne, in the downtown area. There is an opportunity to continue to leverage this work into further riverfront progress for Allen County and the region.
- **MULTIFAMILY HOUSING.** While the region struggles to provide sufficient housing options, Northeast Indiana could help to meet regional housing needs by focusing on downtown developments. This opportunity includes building mixed-use developments, underrepresented housing typologies, and utilizing the upper levels of existing downtown buildings for housing that is walkable to downtown amenities.
- **MUSIC AND ARTS SCENE.** Northeast Indiana has a unique artistic culture spanning from the music scene in Fort Wayne, stimulated by Sweetwater Sound, to the Amish artisanship work found in

LaGrange County. Embracing both production and performance, the music and arts community is a thriving quality-of-life resource in the region. There is an opportunity to leverage these artistic assets and gain more community ownership by the artistic community as stakeholders in downtowns across the region.



- **ONLINE MARKETING.** We have the opportunity to support digital initiatives that can help our businesses expand their customer base. Examples under this heading include the SHOPNoble program, sponsored by Noble County, an online directory of local food venues, retailers, contractors, service providers, and other small businesses.
- **UNIVERSITY SATELLITES.** A trend across the country is establishing satellite university centers in downtowns to bring a younger demographic and a liveliness to previously underutilized downtown areas. This is an opportunity that is ripe for implementation in the Northeast Indiana region.
- **ENTERTAINMENT OPTIONS.** To build vibrancy across the downtowns and main streets of Northeast Indiana, entertainment options must



increase. Traditional arts and culture institutions abound in each of the counties, as does a professional sports environment with teams like the Fort Wayne Mad Ants, the Fort Wayne Komets, and the Fort Wayne TinCaps. Counties across the region are prepared to employ innovative approaches, such as opening test kitchens, breweries, food halls, food trucks, and creating a diverse food scene to develop livelier city and town centers beyond typical office hours.

## ENTREPRENEURSHIP AND INNOVATION

- **INDUSTRY 4.0.** Northeast Indiana has the opportunity to become recognized as one of the premier Industry 4.0 (which focuses on interconnectivity, automation, machine learning, and real-time data) communities through collaboration between industry, government, and higher education. Public-private partnerships must evaluate and plan around these new technologies, developing a pipeline of Industry 4.0 talent that is prepared for the occupations of the future.
- **ENTREPRENEUR ECOSYSTEM.** The region has several opportunities to develop a stronger, more connected entrepreneur ecosystem. Resources already exist through programs such as Build Institute Entrepreneur Education, a nine-week basic business startup education program for early stage entrepreneurs that can be scaled up beyond the program currently serving the City of Fort Wayne. There is also an opportunity to develop local networks that would allow entrepreneurs to share resources and connect with, and be mentored by, the region's uniquely accessible business leaders. Sectors such as specialty insurance, automotive, orthopedic, and manufacturing present opportunities for fostering startups and spin-offs.
- **ACCESS TO CAPITAL.** While there is potential for a strong entrepreneurship ecosystem in Northeast Indiana, one critical element must be considered: access to capital. There is an opportunity to increase access to capital through leveraging revolving loan fund programs and building a regional angel investor network.
- **COLOCATION.** The region has the opportunity to create a more innovative environment by

establishing additional colocation spaces—this includes coworking spaces, maker spaces, and space for short-term or pop-up ventures.

- **REGIONAL ACCELERATOR NETWORK.** While there are several initiatives taking place across the region to engage with and support entrepreneurs, there is not a regionwide link between these various programs. Furthermore, due to setbacks during the pandemic, several programs were put on hold or failed. There is an opportunity to both reinstate entrepreneurial accelerator programs that were stifled due to COVID-19 and build a stronger network among all the programs and entrepreneurs across the region.
- **SMALL BUSINESS SUPPORTS.** Northeast Indiana is uniquely positioned with small businesses (businesses with 25 employees or fewer) making up most of the regional workforce. In order for the community of small businesses to thrive across the region, a more robust system of supports for businesses through collaboration across service providers, such as the US Small Business Administration and local and county-wide chambers of commerce, are needed.







# 6

## TRENDS





## LOOKING FORWARD

No long-term planning process would be complete without a discussion of the longterm factors that will influence the implementation of *Growing with Vision*. The *Growing with Vision* plan is designed to support positive economic trends in Northeast Indiana and leverage economic, industry, and cultural shifts that will contribute to its successful execution.

## WORKFORCE GROWTH

- **POSITIVE MIGRATION FLOWS.** A consistent theme of the *Growing with Vision* plan and prior initiatives is that our region's ability to draw in new residents will be critical to our future success. The recent uptick in net in-migration to the region is an important trend for the *Growing with Vision* plan to focus on. Determining the drivers of this trend, and conversely the forces drawing people out of the region, can help shape the *Growing with Vision* plan's implementation. While there are still political and cultural factors constraining foreign migration, improved economic conditions (pre-COVID-19) and the increasing use of technology to shape how and where people work have eased barriers that tied people to a specific place following the 2008-2009 recession.
- **CONTINUED JOB GROWTH.** Prior to the pandemic, job growth in the Northeast Indiana region had slightly outpaced other parts of the state and the US (see Section 2. Current State of the Region). Jobs in sectors associated with household purchasing (such as manufacturing and retail trade) and travel and dining (such as food services and accommodation) were heavily impacted worldwide by the shutdowns associated with COVID-19, and our region was no exception. Despite these upheavals and continued uncertainty about the pandemic, the region continues to attract investment and remains a strong market for jobseekers, which could help spur in-migration.
- **DIVERSITY, EQUITY, AND INCLUSION.** A combination of factors, including the COVID-19 pandemic, the associated global economic

upheaval, and social unrest across the US, have focused attention worldwide on questions of equity and inclusion. This growing awareness has turned a spotlight on how policies and investments impact our region's most vulnerable populations. In doing so, we opened the door to changing the way we develop talent and expanded the opportunities to bring new people to the area, a trend that will strengthen our region over the long-term.



- **PASSENGER TRENDS AT FORT WAYNE INTERNATIONAL AIRPORT (PRE-COVID-19).** The presence of a major airport offers an important amenity to existing residents and can be a key factor in attracting businesses and residents. Prior to the pandemic, the Fort Wayne International Airport (FWA) celebrated its 10th consecutive year of passenger growth.<sup>2</sup> This sustained growth in passenger traffic (pre-pandemic) points to growing connections with and interest in the region from other markets, whether for business or leisure. Although air travel was severely limited globally by the pandemic, airports across the US have

2 Brandon Noll, "Fort Wayne Airport Expansion Key for Northeast Indiana's Growth, *Northeast Indiana Regional Partnership*, August 29, 2020. <https://neindiana.com/blog/fort-wayne-airport-expansion-key-for-northeast-indianas-growth>.

seen demand rise sharply in recent months. Significant improvements underway at FWA, which include the West Terminal expansion and the modernization of the airport's baggage screening system, will enable the region to build on this momentum as air travel returns to more normal patterns in the future.

## DOWNTOWN VIBRANCY

- **DOWNTOWNS PLAY A VITAL ROLE.** Quality of place remains a significant driver in the location decisions of companies, families, and individuals, and, therefore, in population growth. Flourishing communities, featuring robust employment opportunities, a variety of housing options, strong cultural amenities, and a range of entertainment and recreation offerings, have a competitive advantage. Downtowns, both large and small, are a critical piece of quality of life and often signal the overall economic health of a community or region. Quality-of-place investments, including those that seek to reinvigorate core areas, will help capitalize on other regional assets that support talent retention and attraction.



- **TRANSPORTATION MODES.** While the full picture is unclear, there is some evidence to suggest that young adults tend to drive less than previous generations and to delay automobile ownership.<sup>3</sup> There are a variety of factors influencing this trend, including a relative lack of lower-priced models on the market, rising concerns about the environmental impact of automobile use, and the growing availability of alternative modes of transportation, including ride-sharing services such as Uber and Lyft, and personal transport options like electric scooters. This pattern may be altered by the pandemic if, for example, concerns about density push people toward more suburban options. But if even a small percentage of upcoming generations make different choices about car ownership, downtowns will be an asset for those seeking an alternative to traditional automobile-focused, suburban development patterns.
- **MINIMALIST LIFESTYLE.** The increased interest in minimalist living seen in popular culture could also impact the *Growing with Vision* plan's implementation. Viewed in part as a reaction to the consumerism of prior decades, this perspective focuses on reducing the environmental impact of daily living by limiting consumption and reducing waste. The tiny house movement is the extreme end of this continuum. But, more broadly, the influence of the minimalist perspective could help reverse the decades-long trend of building ever-larger homes and could support the *Growing with Vision* plan's focus on downtown vibrancy.

## ENTREPRENEURSHIP AND INNOVATION

- **ACCELERATED USE OF TECHNOLOGY.** Along with its dramatic impact on economic conditions, the pandemic accelerated a number of trends around technology usage by companies, workers, and individuals. Rapid technological advances have been a hallmark of the modern era. But the worldwide disruption caused by COVID-19 accelerated the adoption

<sup>3</sup> See, for example, Adrienne Roberts, "Driving? The Kids Are So Over It," *The Wall Street Journal*, April 20, 2019. <https://www.wsj.com/articles/driving-the-kids-are-so-over-it-11555732810>.

of technologies, such as video conferencing and supply chain automation, as businesses were forced to move their operations online. While it's not clear yet what will happen as circumstances return to normal in the future, it seems unlikely companies will abandon the investments they have made in innovative technologies. Increased comfort around technologies, like video conferencing and artificial intelligence, creates market opportunities that can support entrepreneurship and innovation in the Northeast Indiana region.

- **UPTICK IN NEW BUSINESS FORMATION.** The uncertain job market, created nearly instantly as the pandemic shut down economies around the world, unleashed a wave of new business formation in the US. According to a January 2021 analysis of US Census Bureau data by McKinsey & Company, the number of new business applications in the latter half of 2020 was nearly double the number for the same period in 2019.<sup>4</sup> This sharp spike in new business formation was not a characteristic of prior recessions, suggesting that technological innovations spurred by this unprecedented moment may have reduced barriers for those looking to go out on their own. Furthermore, a larger share of establishments formed in 2020 were designated by the Census Bureau as “high-propensity business applications” than in 2019. This designation is based on characteristics of the establishment’s administrative filing, including tax records, which indicate it is more likely to transition having employees.<sup>5</sup>
- **STRONG, INNOVATIVE SECTORS.** Northeast Indiana has distinct opportunities across several innovative industry sectors that align with state-level targets. Our medical device industry cluster, centered around the City of Warsaw in Kosciusko County, represents 50 percent of the global orthopedic market for total joint replacements. For over a century, Northeast Indiana has also been a pivotal player in the nation’s military research and development (R&D) and production, with thousands of specialized personnel employed by

divisions of some of the world’s largest defense contractors, including BAE Systems, Raytheon Technologies, Riverside Manufacturing, and L3Harris Technologies. The region has also spawned several successful specialty insurance companies and created specialized educational programs to support them, including the region’s first bachelor-level degree in the field of risk management and insurance (at the University of Saint Francis in Fort Wayne) and first InsurTech Undergraduate Certificate program (at Indiana Tech in Fort Wayne, designed to bridge the knowledge gap among technology, risk management, and cyber liability). These sectors and others offer a place for new, innovative businesses to flourish in the region.

- **PRESENCE OF ELEVATE VENTURES.** Adopted as a *Vision 2020* priority in early 2014, the establishment of Elevate Ventures in the region has been a pivotal piece of Northeast Indiana’s entrepreneurial ecosystem. Part of a statewide organization that provides startup funding for small, high-growth companies and assists in helping second-stage companies succeed, the presence of Elevate Ventures has cemented the region’s commitment to entrepreneurship and innovation. In addition to assisting local entrepreneurs with its own resources, Elevate Ventures created the Northeast Indiana Investor Network in April 2014. The network connects Northeast Indiana investors with early stage startups, giving the startups the opportunity to vet their projects with potential investors in the region. However, this existing network will need to be complemented by an additional network of angel investors if the entrepreneurial ecosystem in Northeast Indiana continues to grow (see Section 5. Regional Vision).

4 Kevin Sneader and Shubham Singhal, “The Next Normal Arrives: Trends That Will Define 2021—and Beyond,” McKinsey & Company, January 4, 2021. <https://www.mckinsey.com/featured-insights/leadership/the-next-normal-arrives-trends-that-will-define-2021-and-beyond>.

5 “Business Formation Statistics,” *US Census Bureau*. <https://www.census.gov/econ/bfs/methodology.html>.



# 7

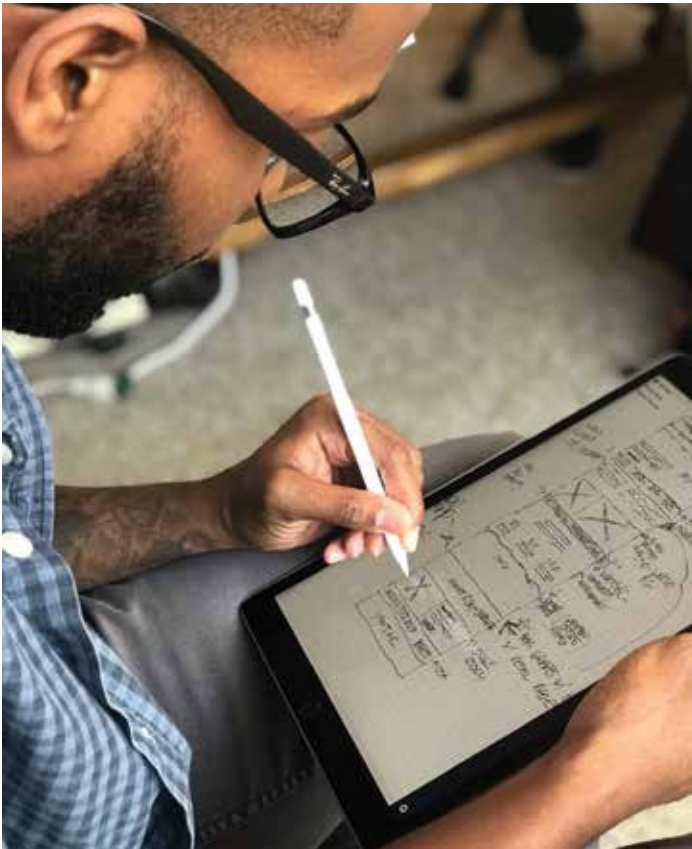
## REGIONAL GOALS AND OBJECTIVES





## ACCELERATING GROWTH

The vision for the *Growing with Vision* plan was not created in response to the READI opportunity. It is the same vision toward which we have been working since 2009 and the *Vision 2020* initiative to be a top global competitor. The game-changing goal set as part of the Regional Cities initiative—to grow our population to one million residents—reflects the direct connection between economic competitiveness and talent.



## OUTCOMES

We recognize that we must grow our population to satisfy the current and future workforce needs of our employers. Beginning with *Vision 2020* and through each subsequent planning process, this imperative has provided the Northeast Indiana region with a platform uniting our communities around a common objective.

The primary outcome we seek to achieve through the *Growing with Vision* plan's implementation is to increase our total population to one million residents. This overarching goal will be achieved by focusing on factors that influence the development, retention, and attraction of talent. Within the three focus areas identified for the *Growing with Vision* plan, the desired outcomes include the following.

- **WORKFORCE GROWTH.** Growing our population to one million residents, even if we maintain our current age structure and educational attainment levels, would have a positive impact on our economy. However, for greatest impact, we would need to grow our share of younger, more educated talent. This includes upskilling current talent as our economy evolves and creating a nimble responsive educational environment.
- **DOWNTOWN VIBRANCY.** Investing in quality-of-place improvements, like creating lively downtowns, with unique housing options, thriving food scenes, and robust arts and culture offerings, will make our region more attractive to potential residents, including young professionals. Through these investments we will reap returns in a strengthened economy and more vital communities.

**FIGURE 13. POPULATION TRENDS**  
COMPARISON OF NORTHEAST INDIANA AND BENCHMARK REGIONS

	2010	2015	2020	POPULATION CHANGE (%)		MEDIAN AGE
				2010-2020	2015-2020	
Northeast Indiana 11 Counties	759,791	773,889	793,165	4.39%	2.49%	36.8
Boise, Idaho	617,899	675,173	770,353	24.67%	14.10%	36.3
Des Moines-West Des Moines, Iowa	608,942	659,803	707,915	16.25%	7.292%	35.7
Durham-Chapel Hill, North Carolina	566,291	608,185	652,542	15.23%	7.293%	37.6

Sources: STATS Indiana; TIP Strategies (median age calculated from grouped data).

Notes: To create consistency over time, population figures for the three metropolitan areas represent the sum of their component counties as defined by the Office of Management and Budget in March 2020: Boise City, ID (Ada, Boise, Canyon, Gem, and Owyhee Counties); Des Moines-West Des Moines, IA (Dallas, Guthrie, Jasper, Madison, Polk, and Warren Counties); and Durham-Chapel Hill, NC (Chatham, Durham, Granville, Orange, and Person Counties).

- **ENTREPRENEURSHIP AND INNOVATION.**

Embracing entrepreneurship and innovation as a means of promoting economic diversification and stimulating growth will create conditions that support new business formation and innovation within our existing companies will drive our success.

## BENCHMARK REGIONS

As part of the creation of the Regional Dashboard under the original *Vision 2020* initiative, we identified 14 regions, using an objective and comparable set of benchmarks. These benchmarks were categorized as either peers or “stars.” Stars are areas that possess some degree of economic success that Northeast Indiana may aspire to reach. Peers are regions that have not been as successful as the stars and can be considered Northeast Indiana’s peer group with the attitude that our performance should at least approximate the peers. By understanding where our economy stands relative to these peers and identifying regions that are outperforming us, we can make smarter decisions about our future, focus our resources, and align our strategies based on objective data and best practices.



Metrics and benchmark regions for the *RTOM* plan were developed from a combination of our *Vision 2020* dashboard, the quality-of-life indicators, and the peer city regions profiled in the IEDC’s peer cities study, *Benchmarking U.S. Regional Cities: A Study and Guide for Transformation*. The regions that were selected by the Steering Committee include Boise, Idaho (IEDC peer city), Des Moines, Iowa (*Vision 2020* star city) and Durham-Chapel Hill, North Carolina (IEDC peer city). These benchmarks will remain unchanged for the *Growing with Vision* plan. Population trends for Northeast Indiana and the three benchmark regions are shown in Figure 13, page 42. More information on benchmarking can be found in Section 10. Success Metrics.

## RETURN ON INVESTMENT

Figure 14, page 44, outlines the anticipated high-level return on investment (ROI) that would flow from achieving the vision set forth in the *Road to One Million* plan and extended through this *Growing with Vision* initiative. The Historic column reflect conditions at the time of the *RTOM* effort. The middle two columns show Northeast Indiana’s economic trajectory assuming current trends. At the current pace, our population will not surpass one million residents until 2067, more than four decades in the future. In the fourth column, we explore what it would look like if the region achieved economic conditions similar to the best-practice benchmarks. Under this scenario, using growth rates from Boise, Idaho (one of our three high-performing benchmark regions), the timeline for reaching the one-million mark is accelerated dramatically.

Continued investments in transformational projects and programs, like those put forth as part of this READI initiative, will be the key to achieving this impressive pace. Investments in affordable housing, quality childcare, and skills training will help support regional efforts to retain and attract younger, more educated talent. Quality-of-place investments focused on redeveloping and revitalizing downtowns throughout the region will provide the amenities and vibrancy this population seeks. Enhancing Northeast Indiana’s innovation assets and building a climate of entrepreneurship will make the region more competitive. And, finally, building thriving neighborhoods in Southeast Fort Wayne will help create economic opportunity for this underserved portion of the region.



**FIGURE 14. RETURN ON INVESTMENT**

ANTICIPATED IMPACTS OF GROWING THE NORTHEAST INDIANA REGION TO ONE MILLION PEOPLE

	HISTORIC	BASELINE	STATUS QUO	RTOM
	2015	2020	2030	CURRENT PACE: 2067 <b>ACCELERATED: 2030</b>
<b>POPULATION</b>				
Total Population	773,889	793,165	819,706	1,000,000
Compound Annual Growth Rate (CAGR)	—	0.493%	0.493%	2.2%
Preschool (0-4)	53,322	53,868	56,856	58,308
School Age (5-17)	145,085	143,815	166,958	182,338
College Age (18-24)	71,367	70,156	46,476	87,826
Young Adult (25-44)	189,508	198,368	197,176	276,097
Older Adult (45-64)	200,777	194,577	180,942	240,032
Older Population (65 and Older)	113,830	132,381	171,298	155,399
<b>ECONOMY</b>				
GDP (in thousands, \$2019)	\$40,850,706	\$43,527,338	\$47,099,978	\$63,732,926
Labor Force	381,290	390,787	403,864	492,693
Total (Aggregate) Wages (\$2019)	\$17,460,519	\$18,600,583	\$20,127,283	\$27,235,058
<b>HOUSING</b>				
Households	291,277	302,440	312,560	381,308
Total Housing Units	331,043	340,171	351,554	428,878
<b>CREDENTIAL ATTAINMENT (25+ YEARS)</b>				
Some College No Degree	106,536	105,592	113,258	166,690
Associate Degree	43,008	50,881	54,575	63,314
Bachelor's Degree	69,651	78,798	84,519	143,336
Graduate, Professional, or Doctorate Degree	37,459	40,157	43,073	69,679
<b>ARTS PATRONAGE</b>				
NEI Arts and Culture Patronage	1,305,293	870,118	1,529,488	1,904,663

Note: Figures for the Historic, Baseline, and Status Quo scenarios are based on estimates and projections for the 11-county Northeast Indiana region prepared by state and federal statistical agencies. The timing and values presented in the Road to One Million scenario assume the region mirrors Boise's growth rates (population, GDP, and aggregate wages) and distribution patterns (age structure and credential attainment). Dollar values for GDP and aggregate wages were adjusted for inflation by TIP Strategies using the Historical Consumer Price Index for All Urban Consumers (CPI-U), with the 2030 index value estimated based on 2010 to 2020 trends. NEI arts and culture patronage figures were compiled from a poll of 30 regional arts organizations based on aggregate attendance.

Sources: US Census Bureau; Indiana Business Research Center (via STATS INDIANA); US Bureau of Economic Analysis, CAGDP1 Gross Domestic Product (GDP) and CAINC5N Personal Income by Major Component and Earnings by NAICS Industry; US Bureau of Labor Statistics, Historical Consumer Price Index for All Urban Consumers (CPI-U) August 2021; Arts United primary research (arts patronage figures); TIP Strategies.

# 8

## REGIONAL STRATEGIES





## GROWING WITH VISION

The following section provides an overview of the projects and programs that comprise the *Growing with Vision* plan. These projects and programs were identified through a process of reviewing existing plans, interviewing community leaders, hosting county roundtables, and consulting with the Steering Committee.

### IEDC FOCUS AREAS

The IEDC urges regions to select strategies that will make positive developments in the following focus areas, but regions are free to expand or limit the scope of the plan to other areas.

- Quality of Place and Quality of Life
- Quality of Opportunity
- Innovation
- Entrepreneurship
- Talent Attraction and Development

Ultimately, project and program leads in each of the 11 Northeast Indiana counties were asked to submit a detailed profile to ensure that their projects and programs were consistent with the READI guidelines. The projects and programs fall into three focus areas.

- Workforce Growth
- Downtown Vibrancy
- Entrepreneurship and Innovation

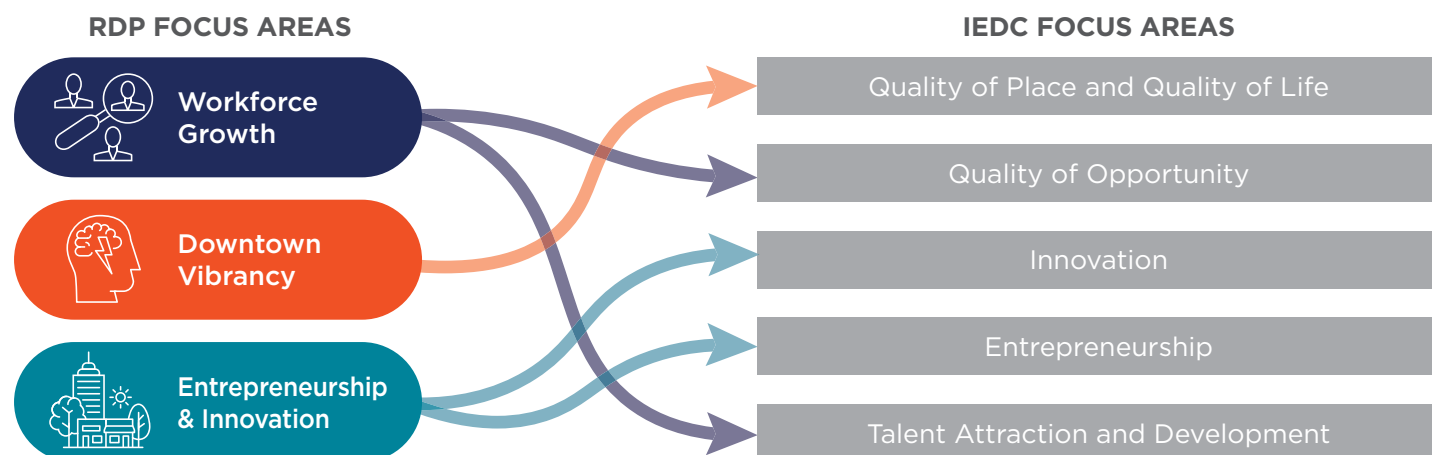
The focus areas selected by Northeast Indiana align closely with those laid out by the IEDC, while complementing and building on prior planning

efforts, including the Regional Cities and *Vision 2020* initiatives. These broad areas were then divided into nine strategies that were used to group the projects and programs and prioritize them. One strategy area to support Southeast Fort Wayne was applied to projects and programs in more than one focus area.

Projects and programs that represent a sustainable investment mechanism over the long term were also identified. Examples include the Adams County Catalyst Program Fund, Hope Unleashed Initiative, Northeast Indiana Higher-Ed Research Consortium Connector, Regional Innovation Center, KEDCO/gener8tor Medical Device Accelerator Studio, Start & Exit, Elevate Northeast Indiana / Eleven Fifty Academy at Electric Works, Family & Friends Fund for Southeast Fort Wayne, and Community Development Financial Institutions (CDFI) Friendly America in Fort Wayne. These listed projects and programs all contain a sustainable funding source so the programs and projects can continue well after READI funds are expended, ensuring program longevity and ongoing community impact.

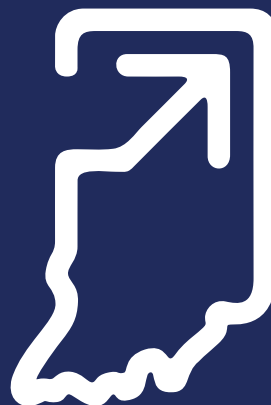
From the list of 130 projects and programs, 44 were selected to be profiled in this report. A brief summary of the focus areas and related strategies, along with representative projects and programs, is shown on the following pages. The vision projects and programs are presented in greater detail in Appendix D. These profiles include a description of the project or program, its significance to the region, the estimated timeline for completion, participating stakeholders, and budget (including a discussion of sustainability). A full list of all 130 projects and programs is provided as Appendix D.

FIGURE 15. RELATIONSHIP OF *GROWING WITH VISION* FOCUS AREAS TO IEDC FOCUS AREAS



# WORKFORCE GROWTH

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## WORKFORCE GROWTH

Growing the workforce is the core of the region's vision to reach one million residents. Our employers and sectors will need a reliable pipeline of talent, both local and new to the region, to remain competitive in the future. The ambitious goal for population growth set in the *RTOM* provides the driving force for the strategies and projects and programs that fall into this focus area. The 2015 planning process also revealed the need to address the region's lack of diversity, which has inhibited our ability to attract and retain talent. This challenge includes creating an increasingly well-credentialed workforce for jobs, regardless of collar color.

As a region, we have made great strides in aligning workforce development, higher education, and industry to strengthen our labor force. READI funding will enable us to accelerate this work by expanding the supply of workforce housing, attracting and retaining talent (including an emphasis on the healthcare pipeline), and leveraging anchor assets.



The strategy areas and proposals associated with **Workforce Growth** are highlighted on the following pages. Full details of each vision project and program are presented in Appendix D. Project and program names are hyperlinked to correspond with the full submission in the appendix.

## BUILD WORKFORCE HOUSING

Access to quality and financially accessible housing is a challenge across the Northeast Indiana region from multifamily rental units to executive-level housing options. This lack of housing means there is an abundance of individuals who work in Northeast Indiana but do not reside there. Incorporating more attainable housing options is a critical element to retaining and growing the workforce in the region over the next several years. A lack in housing options could lead to a future lack of employers and ultimately low employment for the region. The *Growing with Vision* plan proposes several unique housing projects across the region to secure a stable and growing workforce for the region's existing and future industries. Several examples are provided of such housing projects in counties across the region. However, this list is not exhaustive. Additional housing-related projects are listed in Appendix C and we expect to receive even more proposals for viable housing developments if and when READI funding is granted.

- ADAMS COUNTY CATALYST PROGRAM FUND.** Using READI funds, the Adams County Economic Development Corporation (EDC) will create a loan fund that will provide flexible development gap financing for planned catalyst projects as part of its soon-to-be-launched housing strategy. Identifying catalyst sites, which are either already owned by the city or can be acquired at an affordable price, is the cornerstone of this work. Funds recaptured from long-term investments in catalyst projects, including upper-floor conversions of underutilized space in downtowns into marketable workforce housing, will seed Countywide loan funds for implementation of housing strategies.
- KENTNER CREEK CROSSING.** Kentner Creek Crossing, in Wabash, is an executive housing community located just north of the Honeywell Golf Course. The development will consist of over 25 home building sites divided into two

plats. Kentner Creek Crossing East will consist of 17 lots ranging from .20 acre to .60 acre, while Kentner Creek Crossing West will consist of 9 building sites ranging from .30 acre to .75 acre. The project is a response to challenges faced by companies in recruiting executives to the area due to a lack of viable housing options for this important demographic.

- **LIFT OFF LLC (LAMAR LOFTS).** The Lamar Lofts project, in Bluffton, proposes to develop a 4.45-acre parcel of land with streets, water lines, and sewer and storm water drainage infrastructure. The project would consist of 16 separate buildings (9 duplexes and 7 triplexes) with attached garages, resulting in 39 individual market-rate apartments. The site's proximity to the Interurban Trail/Poka-Bache Connector, a critical component of the regional trail system, would provide an important amenity.



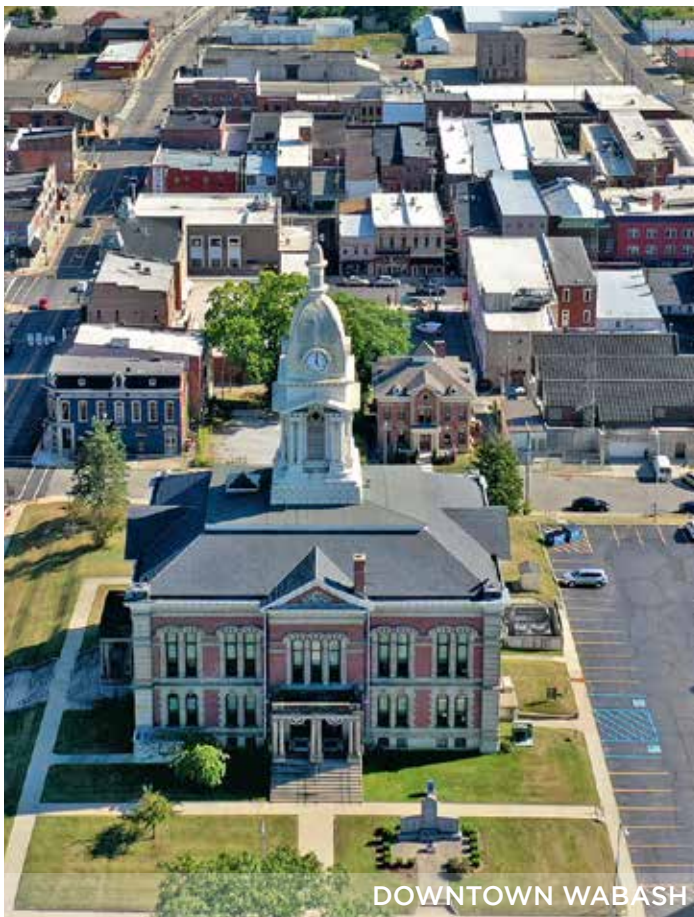
NORTH OSSIAN MAINTENANCE PHOTO

- **NORTH OSSIAN SEWER EXPANSION PROJECT.** The Town of Ossian is in the process of providing septic relief to 34 homes with septic system code violations by expanding the size of the sewer line. This expansion will provide the opportunity for additional growth and development on the north side of Ossian, which

has the potential to grow the workforce and drive additional investment.

- **OWEN'S REDEVELOPMENT PROJECT.** In addition to bringing more vibrancy to downtown Warsaw, the proposed redevelopment of the former Owen's Market grocery store site will help support efforts to grow the workforce by creating more opportunities for workforce housing. Through the project, this vacant and underutilized downtown commercial area would be transformed into a four-story mixed-use development encompassing approximately 150 market-rate apartment units, 15,000-20,000 square feet of commercial space, and a 300+ space parking garage. This undertaking, which represents the most significant downtown development undertaken by the City of Warsaw to date, would support the density of employers in the medical device and agribusiness sectors that recruit from outside the Warsaw area.
- **SHIPSHEWANA HOUSING DEVELOPMENT PROJECT.** This Shipshewana phased development project is located on a site with a land value of over \$1.3 million that allows up to 103 units, including family homes, duplexes, cottage homes, pocket neighborhood homes and estate homes. The project is part of a larger housing strategy being conducted by the Housing Resource Hub in LaGrange County. It is distinct from, but complementary to, the development of catalyst projects being carried out in partnership with the Town of Shipshewana and the LaGrange County EDC.
- **TOPEKA HOUSING DEVELOPMENT PROJECT.** As part of a larger strategy for LaGrange County, the Housing Resource Hub is working to enhance local capacity by addressing barriers to local participation in direct housing programs. Eager to improve its community, the Town of Topeka has decided to champion the construction of 163 total units to help create a resilient community through workforce housing and town attraction. Specifically, this project focuses on two sites that collectively provide 51.56 acres for production and a land value of \$1.1 million. The hub will codevelop the site with the Biggs Group, an experienced developer from Northeast Indiana.





- **TOWN OF LAGRANGE HOUSING DEVELOPMENT PROJECT.** As part of its overall housing strategy, the Housing Resource Hub is working with the Town of LaGrange to address barriers to successful implementation of workforce housing initiatives in LaGrange County. Examples of barriers include capacity challenges among local governments and nonprofits; insufficient access to experienced developers; and a lack of analytical and policy around workforce housing, particularly in rural areas.
- **VILLAGE OF WHITE OAKS PHASE III HOUSING.** This project will complete the buildout of Phase III (final phase) of the Village of White Oaks, a 58-lot residential subdivision in the Town of Albion. Indiana READI grant support would enable the project to move forward and reduce lot prices to help ensure new home prices fall within the intended, affordable range to accommodate the local workforce needs. This financial support will also help expedite the completion of Phase III by adding 11 lots in 2021 and 10 more by 2023.

- **WABASH LEGACY SITE DEVELOPMENT.** Located less than a mile from downtown Wabash, this 12-acre development is situated in an Opportunity Zone and encompasses the former Parkview Hospital site. The site was donated by Parkview to the Housing Resource Hub on behalf of the City of Wabash. Known as the Wabash Legacy Site, it is planned to have approximately 51 single-family new construction homebuyer units, as well as a multifamily new construction building that will include 30 to 40 units.
- **WATERCREST SECTION III HOUSING DEVELOPMENT (AVILLA).** Indiana READI grant support would facilitate the buildout of Section III (final phase) of the Watercrest housing development, a 24-lot residential subdivision in the Town of Avilla. In addition to allowing the project to move forward, READI funding will also have the effect of reducing lot prices to ensure new home prices fall within the intended, affordable range to accommodate local workforce needs.

## ATTRACT AND RETAIN TALENT

To attract and retain talent, existing regional inequalities in economic opportunity, educational attainment, and familial financial resources must be lessened. The under-supply of childcare and the lack of intentional supports for diverse communities are two prominent areas of concern that were discussed in county roundtable conversations. A shortage of qualified and licensed childcare offerings inhibits the ability of working parents to participate fully in the job market, especially considering the need for first-, second-, and third-shift workers in the region's leading manufacturing sectors. This, of course, leads to retention issues for employers. Similarly, the region potentially ostracizes newcomers from feeling welcome in the communities throughout the region. The national increase in awareness around diversity, equity, and inclusion has highlighted this deficiency in Northeast Indiana and presents the opportunity to promote the region as welcoming and committed to supporting all residents, ultimately building stronger communities with a more reliable and retainable workforce.

- **GROWTH, DIVERSITY, AND INCLUSION PROJECT MANAGER.** In support of the region's *Road to One Million* goal, Grow Wabash



County proposes to add a growth, diversity, and inclusion project manager. This full-time position would oversee efforts to attract a larger, more diverse population to Wabash County and provide access to support systems and resources to help all families prosper. The project manager would serve as the main point of contact through the process of attracting, relocating, and retaining talent to the county. Duties would include serving on the Wabash Diversity Coalition, completing a talent attraction campaign to promote Wabash County and the career opportunities available and creating and maintaining information resources to help new and prospective families moving to the county.

- LAGRANGE COUNTY EARLY LEARNING COALITION.** In partnership with Parkview LaGrange Hospital, and with support from the LaGrange County EDC, the LaGrange County Early Learning Coalition will address a shortage of quality childcare through a community-owned early learning center. Under the program, LaGrange County businesses would invest in the center to offer their employees ready access to quality childcare. In addition to reducing absenteeism and turnover costs, participating companies could receive tax deductions on their investments. Successful models include a community-owned center in a neighboring community and a company-owned center opened by Therma-Tru Doors. READI funds would be used to conduct a feasibility study, secure and renovate an appropriate building, and hire a qualified team to ensure the program attains the highest rating (Level 4) under the state-adopted Paths to QUALITY (PTQ) system.

## SUPPORT SOUTHEAST FORT WAYNE

Southeast Fort Wayne has historically been underserved and has experienced significantly less private investment than the community at large. The quadrant is often perceived by the development community as ill-suited for significant real estate investment. That perception has masked the abundant opportunities that exist in Southeast Fort Wayne—in real estate, existing public infrastructure, talent, and strong neighborhoods. Recent studies have indicated strong purchasing power exists

in this area along with a robust demand for new, owner-occupied, market-rate housing; for service-sector retail establishments; and for support for entrepreneurs and startups. For Fort Wayne-Allen County to become a more diverse, equitable, and inclusive place to live and work, we must highlight the opportunities that exist in the quadrant and build on the quadrant's strengths. Southeast Fort Wayne's diversity is a significant strength, and investment in it will result in positive returns throughout our entire community.



Strong local leadership has already spurred many positive initiatives in the area, and committed citizens, in partnership with the City, laid out the vision for a revitalized southeast quadrant in the recently adopted Southeast Strategy Update. In keeping with the objectives of the strategy, Southeast Fort Wayne requires a sustainable, long-term commitment to truly thrive, with investments in housing, business development, public transportation, and quality-of-place amenities.

- **HOPE UNLEASHED INITIATIVE.** Founded in 2012, Bridge of Grace Compassionate Ministries Center (BGCMC), a faith-based 501(c)(3), seeks to transform lives, particularly for residents of the Mount Vernon Park and Pettit-Rudisill neighborhoods in Southeast Fort Wayne. Over the past six years, BGCMC has renovated 19 once-blighted and vacant homes, maintained 22 once-overgrown lots; created three neighborhood pocket parks; served more than 400 youth; and engaged hundreds of volunteers in afterschool, construction, and beautification projects. According to the US Federal Bureau of Investigation's (FBI's) crime statistics, since 2013, Mount Vernon Park's crime rate has fallen roughly 64 percent (with an over 90 percent reduction in the number of burglaries). As these neighborhoods tip toward success, the risk of displacement is rising for legacy residents. In response, BGCMC is launching Hope Unleashed, a capital campaign whose outcomes will improve quality of life in the target neighborhoods. The four key focus areas of Hope Unleashed are housing, opportunity, progress, and education.



- **SE GROCERY STORE.** Along with establishing a full-service supermarket in Southeast Fort Wayne—an area that has been designated a food desert due to its lack of ready access to fresh, healthy, and affordable food—the vision of this project is to create a community hub where healthy living takes root through the renovation of an existing structure. Additional space on the second floor of the supermarket will eventually be used for programs such as job training, food preparation classes, and other services aimed at improving the health and well-being of the neighborhood. A mobile market is planned to extend impact potential to less-mobile populations. Providing basic necessities to a targeted area will have a significant impact on an entire region. Accessible, healthy, affordable food available to all families in the region allows children to focus in school and creates more productive adults with a longer life expectancy from improved health, resulting in a more stable community.
- **VILLAGE PREMIER.** Village Premier is a mixed-income and mixed-use development that will transform approximately 20 acres in the southeast quadrant of Fort Wayne into a thriving, walkable neighborhood. The land is currently owned by the City of Fort Wayne, and it previously consisted of mostly vacant, blighted housing, which was demolished several years ago. In total, Village Premier is estimated to be a \$55 million development that will bring much-needed investment to the southeast quadrant. This project will improve the quality of opportunity, the workforce, and quality of life for individuals in the southeast quadrant by providing additional housing options—multifamily, senior, for sale—and commercial space that will bring additional jobs and amenities not currently offered in this area of Fort Wayne.

The project will consist of approximately 200 workforce housing units, approximately 65 senior affordable housing units, and approximately 35 for-sale houses and/or townhomes. In addition, the project will consist of approximately 35,000 square feet of commercial space, which could potentially include a healthcare clinic, daycare, and various other commercial retail offerings, including a coffee shop, a hair salon, restaurants, and more. This project offers residents the convenience of living, working, and playing all in one place.



## LEVERAGE ANCHOR ASSETS

Anchor institutions are a critical element to building lively communities and attracting a strong workforce. A solid and interconnected network of anchor institutions, such as colleges and universities, hospital systems, and airports, are vital to the region's economy. As noted in the SWOT analysis, Northeast Indiana has several underutilized education systems that could be leveraged to grow the workforce. One such opportunity is with the collaboration of higher education partners across the region to better meet the workforce pipeline needs for key and growing industries regionally.

- NORTHEAST INDIANA HIGHER-ED RESEARCH CONSORTIUM CONNECTOR (HERCC).** The Northeast Indiana Higher Education Research Consortium Connector is a collaboration of research, resources, and ideas to connect the expertise of our colleges and universities to industry and to provide students of all institutions with hands-on learning experiences that will benefit our communities and beyond. As envisioned, HERCC will be a source of greater administrative and logistical cooperation between universities and will help achieve economies of scale and increase institutional sustainability.
- PROJECT GATEWAY EAST (PGE).** Phase two of Project Gateway, the modernization of Fort Wayne International Airport (FWA), will address the east areas of the airport terminal from the current Transportation Security Administration (TSA) checkpoint area to the baggage claim and car rental counter area. FWA is the first impression for those arriving by air and the final impression as they leave; it communicates what to expect in Northeast Indiana through its design, ease of use, and quality of place. These improvements will build on 10 consecutive years of sustained passenger growth (pre-pandemic) at FWA.
- PURDUE UNIVERSITY FORT WAYNE STUDENT HOUSING.** Purdue University Fort Wayne's ability to attract students to the area is an important mechanism for achieving the region's population and workforce goals. One constraint to their ability to recruit more students is the availability of student housing. READI funding would support current plans to add 300-350 beds on campus in more traditional, dormitory-style housing. Addressing this issue can help the university continue to expand its strategic recruitment efforts in expanding its footprint beyond Northeast Indiana.



PROJECT GATEWAY EAST RENDERING



## DEVELOP A HEALTHCARE PIPELINE

Over time the region has experienced labor shortages in healthcare professions. There is not a large enough supply of healthcare workers in the pipeline to meet the demand, especially as more healthcare providers reach retirement age. The region needs reliable sources for the next generation of healthcare workers who are qualified and well-trained to enter the field of healthcare. To achieve this, we must build expedited healthcare education pathways.

- ACCELERATED BACHELOR OF SCIENCE IN NURSING (13-MONTH PROGRAM).** The Huntington University Accelerated Bachelor of Science in Nursing (ABSN) program recruits prospective students from across the US, who have previously earned a bachelor's degree in any field, and accelerates academic coursework that prepares them for the registered nurse licensure exam. Students in this fast-track program will complete comparative courses with similar program outcomes as those in the university's traditional program, but ABSN students will proceed at an accelerated learning rate that incorporates previous competencies and learning outcomes.

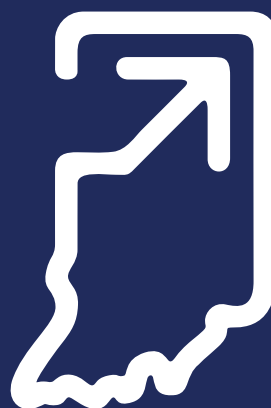


- EASTERSEALS WORKFORCE DEVELOPMENT INITIATIVE OF NORTHERN INDIANA.** READI funds would expand Easterseals' Employment Readiness Academy by creating learning labs to prepare students for careers in two of Steuben County's core industries: healthcare and hospitality. Through the program, students, with or without disabilities, would receive hands-on training that prepares them for a variety of roles within the industry and that aligns with Indiana Department of Education graduation pathways. In addition to gaining specific industry competencies and relevant certifications or other professional credentials that fulfill state graduation requirements, participants would receive training on the interpersonal or soft skills needed to successfully find and maintain employment.



# DOWNTOWN VIBRANCY

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## DOWNTOWN VIBRANCY

Creating quality places that draw residents and employers is an essential element in reaching the region's one million population target. Focusing public policy and private investments in downtowns throughout the region can help support this bold vision and help return downtown to its historic role as the vital center of the community. The *Road to One Million* plan identified three key ingredients for revitalizing our region's urban core that have been moving in our favor. First is momentum—public and private projects have occurred in fairly rapid succession, enabling each to build on the success of prior projects. Second, there is an ever-greater private sector participation in individual projects and a declining (although still necessary) role for public sector support. Third, and perhaps most important, the area is steadily building the amount of downtown housing that generates its own demand for supporting services and creates a 24/7 vitality that only a robust residential component can create.

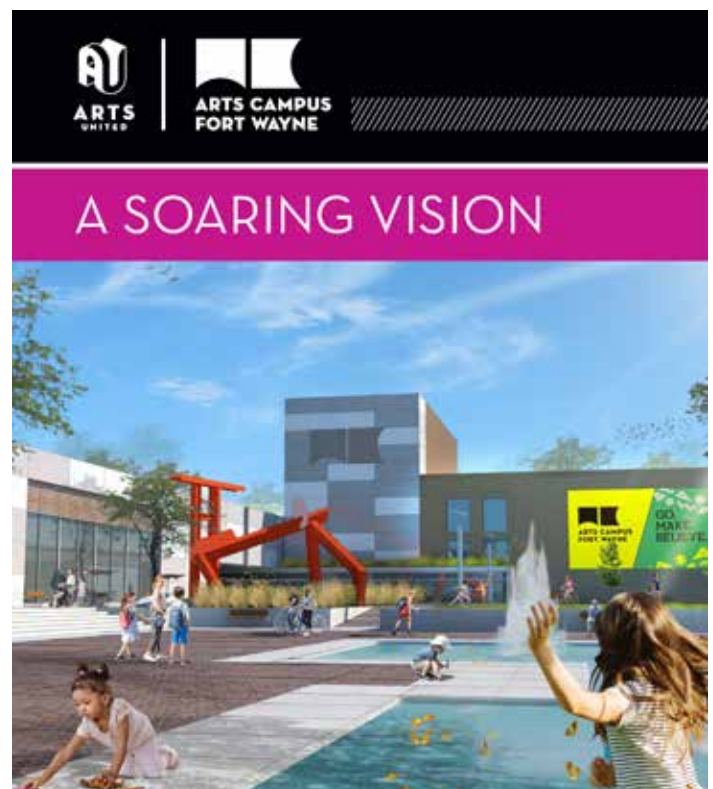
READI funding will enable development of more vibrant downtowns through both building up main streets across the region and growing downtown Fort Wayne.

The strategy areas and proposals associated with **Downtown Vibrancy** are highlighted on the following pages. Full details of each vision project and program are presented in Appendix D. Project and program names are hyperlinked to correspond with the full submission in the appendix.

## BUILD UP MAIN STREETS

The region struggles with underutilized downtowns and main streets that lack connectivity to industry, walkability, mixed-use housing, and amenities. The underused downtowns and main streets of Northeast Indiana can be transformed through strategic reinvestment into quality-of-place assets across the region. Regional main streets have the opportunity to attract and retain more businesses to downtowns and main streets and draw in more foot traffic through the utilization of grants to small businesses, such as attraction grants and façade grants to beautify downtowns.

- **ALLEN COUNTY RURAL FAÇADE IMPROVEMENT PROGRAM.** Focused on central business districts in rural Allen County communities, this program will incentivize property owners and businesses to improve the exterior appearance of their commercial buildings and storefronts. Originally part of East Allen's Rural Revival regional development plan (which earned a Stellar Communities designation), the proposed three-year pilot is anticipated to result in more than \$1,500,000 in façade improvements to 30 properties. The annual application process would define qualified improvements and provide design guidelines. At a minimum, property owners must contribute 60 percent of the funding toward the improvements, with an additional 20 percent (up to \$10,000) provided by Allen County funds, and 20 percent (up to \$10,000) from READI.
- **ARTS CAMPUS FORT WAYNE.** Arts United of Greater Fort Wayne exists to bring collective focus and support to the creative sector of Northeast Indiana to elevate our community's quality of life. It is the region's standard for arts and culture and plays an outsized role in not only attracting creative professionals to the area, but also in projecting the community's values and aspirations to the world.



As part of its 2016–2018 master planning process, Arts United identified several objectives in support of the continued operation of Arts Campus Fort Wayne. The Arts Campus, located on the east end of the riverfront district, includes seven structures, a public park, and an outdoor farmers' market. In June 2021, it was designated as Indiana's 12th cultural district. Arts Campus Fort Wayne sets our community apart from peer cities and is one of Northeast Indiana's most important assets, serving more than 533,000 people in 2019 with an estimated impact of \$28.6 million annually. READI funds would support phase one of the master plan: renovation of the 50-year-old Arts United Center, an architecturally significant theatre located in the heart of the campus. Planned improvements, estimated at \$30 million, would address safety and security issues, improve accessibility, and support the facility's modernization.

- **CHURUBUSCO CIVIC CENTER.** Located in downtown Churubusco, the proposed transformation of the 13,800-square-foot former PNC Bank building into the Churubusco Civic Center will address several long-standing issues. One such issue is finding a larger home for the Churubusco Public Library, an outdated 3,000-square-foot facility, which serves as a critical source of reliable internet access for residents and has historically been utilized as free afterschool care due to its proximity to local schools. Along with a new home for the library, the civic center would provide space for an afterschool program for at-risk youth (hosted with Mission25); classrooms and meeting space to conduct entrepreneurship classes and other adult education opportunities (through the Churubusco Chamber of Commerce, US Small Business Administration, and Smith-Green Community Schools); and a large parking lot to accommodate community events (such as the Busco Block Party and Fine Arts Festival and pop-up markets).
- **DOWNTOWN KENDALLVILLE REVITALIZATION.** This project will ensure Kendallville's downtown corridor, designated as a historic district by the US National Register of Historic Places, becomes part of the regional effort to develop downtowns as "places to be." The revitalization effort will

also leverage the city's soon-to-be-completed \$2.7 million downtown streetscape project (which includes newly installed fiber optics making 1 Gbps high-speed internet service available throughout the downtown). Specific proposals include renovating 10 to 12 historic downtown buildings to include upper-floor housing, positioning the ground floors of these buildings to attract desired businesses and entrepreneurs, and targeting a second anchor business for downtown (the Strand Theatre being the first). Additional amenities, including a bike-share program, a new park, and trail extensions that loop in the historic downtown district, would round out the effort.



**Strauss Building**  
Targeted property for new anchor downtown business - restaurant and/or brewery.



- **HUNTINGTON INNOVATION CENTER AND LITTLE RIVER LOFTS.** Seeking to build on the success of the Huntington Arts & Entrepreneurial Center and UB Lofts project, in 2018, AP Development, LLC (APD), and the City of Huntington proposed to create the Huntington Innovation Center and Little River Lofts. APD will develop and own the \$13 million project, which encompasses a total of 61,900 square feet over four buildings,



including the former Huntington County Annex (First National Bank), a portion of which will house Huntington University Digital Media Arts Department. The project supports several elements of the City's comprehensive plan, including revitalization of its impressive stock of historic buildings and a focus on additional arts and innovation programming. Combined with the 2018 development, the two projects will have redeveloped more than 100,000 square feet and added nearly 90 apartments (150 residents) to downtown Huntington while creating nearly 26,000 square feet of art, entrepreneurship, and innovation space and 5,800 square feet of retail.

- **INVEST DEKALB.** Invest DeKalb comprises a group of regionally significant projects—Downtown Redevelopment, Work Downtown, Co-Work DeKalb, and Play DeKalb—that will provide additional office, retail, apartments, entrepreneurial, educational, and exploration space in Auburn's downtown core. Completion of all four projects will help position Auburn, DeKalb County, and Northeast Indiana for the attraction of high-growth career opportunities.

The majority of the capital investment is being supplied by the Jason and Joann Sweitzer Family Foundation. Invest DeKalb will support the creation of new business startups, foster entrepreneurship, provide needed quality office space and downtown living, and enhance the community's marketability.

## GROW RIVERFRONT FORT WAYNE

Downtown Fort Wayne is Northeast Indiana's center of employment, culture, and population. It is by far the most urbanized area in the region and contains the widest range of jobs, attractions, and services. Its image and story are a key part of the brand that the region projects to the rest of the world. Downtown's resurgence over the past decade has increased its population and employment base, allowing it to be a point of centrality, gravity, and opportunity for residents both within the City and throughout the region. Simply put, Fort Wayne's downtown is the driver of talent attraction, business retention, and growth. Fort Wayne's dramatic turnaround is perhaps best embodied in its emerging riverfront district.







## WELLS STREET | RIVERFRONT DEVELOPMENT RENDERING

This initiative seeks to extend downtown's reach by promoting density and vibrancy through diverse residential offerings, employment opportunities, strategies for riverfront activation and culture and by connecting existing assets, hubs, and neighborhoods to one another and to the rivers. The initiative has broad public support, including passage of a dedicated local income tax and adoption of a master plan to guide the district's robust and diverse development interests. The dedicated local income tax serves as a sustained matching source of funding for public-private partnerships, and for the design and construction of more catalytic and inclusive public space along the rivers, including the 2019 opening of the nationally renowned Promenade Park (a 2021 recipient of the Urban Land Institute Americas Awards for Excellence).

The vision of Riverfront Fort Wayne is taking shape, and the state, the region, and the Fort Wayne community are experiencing a return on these investments. For example, the riverfront district has already attracted well over \$300 million in potential private investment.

We have established a record of success—interest from developers is surging at a level not yet experienced in our region. Projects totaling more than \$1 billion are in the pipeline. We cannot allow this momentum to slow; rather, we must seize this great and tangible opportunity to continue to leverage this work into further riverfront progress for our state, our region, and our community.

We must reemphasize to stakeholders that additional mixed-use development with mixed-income, diverse housing options and commercial and retail spaces, inclusive public trails and amenities, and other cultural hotspots will catapult Fort Wayne's image and quality of place into the future. More investment in Fort Wayne's Riverfront will result in more population growth, more talent from across the country calling Fort Wayne home, and more retention and growth in our business community including headquarters, offices, and retail spaces.

- **FORT WAYNE RIVERFRONT DEVELOPMENT—CUMBERLAND DEVELOPMENT.** The proposed riverfront development is a critical component of the City of Fort Wayne's \$1 billion riverfront

development plan. This two-phase, mixed-use development will help create a 24-hour environment that will support the liveliness the City is looking to bring to its underutilized riverfront. Once completed, the riverfront development will encompass 613 multifamily units to help diversify the City's housing options, 247,500 square feet of office space to grow the workforce and create an epicenter of entrepreneurship and innovation, and state-of-the-art greenspace and a riverfront park to create a natural setting that enhances connections to the adjacent neighborhoods and other riverfront projects.

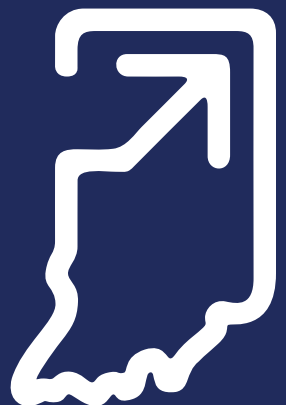
- **MIXED-USE REDEVELOPMENT OF FORT WAYNE'S 29-ACRE NORTH RIVER PROPERTY.**

One of the primary goals of Fort Wayne's Riverfront development efforts is to draw downtown's energy north of the river. Due to its contiguous size, prime location on the riverfront, City ownership, and proximity to downtown, the 29-acre North River property is exceptionally well-suited to accomplish this objective. An experienced development team has been working closely with the City of Fort Wayne to redevelop the site as a flourishing, mixed-use district anchored by an outdoor stadium, an event center, and a multipurpose sports fieldhouse. The anchors will be supported by office, residential, hotel, restaurant, and retail development, plus a host of site amenities designed to create a dynamic environment that draws people to the area on weekdays, evenings, and weekends. Nearly 1,500 jobs would be created on the site and the development would serve as a regional and Midwestern hub for amateur and semipro athletic tournaments, as well as events and concerts. The project's riverfront location and adjacency to downtown will provide visitors with a multitude of opportunities to enjoy some of the region's most popular amenities. The overall project constitutes over \$300 million in private investment, facilitated by participation and support from the City and other public funding partners.

- **SUPERIOR STREET—RIVERFRONT'S MAIN STREET.** Fort Wayne's Riverfront master plan, adopted in 2021, positions seven blocks of Superior Street as the riverfront's "Main Street." READI funds would provide critical support as we build on the momentum created by Promenade Park (Phase I) and the riverfront at Promenade Park mixed-use project by completing catalytic projects that will collectively transform the corridor into a regional center of activity. These projects include an extension of the multimodal urban trail along Superior and Harrison Streets, construction of The Lofts at Headwaters Park (a \$67.5 million mixed-use project containing 232 apartments, plus retail and parking), rehabilitation of the Canal House (the oldest surviving building associated with the Wabash and Erie Canal), transformation of the Cambray Building into a riverfront dining destination, and acquisition and redevelopment of strategic properties that will support the riverfront master plan.
- **WELLS STREET—REGIONAL DRAW AT NEIGHBORHOOD SCALE.** This application supports catalytic projects aimed at promoting density along and near the Wells Street Corridor. This is a historic commercial corridor extending northward through the riverfront district from downtown Fort Wayne. At the corridor's south end, a 2.75-acre City-owned parcel called "the Wedge" is envisioned as a primarily residential, multistory, mixed-use building accessible to a range of income levels. Investments to encourage infill, support small-business development, and acquire and redevelop properties that align with the riverfront master plan's objectives are also encompassed. The two highest-priority acquisition sites are Schaab Metal Products, located on the east side of Harrison Street north of the river, and the Pepsi Beverages distribution center, located between the river and 2nd Street.

# ENTREPRENEURSHIP AND INNOVATION

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## ENTREPRENEURSHIP AND INNOVATION

Innovation and entrepreneurship have been instrumental in our success. The region's globally renowned orthopedic industry was spurred by visionary inventor and marketer Revra DePuy in 1895. More recently, innovation has also been at the heart of the growth of specialty insurance products, which have emerged as a strong sector.

Entrepreneurship and innovation proposals considered for READI funding in this application would allow us to build a strong innovation ecosystem, provide capital to areas such as Southeast Fort Wayne, and prepare for future Industry 4.0 shifts.

The strategy areas and projects and programs associated with **Entrepreneurship and Innovation** are highlighted on the following pages. Full details of each vision project and program are presented in Appendix D. Project and program names are hyperlinked to correspond with the full submission in the appendix.

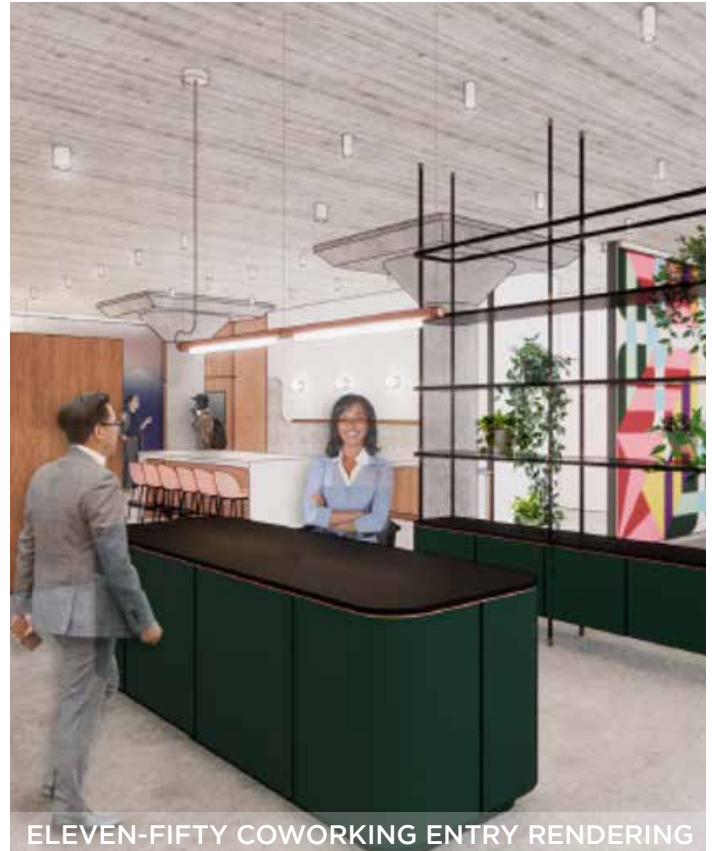
### BUILD INNOVATION SPACES

Innovation of ideas occurs when individuals involved in key sector clusters collaborate and build off of one another's ideas to elevate the industry as a whole. The region has the opportunity to create a more innovative environment by establishing additional colocation spaces—this includes coworking spaces, maker spaces, and space for short-term or pop-up ventures, where more innovative ideas can flourish. And while there are several initiatives taking place across the region to engage with and support innovative ideas, there is not a link between these various programs regionwide to ensure optimal benefit to the region.

- **ELEVATE NORTHEAST INDIANA/ELEVEN FIFTY ACADEMY AT ELECTRIC WORKS.**

Elevate Ventures and the Northeast Indiana Regional Partnership created Elevate Northeast Indiana (ENEI), an initiative to spur investment in local high-growth, high-potential businesses and to support entrepreneurs in the region. A partnership with Eleven Fifty Academy (EFA) was announced in early 2021, which expects to train

60 to 120 students for positions in information technology (IT) software development over the next 2 to 3 years. This proposal seeks to provide physical space for ENEI and EFA programming activities at Electric Works. Housing these activities at Electric Works will help create a “go-to” location for entrepreneurs looking for business guidance, investment, talent, or training and for those seeking to break into the software development industry.



ELEVEN-FIFTY COWORKING ENTRY RENDERING

- **GATKE WAREHOUSE AND LOFTS.** Redeveloping the Gatke site, one of Warsaw's most significant properties, was the top priority of the 2020 Argonne Corridor Vision Plan. The proposed public-private partnership (which includes the City of Warsaw, Kosciusko Economic Development Corporation, Rebar Development, and Japan Testing Laboratories (JTL) America, would create a thriving mixed-use entrepreneurial community with 70 modern Class A apartments. In addition to premium amenities, including a fitness and wellness center and trail access to downtown Warsaw and Winona Lake, the project would feature an innovation lab (an opportunity for

local and state high schools, universities, and tradespeople to work in a professional testing lab managed by JTL America) and Gatke Food Hall and Market (a cutting-edge commercial food hall and market designed to reduce barriers to entry for aspiring food industry entrepreneurs and chefs, while creating a dynamic place for residents and visitors).

- KEDCO/GENER8TOR MEDICAL DEVICE ACCELERATOR STUDIO.** Known for its nationally recognized medical device cluster, Kosciusko Economic Development Corporation (KEDCO) is partnering with gener8tor to develop and launch a medical device Accelerator Studio. The intensive 16-week program will see KEDCO and gener8tor partner with entrepreneurs to cofound and launch cohorts of five new ventures per year for three years. The program will provide a platform to recruit cofounders and entrepreneurs to start and grow firms in Northeast Indiana, which will lead to expanded employment opportunities, additional business for area suppliers, and increased startup activity in the medical device sector.
- REGIONAL INNOVATION CENTER.** The proposed regional innovation center would facilitate collaboration and enhance the capabilities of Northeast Indiana's varied manufacturing clusters. Specific objectives include strengthening and diversifying the region's manufacturing supply chain; offering technical assistance, advanced product design equipment/processes, and links to capital for small- to medium-sized manufacturers; retaining and attracting manufacturing talent; and supporting advanced logistics and communications via the inclusion of a 5G Lab. The innovation center will align with state economic development initiatives supported by Governor Eric Holcomb, including exploring the possibility of creating EMC2-Fort Wayne, patterned after the Emerging Manufacturing Collaboration Center (EMC2) at the 16 Tech Innovation District in Indianapolis.
- START & EXIT.** The transformation of Start Fort Wayne (SFW) into Start & Exit (S&E) represents a shift from the region's current multipolar and disorganized entrepreneurial ecosystem to one that is properly aligned internally and properly

aligned with local, state, and national economic development and community development interests. Specific objectives of S&E include (1) building out a regional network of coworking spaces housed in micropolitan downtowns, (2) developing a venture builder focused on both technology and manufacturing, and (3) establishing a highly collaborative early stage fund to invest in promising high-growth companies to allow them to be rooted in our region.



START & EXIT ATRIUM

## SUPPORT SOUTHEAST FORT WAYNE

Southeast Fort Wayne has played an important role in Northeast Indiana's economy. The 80/20 Foundation Trust was incubated at the Fort Wayne Enterprise Center and has grown to be a major employer in Whitley County. For decades, Southeast Fort Wayne was home to International Harvester's R&D operations and heavy-duty truck manufacturing plant, and to culturally significant small businesses like Link's Wonderland.

Despite the loss of Harvester and the cascade of impacts in the years following, Southeast Fort Wayne is now gaining momentum. Recent studies have indicated strong purchasing power exists in



Southeast Fort Wayne along with a robust demand for new, owner-occupied, market-rate housing; for service-sector retail establishments; and for support for entrepreneurs and startups.

Although some organizations exist in Fort Wayne-Allen County that focus on serving underrepresented groups, there must be a more cohesive, coordinated, and intentional approach to serving those communities. More connection points between these various groups would enhance the ecosystem of wraparound business services for historically underserved populations, for the benefit of all of Fort Wayne and Northeast Indiana.

- CDFI FRIENDLY FORT WAYNE.** To improve access to capital and financial literacy, the Community Foundation of Greater Fort Wayne, in partnership with the City of Fort Wayne, is exploring a Community Development Finance Institutions (CDFI) Friendly America approach to bringing new sources of flexible, affordable financing to the region. CDFIs provide loans to nonprofits, small businesses, and individuals who can't access the capital they need. Locally, annual CDFI lending is only \$4 per capita, nationally, it is \$14. More than 25 community leaders, including most financial institutions in the Fort Wayne area, participated in the recently completed first phase of CDFI Friendly America's four-phase process. Improving our region's CDFI capacity represents an opportunity to invest in the potential of our underserved entrepreneurs.
- FAMILY & FRIENDS FUND FOR SOUTHEAST FORT WAYNE.** The Family & Friends Fund for Southeast Fort Wayne is a donor-advised fund hosted at the Community Foundation of Greater Fort Wayne. The fund is designed to distribute decision-making power and financial resources for entrepreneurship and innovation—which are currently directed by either completely White or majority White organizations—to leaders and residents in Southeast Fort Wayne, the City's most underinvested quadrant. The fund aims to raise \$1,000,000 to be directed into economic opportunities in the area that will build generational wealth and connectivity. All funding decisions will be made by Southeast Fort Wayne residents and leaders, with priority given to business and nonprofits led by Black, Indigenous, and people of color (BIPOC).



- PROJECT ACTIVATE SOUTHEAST FORT WAYNE (P.A.S.E.).** P.A.S.E. provides small businesses and entrepreneurs with tools for success and removing barriers for entry, with an emphasis on areas that have experienced investment gaps. The program provides services in three areas: education and training, monthly mentorship, and human resource/insurance support. Education and training opportunities fall under two areas. The first consists of in-depth training conducted in partnership with industry leaders designed to prepare applicants for a successful business launch or growth. The second consists of an annual pitch competition conducted in partnership with Crossroads/The Mill (Indiana's largest pitch competition company).

## PREPARE FOR INDUSTRY 4.0 ECONOMIC SHIFTS

Northeast Indiana has the opportunity to become recognized as one of the premier Industry 4.0 communities through collaboration among industry, government, and higher education. Public-private



partnerships must evaluate and plan around these new technologies, developing a pipeline of Industry 4.0 talent that is prepared for the occupations of the future. With a strong manufacturing foundation, Northeast Indiana is well positioned for several growing sectors in the region and a shift to advanced manufacturing. These growing sectors, including financial technology, agricultural technology, biotechnology, production of medical devices, and automotive manufacturing, are all offering the opportunity for a sophisticated and diverse economy prepared for the next phase of manufacturing technologies.

- **HEARTLAND CAREER CENTER EXPANSION PROJECT.** The expansion of Heartland Career Center (HCC) will create a regional hub for adult education by facilitating the colocation of education and training programs, which are currently housed in different location across Wabash County. The addition of a second building would create synergy among the county's higher education partners (Ivy Tech

Community College and Vincennes University), its adult basic education for high school equivalency partner (Learn More Center), and the WorkOne Center. The proposed expansion would enable HCC to serve approximately 200 adult students annually, with plans in place to offer certificates in heating, ventilation, and air conditioning (HVAC); welding; machine tool; and healthcare specialist.

- **INDUSTRY 4.0 ROBOTICS AND SMART FACTORY LAB.** The Community Learning Center in Kendallville is uniquely located to help Northeast Indiana counties through a new Industry 4.0 robotics and automation learning lab. The lab will serve high school students through the Impact Institute career and technical education (CTE) program and adult learners through Freedom Academy. The inclusion of Noble County Economic Development Corporation as a partner will open doors even further to incumbent worker training opportunities.



HEARTLAND TRAINING CENTER PRODUCTION FLOOR RENDERING

- INDUSTRY AND ACADEMIC COLLABORATIVE LEARNING AND TRAINING CENTER.** The proposed Industry and Academic Collaborative Learning and Training Center will provide technical training resources to skill up the region's workforce, and partner with industry to create a nimble hub to meet its ever-changing needs. Housed on the Trine University Angola campus in Steuben County, the center will serve as a hub to facilitate career exploration, collaboration, training, and educational development. As part of this effort, industry certification will be incorporated into associate's and bachelor's degrees and further grow relevant technical training resources in Trine's programs to bridge the gap to smart manufacturing.
- J. KRUSE EDUCATION CENTER—CAREER EXPLORATION EXPERIENCE.** The Career Coaching Academy at the J. Kruse Education Center in DeKalb County provides individualized

coaching to help students navigate their chosen career paths and avoid unnecessary college debt in unrelated fields. By 2022, this work will expand to include the Career Exploration Experience, a collaborative program designed to build personal opportunities for developing skills (PODS) in partnership with local businesses. PODS will feature 30–40 interactive hands-on experiences across 16 career pathways, exposing participants to potentially hundreds of different career options.

- MERIT CENTER.** This multistakeholder collaboration will transform the former Northwest Elementary School into an education and training center that will address increased skills training, support entrepreneurship, and provide space for community services in Adams County. The 55,000-square-foot facility has been named the MERIT Center to convey its goal of building momentum through education, resources, innovation, and technology.





# 9

## INVESTMENT CRITERIA





## EVALUATION FRAMEWORK

Clear and meaningful investment criteria provide a framework for evaluating the allocation of resources among a range of alternatives. Arriving at this point requires consensus on preferred objectives and outcomes, broad agreement on priorities, and a shared sense of the region's desired future.

Like the *RTOM*, the RDA board members, who will make the ultimate decision about which projects and programs receive READI funding, will only commit funds to projects and programs that also have a fully committed public match (of at least 1:1), a fully committed private match (of at least 3:1), and evidence indicating the timeline under which that funding will be accessible.

The RDA board will consider a range of criteria when making investment decisions for READI

funding. Projects and programs that align with the criteria listed here would be prioritized.

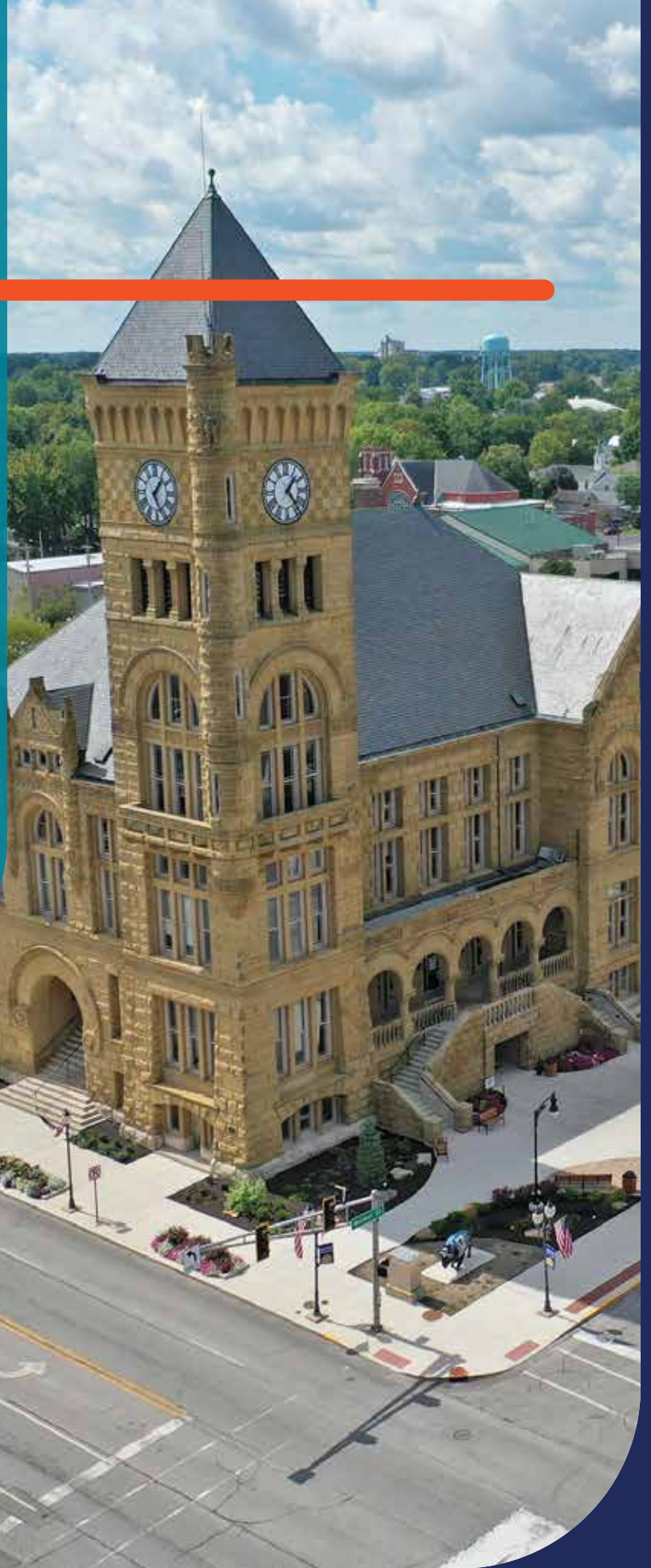
- Achieve regional and long-term impact.
- Meet one of three *Growing with Vision* goals
- Pass the “but for” test, meaning the project or program would not happen as quickly or with as much impact without READI funding
- Show evidence of sustainability beyond the READI investment
- Pass funding due diligence
- Demonstrate a significant public return on investment
- Commit to being completed within the confines of federal funding
- Align well with county and regional plans
- Propose a viable timeline
- Meet the needs of an underserved population





# 10

## SUCCESS METRICS





## MONITORING PROGRESS

The Northeast Indiana region has a long history of using data to understand its competitive position. The *Growing with Vision* plan will build on this prior work by maintaining the indicators and benchmarks. This point of view will ensure a consistent approach over time and provide a long-term perspective for monitoring progress.

## INDICATORS

As part of the region's *Vision 2020* initiative, the Community Research Institute at Purdue University Fort Wayne (formerly Indiana University—Purdue University Fort Wayne [IPFW]), developed a regional dashboard based on research from the W.E. Upjohn Institute (Kalamazoo, Michigan), and Cleveland State University (Cleveland, Ohio). The dashboard provided a baseline for tracking the performance of the 11-county regional economy across the five *Vision 2020* pillars: 21st-century talent, competitive business climate, entrepreneurship, infrastructure, and quality of life.

For the 2015 *Road to One Million* plan, a custom set of indicators associated with the creation of

more vibrant communities was chosen from the *Vision 2020* Dashboard and the Peer Cities Quality of Life Index. These indicators formed the basis of the system for tracking the region's progress on the *Road to One Million* plan implementation. The majority of these indicators will remain in place for the *Growing with Vision* plan's implementation (see Figure 16). In addition to the *RTOM* indicators, the current RDP will also track changes in Northeast Indiana's PCPI.

## BENCHMARKS

The Regional Dashboard also facilitated comparison with a slate of peer and star regions. Peers were defined as regional economies performing on par with the Northeast Indiana region, while star regions were aspirational benchmarks. Three benchmark regions were selected by the steering committee and featured in the 2015 submission: Boise, Idaho (IEDC peer city); Des Moines–West Des Moines, Iowa (*Vision 2020* star city); and Durham–Chapel Hill, North Carolina (IEDC peer city). The *Growing with Vision* plan will keep the same benchmark regions, whose exceptional performances it will continue to strive to match or exceed. A summary is featured in Figure 17, page 71.

**FIGURE 16. ROAD TO ONE MILLION PLAN INDICATORS**

INDICATOR	DESCRIPTION
<b>ALTERNATIVE TRANSPORTATION TO WORK</b>	Measure of connectivity transportation options, as well as physical activity and environmental consciousness.
<b>FOREIGN-BORN POPULATION</b>	More than a measure of diversity, this measure of place captures something about the overall attractiveness of a metropolitan statistical area (MSA) and how well the MSA welcomes and integrates new residents.
<b>SELF-EMPLOYED</b>	A measure of entrepreneurship and the freelance/contractor economy.
<b>MINORITY OWNED BUSINESSES</b>	A measure of economic diversity, equality of opportunity, and ease of doing business for minority populations.
<b>ASSOCIATE'S DEGREES</b>	Measures the transitional skill base and the technical talent of the region.
<b>BACHELOR'S DEGREES</b>	Reflects the degree to which the population is prepared for jobs in the knowledge economy.
<b>GRADUATE DEGREES</b>	Measures the advanced skill base of the region.

Source: Adapted from *The Road to One Million*, Northeast Indiana Regional Cities Initiative Proposal, August 2015, 77.

FIGURE 17. NORTHEAST INDIANA BENCHMARK INDICATORS

	NORTHEAST IN		BOISE, ID		DES MOINES-WEST DES MOINES, IA		DURHAM- CHAPEL HILL, NC	
	2019	5-YR CHG	2019	5-YR CHG	2019	5-YR CHG	2019	5-YR CHG
Per Capita Personal Income <sup>1</sup> (\$2019)	\$45,914	+8.6%	\$47,881	+12.1%	\$55,039	+6.3%	\$54,423	+9.8%
Credential Attainment (Population 25+ Years)								
Associates Degrees	9.9%	+1.2%	9.4%	+1.1%	10.3%	+0.2%	7.6%	+0.9%
Bachelors' Degrees	15.4%	+1.3%	21.3%	+1.1%	25.4%	+1.3%	23.2%	+1.1%
Graduate Degrees	7.8%	+0.3%	10.4%	+0.8%	11.0%	+1.2%	22.1%	+2.6%
Workers 16+ Years								
Alternative Transport. to Work <sup>2</sup>	17.8%	+0.5%	20.1%	-0.7%	16.4%	-0.4%	23.5%	-1.4%
Self-Employed	4.7%	-0.2%	7.0%	+0.2%	4.6%	-0.5%	5.1%	-0.8%
Foreign Born Population	4.5%	+0.4%	6.5%	-0.3%	7.7%	+0.6%	11.7%	+0.4%
Minority Owned Businesses (2017) <sup>3</sup>								
	5.6%		9.4%		6.6%		18.5%	

Sources: US Bureau of Economic Analysis, CAINC1 Personal Income Summary; US Bureau of Labor Statistics, Historical Consumer Price Index for All Urban Consumers (CPI-U), August 2021; American Community Survey, 2014 and 2019 5-Year Estimates; Annual Business Survey: Statistics for Employer Firms by Industry, Sex, Ethnicity, Race, and Veteran Status: 2017; TIP Strategies.

Notes: (1) PCPI for Northeast Indiana region calculated from county figures by TIP Strategies. All figures in 2019 dollars. (2) Calculated as total workers minus those that drove alone. (3) Estimated share of employer firms that could be classified by race that are minority-owned or equally minority/nonminority-owned calculated by TIP Strategies from the Annual Business Survey (ABS). The ABS was first conducted in 2017. It replaces several survey programs, including the five-year Survey of Business Owners (for employer businesses), which was last released in 2012. Comparison of change over time for credential attainment, alternative transportation to work, self-employed, and foreign-born population should be viewed with caution as they reflect separate surveys (2014 ACS and 2019 ACS).









# 11

## STRUCTURAL CHANGES





## IMPLEMENTATION APPROACH

Having the right structure in place can be the key to a successful implementation versus one that stalls out. The implementation mechanism for the READI work will be patterned after the approach taken for prior planning efforts. The 11-county Northeast Indiana region has been working for more than 10 years to enact the structural and behavioral changes to promote regional collaboration. Because of this, we believe it is critical to work within the structures we have in place, which have proven to be effective in elevating our economic and talent development efforts.

The Regional Development Authority will continue to provide principal decision making on funding recommendations to the Indiana Economic Development Corporation. The five members of the RDA board of directors are elected by the counties, cities, and towns of Northeast Indiana as represented by the 11 county commissioner's offices and 16 mayor's offices.



As with the implementation of the Regional Cities Initiative, the RDA does not intend to employ staff of its own. Instead, it intends to enter into a management agreement with the Northeast Indiana Regional Partnership. The Regional Partnership has managed the RDA and provided staff support to it since 2016, leading up to its creation, successful application to the Regional Cities Initiative, implementation of the *Road to One Million* plan, and creation of this *Growing with Vision* plan. Going forward the Regional Partnership will continue to support the administrative, marketing/communications, fundraising and accounting functions on behalf of the RDA through both full-time employees of the Regional Partnership and contracted support. The RDA will continue to retain its own legal counsel, separate from the Partnership.

The Regional Partnership employees and contractors will work with project and program owners to ensure that any project or program that goes before the RDA for a funding request satisfies the necessary decision-making criteria, aligns with the *Growing with Vision* plan, and has the potential for accelerating catalytic regional growth. We will follow the successful model of the Regional Cities Initiatives and leverage any READI funding as in the previous iteration, as well as delving into the new arena of program funding. Two key areas important to READI are (1) a new emphasis on long-term sustainability of programs and (2) the development of patient capital financial tools on a regional basis. This is where collaboration with the philanthropic community, financial institutions, and governmental entities will help to ensure sustainability and patient capital.

The RDA has recently begun convening the philanthropic funding community from all 11 counties based on the lessons from Regional Cities and in response to the READI opportunity. This convening aims to address several key issues including multi-county/multi-institution collaboration amongst funders to address long-term program sustainability, public-private capital leverage for philanthropic and non-profit endeavors, and regular convening to identify overlap and opportunity. The history of collaborative efforts in Northeast Indiana shows that this type of intentional convening can lead to permanent multi-county groups that regularly address regional

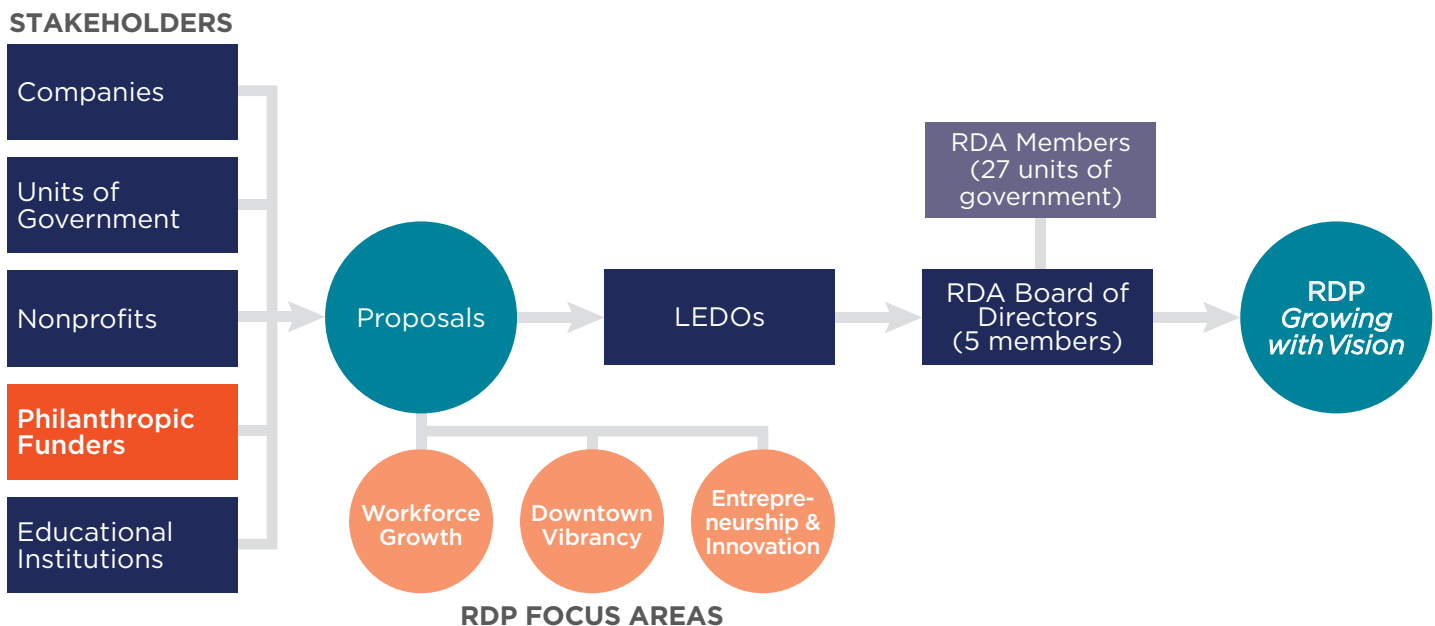
issues. Groups like the LEDO Council, Mayors and Commissioners Caucus, and Northeast Colleges and Universities Network were formed in identical fashion. It is the intention of the RDA to encourage and support this early-stage collaboration of philanthropic funders.

One of the results facilitated by the READI grant announcement was the outpouring of project ideas from all 11 counties. Combined with lessons from Regional Cities, the challenge of responding to issues faced by our communities in a regional fashion is a huge opportunity for Northeast Indiana, and one that is often proposed to be addressed in similar ways in each county. As an example, regional housing concerns are an issue that all of our counties face. This is a multi-faceted challenge that includes lack of attainably priced housing for workforce attraction and retention, aging housing stock in core neighborhoods, upper-floor opportunities in traditional downtowns, and “last-mile” connection of utilities to greenfield developments. As counties address these issues within their borders similarly, an opening exists for the RDA to work with local units of government, private developers, and local lenders to develop

patient capital tools at a regional scale to help address these issues. Whether that might be a regional loan-loss reserve fund to lower the borrowing cost for developers, a regional pre-development loan fund to create “shovel ready” areas for residential development, or collaborative regional incentives with local units of government to leverage existing façade grants, the goal is acting with collaborative intent and regional strategy to create regional patient capital financial tools. Similar challenges for regionally directed patient capital exists in areas like speculative development of sites and buildings for business attraction, incubation of business startups, workforce upskilling, and regional marketing for business and talent attraction and retention. The RDA is ideally positioned to serve as the catalyst for the building of consensus around the creation of such tools and is a possible host for initiatives that may develop out of the resulting consensus.

The following chart outlines our implementation framework for the *Growing with Vision* plan. Proposed changes to our current operating structure are highlighted in orange.

FIGURE 18. READI PROCESS MAPPING: STRUCTURAL CHANGES









# 12

## APPENDICES































## APPENDIX A. THE ROAD TO ONE MILLION PROJECTS

The following is a list of projects that were at least partially funded, or considered for funding, through the *Road to One Million (RTOM)* initiative. The list includes projects that were officially part of the 2015 *RTOM* funding application, as well as others identified after the application was submitted. Several projects that were part of the *RTOM* plan are among the initiatives profiled in Section 8. Regional Strategies of this *Growing with Vision* plan. Full details about each of these Vision Projects is available in Appendix C.

### PROJECT TYPE (PT) LEGEND

**RTOM Projects:**  Vision  Near-Term  Long-Term **Not in RTOM Projects:** 

PT	Name	County	Proposed Cost (\$K)	Status	Reg. Cities Invest. (\$K)	Final Cost (\$K)
	Fort Wayne Riverfront Development	Allen	\$68,710	Under Construction	—	TBD
	Regional Trail Network	—	—	Under Construction	—	TBD
	Downtown Vibrancy Initiative	—	—	Under Construction	—	TBD
	General Electric Campus Redevelopment	Allen	\$165,000	Planning/Financing	\$0	\$286,000
	Fort Wayne Downtown Arena	Allen	\$63,000	Planning/Financing	\$0	TBD
	North River Development	Allen	\$20,000	Site Control Secured/RFP Issued	\$0	TBD
	Unity Performing Arts Center	Allen	\$31,000	Tabled	\$0	\$0
	Regional Broadband	—	—	N/A—Not Under Regional Cities	\$0	TBD
	Kendallville Outdoor Recreation Complex (phase 2)	Noble	\$2,250	Under Construction	\$392	\$2,388
	Columbia City-Blue River/Eel River Canoe & Kayak Launch	Whitley	\$72	Planning	\$0	TBD
	North Manchester-Blue River/Eel River Canoe & Kayak Launch	Wabash	\$245	<b>Complete</b>	\$0	\$250
	Roann Covered Bridge Park	Noble	\$95	Tabled	\$0	\$0
	Fort Wayne Riverfront Development	Allen	\$68,710	Under Construction	\$5,170	\$100,000
	Decatur Nature Preserve & Greenway	Adams	\$400	Planning	\$0	TBD
	Regional Trails-Adams	Adams		<b>Complete</b>	\$498	\$2,490
	Regional Trails-Allen	Allen	\$72,510	<b>Complete</b>	\$1,774	\$9,543
	Regional Trails-DeKalb	DeKalb	—	Planning	\$0	TBD
	Regional Trails-Huntington	Huntington	\$4,500	<b>Complete</b>	\$256	\$1,279
	Regional Trails-Kosciusko	Kosciusko	\$2,300	Fundraising	\$0	TBD
	Regional Trails-Lagrange	Lagrange	\$4,000	Fundraising	\$0	TBD
	Regional Trails-Noble	Noble	\$4,651	<b>Complete</b>	\$172	\$1,024
	Regional Trails-Steuben	Steuben	\$1,600	<b>Complete</b>	\$0	\$1,300
	Regional Trails-Wabash	Wabash	—	Under Construction	\$741	\$4,801
	Regional Trails-Wells	Wells	—	Under Construction	\$0	
	Regional Trails-Whitley	Whitley	\$600	Fundraising	\$0	\$2,000
	North Buffalo Streetscape & Redevelopment	Kosciusko	\$23,300	Under Construction	\$3,500	\$17,560

PT	Name	County	Proposed Cost (\$K)	Status	Reg. Cities Invest. (\$K)	Final Cost (\$K)
NT	Gatke Power Plant Redevelopment	Kosciusko	\$3,740	Planning	\$0	TBD
NT	Warsaw-Winona Gateway	Kosciusko	\$2,575	Planning	\$0	TBD
NT	Manchester Early Learning Center	Wabash	\$2,600	Complete	\$520	\$2,602
NT	Rock City lofts	Wabash	\$9,879	Complete	\$0	\$2,602
NT	Wabash All-Inclusive Playground (Friendship Hill)	Wabash	\$910	Complete	\$0	\$2,602
NT	UB Block	Huntington	\$10,000	Complete	\$1,608	\$8,040
NT	Fahl Aquatics Center	Whitley	\$4,000	Complete	\$844	\$4,259
NT	The Landing	Allen	\$20,000	Complete	\$4,268	\$34,520
NT	400 East Washington Redevelopment	Allen	\$18,500	Complete	\$0	\$23,000
NT	Scholar House	Allen	\$14,500	Complete	\$2,484	\$12,421
NT	Bluffton Community Reinvestment Program	Wells	\$1,000	Planning	\$0	TBD
NT	Decatur Downtown Façade Improvement Program	Adams	\$500	Planning	\$0	TBD
NT	Ash Brokerage	Allen	\$71,000	Complete	\$0	\$98,000
NT	Cityscape Flats	Allen	\$33,800	Complete	\$0	\$27,700
NT	Superior Lofts	Allen	\$9,800	Under Construction	\$0	\$12,000
NT	Wagon Wheel Center for the Arts	Kosciusko	\$11,000	Tabled	\$0	\$0
NT	Eagles Theater	Wabash	\$5,334	Under Construction	\$977	\$4,983
NT	South Whitley Arts initiative	Whitley	\$2,950	Tabled	\$0	\$0
NT	Vice Presidential Museum & Learning Center	Huntington	\$10,000	Tabled	\$0	\$0
NT	Embassy Theater	Allen	\$10,000	Complete	\$1,745	\$10,000
NT	Clyde Theater Redevelopment	Allen	\$4,925	Complete	\$1,000	\$9,000
NT	Ossian Park and Amphitheater	Wells	\$250	Complete	\$423	\$2,116
NT	Bluffton Performing Arts Center	Wells	\$15,150	Tabled	\$0	\$0
NT	Decatur 2nd Street Lofts	Adams	\$7,322	Complete	\$0	\$8,000
NT	Little Crow Adaptive Reuse	Kosciusko	\$1,000	Complete	\$0	\$8,421
NT	Huntington University Digital Media Arts Program	Huntington	\$1,000	Under Construction	\$0	
NT	Bluffton Food innovation Center	Wells	\$5,500	Tabled	\$0	\$0
NT	Enterprise Center	Steuben	\$2,500	Complete	\$323	\$1,900
NT	IPFW Center for Leadership	Allen	\$38,000	Tabled	\$0	\$0
NT	Marina Entrepreneurial Center	Allen	\$1,000	Tabled	\$0	\$0
NT	City Campus	Allen	\$16,100	Tabled	\$0	\$0
NT	USF Downtown Campus	Allen	\$12,300	Complete	\$2,800	\$14,618
NT	Library Makerspace Project	—	\$640	Tabled	\$0	\$0
LT	Samuel Bigger Bridge	Allen	\$4,000	In progress	\$0	



PT	Name	County	Proposed Cost (\$K)	Status	Reg. Cities Invest. (\$K)	Final Cost (\$K)
LT	Van Buren/Sherman Street Bridge	Allen	\$4,000	Complete	\$0	\$4,000
LT	St. Joseph River Lock	Allen	\$5,000	Tabled	\$0	\$0
LT	Woodburn Elementary School Redev.	Allen	\$6,000	Complete	\$0	\$6,000
LT	YWCA Campus Redevelopment	Allen	\$20,000	Tabled	\$0	\$0
LT	Fort Wayne Downtown Housing	Allen	\$200,000	Under Construction	\$0	\$200,000
LT	Washington/Harrison - 125 Room Hotel	Allen	\$50,000	Complete	\$0	\$32,000
LT	St. Joe Nurses Dorm	Allen	\$3,965	Planning	\$0	
LT	Downtown Kendallville Streetscape & Park	Noble	\$6,400	Planning/Pre-Development	\$0	
LT	New Haven Jury Pool Water Park	Allen	\$3,500	Complete	\$0	\$3,500
LT	Quimby Village Redevelopment	Allen	\$9,500	Complete	\$0	\$10,000
LT	Arts United Campus Redevelopment	Allen	\$8,000	Fundraising	\$0	
LT	Gene Stratton Porter Farmers Market	Noble	—	Tabled	\$0	\$0
SUBTOTAL (RTOM Projects)			\$1,201,083		\$29,495	\$970,919
	Skyline Tower	Allen	—	Complete	—	\$44,165
	Trine University	Steuben	—	Complete	—	\$18,898
	DeKalb YMCA	DeKalb	—	Complete	—	\$7,230
	Michiana Event Center	Lagrange	—	Complete	—	\$19,067
	Strawberry Valley Cultural Trail	Noble	—	Complete	—	\$1,270
	Hanna Nuttman Park	Adams	—	Complete	—	\$3,610
	Enterprise Center, Phase II	Steuben	—	Complete	—	\$668
	CASS Housing	Allen	—	Complete	—	\$1,100
	Community Learning Center	Noble	—	Complete	—	\$5,700
SUBTOTAL (Not in RTOM Projects)			—		—	\$101,710
TOTAL (All Projects)			\$1,302,792		—	\$1,072,629

## APPENDIX B. THE LEDO COUNCIL

The Regional Partnership works closely with the 11 economic development organizations in the Northeast Indiana region to address the needs of companies looking to expand or relocate to Northeast Indiana and the surrounding area. The Local Economic Development Organization (LEDO) Council is an advisory group made up of economic development leaders from those [11 member counties; they also served as the Steering Committee for this RDP](#). Together they collaborate with the common goal of improving economic and community development in Northeast Indiana to address shared interests, including the following.

- Business development strategies.
- Available [sites and buildings](#).
- [Workforce](#) training.
- Business [incentives](#).

The LEDO Council is united by the principles of trust-based collaboration. Adhering to a stringent [Code of Ethics](#), LEDO Council members actively step up for the betterment of the whole region with accountability and a sense of responsibility to one another.

### ADAMS COUNTY



**Address:** P.O. Box 492  
Decatur, IN 46733

**Info:** [Adams County Profile](#)

**Organization:** [Adams County Economic Development Corporation](#)

**Contact:** Colton Bickel, Executive Director  
**Phone:** 260-724-2588  
**Email:** [cbickel@adamscountyedc.com](mailto:cbickel@adamscountyedc.com)

### ALLEN COUNTY



**Address:** 200 E. Main St., Ste. 800  
Fort Wayne, IN 46802

**Info:** [Allen County Profile](#)

**Organization:** [Greater Fort Wayne Inc.](#)

**Contact:** Ellen Cutter, VP of Economic Dev.  
**Phone:** 260-420-6945  
**Email:** [ecutter@greaterfortwayneinc.com](mailto:ecutter@greaterfortwayneinc.com)

### DEKALB COUNTY



**Address:** 4483 Co. Rd. 19, Ste C  
Auburn, IN 46706

**Info:** [DeKalb County Profile](#)

**Organization:** [DeKalb County Economic Development Partnership, Inc.](#)

**Contact:** Anton King, Executive Director  
**Phone:** 260-927-1180  
**Email:** [anton@dekalbedp.org](mailto:anton@dekalbedp.org)

### HUNTINGTON COUNTY



**Address:** 8 W. Market St.  
Huntington, IN 46750

**Info:** [Huntington County Profile](#)

**Organization:** [Huntington County Economic Development](#)

**Contact:** Mark Wickersham, Executive Director  
**Phone:** 260-356-5688  
**Email:** [mark@hcued.com](mailto:mark@hcued.com)

### KOSCIUSKO COUNTY



**Address:** 102 S. Buffalo St.  
Warsaw, IN 46580

**Info:** [Kosciusko County Profile](#)

**Organization:** [Kosciusko Economic Development Corporation](#)

**Contact:** Alan Tio, Chief Executive Officer  
**Phone:** 574-265-2601  
**Email:** [atio@kosciuskoedc.com](mailto:atio@kosciuskoedc.com)



## LAGRANGE COUNTY



**Address:** 304 N. Townline Rd., Ste. 2  
LaGrange, IN 46761

**Info:** [LaGrange County Profile](#)

**Organization:** [LaGrange County Economic Development Corporation](#)

**Contact:** Bill Bradley, CEO  
**Phone:** 260-499-4994  
**Email:** [bbradley@lagrangecountyedc.com](mailto:bbradley@lagrangecountyedc.com)

## NOBLE COUNTY



**Address:** 110 S. Orange St.  
Albion, IN 46701

**Info:** [Noble County Profile](#)

**Organization:** [Noble County Economic Development Corporation](#)

**Contact:** Gary Gatman, Executive Director  
**Phone:** 260-636-3800  
**Email:** [gary@noblecountyedc.com](mailto:gary@noblecountyedc.com)

## STEBEN COUNTY



**Address:** 903 S. Wayne St.  
Angola, IN 46703

**Info:** [Steuben County Profile](#)

**Organization:** [Steuben County Economic Development Corporation](#)

**Contact:** Isaac Lee, Executive Director  
**Phone:** 260-665-6889  
**Email:** [isaac@steubenedc.com](mailto:isaac@steubenedc.com)

## WABASH COUNTY



**Address:** 214 S. Wabash St.  
Wabash, IN 46992

**Info:** [Wabash County Profile](#)

**Organization:** [Grow Wabash County](#)

**Contact:** Keith Gillenwater, President & CEO  
**Phone:** 260-563-5258  
**Email:** [keith@growwabashcounty.com](mailto:keith@growwabashcounty.com)

## WELLS COUNTY



**Address:** 211 W. Water St.  
Bluffton, IN 46714

**Info:** [Wells County Profile](#)

**Organization:** [Wells County Economic Development](#)

**Contact:** Chad Kline, Economic Dev. Executive Dir.  
**Phone:** 260-824-0510  
**Email:** [ckline@wellsedc.com](mailto:ckline@wellsedc.com)

## WHITLEY COUNTY



**Address:** 220 W. Van Buren St., Ste. 102  
Columbia City, IN 46725




**Info:** [Whitley County Profile](#)



































































**Organization:** [Whitley County Economic Development Corporation](#)

**Contact:** Dale Buuck, President  
**Phone:** 260-244-5506  
**Email:** [dbuuck@whitleyedc.com](mailto:dbuuck@whitleyedc.com)

# APPENDIX C. FULL LIST OF NORTHEAST INDIANA READI PROPOSALS

The following table represents a full list of the proposals that were submitted for consideration for READI funding in Northeast Indiana. An explanation of the process for submitting and evaluating proposals is provided in Section 3. Stakeholders and Execution. Selected projects and programs are highlighted in Section 8. Regional Strategies, with additional details including financials, presented as Appendix D. These Vision Proposals are shown in the table with a ●. Full details about each of the 130 proposals are available in an online database which can be viewed here: <https://airtable.com/shrKYx2xl4u33JO55>.

Proposal Status	Proposal Type	Focus Area
Vision Proposal ●	Capital C P	Workforce Growth 
Other ●	Programmatic C P	Downtown 
	Both C P	Entrepreneurship & Innovation 

VP	Name	Type	Location	Focus Area
●	2023 Make It Your Own Mural Fest	C P	NE Indiana	  
●	Accelerated Bachelor of Science in Nursing (13 month program)	C P	Huntington	  
●	Adams County Catalyst Program Fund	C P	Adams	  
●	Allen County Public Library Techmobile	C P	Allen	  
●	Allen County Rural Facade Improvement Program	C P	Allen	  
●	All-Inclusive Park	C P	Steuben	  
●	Angola Shoppes	C P	Steuben	  
●	Artisan Row	C P	Steuben	  
●	Artrium-Rialto Creative ("ARC") Phase II	C P	Allen	  
●	Arts Campus Fort Wayne	C P	Allen	  
●	Boys & Girls of Fort Wayne—Jim Kelley Career Academy	C P	Allen	  
●	Brackenridge Village	C P	Allen	  
●	Building A Sound Future Campaign	C P	Allen	  
●	CDFI Friendly Fort Wayne	C P	Allen	  
●	Central YMCA/YMCA of Greater Fort Wayne	C P	Allen	  
●	Churubusco Civic Center	C P	Whitley	  
●	Club 720 at The League	C P	Allen	  
●	Columbia City Test Kitchen	C P	Whitley	  
●	DeKalb County Catalyst Program Fund	C P	DeKalb	  
●	DeKalb County REAL Broadband—AES Fiber Partnership	C P	DeKalb	  
●	Dekalb County Trail System	C P	DeKalb	  
●	Double H Farms	C P	Steuben	  







































VP	Name	Type	Location	Focus Area
	Downtown Bluffton Alley and Mural Improvements		Wells	
	Downtown Kendallville Revitalization		Noble	
	Downtown Programming by Wabash Marketplace Inc.		Wabash	
	Eagle Park Amphitheater		Whitley	
	Easterseals Workforce Development Initiative of Northern Indiana		Steuben	
	Eel River Pavilion		Wabash	
	Elevate Northeast Indiana/Eleven Fifty Academy at Electric Works		Allen	
	Embassy Theatre Foundation, Inc.		Allen	
	Expanded Implementation of Northeast Indiana Farm to School Program		Allen	
	Expanding Excellence		Allen	
	Fairfield Urban Corridor Investment		Allen	
	Family & Friends Fund for Southeast Fort Wayne		Allen	
	Flat Creek Pointe		Wells	
	Forest Cover Markle		Wells	
	Fort Wayne Children's Zoo—World of Adventure: Bamboo Forest		NE Indiana	
	Fort Wayne Riverfront Development—Cumberland Development		Allen	
	Franke Park Renaissance		Allen	
	Ft. Wayne Civic Design Studio P'ship./Ball State Univ.-Estopinal College of Architecture & Planning		NE Indiana	
	FWCS Amp Lab at Electric Works—Innovative Education for a 21st Century Workforce		Allen	
	Gateway Plaza Redevelopment		Allen	
	Gatke Warehouse and Lofts		Kosciusko	
	Grabill Downtown Destination Development Project		Allen	
	Grand Wayne Center Addition		Allen	
	Growth, Diversity and Inclusion Project Manager		Wabash	
	Havenhurst Baseball Complex and Food Incubator		Allen	
	Heartland Career Center Expansion Project		Wabash	
	Heartland Sings—Arts Integrated Residency Expansion		Allen	
	Honeywell Arts Academy		Wabash	
	Hope Unleashed Initiative		Allen	
	Huntington County Agricultural Innovation & Event Center		Huntington	
	Huntington Innovation Center and Little River Lofts		Huntington	
	Increasing Wabash County's Skilled Behavioral Health Workforce		Wabash	
	Industry 4.0 Robotics and Smart Factory Lab		Noble	
	Industry and Academic Collaborative Learning and Training Center		Steuben	

VP	Name	Type	Location	Focus Area
	Innovate WithIN DeKalb County Chapter		DeKalb	
	Innovate WithIN Pitch Competition		NE Indiana	
	Invest DeKalb		DeKalb	
	J. Kruse Education Center—Career Exploration Experience		DeKalb	
	JA Work and Career Readiness Initiatives		NE Indiana	
	KEDCO/gener8tor Medical Device Accelerator Studio		Kosciusko	
	Kentner Creek Crossing		Wabash	
	Kingdom Kids Building Project		Steuben	
	LaGrange County Early Learning Coalition		LaGrange	
	Lancaster Park		Wells	
	Lift Off LLC (Lamar Lofts)		Wells	
	Living Well in Wabash County Facility Expansion		Wabash	
	MERIT Center		Adams	
	Main Street Match		NE Indiana	
	Manchester University: Expanding to meet NE Indiana needs in healthcare and future technology		Allen	
	Marketplace at Warsaw		Kosciusko	
	Milford Housing Development		Kosciusko	
	Miller Sunset Pavilion		Kosciusko	
	Mixed-Use Redevelopment of Fort Wayne's 29-Acre North River Property		Allen	
	Monroeville Housing Project		Allen	
	Monroeville Industrial Park Project		Allen	
	New Haven Depot (Casad)		Allen	
	North Broadway Infrastructure Improvements		DeKalb	
	North Ossian Sewer Expansion Project		Wells	
	Northeast Indiana FAME Advanced Manufacturing (AMT) Training Program		Allen	
	Northeast Indiana Higher-Ed Research Consortium Connector (HERCC)		NE Indiana	
	Owen's Redevelopment Project		Kosciusko	
	Oxford Village Shoppes		Allen	
	Parkview Field LED Lighting Upgrade		Allen	
	Parkview Warsaw YMCA Expansion Phase One		Kosciusko	
	Performing pARTners...Sharing the Vision...Sharing the Stage		Allen	
	Poka-Bache Trail Connector		NE Indiana	
	Project Activate Southeast Fort Wayne (P.A.S.E)		Allen	
	Project Gateway East		Allen	



VP	Name	Type	Location	Focus Area
	Purdue University Fort Wayne Student Housing		Allen	
	Questa Scholars Program		NE Indiana	
	Racoon Run		Kosciusko	
	READI GROWTH FUND		Allen	
	Regional Innovation Center		Allen	
	Riverfront West		Allen	
	Riverside Community Entertainment / Festival Park Enhancement Phase 3		Huntington	
	SE Grocery Store		Allen	
	Sewer Expansion of the State Road 8 Corridor		DeKalb	
	Shared Services Model for Wabash County Early Childhood Education Programs		Wabash	
	Shipshewana Housing Development Project		LaGrange	
	Shovel READI Fund		Allen	
	Spiece Fieldhouse		Allen	
	Start & Exit		NE Indiana	
	Steuben Arts Scene		Steuben	
	Strategic Talent Attraction Program from TMap for Northeast Indiana		Kosciusko	
	Studio Suites		Steuben	
	Superior Street—Riverfront's Main Street		Allen	
	The Driving Force: Auburn Cord Duesenberg Automobile Museum		DeKalb	
	The Hub		DeKalb	
	The Parkview District Initiative		Allen	
	Topeka Housing Development Project		LaGrange	
	Town of LaGrange Housing Development Project		LaGrange	
	Town of North Manchester water main extension(loop)		Wabash	
	Trine University Health Professions Education Center		Allen	
	University of Saint Francis Center for Integrated Public Health Education and Research		Allen	
	Vera Cruz Wabash River Kayak Launch		Wells	
	Village of White Oaks Phase III Housing		Noble	
	Village Premier		Allen	
	Wabash County Museum West Parking Lot Upgrades		Wabash	
	Wabash Countywide Façade Program		Wabash	
	Wabash Legacy Site Development		Wabash	
	Warsaw Innovation Center		Kosciusko	
	Watercrest Section III Housing Development (Avilla)		Noble	

VP	Name	Type	Location	Focus Area
	Waterloo Broadband	 	DeKalb	  
	Wells Street—Regional Draw at Neighborhood Scale	 	Allen	  
	Whitley County EDC Revolving Loan Fund	 	Whitley	  
	Workforce Housing Revolving Loan Fund	 	Kosciusko	  
	YMCA Enterprise Zone	 	Allen	  
	YMCA of DeKalb County Youth Development Complex	 	DeKalb	  



## APPENDIX D. VISION PROJECT AND PROGRAMS

This section presents additional detail on the 44 Vision Proposals highlighted in Section 8. Regional Strategies. It represents an extract of narrative, financial, and graphic information that was submitted for each proposal via an online application. Project and program applications were received through July 16, 2021, for inclusion in the final RDP. The LEDOs and the RDA conducted quality checks of the applications and identified the proposals that would be put forth as Vision Proposals. A full list of proposals received is presented in Appendix C.

The Vision Proposals are grouped according to the major strategy areas outlined in Section 8. Regional Strategies, with the associated projects and programs presented in alphabetical order within each strategy area. Proposals related to Southeast Fort Wayne appear in two separate areas, one associated with strategies around growing the workforce and one focused on supporting entrepreneurship and innovation.

- Build Workforce Housing
- Attract and Retain Talent

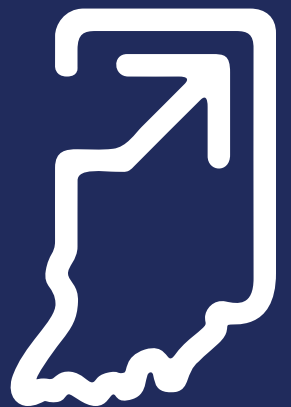
- Support Southeast Fort Wayne (Workforce Growth)
- Leverage Anchor Assets
- Develop a Healthcare Pipeline
- Build Up Main Streets
- Grow Riverfront Fort Wayne
- Build Innovation Spaces
- Support Southeast Fort Wayne (Entrepreneurship and Innovation)
- Prepare for Industry 4.0 Economic Shifts

Each project or program is introduced with a visual representation of its county location, the focus areas it influences, and the type of initiative being proposed: capital, programmatic, or both. In addition, a summary budget and more detailed financial table are provided for each initiative. The text for each program and project is included as they were submitted online, unedited, with the exception of corrections to typographical errors and alignment of financial data to the extent possible. Financial data was submitted by the proposer and should be viewed as preliminary estimates which are subject to change.



# BUILD WORKFORCE HOUSING

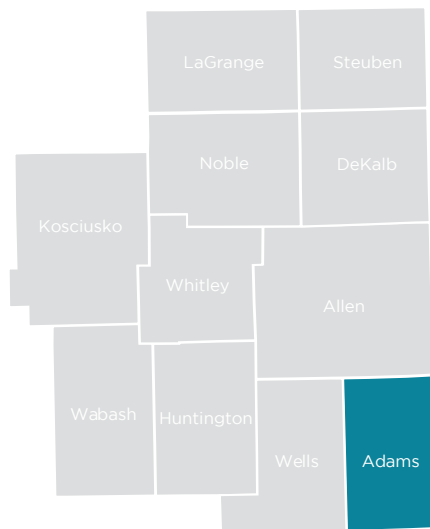
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# ADAMS COUNTY CATALYST PROGRAM FUND

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

A key element of the soon-to-be-launched Adams County Housing Strategy will be the identification of catalyst sites throughout the county, which are either already owned by government or other partners or can be acquired for an affordable price. These catalyst sites are the cornerstone of the execution phase of the Housing Strategy which blends the results of a local housing market potential analysis with visionary leadership to produce communities of choice.

Due to the fact that most catalyst developments are the first of their type in decades, if not generations, the cost to develop the site exceeds current market value for the end product. This is common and for most developers, it presents an unbreakable barrier to housing production. The Housing Resource Hub (HUB) will work on behalf of the Adams County EDC to assemble prioritized site(s) and to complete necessary due diligence, including identifying and engaging excellent development partners. Additionally, an Upper Floor Conversion Housing Program for downtowns throughout the County, which operates similarly to a traditional facade grant

program, will offer matching funds to private building owners seeking to renovate their downtown building to provide downtown housing opportunities.

READI funds will be used to create a loan fund that will provide flexible development gap financing for planned catalyst projects, including upper floor conversions of underutilized space in downtowns into marketable workforce housing. These funds are typically invested as patient capital that can be repaid to the community as project cash flow allows. This type of investment is designed to make the project feasible for the selected development partner. Repaid funds can then be used for additional projects identified in the Housing Strategy. Funds will be invested as patient capital to catalyst projects approved by Housing Strategy Steering Committees in each county.

Funds recaptured from patient capital made on catalyst projects will seed county-wide loan funds for implementation of housing strategies.

### REGIONAL SIGNIFICANCE

According to the Indiana Regional Housing Market Potential Analysis, NE Indiana can absorb upwards of 15,000 housing units over the next 5 years if it's going to keep up with its own market potential. The upcoming Housing Strategy for Adams County will fulfill a portion of the region's goal and potential.

### RELATIONSHIP TO FOCUS AREA

The loan fund program will be created to fill financial gaps associated with the development of various catalyst projects sought out from the Housing Strategy process, including upper floor conversions of underutilized space in downtowns into marketable workforce housing.

### ANTICIPATED OUTCOMES

The return on investment is actually threefold for projects that are related to Housing Strategies. First, there is ROI related to jobs created and retained. Employers have voiced concerns across the region about their ability to attract and retain talent, mostly due to the lack of available affordable housing stock. This workforce housing initiative is



PREPARED BY  
HOUSING RESOURCE HUB

## HOUSING STRATEGY

ADAMS COUNTY, IN

designed to ensure that not only the housing that's needed is being built but also directly engages the workforce through relationships with the employers. EDCs are a key point of contact in working through understanding what employees' housing needs are. As employees share about their housing needs, programs are actually designed to assist them to be able to live closer to where they work. The program's target employees who are commuting more than 15 min to work as this is an indicator of a potential retention risk for an employer. In addition to benefits related to employee retention and attraction, the initiative will ultimately create the opportunity to develop more sites. The future developments will be focused on building enough of the housing that can be bought or rented in the community and therefore taxes generated will be a key factor in terms of houses built and the taxes that will be generated from the real estate investment. Moreover, income tax for the tax based period is generated from employees living closer to where they work, moving perhaps from outside to within the county.

### STAKEHOLDERS

- Adams County EDC
- Housing Resource Hub

### ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** The loan fund creation process can take up to 90 days although the Housing Strategy will work within a 5-year timeframe.

### BUDGET

**READI Funding Requested:** \$1,000,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$2,000,000
Total Program Expenses	\$4,000,000
Total Project Expenses	<b>\$6,000,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$6,000,000</b>
Funding Sources (as a % of Total)	
READI	17%
Other	33%
Private/Philanthropic Funds	33%
Local Government Funds	17%

### SUSTAINABILITY PLAN

Investments in this program will result in sustainability on several levels. First, creation of both the Talent Attraction and Retention programming, along with the Loan Fund that will be invested into both workforce housing initiatives and patient capital. Patient capital investment means a cash flow loan will be made to a project and any funds that may be recouped will be invested into other catalyst projects in the community. In regards to workforce housing initiatives, funds invested through and for this program will create further asset-pursuit opportunities, funding resources and wealth building tools for employees who want to move to or remain in the County. Finally, the engagement of employers within the workforce Housing Strategy is a long-term investment in time, talent, and treasures to create a stronger linkage between local units of government, the EDC and the employer community.

In the next three years, several phases of the workforce housing development process will take place. In year one, we will begin the Housing Strategy process through conducting a Market Potential Analysis and completing an employee housing needs assessment with the community. Year two will include execution of the Pre - Development phase on selected catalyst sites. By year three, construction should be underway and need completion.

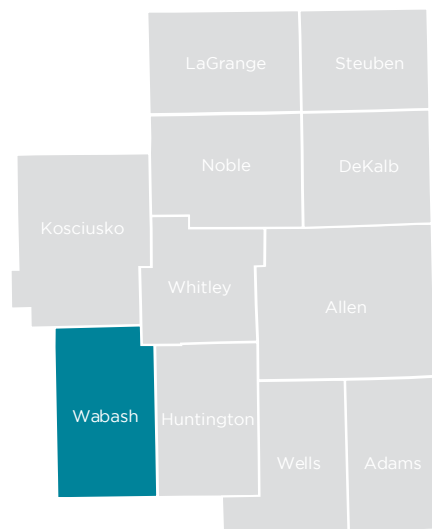
## ADAMS COUNTY CATALYST PROGRAM FUND FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Other Construction Costs - Upper Floor Conversions, site acquisition & prep	—	\$2,000,000	—	—	\$2,000,000	100%
<b>Totals per year</b>	—	\$2,000,000	—	—		
Total Construction Expenses Project Cost (all fiscal years)					\$2,000,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Housing Strategy Loan Fund - Upper Floor Conversions, site acquisition & prep	—	\$4,000,000	—	—	\$4,000,000	100%
<b>Totals per year</b>	—	\$4,000,000	—	—		
Total Program Expenses Project Cost (all fiscal years)					\$4,000,000	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,000,000	—	—	\$1,000,000	17%
Other Funds \$ - Private Lenders	—	\$2,000,000	—	—	\$2,000,000	33%
Private/Philanthropic Funds \$	—	\$2,000,000	—	—	\$2,000,000	33%
Local Government Funds \$ - EDIT or other local funds, Residential TIF (25 years)	—	\$1,000,000	—	—	\$1,000,000	17%
<b>Totals per year</b>	—	\$6,000,000	—	—		
Total Project Income (all fiscal years)					\$6,000,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$6,000,000	

# KENTNER CREEK CROSSING

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

prior to 1939. Less than 10% of homes have been built in the last 20-years. Companies are increasingly finding it even more difficult to recruit executives to our County in part due to the lack of viable housing options for this demographic. This is forcing these potential hires to look elsewhere for careers and housing.

### RELATIONSHIP TO FOCUS AREA

In order to recruit individuals and families to our area, our county must provide adequate housing options across many sectors. Many whom are currently in our county's workforce live outside the county. Therefore, they pay taxes, send their kids to school, shop and recreate in areas other than Wabash County.

### TYPE

Capital

Programming

Both

### DESCRIPTION

Kentner Creek Crossing is an executive housing community located just north of the Honeywell Golf Course. The development will consist of 25 home building sites divided into two plats. Kentner Creek Crossing East will consist of 17 lots ranging from .20 acre to .60 acre. These lots are located at the corner of Highway 15N and County Road 50N in Wabash County. Kentner Creek Crossing West will consist of nine building sites ranging from .30 acre to .75 acre and are located off of County Road 50N. Kentner Creek Crossing is in the City of Wabash and the MSD School district. All sites will have city water and waste, Duke, NIPSCO and Metronet. Streets will be built to the City of Wabash Specs.

### REGIONAL SIGNIFICANCE

Wabash County is experiencing a lack of housing inventory. Housing developments have not occurred on a significant scale in thirty years. Nearly 40% of existing housing was constructed

### ANTICIPATED OUTCOMES

ROI will be used to look at other housing needs in Wabash County. The property tax incentive to the City of Wabash is 100% of new taxes collected. This land was formerly owned by the Honeywell Foundation, so therefore, property tax was not collected. The City of Wabash will immediately realize the gains with this development. The addition of more executives has potential for exponential gains across many facets of our community. Spending, donating and community involvement/leadership are a few of the gains our county could realize.

### STAKEHOLDERS

This development is solely owned by Kentner Creek, LLC. However, it has widespread support from several organizations and entities within the community (local businesses, the City of Wabash, Grow Wabash County, Parkview Hospital to name a few).





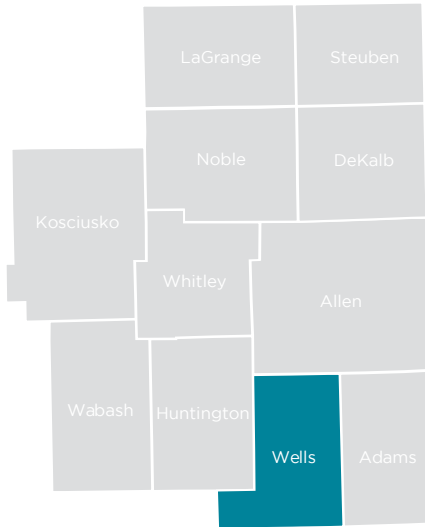
## KENTNER CREEK CROSSING FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - land purchase	\$225,000	—	—	—	\$225,000	10%
Design/Inspection Expense - site developmenet, survey, permits	\$60,000	—	—	—	\$60,000	3%
Legal/Financial Expense	\$32,000	—	—	—	\$32,000	1%
Infrastructure Construction Cost - all utilites and streets, project manager, landscaping	\$1,894,775	—	—	—	\$1,894,775	84%
Other Construction Costs - advertsing, realitor fees, contingency	\$45,000	—	—	—	\$45,000	2%
<b>Totals per year</b>	\$2,256,775	—	—	—		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$2,256,775</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$451,355				\$451,355	20%
Private/Philanthropic Funds \$	\$1,354,045				\$1,354,065	60%
Local Government Funds \$	\$451,355				\$451,355	20%
<b>Totals per year</b>	<b>\$2,256,755</b>					
<b>Total Project Income (all fiscal years)</b>					<b>\$2,256,775</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$2,256,775</b>	

# LIFT OFF LLC (LAMAR LOFTS)

Housing

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

To develop a 4.45-acre parcel of land with streets, water lines, sewer and storm water drainage infrastructure. Site is very close to Interurban/Poka-Bache trail

To construct 16 separate buildings (9 duplexes and 7 triplexes) with attached garages.

39 individual market rate apartments

## REGIONAL SIGNIFICANCE

This project identifies and addresses the housing shortage in the greater Wells County area.

## RELATIONSHIP TO FOCUS AREA

Directly addresses the housing issues that Wells County is facing.

## ANTICIPATED OUTCOMES

The project is designed to bring about 50 temporary construction jobs during the 24-month period. Would like to see workers, paying income taxes to strengthen the local economy.

## STAKEHOLDERS

- Blake Gerber/member
- National Oil/member

## ESTIMATED TIMELINE

**Duration:** 2 or 2 1/2 years

**Timeline:** All infrastructure to be installed March 2022 (weather permitting). ALL apartment buildings would start construction immediately following.

We anticipate (weather permitting) that the project to be complete by summer/fall 2023. No later the spring 2024





## BUDGET

**READI Funding Requested: \$1,585,400**

### PROJECT COSTS (ALL FISCAL YEARS)

Total Construction Expenses	\$7,927,000
Total Program Expenses	—
Total Project Expenses	\$7,927,000

### FUNDING SOURCES

Total Project Income	\$7,927,000
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### Funding Source (as % of Total)

READI	20%
Other Funds	—
Private/Philanthropic Funds	80%
Local Government Funds	—

## SUSTAINABILITY PLAN

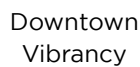
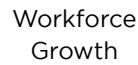
This development will provide years of sustainability in providing housing to Wells County market/individuals. Lift Off LLC (Lamar Lofts) Financials



## LIFT OFF LLC (LAMAR LOFTS) FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$285,000	—	—	\$285,000	4%
Design/Inspection Expense	—	\$197,000	—	—	\$197,000	2%
Legal/Financial Expense	—	\$470,000	—	—	\$470,000	6%
Infrastructure Construction Cost	—	\$775,000	—	—	\$775,000	10%
Building Construction Cost	—	\$6,050,000	—	—	\$6,050,000	76%
Other Construction Costs	—	\$150,000	—	—	\$150,000	2%
<b>Totals per year</b>	—	<b>\$7,927,000</b>	—	—		
Total Construction Expenses Project Cost (all fiscal years)					\$7,927,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,585,400	—	—	\$1,585,400	20%
Private/Philanthropic Funds \$	—	\$6,341,600	—	—	\$6,341,600	80%
<b>Totals per year</b>	—	<b>\$7,927,000</b>	—	—		
Total Project Income (all fiscal years)					\$7,927,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$7,927,000	

## LOCATION





## ESTIMATED TIMELINE

**Duration:** Fall of 2021 to mid of 2023

**Timeline:** Engineering study and design will begin this fall.

Once funding is approved the project will be bid out late 2021 to early 2022.

The project will start in 2022 and be completed by 2023.

## BUDGET

**READI Funding Requested: \$540,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$2,700,000
Total Program Expenses	—
Total Project Expenses	<b>\$2,700,000</b>
FUNDING SOURCES	
Total Project Income	\$2,700,000
Funding Source (as % of Total)	
READI	20%
Other Funds	80%
Private/Philanthropic Funds	—
Local Government Funds	—

## SUSTAINABILITY PLAN

Operations and maintenance will be provided by the Ossian Wastewater Depart. User rates will provide the revenue for those operation and maintenance expenses. Ossian wastewater user rates are currently set at a biennial rate increase of 3% and is extended out until 2028.

When considering future development connection fees, development charges and discounts will be considered.



Aeration Influent Trough - Wall Deterioration and Temporary Supports - March 24, 2016



Clarifier Effluent Trough (Launder) - Wall Deterioration and Cracking - June 14, 2016

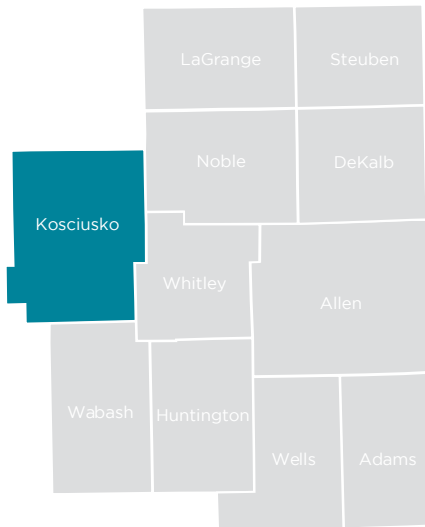
## NORTH OSSIAN SEWER EXPANSION PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$40,000	—	—	<b>\$40,000</b>	<b>1%</b>
Design/Inspection Expense	\$50,000	\$120,000	\$10,000	—	<b>\$180,000</b>	<b>7%</b>
Legal/Financial Expense	—	\$30,000	—	—	<b>\$30,000</b>	<b>1%</b>
Infrastructure Construction Cost	—	\$1,715,000	\$735,000	—	<b>\$2,450,000</b>	<b>91%</b>
<b>Totals per year</b>	<b>\$50,000</b>	<b>\$1,905,000</b>	<b>\$745,000</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$2,700,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$378,000	\$162,000	—	<b>\$540,000</b>	<b>20%</b>
Other Funds \$ - \$800,000 grant for IFA septic relief & 0% loan for project expansion	—	\$1,512,000	\$648,000	—	<b>\$2,160,000</b>	<b>80%</b>
<b>Totals per year</b>	<b>—</b>	<b>\$1,890,000</b>	<b>\$810,000</b>	<b>—</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$2,700,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$2,700,000</b>	

# OWEN'S REDEVELOPMENT PROJECT

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The proposed project will involve redevelopment of a former grocery store site in downtown Warsaw into a transformative mixed-use development. The mixed-use development will consist of a four-story building consisting of approximately 150 market rate apartment units, 15,000-20,000 SF of commercial space, and a 300+ space parking garage.

### REGIONAL SIGNIFICANCE

The proposed development will help bring more vibrancy to Downtown Warsaw, and continue to support our regional orthopedic and medical industry cluster by enhancing workforce housing opportunities and workforce growth.

### RELATIONSHIP TO FOCUS AREA

The proposed project will redevelop a vacant and underutilized downtown commercial area with workforce housing to support the density of employers in the medical device and agribusiness sectors that recruit from outside the Warsaw area. The City of

Warsaw is working diligently to increase the number, variety, and price-points of residential units available, and this project represents the most significant downtown development undertaken to-date.

### ANTICIPATED OUTCOMES

The proposed development will generate approximately \$500,000 to \$600,000 in incremental property tax revenue per year, and an estimated \$115,000 in annual parking garage revenue. The project also provides a catalyst for additional downtown development and directly supports the talent recruitment and retention goals of leading employers in the area.

### STAKEHOLDERS

The project partners include City of Warsaw, Warsaw Redevelopment Commission, Kosciusko County, KEDCO, Kosciusko County Community Foundation, and the developer team led by Weigand Construction.



### ESTIMATED TIMELINE

**Duration:** 3-4 years

**Timeline:** The City of Warsaw and KEDCO are working together on acquisition of the property for redevelopment, with a purchase agreement executed by a KEDCO-related entity and a request for funding of the acquisition cost through the local Workforce Housing RLF under consideration. In addition, the partners are negotiating a contract



with a team led by Weigand Construction for predevelopment to be completed in fall of 2021. Design and engineering will take place in 2022, construction will begin by 2023, and the project will be completed no later than mid-2024.

## BUDGET

**READI Funding Requested: \$3,500,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$40,000,000
Total Program Expenses	—
Total Project Expenses	<b>\$40,000,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$40,000,000</b>
Funding Source (as % of Total)	
READI	9%
Other Funds	—
Private/Philanthropic Funds	77%
Local Government Funds	14%

## SUSTAINABILITY PLAN

The mix-use building will be privately owned by the development team, which will secure its own project financing. Property acquisition will be supported by the local Workforce Housing RLF program, which is funded by the GIFT VII initiative from the Kosciusko County Community Foundation. In addition, the attached parking garage will be owned by the City and/or County. The proposed development will be sustained by newly generated property taxes, revenue generated by the parking garage, and contributions from Kosciusko County and the local Community Foundation. The project would be designed and developed in 2021-22 with the intent to start construction in 2023 for occupancy in 2024. This would be supported by private developer investment, redevelopment district bond issuance, additional redevelopment funds, and Kosciusko County funds.



Warsaw, IN  
08 Feb 2021

District Map  
Scale: 1"=200'

**FLAHERTY & COLLINS**  
PROPERTIES

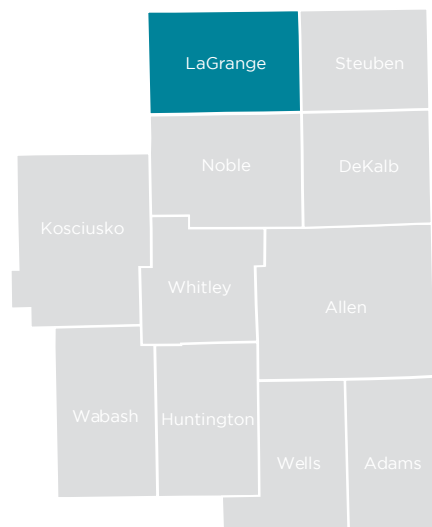
## OWEN'S REDEVELOPMENT PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Exp.	\$1,400,000	—	—	—	\$1,400,000	4%
Design/Inspection Expense	\$100,000	\$1,500,000	—	—	\$1,600,000	4%
Legal/Financial Expense	—	—	\$750,000	\$750,000	\$1,500,000	4%
Building Construction Cost	—	—	\$17,750,000	\$17,750,000	\$35,500,000	89%
<b>Totals per year</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$18,500,000</b>	<b>\$18,500,000</b>		
Total Construction Expenses Project Cost (all fiscal years)					\$40,000,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	—	\$3,500,000	—	\$3,500,000	9%
Private/Philanthropic Funds \$	\$1,400,000	\$1,500,000	\$27,900,000	—	\$30,800,000	77%
Local Government Funds \$	\$100,000	—	\$5,600,000	—	\$5,700,000	14%
<b>Totals per year</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$37,000,000</b>	—		
Total Project Income (all fiscal years)					\$40,000,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$40,000,000	

# SHIPSHEWANA HOUSING DEVELOPMENT PROJECT

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Housing Resource Hub (the Hub) is conducting a Housing Strategy with LaGrange County in efforts to process identified barriers to successful implementation, including: 1) Lack of internal capacity of governments and nonprofits to develop housing, 2) Need for an integrated development finance model to overcome financing gaps, 3) Insufficient access to experienced developers with capital stacking abilities, 4) Lack of market potential analyses, policy research and economic analysis to understand workforce housing development in rural areas, and 5) Lack of housing-related resources to support talent attraction effort.

This Strategy is designed to put the workforce into the “workforce housing” initiative by enhancing local capacity to implement direct housing programs that remove barriers to participation of the local workforce and residents. The scope of work within conducting the Housing Strategy is distinct from, but complimentary to, the development of catalyst projects that the Hub is completing in partnership with Shipshewana and the LaGrange County EDC.

The development of catalyst projects is intended to address the barriers listed previously as they relate to the production of new housing units identified in the Housing Market Potential Analysis.

Specifically, The Hub is focusing on a phased development project on a site in Shipshewana that has a land value of over 1.3 million dollars and will allow up to 103 units, including family homes, duplexes, cottage homes, pocket neighborhood homes and estate homes.

Optimization of local housing market potential is the cornerstone of the Hub’s approach and begins with understanding the role of market rate buyers and renters in the context of an overall mixed-income workforce Housing Strategy. Allowing the private market to set the stage for development means available subsidies can be more efficiently and effectively used to infuse affordability into otherwise marketable housing developments. The Hub will co-develop the site with The Biggs Group, an experienced developer from Northeast Indiana

### Beacon™ LaGrange County, IN



### REGIONAL SIGNIFICANCE

According to the Indiana Regional Housing Market Potential Analysis, Northeast Indiana can absorb upwards of 15,000 housing units over the next 5 years if it’s going to keep up with its own market potential. The Housing Strategy for LaGrange County, IN is working to fulfill a portion of the region’s goal and potential.



## RELATIONSHIP TO FOCUS AREA

Each project that emanates from a Housing Strategy is designed for the purpose of generating more housing construction in the community. This means the community selects catalyst sites that are sites that create communities of choice within the existing community, ideally close to downtown if not in downtown.

## ANTICIPATED OUTCOMES

The return on investment is actually threefold for projects that are related to Housing Strategies. First, there is ROI related to jobs created and retained. Employers have voiced concerns across the region about their ability to attract and retain talent, mostly due to the lack of available affordable housing stock. This workforce housing initiative is designed to ensure that not only the housing that's needed is being built but also directly engages the workforce through relationships with the employers. EDCs are a key point of contact in working through understanding what employees' housing needs are. As employees share about their housing needs, programs are actually designed to assist them to be able to live closer to where they work. The program's target employees who are commuting more than 15 min to work as this is an indicator of a potential retention risk for an employer. In addition to benefits related to employee retention and attraction, the initiative is designed for building enough of the housing that can be bought or rented in the community and therefore taxes generated are a key factor in terms of houses built and the taxes that will be generated from the real estate investment. Moreover, income tax for the tax based period is generated from employees living closer to where they work, moving perhaps from outside to within the county.

## STAKEHOLDERS

- LaGrange County EDC
- Town of Shipshewana
- Housing Resource Hub
- Biggs

## ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** Completion of the phased development should take approximately five (5) years.

## BUDGET

**READI Funding Requested: \$3,406,094**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$23,697,767
Total Program Expenses	—
Total Project Expenses	<b>\$23,697,767</b>
FUNDING SOURCES	
Total Project Income	<b>\$23,697,767</b>
Funding Source (as % of Total)	
READI	14%
Other Funds	71%
Private/Philanthropic Funds	—
Local Government Funds	14%

## SUSTAINABILITY PLAN

Investments in this project will result in sustainability on several levels. First, investment of the funds in the development will be invested as patient capital. This means a cash flow loan will be made to the project and any funds that may be recaptured will be invested into another catalyst project in the community. Also, sustainability from the standpoint of materials used on the site will be managed from a standpoint of both affordability to the buyer or renter and availability of high quality and sustainable materials. Finally, the engagement of employers within the workforce Housing Strategy is a long-term investment in time, talent, and treasures to create a stronger linkage between local units of government, the EDC, and the employer community. In the next three years, several phases of the workforce housing development process will take place. In year one, we will begin the Housing Strategy process through conducting a Market Potential Analysis and completing an employee housing needs assessment with the community. Year two will include execution of the Pre - Development phase on selected catalyst sites. By year three, construction should be underway and need completion.

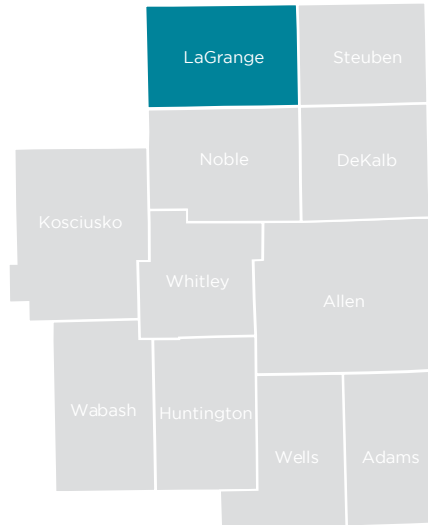
## SHIPSHEWANA HOUSING DEVELOPMENT PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$1,350,000	—	—	\$1,350,000	6%
Design/Inspection Expense	—	\$95,000	\$102,125	\$109,784	\$306,909	1%
Legal/Financial Expense	—	\$6,875	\$7,391	\$7,945	\$22,211	< 1%
Infrastructure Construction Cost	—	\$1,103,100	\$1,185,832	\$1,274,770	\$3,563,702	15%
Building Construction Cost	—	\$5,099,750	\$5,482,231	\$5,893,399	\$16,475,380	70%
Other Construction Costs - Includes 6% commission to developer	—	\$612,750	\$658,706	\$708,109	\$1,979,565	8%
<b>Totals per year</b>	—	<b>\$8,267,475</b>	<b>\$7,436,285</b>	<b>\$7,994,007</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$23,697,767</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,455,613	\$906,111	\$1,044,371	\$3,406,094	14%
Other Funds \$ - Private Mortgages	—	\$5,356,250	\$5,624,063	\$5,905,266	\$16,885,578	71%
Local Government Funds \$ - EDIT, Residential TIF (25 years)	—	\$1,455,613	\$906,111	\$1,044,371	\$3,406,094	14%
<b>Totals per year</b>	—	<b>\$8,267,475</b>	<b>\$7,436,285</b>	<b>\$7,994,007</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$23,697,767</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$23,697,767</b>	

# TOPEKA HOUSING DEVELOPMENT PROJECT

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Housing Resource Hub (HUB) is conducting a Housing Strategy in the Town of Topeka in efforts to process identified barriers to successful implementation, including: 1) Lack of internal capacity of governments and nonprofits to develop housing, 2) Need for an integrated development finance model to overcome financing gaps, 3) Insufficient access to experienced developers with capital stacking abilities, 4) Lack of market potential analyses, policy research and economic analysis to understand workforce housing development in rural areas, and 5) Lack of housing-related resources to support talent attraction effort.

This Strategy is designed to put the workforce into the “workforce housing” initiative by enhancing local capacity to implement direct housing programs that remove barriers to participation of the local workforce and residents. The scope of work within conducting the Housing Strategy is distinct from, but complimentary to, the development of catalyst projects that the Hub is completing in partnership with the Town of Topeka and the LaGrange County

EDC. The development of catalyst projects is intended to address the barriers listed previously as they relate to the production of new housing units identified in the Housing Market Potential Analysis.

Specifically, The Hub is focusing on two sites that collectively provide 51.56 acres for production and a land value of 1.1 million dollars. Eager to improve its community, the Town has decided to champion the construction of 163 total units to help create a resilient community through workforce housing and town attraction.

Optimization of local housing market potential is the cornerstone of the Hub's approach and begins with understanding the role of market rate buyers and renters in the context of an overall mixed-income workforce Housing Strategy. Allowing the private market to set the stage for development means available subsidies can be more efficiently and effectively used to infuse affordability into otherwise marketable housing developments. The Hub will co-develop the site with The Biggs Group, an experienced developer from Northeast Indiana.



### REGIONAL SIGNIFICANCE

According to the Indiana Regional Housing Market Potential Analysis, Northeast Indianadana can absorb upwards of 15,000 housing units over the next 5 years if it's going to keep up with its own market potential. The Housing Strategy for Topeka, IN is working to fulfill a portion of the region's goal and potential.



## RELATIONSHIP TO FOCUS AREA

Each project that emanates from a Housing Strategy is designed for the purpose of generating more housing construction in the community. This means the community selects catalyst sites that are sites that create communities of choice within the existing community, ideally close to downtown if not in downtown.

## ANTICIPATED OUTCOMES

The return on investment is actually threefold for projects that are related to Housing Strategies. First, there is ROI related to jobs created and retained. Employers have voiced concerns across the region about their ability to attract and retain talent, mostly due to the lack of available affordable housing stock. This workforce housing initiative is designed to ensure that not only the housing that's needed is being built but also directly engages the workforce through relationships with the employers. EDCs are a key point of contact in working through understanding what employees' housing needs are. As employees share about their housing needs, programs are actually designed to assist them to be able to live closer to where they work. The program's target employees who are commuting more than 15 min to work as this is an indicator of a potential retention risk for an employer. In addition to benefits related to employee retention and attraction, the initiative is designed for building enough of the housing that can be bought or rented in the community and therefore taxes generated are a key factor in terms of houses built and the taxes that will be generated from the real estate investment. Moreover, income tax for the tax based period is generated from employees living closer to where they work, moving perhaps from outside to within the county.

## STAKEHOLDERS

- LaGrange County EDC
- Town of Topeka
- Housing Resource Hub
- Biggs

## ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** Completion of the phased development should take approximately five (5) years.

## BUDGET

**READI Funding Requested: \$3,662,754**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$50,663,976
Total Program Expenses	—
Total Project Expenses	<b>\$50,663,976</b>
FUNDING SOURCES	
Total Project Income	<b>\$50,663,976</b>
Funding Source (as % of Total)	
READI	7%
Other Funds	86%
Private/Philanthropic Funds	—
Local Government Funds	7%

## SUSTAINABILITY PLAN

Investments in this project will result in sustainability on several levels. First, investment of the funds in the development will be invested as patient capital. This means a cash flow loan will be made to the project and any funds that may be recaptured will be invested into another catalyst project in the community. Also, sustainability from the standpoint of materials used on the site will be managed from a standpoint of both affordability to the buyer or renter and availability of high quality and sustainable materials. Finally, the engagement of employers within the workforce Housing Strategy is a long-term investment in time, talent, and treasures to create a stronger linkage between local units of government, the EDC, and the employer community.

In the next three years, several phases of the workforce housing development process will take place. In year one, we will begin the Housing Strategy process through conducting a Market Potential Analysis and completing an employee housing needs assessment with the community. Year two will include execution of the Pre - Development phase on selected catalyst sites. By year three, construction should be underway and need completion.

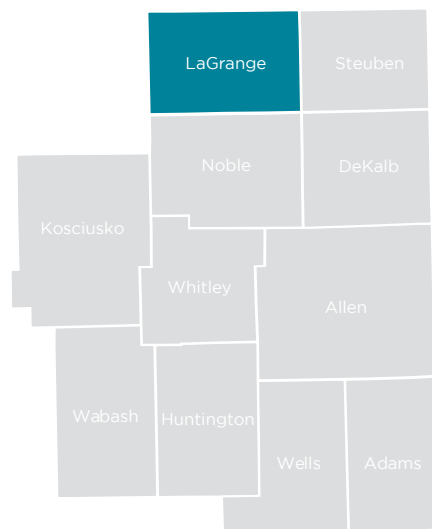
## TOPEKA HOUSING DEVELOPMENT PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$1,300,000	—	—	\$1,300,000	3%
Design/Inspection Expense	—	\$191,250	\$205,594	\$221,013	\$617,857	1%
Legal/Financial Expense	—	\$14,025	\$15,077	\$16,208	\$45,310	< 1%
Infrastructure Construction Cost	—	\$2,466,972	\$2,651,995	\$2,850,895	\$7,969,861	16%
Building Construction Cost	—	\$11,184,861	\$12,023,726	\$12,925,505	\$36,134,092	71%
Other Construction Costs - Includes 6% commission to developer	—	\$1,422,900	\$1,529,618	\$1,644,339	\$4,596,856	9%
Totals per year	—	\$16,580,008	\$16,426,009	\$17,657,959		
Total Construction Expenses Project Cost (all fiscal years)					\$50,663,976	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
Totals per year						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,417,754	\$995,000	\$1,250,000	\$3,662,754	7%
Other Funds \$	—	\$13,744,500	\$14,431,725	\$15,153,311	\$43,329,536	86%
Local Government Funds \$	—	\$1,417,754	\$999,284	\$1,254,648	\$3,671,686	7%
Totals per year	—	\$16,580,008	\$16,426,009	\$17,657,959		
Total Project Income (all fiscal years)					\$50,663,976	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$50,663,976	

# TOWN OF LAGRANGE HOUSING DEVELOPMENT PROJECT

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

is completing in partnership with the Town of LaGrange and the LaGrange EDC. The development of catalyst projects is intended to address the barriers listed previously as they relate to the production of new housing units identified in the Housing Market Potential Analysis.

Optimization of local housing market potential is the cornerstone of the Hub approach and begins with understanding the role of market rate buyers and renters in the context of an overall mixed-income workforce Housing Strategy. Allowing the private market to set the stage for development means available subsidies can be more efficiently and effectively used to infuse affordability into otherwise marketable

Housing developments. The Hub will co-develop the site chosen with The Biggs Group, an experienced developer from Northeast Indiana.

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Housing Resource Hub (The Hub) is conducting a Housing Strategy in LaGrange County in efforts to process identified barriers to successful implementation, including: 1) Lack of internal capacity of governments and nonprofits to develop housing, 2) Need for an integrated development finance model to overcome financing gaps, 3) Insufficient access to experienced developers with capital stacking abilities, 4) Lack of market potential analyses, policy research and economic analysis to understand workforce housing development in rural areas, and 5) Lack of housing-related resources to support talent attraction effort.

This Strategy is designed to put the workforce into the “workforce housing” initiative by enhancing local capacity to implement direct housing programs that remove barriers to participation of the local workforce and residents. The scope of work within conducting the Housing Strategy is distinct from, but complimentary to, the development of catalyst projects that the Hub



### REGIONAL SIGNIFICANCE

According to the Indiana Regional Housing Market Potential Analysis, Northeast Indiana can absorb upwards of 15,000 housing units over the next 5 years if it's going to keep up with its own market potential. The Housing Strategy for LaGrange County, IN is working to fulfill a portion of the region's goal and potential.



## RELATIONSHIP TO FOCUS AREA

Each project that emanates from a Housing Strategy is designed for the purpose of generating more housing construction in the community. This means the community selects catalyst sites that are sites that create communities of choice within the existing community, ideally close to downtown if not in downtown. Doing so gives us the opportunity to grow the engagement within not only the local community, but also to grow the market for the local workforce.

## ANTICIPATED OUTCOMES

The return on investment is actually threefold for projects that are related to Housing Strategies. First, there is ROI related to jobs created and retained. Employers have voiced concerns across the region about their ability to attract and retain talent, mostly due to the lack of available affordable housing stock. This workforce housing initiative is designed to ensure that not only the housing that's needed is being built but also directly engages the workforce through relationships with the employers. EDCs are a key point of contact in working through understanding what employees' housing needs are. As employees share about their housing needs, programs are actually designed to assist them to be able to live closer to where they work. The program's target employees who are commuting more than 15 min to work as this is an indicator of a potential retention risk for an employer. In addition to benefits related to employee retention and attraction, the initiative is designed for building enough of the housing that can be bought or rented in the community and therefore taxes generated are a key factor in terms of houses built and the taxes that will be generated from the real estate investment. Moreover, income tax for the tax based period is generated from employees living closer to where they work, moving perhaps from outside to within the county.

## STAKEHOLDERS

- LaGrange County EDC
- Town of LaGrange
- Housing Resource Hub
- Biggs

## ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** Completion of the phased development should take approximately five (5) years.

## BUDGET

**READI Funding Requested: \$2,316,680**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$16,560,393
Total Program Expenses	—
Total Project Expenses	<b>\$16,560,393</b>
FUNDING SOURCES	
Total Project Income	<b>\$16,560,393</b>
Funding Source (as % of Total)	
READI	14%
Other Funds	72%
Private/Philanthropic Funds	—
Local Government Funds	14%

## SUSTAINABILITY PLAN

Investments in this project will result in sustainability on several levels. First, investment of the funds in the development will be invested as patient capital. This means a cash flow loan will be made to the project and any funds that may be recaptured will be invested into another catalyst project in the community. Also, sustainability from the standpoint of materials used on the site will be managed from a standpoint of both affordability to the buyer or renter and availability of high quality and sustainable materials. Finally, the engagement of employers within the workforce Housing Strategy is a long-term investment in time, talent, and treasures to create a stronger linkage between local units of government, the EDC, and the employer community.

In the next three years, several phases of the workforce housing development process will take place. In year one, we will begin the Housing Strategy process through conducting a Market Potential Analysis and completing an employee housing needs assessment with the community. Year two will include execution of the Pre - Development phase on selected catalyst sites. By year three, construction should be underway and need completion.

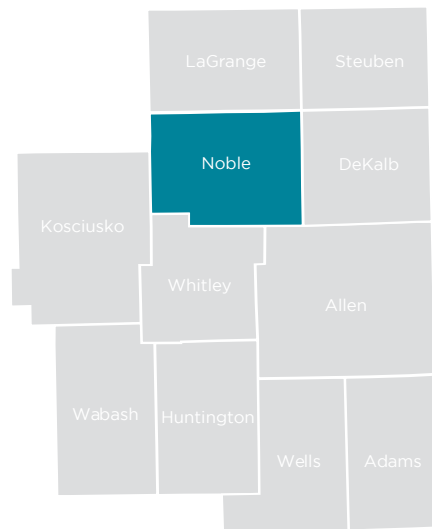
## TOWN OF LAGRANGE HOUSING DEVELOPMENT PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$500,000	—	—	\$500,000	3%
Design/Inspection Expense	—	\$68,400	\$73,530	\$79,045	\$220,975	1%
Legal/Financial Expense	—	\$4,950	\$5,321	\$5,720	\$15,992	< 1%
Infrastructure Construction Cost	—	\$794,232	\$853,799	\$917,834	\$2,565,866	15%
Building Construction Cost	—	\$3,671,820	\$3,947,207	\$4,243,247	\$11,862,273	72%
Other Construction Costs	—	\$411,180	\$474,269	\$509,839	\$1,395,287	8%
<b>Totals per year</b>	—	<b>\$5,450,582</b>	<b>\$5,354,126</b>	<b>\$5,755,685</b>		
Total Construction Expenses Project Cost (all fiscal years)					\$16,560,393	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$830,000	\$692,563	\$794,117	\$2,316,680	14%
Other Funds \$	—	\$3,780,000	\$3,969,000	\$4,167,450	\$11,916,450	72%
Local Government Funds \$	—	\$840,582	\$692,563	\$794,117	\$2,327,262	14%
<b>Totals per year</b>	—	<b>\$5,450,582</b>	<b>\$5,354,126</b>	<b>\$5,755,685</b>		
Total Project Income (all fiscal years)					\$16,560,392	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$16,560,392	

# VILLAGE OF WHITE OAKS PHASE III HOUSING

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

This Albion housing project will complete the build-out of Phase III (final phase) of the Village of White Oaks, a 58-lot residential subdivision in the Town of Albion.

The land for this development was acquired by the developer, Monarch Development Inc., in the mid-1990s. Phases I and II were fully developed by 2017 with no remaining vacant lots available. Phase III will add another 21 lots to enable construction of affordable new homes.

Excavating for Phase III began in early 2020, then COVID struck. Work has resumed in 2021, however costs have increased, and delivery times slowed. These circumstances jeopardize the affordability of new homes. The developer indicates lot prices will be in the \$40,000 range, pushing home prices beyond the \$200,000 to \$250,000 target that was initially intended.

Indiana READI grant support would enable the project to move forward and reduce lot prices

to help ensure new home prices fall within the intended, affordable range to accommodate the local workforce needs. This financial support will also help expedite the completion of Phase III by adding 11 lots in 2021 and 10 more by 2023

### REGIONAL SIGNIFICANCE

Noble County is not unique in Northeast Indiana. Like the rest of the region, the county lacks an adequate workforce to fill existing jobs, as well as new jobs expected, related to recently announced and anticipated industrial investments. Six months into 2020, investments are on pace to far exceed those made in any recent year and currently stand at over \$20 million.

The number of job openings in Noble County, and the region, has continued to remain high. Though the workforce in Noble County grew by a few hundred over the past year, the number of job openings has not decreased proportionally. Nearly every industrial employer in the county, which ranks as one of the top five in the nation for manufacturing jobs per capita, continues to struggle to hire enough people, even despite wage increases, paid tuition programs, and other expanded benefits and incentives.

According to a housing study released in 2018, the percentage of all new homes constructed in Noble County between 2010 and 2017 was just 3.8% of all new homes in the 8-county region, lagging behind six other counties. Furthermore, 37.4% of all homes in Noble County, at the time of the report, were constructed prior to 1960. While new housing developments have been announced over the past three years, inventory has still not kept up with demand. Some older homes have also been razed as part of efforts to remove blight but have not been replaced by new construction.

Commuting patterns for Noble County in 2019 indicate that over 4,000 workers commuted into Noble County for work from five adjoining counties. Rates of home ownership in Noble County have been growing, as has household income. The housing market created by the local workforce's demand is strong, yet inventories remain low.



This project stands to increase the residential workforce and overall population locally, and regionally, and support the region's economy.

## RELATIONSHIP TO FOCUS AREA

Noble County employers often cite, as a challenge to hiring and retaining workers, the lack of places for them to live locally. Home sales in recent months have confirmed the strong demand, with homes hitting the market one day and marked sold the very next. Many transactions are happening without the involvement of agents as families and friends try to help one another. In order to continue to grow the local workforce and help stabilize employee turnover due to long commutes, the resident population must also grow, which clearly requires more housing options.

Albion is the government center of Noble County, and home to some of the county's most visited popular attractions, Chain O'Lakes State Park and Black Pine Animal Sanctuary. Albion offers one of the most vibrant and appealing downtowns in the county. Downtown Albion has been recognized as one of the Top 10 Best Main Streets in Indiana in a poll conducted by Visit Indiana. The courthouse square

was named one of the top 10 most beautiful in the state during Indiana's bicentennial in 2016. Albion's storefronts are occupied. Soon, a new Noble County government consolidated office complex, now under construction, will provide another attraction for residents of the community with a planned courtyard and downtown event "venue".

Albion has been more aggressive than other Noble County communities in efforts to develop multi-use downtown, historic buildings to include second story apartments, which are currently fully occupied, with more planned for renovation. The Village of White Oaks Phase III expansion is the only notable new housing development in Albion that can quickly be readied to attract more of the skilled workers that employers like QSI and Bosch seek and need. The county's largest employer, Dexter, is also located in Albion, with nearly 1,000 workers, hundreds of which commute from outside the county.

Given the advanced stage of this project, and lifetime commitment of the developer, Keith Leatherman of Monarch Development Inc., to this community and Noble County, this Albion housing project is "low hanging fruit" that appears to fit perfectly within the intent of Indiana READI.



## ANTICIPATED OUTCOMES

Assuming 21 new homes will add 21 resident workers to Noble County's workforce, based on a jobs multiplier for a typical local industrial sector, local employers can expect to add/retain 44 jobs. A minimum of \$12,500 would be collected in local income taxes over three years, assuming the 21 new residents worked locally and collected a wage of \$37,500 annually.

Based on the current, applicable residential property tax rate, 21 new homes assessed at \$250,000 each will result in an increase in property tax collections of \$157,500 over three years.

Central Noble Community Schools would stand to receive an additional \$7,500 per new student in funding. Assuming 21 new homes brought in just seven new students, the school would receive an additional \$157,500 over three years.

Based on these estimates, the cumulative three-year local impact would be \$327,500 in increased tax revenues and school funding.

## STAKEHOLDERS

- Monarch Development Inc.
- Town of Albion
- Noble County Economic Development Corporation

## ESTIMATED TIMELINE

**Duration:** 2021-2023

**Timeline:** The Village of White Oaks Phase III was platted for development in August 2020 to add 21 more lots for home construction. The first part of the project is already in progress, with pad-ready lots expected to be completed in 2021 to add 11 lots. The second part is expected to be completed by 2023 and will add 10 more lots.

## BUDGET

**READI Funding Requested: \$160,128**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$800,640
Total Program Expenses	—
Total Project Expenses	<b>\$800,640</b>
FUNDING SOURCES	
Total Project Income	<b>\$800,640</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

The Village of White Oaks Phases I and II were completed between 1995 and 2017 by one of the region's longest-serving developers. Monarch Development Inc. and Keith Leatherman, founder and former principal for Leatherman Construction Inc., has been expanding the housing and commercial/industrial sectors for over 40 years. In addition to the Village of White Oaks, Leatherman has constructed several multi-family housing units, dozens of single-family homes, 55+ community housing units, and dozens of industrial developments to Noble County and the region. The company is held in high regard as a trusted development partner.

Assessed values for homes in the Village of White Oaks, a visually appealing neighborhood featuring mature trees and gently rolling hills, have consistently risen from 2016 to 2020, without exception. There are no vacancies at this time. The water, sewer, streets, curbs, and streetlights added in Phase III will become the property, and responsibility, of the Town of Albion upon completion.

## VILLAGE OF WHITE OAKS PHASE III HOUSING FINANCIALS

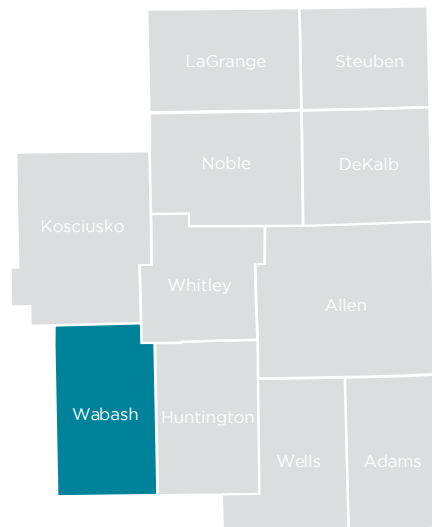
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$128,000	—	—	—	\$128,000	16%
Design/Inspection Expense	\$7,000	\$7,370	—	—	\$14,370	2%
Legal/Financial Expense	\$7,000	\$7,370	—	—	\$14,370	2%
Infrastructure Construction Cost	\$293,900	\$324,170	—	—	\$618,070	77%
Building Construction Cost	\$12,300	\$13,530	—	—	\$25,830	3%
<b>Totals per year</b>	<b>\$448,200</b>	<b>\$352,440</b>	—	—		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$800,640</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$80,064	\$80,064	—	—	\$160,128	20%
Private/Philanthropic Funds \$	\$320,256	\$160,128	—	—	\$480,384	60%
Local Government Funds \$	\$80,064	\$80,064	—	—	\$160,128	20%
<b>Totals per year</b>	<b>\$480,384</b>	<b>\$320,256</b>	—	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$800,640</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$800,640</b>	



# WABASH LEGACY SITE DEVELOPMENT

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The City of Wabash has requested the guidance and capacity of The Housing Resource Hub (HRH) to conduct a Housing Strategy in efforts to process identified barriers to successful implementation, including: 1) Lack of internal capacity of governments and nonprofits to develop housing, 2) Need for an integrated development finance model to overcome financing gaps, 3) Insufficient access to experienced developers with capital stacking abilities, 4) Lack of market potential analyses, policy research and economic analysis to understand workforce housing development in rural areas, and 5) Lack of housing-related resources to support talent attraction effort.

This Strategy is designed to put the workforce into the “workforce housing” initiative by enhancing local capacity to implement direct housing programs that remove barriers to participation of the local workforce and residents. The scope of work within conducting the Housing Strategy is distinct from, but complimentary to, the development of catalyst projects that HRH is completing in partnership with the City, Grow Wabash County and Parkview Health.

The development of catalyst projects is intended to address the barriers listed previously as they relate to the production of new housing units identified in the Housing Market Potential Analysis.

Specifically, HRH is focusing on the ‘Wabash Legacy Site’, or the former Parkview Hospital site which was donated by Parkview to HRH on behalf of the City, for this initiative. Eager to improve its community, the City has invested \$50,000 into the Pre-Development/Acquisition phase of this project. This is a 12-acre site in an Opportunity Zone near the heart of the City of Wabash, a vibrant city of over 10,000 residents that has seen a resurgence over the last decade. Located less than a mile from Downtown Wabash and surrounded by real estate, the City decided to utilize this generous gift as part of its local Housing Strategy.

Optimization of local housing market potential is the cornerstone of the HRH approach and begins with understanding the role of market rate buyers and renters in the context of an overall mixed-income workforce Housing Strategy. Allowing the private market to set the stage for development means available subsidies can be more efficiently and effectively used to infuse affordability into otherwise marketable housing developments. HRH will co-develop the site with The Biggs Group, an experienced developer from Northeast Indiana. This site is planned to have approximately 51 single-family new construction homebuyer units, as well as a multifamily new construction building that will include 30-40 units.

### REGIONAL SIGNIFICANCE

According to the Indiana Regional Housing Market Potential Analysis, Northeast Indiana can absorb upwards of 15,000 housing units over the next 5 years if it’s going to keep up with its own market potential. This Housing Strategy for Wabash, IN was built upon a housing market potential created just for Wabash that says it needs to build X amount of houses over the next 5 years.

### RELATIONSHIP TO FOCUS AREA

Each project that emanates from a Housing Strategy is designed for the purpose of generating more housing construction in the community. This means

the community selects catalyst sites that are sites that create communities of choice within the existing community, ideally close to downtown if not in downtown. The Wabash Legacy Site was chosen not only because of its prime location of being the gateway between real estate and Downtown Wabash, but also because it meets workforce housing goals and highlights key features of the City's potential and investment in its community for its community. The Legacy Site holds value in bringing available and affordable housing to its workforce community, an exciting asset the community can take pride in owning, and a fresh face to the City of Wabash.

## ANTICIPATED OUTCOMES

The return on investment is actually threefold for projects that are related to Housing Strategies. First, there is ROI related to jobs created and retained. Employers have voiced concerns across the region about their ability to attract and retain talent, mostly due to the lack of available affordable housing stock.

This workforce housing initiative is designed to ensure that not only the housing that's needed is being built but also directly engages the workforce through relationships with the employers. EDCs are a key point of contact in working through understanding what employees' housing needs are. As employees share about their housing needs, programs are actually designed to assist them to be able to live closer to where they work. The program's target employees who are commuting more than 15 min to work as this is an indicator of a potential retention risk for an employer. In addition to benefits related to employee retention and attraction, the initiative is designed for building enough of the housing that can be bought or rented in the community and therefore taxes generated are a key factor in terms of houses built and the taxes that will be generated from the real estate investment. Moreover, income tax for the tax based period is generated from employees living closer to where they work, moving perhaps from outside to within the county.

### WABASH HOUSING

### OPTION "C"



## STAKEHOLDERS

- Grow Wabash County
- City of Wabash
- Housing Resource Hub
- Biggs

## ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** Completion of the phased development should take approximately five (5) years. Site control has been completed, Pre-Development is ongoing and will be completed by October 1, construction shall begin Spring 2022 and the project should be completed no later than Fall 2024.

## BUDGET

**READI Funding Requested: \$2,128,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$14,522,958
Total Program Expenses	—
Total Project Expenses	<b>\$14,522,958</b>
FUNDING SOURCES	
Total Project Income	<b>\$14,522,958</b>
Funding Source (as % of Total)	
READI	11%
Other Funds	77%
Private/Philanthropic Funds	—
Local Government Funds	11%

## SUSTAINABILITY PLAN

Investments in this project will result in sustainability on several levels. First, investment of the funds in the development will be invested as patient capital. This means a cash flow loan will be made to the project and any funds that may be recaptured will be invested into another catalyst project in the community. Also, sustainability from the standpoint of materials used on the site will be managed from a standpoint of both affordability to the buyer or renter and availability of high quality and sustainable materials. Finally, the engagement of employers within the workforce Housing Strategy is a long-term investment in time, talent, and treasures to create a stronger linkage between local units of government, the EDC, and the employer community.

In the next three years, much will be happening on the catalyst site. Starting with the first catalyst project, 710 N. East Street, Wabash Indiana 46992, the Housing Strategy will implement one catalyst project at a time although more than one catalyst site may be under site control. In 2022, the plan is for predevelopment to be complete and for acquisition to conclude so that the project can enter into construction. Construction is expected to last between 2022 and 2023 and by 2024, the project will be complete.



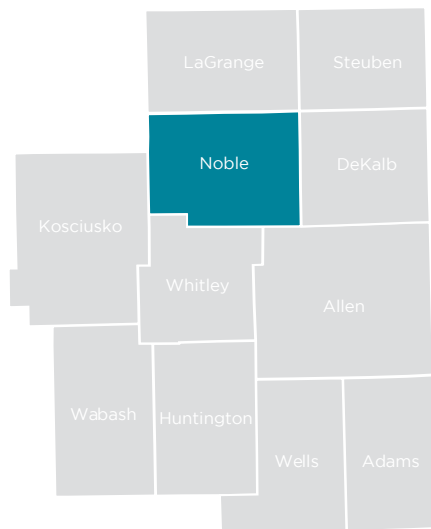
## WABASH LEGACY SITE DEVELOPMENT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense	—	\$32,251	\$34,670	\$37,271	<b>\$104,192</b>	<b>1%</b>
Legal/Financial Expense	—	\$4,766	\$5,123	\$5,507	<b>\$15,396</b>	<b>0%</b>
Infrastructure Construction Cost	—	\$522,066	\$561,221	\$603,312	<b>\$1,686,599</b>	<b>12%</b>
Building Construction Cost	—	\$3,510,001	\$3,773,251	\$4,056,245	<b>\$11,339,497</b>	<b>78%</b>
Other Construction Costs	—	\$426,318	\$458,292	\$492,664	<b>\$1,377,274</b>	<b>9%</b>
<b>Totals per year</b>	—	<b>\$4,495,402</b>	<b>\$4,832,557</b>	<b>\$5,194,999</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$14,522,958</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$I	—	\$471,376	\$551,137	\$639,101	<b>\$1,661,614</b>	<b>11%</b>
Other Funds \$ - Private Mortgages	—	\$3,552,650	\$3,730,283	\$3,916,797	<b>\$11,199,730</b>	<b>77%</b>
Local Government Funds \$ - EDIT, Residential TIF (25 years)	—	\$471,376	\$551,137	\$639,101	<b>\$1,661,614</b>	<b>11%</b>
<b>Totals per year</b>	—	<b>\$4,495,402</b>	<b>\$4,832,557</b>	<b>\$5,194,999</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$14,522,958</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$14,522,958</b>	

# WATERCREST SECTION III HOUSING DEVELOPMENT (AVILLA)

## Housing

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

This housing project will complete the build-out of Section III (final phase) of the Watercrest Housing Edition, a 24-lot residential subdivision in the Town of Avilla.

The land for this development is owned by the developer, Metamorphose, and sections I and II were fully developed prior to 1999 (no work has been done since). Section III will add another 12 lots and support the addition of and construction of affordable new homes in Avilla. Of significance, finishing Section III of this development will also bring the development to the edge of another 4.5-acre tract that is owned by the developer. As such, finishing up Section III will create the opportunity for future and continued growth of the Watercrest Edition into this additional acreage.

Because section I and II have been completed, roads and utilities are adjacent to the site and sanitary sewer has already been extended into Section III. There is, however, significant site preparation work yet to be done including installing water, storm

sewer, road extensions (roads are rough cut) and a detention pond. Additionally, because there has been no work done on site since 1999, there is significant clearing and some excavation work that will need to be done as well.

Indiana READI grant support would enable Section III to move forward. In the process, READI funding will also have the effect of reducing lot prices to ensure new home prices fall within the intended, affordable range to accommodate local workforce needs. This financial support will help expedite the completion of Section III by adding 12 lots in 2022/23 and creating the opportunity for further housing growth in the adjacent acreage.

### REGIONAL SIGNIFICANCE

Noble County is not unique in Northeast Indiana. Like the rest of the region, the county lacks an adequate workforce to fill existing jobs, let alone new jobs related to recently announced and anticipated industrial investments. Six months into 2020, investments in Noble County alone are on pace to far exceed those made in any recent year and currently stand at over \$20 million.

The number of job openings in Noble County, and the region, continues to remain high. Though the workforce in Noble County grew by a few hundred over the past year, nearly every industrial employer in the county continues to struggle to hire enough people, even despite wage increases, paid tuition programs, and other expanded benefits and incentives. For Noble County, which ranks as one of the top five in the nation for manufacturing jobs per capita, this is a significant challenge (some might even use the word crisis). This also rings true for the northeast Indiana as a whole.

According to a housing study released in 2018, the percentage of all homes constructed in Noble County between 2010 and 2017 was just 3.8% of all new homes built in the 8-county region. As a result, Noble County is lagging behind the rest of the region in new home construction. Additionally, in 2018, 37.4% of all homes in Noble County were constructed prior to 1960. Overall, then, Noble County has a great deal of old housing stock with

relatively small amounts of new construction. While new housing developments have been announced over the past three years, inventory has still not kept up with demand. Some older homes have also been razed as part of efforts to remove blight but have not been replaced by new construction.

Commuting patterns for Noble County in 2019 indicate that over 4,000 workers commuted into Noble County for work from five adjoining counties. Rates of home ownership in Noble County have been growing, as has household income. The housing market created by the local workforce's demand is strong, yet inventories remain low.

This project stands to increase the residential workforce and overall population locally, and regionally, and support the region's economy.



## RELATIONSHIP TO FOCUS AREA

Noble County employers often cite, as a challenge to hiring and retaining workers, the lack of places for their workers to live locally. Home sales in recent months have confirmed the strong demand, with homes hitting the market one day and selling the next. In fact, many real estate transactions are happening without the involvement of agents as families and friends try to help one another. In

order to grow the local workforce and help stabilize employee turnover due to long commutes, the resident population must also grow, which clearly requires more housing options.

Given the advanced stage of this project, and lifetime commitment of this developer to this community and Noble County, this Avilla housing project is "low hanging fruit" that appears to fit perfectly within the intent of Indiana READI.

## ANTICIPATED OUTCOMES

Assuming 12 new homes will add a minimum of 12 resident workers to Noble County's workforce, based on a jobs multiplier for a typical local industrial sector, local employers can expect to add/retain 14 jobs. A minimum of \$8,300 would be collected in local income taxes over three years, assuming the 12 new residents worked locally and collected a wage of \$37,500 annually.

Based on the current, applicable residential property tax rate, 12 new homes assessed at \$250,000 each will result in an increase in property tax collections of \$90,000 over three years.

East Noble Schools would stand to receive an additional \$7,500 per new student in funding. Assuming 12 new homes brought in 12 new students, the school would receive an additional \$270,000 over three years.

Based on these estimates, the cumulative three-year local impact would be \$397,500 in increased tax revenues and school funding.

## STAKEHOLDERS

- Metamorphose Inc. (developer)
- Town of Avilla
- Noble County Economic Development Corporation

## ESTIMATED TIMELINE

**Duration:** 2022-23

**Timeline:** The land required to support the Watercrest Section III expansion is already owned by the developer, has been platted and is ready for immediate development. With the first two sections



already complete (prior to 1999) and utilities/roads adjacent to the development, Section III can be completed during calendar years 2022-2023.

BUDGET

READI Funding Requested: \$100,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$500,000
Total Program Expenses	—
Total Project Expenses	\$500,000
FUNDING SOURCES	
Total Project Income	\$500,000
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	70%
Local Government Funds	10%

SUSTAINABILITY PLAN

Watercrest Sections I and II were completed between prior to 1999 by the developer and provide a strong foundation for the planned third section of this development. As a developer, Metamorphose Inc has a long history in Avilla and is held in high regard as a trusted development partner.

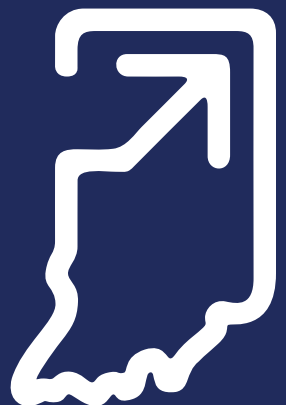
Assessed values for homes in Watercrest Section I and II, a visually appealing neighborhood, have consistently risen over the past decade, without exception. There are no homes currently for sale in these sections at this time. Based on the housing market and the history of Section I and II, there is every reason to believe that homes built in Section III will sell quickly and generate additional growth in Avilla’s population. Moreover, all water, sewer, streets, curbs, and streetlights added in Section III will become the property/responsibility of the Town of Avilla upon completion. This will ensure that these assets are maintained and supported as needed.

## WATERCREST SECTION III HOUSING DEVELOPMENT (AVILLA) FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - Permitting Expenses for 12 lots	—	\$24,000	—	—	<b>\$24,000</b>	<b>5%</b>
Legal/Financial Expense	—	\$6,000	—	—	<b>\$6,000</b>	<b>1%</b>
Infrastructure Construction Cost - water, storm water, roads, street lights, detention pond	—	\$470,000	—	—	<b>\$470,000</b>	<b>94%</b>
<b>Totals per year</b>	—	<b>\$500,000</b>	—	—		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$500,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$100,000	—	—	<b>\$100,000</b>	<b>20%</b>
Private/Philanthropic Funds \$	—	\$350,000	—	—	<b>\$350,000</b>	<b>70%</b>
Local Government Funds \$	—	\$50,000	—	—	<b>\$50,000</b>	<b>10%</b>
<b>Totals per year</b>	—	<b>\$500,000</b>	—	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$500,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$500,000</b>	

# ATTRACT AND RETAIN TALENT

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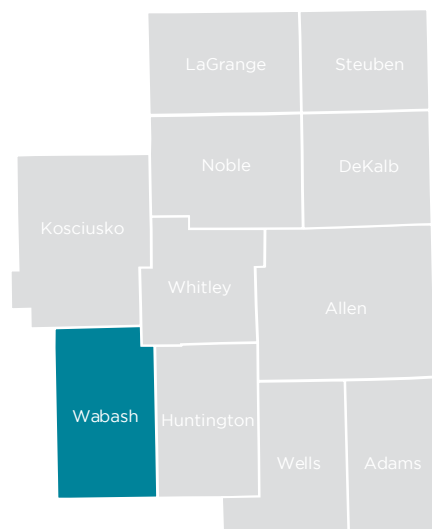




# GROWTH, DIVERSITY & INCLUSION PROJECT MANAGER

## Talent

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Grow Wabash County has spearheaded initiatives to address population decline in Wabash County and the development of a countywide comprehensive plan, prioritizing workforce development efforts.

Grow Wabash County has already hired a shared employee with the City of Wabash and Wabash City Schools that serves as Director of Global Citizenship to establish a dual-language program at O.J. Neighbours Elementary and build relationships with Japan and China. There is still work to be done, though, to promote an environment of growth, diversity, and inclusion in Wabash County and regionally.

Grow Wabash County will add a full-time employee to oversee these initiatives. The Growth, Diversity and Inclusion (GDI) Project Manager will develop and execute programs to attract a larger, more diverse population to Wabash County and provide access to support systems and resources to help all families prosper.

The GDI Project Manager will be the point of contact through the process of attracting, relocating, and retaining talent to Wabash County. They'll execute a talent attraction campaign to promote Wabash County and the career opportunities available. The campaign will target areas identified by the GDI Project Manager as having the highest potential yielding new talent. They'll also collaborate with local employers, organizations, and business owners to launch a uniform message about the benefits of relocating to Wabash County and NE Indiana.

Additionally, the GDI Project Manager will serve on the Wabash Diversity Coalition to address topics related to expanding diversity in Wabash County and ensuring that when people of differing races, beliefs, orientations, etc. move to Wabash County, they feel safe and welcomed. The project manager, with the Diversity Coalition, will activate leadership in various industry sectors, organizations, and government bodies on initiatives regarding diversity, or lack thereof, in Wabash County.

Once families choose to call Wabash County home, the GDI Project Manager will help make the move to Wabash County a smooth transition. The manager will update informational materials to share with new and prospective families and offer guidance for other needs, such as enrolling children in school, setting up utilities or answering other questions and concerns.

The GDI Project Manager is also well positioned to share information regarding Promise 529 savings accounts to families, especially families from diverse racial backgrounds with low participation rates. The Community Foundation of Wabash County will provide resources in multiple languages about the program and guide families through the process.

Support for these families will be available through 1-on-1 interactions with the project manager and social events organized to acquaint new arrivals with Wabash County. When concerns arise, the GDI Project Manager will advocate for the newcomers and connect them with the proper departments and resources to address the issue.

## REGIONAL SIGNIFICANCE

Wabash County and Northeast Indiana as a whole still have work to do when it comes to transforming into a region of communities that not only welcome diversity but take the time to make sure that everyone feels like they belong and are an important part of the community.

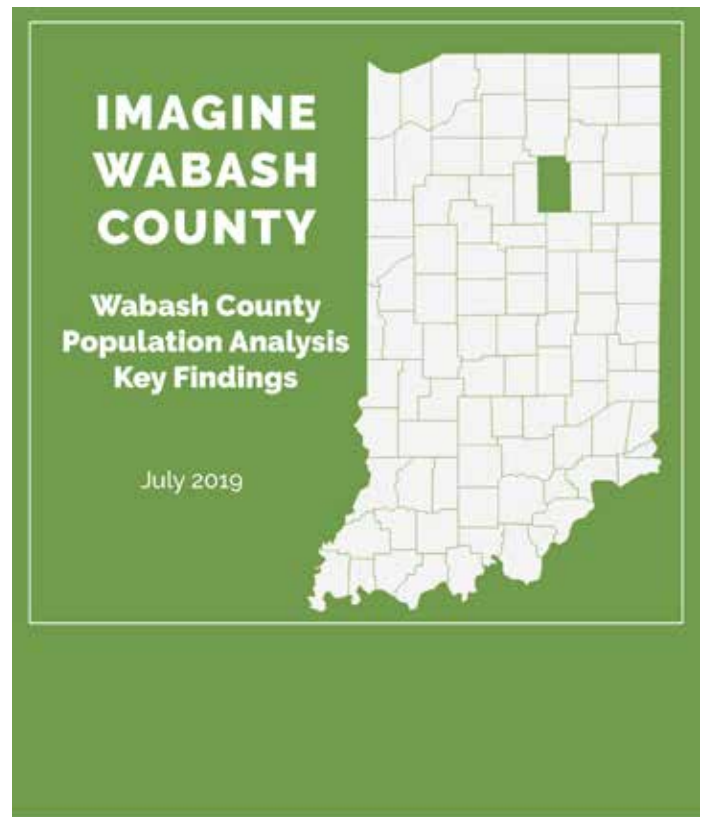
Since 2016, Northeast Indiana has committed itself to the “Road to 1 Million” initiative that would successfully welcome and retain 1 million new workers in the region. As a proud part of this 11-county region, Wabash County has worked hard to find ways to help Northeast Indiana reach their 1 million goal. Efforts thus far have included promoting the assets that Wabash County and the region as a whole have to offer new businesses that will provide new job opportunities, launching certification programs in skillsets that are in high demand from our local employers and laying the foundation for a strategic plan that will attract and retain new families and prospective employees to Wabash County and its fellow Northeast Indiana counties.

These initiatives have proven successful and possess a momentum that will propel them forward on this road to 1 million, which provides Wabash County the ability to take these efforts another step further by investing in a professional Grow Wabash County team member to manage these programs and projects and magnify Wabash County’s impacts by targeting a wider and more diverse array of people that may not be aware of the opportunities Wabash County and Northeast Indiana possess to enrich their professional careers and personal lives.

Northeast Indiana’s greatest strength is the variety of experiences it can offer someone living in the region. While Wabash County boasts two reservoirs and incredible outdoor recreation options, Allen County offers Hoosiers a more urban, metropolitan experience. Small towns and larger cities are all within driving distance of each other and make it easy for all counties in the region to share the benefits of welcoming new friends, neighbors, and families regardless of where in the region they choose to call home.

This, in essence, is the message that our GDI Project Manager will champion through traditional and

digital media marketing, one on one meetings with prospective employees and relocated families and pitches to companies looking to expand their presence into Northeast Indiana and Wabash County. The GDI Project Manager will also take the lead on arranging workforce development training programs that dovetail with the needs of the local workforce to motivate people from in and outside of the region to seek out their next career move in Wabash County.



BECKER  
CONSULTING

Community  
Foundations of  
Wabash County  
*We have the giving. We have the good.*

GROW  
WABASH  
County

PURDUE  
UNIVERSITY  
FORT WAYNE  
Community Research Institute

TRANSFORM  
INTEGRATING COMMUNITIES

## RELATIONSHIP TO FOCUS AREA

As the joint chamber of commerce/economic development group in Wabash County, Grow Wabash County is well aware of the need to grow the workforce and attract new talent. As Wabash County’s manufacturing industry sees a many of their employees nearing retirement, employers are concerned about filling the vacancies left behind by these longtime employees. Grow Wabash County is also aware of the concerns about diversity that a rural, primarily white, community may pose to new talent that may consider living and/or working in Wabash County.

The primary role of the Growth, Diversity and Inclusion (GDI) Project Manager will be working alongside employers to fill those jobs. This support may come in the form of recruiting talent from outside of the county/region, or in the form of developing certification courses with educational partners to provide opportunities for the current labor force to skill up and fill those livable wage jobs.

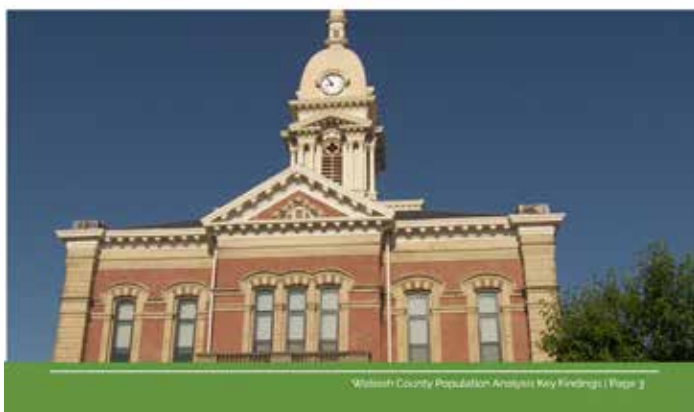
When a local company has open positions, the GDI Project Manager will utilize several avenues to help target and recruit the ideal candidates. The manager will navigate various recruitment platforms including LinkedIn Recruiter, Indeed, etc. and will partner with Grow Wabash County's Marketing and Event Project Manager to promote Wabash County job opportunities through traditional media and social media. The intent is to not only promote these jobs to people already located in Wabash County, but expand the reach outside of Northeast Indiana and into neighboring states to compile a larger, more diverse pool of skilled applicants ready to take the job.

## INTRODUCTION

The Community Research Institute (CRI) at Purdue University Fort Wayne prepared these key findings as part of a project for the Community Foundation of Wabash County and its partner, Grow Wabash County. The research was funded by the Community Foundation from a Lilly Endowment Inc. GIFT initiative phase VII grant. The full report can be found on the Community Foundation's website: [www.cfwabash.org](http://www.cfwabash.org) and Grow Wabash County's website at [www.growwabashcounty.com](http://www.growwabashcounty.com).

CRI worked with Transform Consulting Group, Becker Consulting, and Make No Small Plans, LLC, to provide quantitative and qualitative data about Wabash County, Indiana, as it relates to the forces and dynamics around Wabash County's population decline. This information is designed to provide Community Foundation and its community partners a common understanding of the past, present and future: what has happened locally, what is currently occurring, and where Wabash County could go.

Population decline in Wabash County has been a real but almost invisible trend when factored against rising income, increasing households, and escalating property values. Just because it isn't obvious doesn't mean it isn't happening, and its potential for detrimental effects is not far off for Wabash County.



Finding skilled prospective employees is only half of the battle. The goal is to welcome and integrate them into Wabash County and provide them with a network in and out of the workplace to help them settle in and make Wabash County home. The GDI Project Manager will be every newcomer's link to opportunities that will allow them to carve out their own story in Wabash County.

Other programs organized by the project manager will provide touchstones for new families that can answer questions and give recommendations about people in the community that can help them get connected. Information will be readily available to help a new hire and their family build a life in Wabash County such as contact information for local realtors and health care providers, information about local schools, organizations and amenities as well as resources to address concerns or problems encountered once they move to Wabash County.

In turn, those new employees will be even happier living and working in Wabash County and are more likely to remain at their jobs and involved in the community.

The Project Manager's involvement with the promotion of Promise 529 accounts will also benefit future workforce development. The program represents a significant investment in Wabash County youth that will raise educational attainment levels and positively impact both families and the future workforce.

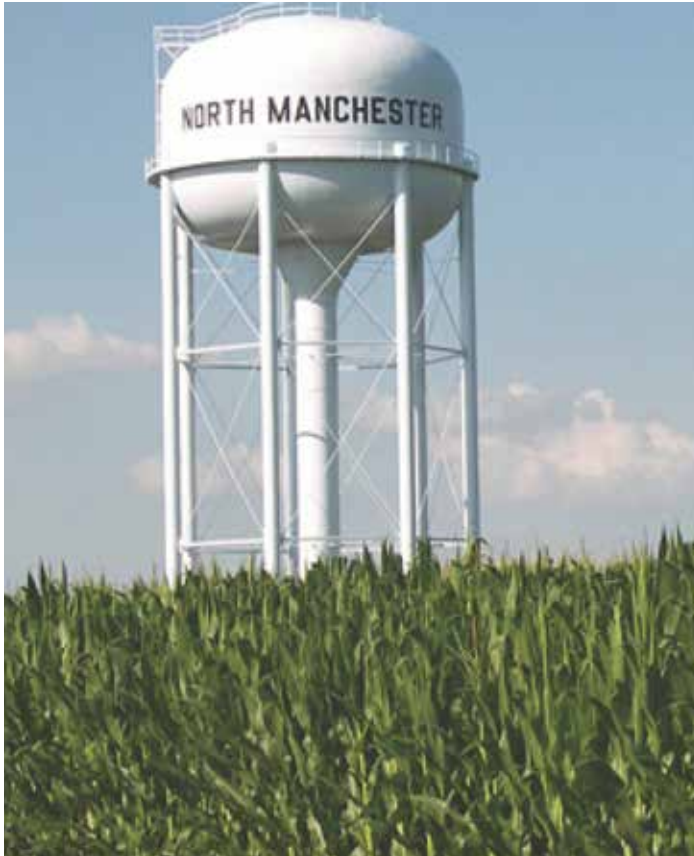
## ANTICIPATED OUTCOMES

The return on investment for the creation of the Growth, Diversity and Inclusion (GDI) Project Manager for Wabash County will benefit not only those in Wabash County, but regionally throughout Northeast Indiana.

The work of a successful GDI Project Manager will result in more people of all job levels and abilities moving to Wabash County and Northeast Indiana, paying taxes that benefit our local amenities and agencies. Remote workers tired of the crowded city life will be enticed by the promise of homeownership and small-town charm that brings them, their families and perhaps some of their fellow remote co-workers to find their place in Northeast Indiana.



The increase in population in Northeast Indiana will allow the region to have more influence on a state and national level when it comes to setting the tone, agenda, and priorities for future plans and projects. Schools will receive more funding and therefore



more room to enhance the educational experience in a way that surpasses simply teaching to the test, but positions students in ways that set them on a path to success, most likely in the same region that equipped them with the tools to achieve that success.

As more people come to Wabash County and the Northeast Indiana region to see why it is the ideal place to work and raise a family, more businesses will seek out opportunities to expand or relocate their operations to the region, providing more job opportunities and local investments that will, in turn, attract even more people to move to Wabash County and Northeast Indiana.

An increased population also opens the doors toward a more diverse population. Diversity in our workforce, in our schools and our communities enriches everyone's lives as we are introduced to new skills and viewpoints and cultural beliefs

that foster a more empathetic and welcoming environment. When families feel welcome, they are more apt to share the love of their community with others and recommend those communities to those that they know are looking to relocate.

Wabash County's greatest asset is its people. The ones who are proud to share they are from Wabash County and want everyone else in the world to know that they too can share in this joy. The more people we are able to share this wonderful (not so) "secret" with through the work of a GDI Project Manager, the more people will seek out Wabash County and Northeast Indiana when choosing where to build the life they want to live.

## STAKEHOLDERS

- Grow Wabash County
- Community Foundation of Wabash County
- Wabash Diversity Coalition
- White's Residential & Family Services

## ESTIMATED TIMELINE

**Duration:** Ongoing

**Timeline:** Grow Wabash County will open applications for candidates to apply for the Growth, Diversity and Inclusion Project Manager position in 2021. Interviews will be conducted in hopes of having the project manager start at the end of 2021 or the beginning of 2022.

The new project manager will work with the rest of the GWC team, the Wabash Diversity Coalition, Community Foundation of Wabash County, and local major employers to build upon the programs and initiatives already in development regarding workforce development and talent attraction with the intention of rolling out programs as soon as early 2022 to promote Wabash County and expanding diversity and inclusion practices in our communities.

This position will be an ongoing asset to Grow Wabash County that will continue to spearhead workforce development, attraction and retention programs as Wabash County grows and diversifies.

## BUDGET

### READI Funding Requested: \$56,262

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$285,946
Total Project Expenses	<b>\$285,946</b>
FUNDING SOURCES	
Total Project Income	<b>\$285,946</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	80%
Local Government Funds	—

## SUSTAINABILITY PLAN

The funding awarded through the READI grant program will help cover the Growth, Diversity and Inclusion (GDI) Project Manager's annual salary. The grant funding will also help Grow Wabash County cover costs incurred on the front end of the process to promote the new position, attract prospective hires, and provide them with any training needed to help them step into the role in an efficient and effective manner.

Grow Wabash County has also entered into a three-year commitment with the Community Foundation

of Wabash County, an organization that shares Grow Wabash County's sincere interest in growing our population and expanding diversity and inclusion efforts and feel as though the GDI Project Manager through Grow Wabash County is the ideal way to achieve those goals.

In order to ensure the longevity of this position, Grow Wabash County will partner with organizations such as Duke Energy, NIPSCO, Wabash Valley Power Indiana Economic Development Association and large employers in Wabash County to receive grant funding that allows for the purchase of necessary materials to develop creative and dynamic projects that address the job at hand. Grow Wabash County will also call upon its government partners to help put forth the funding needed to sustain the position and the program connected to growing our population and expanding diversity and inclusion efforts. Community Foundation of Wabash County has also committed to providing additional funding in the interest of promoting Promise 529 savings accounts to populations that often are not aware of these opportunities.

After four years, Grow Wabash County will work with their partners as well as their board of directors to include funding in their annual budget to keep this position for as long as it is needed in Wabash County. The GDI Project Manager will also be tasked with finding relevant grants, programs and opportunities that will allow them to fulfill their goals and expectations within the realm of workforce development and population growth.

## GROWTH, DIVERSITY &amp; INCLUSION PROJECT MANAGER FINANCIALS

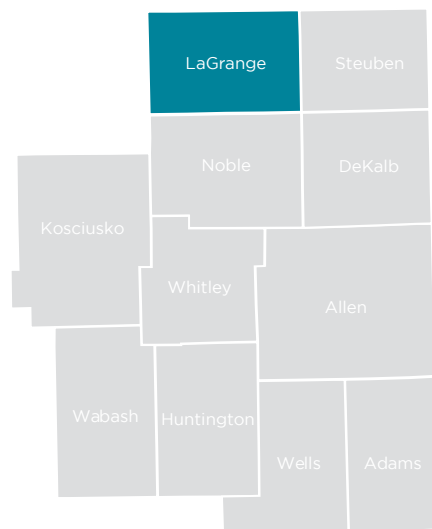
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Construction Expenses Project Cost (all fiscal years)						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Growth & Inclusion PM - PM Onboarding, Salary, Benefit Stipend, Cell Phone	—	\$60,600	\$62,418	\$64,291	<b>\$ 187,309</b>	<b>66%</b>
LinkedIn Recruiter Software - Software to help identify target newcomers	\$4,638	\$5,333	\$5,333	\$5,333	<b>\$ 20,637</b>	<b>7%</b>
Misc Expenses - Marketing, Office Supplies, Continued Education	—	\$21,000	\$21,000	\$21,000	<b>\$ 63,000</b>	<b>22%</b>
Relocation Program & Packets - Newcomers Guides and Welcome Volunteer Program	—	\$5,000	\$5,000	\$5,000	<b>\$ 15,000</b>	<b>5%</b>
<b>Totals per year</b>	<b>\$4,638</b>	<b>\$91,933</b>	<b>\$93,751</b>	<b>\$95,624</b>		
Total Program Expenses Project Cost (all fiscal years)					<b>\$285,946</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$ 18,387	\$ 18,750	\$ 19,125	<b>\$ 56,262</b>	<b>20%</b>
Private/Philanthropic Funds \$ - Community Foundation WC, Grow Wabash County	\$ 4,638	\$ 73,547	\$ 75,000	\$ 76,499	<b>\$ 229,684</b>	<b>80%</b>
<b>Totals per year</b>	<b>\$ 4,638</b>	<b>\$ 91,934</b>	<b>\$ 93,750</b>	<b>\$ 95,624</b>		
Total Project Income (all fiscal years)					<b>285,946</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>285,946</b>	



# LAGRANGE COUNTY EARLY LEARNING COALITION

Talent

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

In order to build a stronger foundation for LaGrange County residents, children, and employers a partnership to improve childcare in the community has been established between Parkview LaGrange Hospital and the LaGrange County Early Learning Coalition (LCELC). Working parents in LaGrange County often have trouble finding openings for quality childcare. With help from the LaGrange County Economic Development Corporation (LCEDC), this community partnership will alleviate this issue with an innovative, but historically successful, approach. The model proposed includes businesses within LaGrange County investing in a community-owned early learning center to offer employees ready access to quality childcare.

After two years of planning, three (3) steps are needed to now begin this project. First, a feasibility study to conduct research on LaGrange County working parents' childcare needs and employers' willingness to invest in the early learning center. The study will provide vital information to ensure the long-term success and sustainability of this project

while also encapsulating what working parents need in terms of childcare. Second, a building suitable for the project needs to be located and renovated to meet the standards of childcare excellence. Two options are being considered: (A) A successful company-owned early learning center has already been opened by Therma-Tru Doors. A partnership with Therma-Tru would provide a building for the project but would require renovations. If a partnership with Therma-Tru is not an option, then, (B) we will purchase/lease a building, making necessary renovations. Third, hiring an experienced program Director and staff.

Fortunately, a successful area project has recently been established and is operating in a nearby community. They have provided consistent mentorship and support to LCELC throughout the planning of this program. A qualified team needs to be hired to ensure the early learning center works to become a Level 4 (highest level) of Paths to QUALITY (PTQ) rating and improvement system. This system has been adopted in Indiana as an easy to recognize tool for finding quality childcare programs.

Working parents of LaGrange County are desperate for affordable quality childcare. With help from the LCEDC, this program will alleviate stress and entice employees with an amazing benefit all while providing the necessary foundation to ensure LaGrange County children are set up for life-long success. In the short-term, quality childcare is not profitable. However, when seen as an investment in the future of our community, our program will help alleviate stress on working parents who need childcare and is an investment for employers who can offer this unique benefit for current or potential employees. This program is an investment for the economy, and most importantly, it is a long-term investment in the children of LaGrange County to become happy, healthy, and productive members of society.

## REGIONAL SIGNIFICANCE

LaGrange County is a childcare desert. Child Care Aware of America defines childcare deserts as "areas or communities with limited or no access to quality childcare". To be considered a childcare

desert, a community must have more than 50 children under age 5 with either no childcare providers or so few options that there are more than three times as many children as licensed childcare slots. The Center for American Progress identified LaGrange County as having a 3:1 ratio of children to childcare slots. Additionally, Parkview Health's 2019 Community Health Needs Assessment found that maternal/child health in LaGrange County was categorized as a county health indicator performing in the bottom quartile of Indiana's health outcomes. This study also found that nearly 30% of LaGrange County households were identified as having limited assets and constrained income despite one or two adults in the home being employed. The average cost for one year of childcare in Indiana is \$7,903. If parents are looking for a high-quality program that meets PTQ4, they can expect to pay an additional \$1,000 a year. Meaning, one year of high-quality childcare is similar in cost to one year tuition at Ball State University. The PTQ standards have been referenced throughout the planning stage and will continue to be discussed to ensure this program works toward PTQ4 status, the highest quality level, in an appropriate amount of time.

The childcare system is not only failing working parents in LaGrange County, but also in Indiana as a whole. Only 60% of childcare programs participate in PTQ, and only 32% meet PTQ4. Around 66% of Hoosier parents need childcare because every adult within the home is employed, but 41% live in a childcare desert. With these statistics, it is no wonder companies have large turnover rates due to missed shifts because of a lack of childcare. It is estimated that Indiana's economy loses almost \$1.1 billion in economic activity annually because of childcare related absenteeism (\$580.7 million) and turnover (\$519 million). Because businesses can invest to reserve childcare slots, the model we propose ensures the hours of operation of the early learning center will overlap shift changes. Extended hours of operation will enable working parents to arrive on time for work and improve absenteeism, turnover, and training-related costs. Additionally, this partnership will make use of an abandoned or unused building within LaGrange County to be renovated and find a new purpose, serving our community.

## RELATIONSHIP TO FOCUS AREA

This program meets two (2) identified READI program focus areas: First, this partnership is inherently designed to grow the workforce. Businesses in LaGrange County will have an extra bargaining tool to increase the employment and retention of the most talented employees in their organization. Women disproportionately left the workforce because of the COVID-19 Pandemic to take on care-giving responsibilities for their families. According to the National Women's Law Center, more than 2.3 million women left the labor force since February 2020, reducing the labor force participate rate to 57%. The pandemic only illuminated this long-term issue. In 2016, the Early Childhood Program Participation Survey recorded that 50% of U.S. families reported difficulty finding childcare, and mothers who could not find childcare were significantly less likely to be employed. It was also estimated that 2,000,000 parents made career sacrifices due to childcare problems in 2016. Imagine the talent that could benefit the workforce in LaGrange County if more parents had ready access to a high-quality childcare program that was flexible to work schedules.



## The **ECONOMIC IMPACTS** of **INVESTING** in **EARLY CHILDHOOD** **EDUCATION IN INDIANA**

SEPTEMBER  
2016

Second, this proposed program also meets the “Innovation & Entrepreneurship” focus. Not only is this program innovative in its design to grow the workforce, but also in its childcare system design. In the first three (3) years of a child’s life, more than 1,000,000 neural connections are made every second. These neural connections control the brain’s ability for problem solving, self-control, communication, and relationship building. In order to ensure the children of LaGrange County are receiving the highest level of childcare possible, this program will strive to reach the highest level in the Paths to Quality (PTQ) rating and improvement system. Unfortunately, only 16% of children in Indiana with all parents working are enrolled in high quality PTQ4 programs. However, this innovative program design will enroll children in LaGrange County within an environment that is continuously striving for the highest level of quality. Positive early experiences can lead to greater success in school, higher adult earnings, and better overall health. In her book *How Emotions are Made: The Secret Life of the Brain*, neuroscientist and psychologist Lisa Feldman Barrett wrote, “Think about your current workforce, or hiring efforts, how might it be different if we had invested in their early experiences?”. This is an innovative opportunity to invest in a solid foundation for LaGrange County’s workforce: now and for years to come.

## ANTICIPATED OUTCOMES

This investment will not only yield social returns but also financial gain for LaGrange County businesses, working parents, and program employees. Businesses in LaGrange County could receive tax-deductions on their investments in this program. They will also see greater returns due to an increase in employee attendance and decrease in employee turnover rates. That will lead to reduced training costs and increased profits. The model we will follow is for businesses to invest what would have spent (constantly training new hires, employee turnover costs, lost production time, etc.) into this early childhood program. This funding will help to sustain the program and has proven successful in the local program model we will follow. Additionally, working parents will be enabled to be on the job, missing work less often due to childcare-related issues. And, employment opportunities will be available for teachers and aides, and an empty building will be renovated for use: truly a win-win scenario for all.



There is also great social return on this investment. In 2016, a research team from Indiana University conducted a study on the economic impacts of investing in early childhood education in Indiana. They concluded that, “Implementing a quality, state-funded early childhood education program in Indiana will yield an anticipated benefit of \$3.83 to \$4 per dollar invested.” How? Research shows that children in high quality education during early childhood are more likely to stay out of special education or academic remediation, thus increasing savings for government and taxpayers. These children are also more likely to earn higher lifetime wages, contribute more to lifetime taxes, earn advanced degrees, and less likely to commit crimes. Indeed, adults who have advanced degrees see median weekly earnings of more than \$1,500, according to the Bureau of Labor Statistics (See *The Economics Daily*, “[Median weekly earnings \\$606 for high school dropouts, \\$1,559 for advanced degree holders](#),” October 21, 2019.)

According to the Indiana Department of Child Services, in the first six months of 2021, there have



been five substantiated reports of sexual abuse to a minor, one substantiated report of physical abuse to a minor, and 30 substantiated reports of neglect to a minor in LaGrange County. These forms of abuse have huge impacts on future victimization and perpetration rates. Adverse childhood experiences (ACEs) are traumatic events that occur in childhood (0-17 years). ACEs are significantly correlated with several chronic health issues, mental illness, and substance use in adulthood. However, research shows that when children have a relationship with at least one sensitive, nurturing, and responsive adult they can show more resilience to childhood trauma. Additionally, adults who reported having caring teachers and predictable home routines reported better health outcomes. Overall, high quality early education, like the program proposed, has the potential to provide overwhelming social and economic benefits to our community. It is vital that this investment is made in LaGrange County to meet our rural community's needs.

## STAKEHOLDERS

The following organizations have provided information, added to the public discourse over the past two years, and/or have expressed interest in partnering with the LaGrange County Early Learning Coalition to establish this early learning center:

- Dekko Foundation
- LaGrange Church of God
- LaGrange County businesses' HR representatives
- LaGrange County Community Foundation
- LaGrange County Economic Development Corporation
- Lighthouse Montessori Education Center (Ashley, Indiana)
- Parkview LaGrange Hospital
- Therma-Tru Doors

## ESTIMATED TIMELINE

**Duration:** The proposed project is based on a four-year timeline. The LaGrange County Early Learning Coalition has been discussing and planning for this opportunity for the past two (2) years.

**Timeline:** The LaGrange County Early Learning Coalition has been meeting to discuss the

establishment of a quality childcare program for the past two (2) years. The Coalition has partnered with a historically successful program in the region to fully understand the process steps for building a successful childcare program. The next step in this investment is to procure READI funding and matching funds. When funding is secured, we will 1) conduct a feasibility study (3-6 months); 2) secure and renovate an appropriate local building (6-12 months); and 3) hire a qualified team to begin providing this early learning program in LaGrange County (3-9 months). These three critical steps will be taken under the direction of the LaGrange County Early Learning Coalition. Representatives will work to secure and locate an appropriate building and renovate the building to meet childcare code. This will take an estimated 6-12 months, minimum, based upon building availability. A feasibility study will take an estimated 3-6 months. Hiring a qualified team to establish, lead and provide this program will take 3-9 months. Completing these critical steps will require the budget estimated in the financial table at the end of this profile.

Because of the partnership with a previously successful program, the coalition intends to have the program running within one (1) year of funding. Fortunately, qualified community members have also given verbal interest in applying for the Director position. The partnership intends to start the hiring process immediately after notification of this READI funding. It is essential that a qualified director and staff members be hired so that the program can move forward with the planning / vision established by the LaGrange County Early Learning Coalition. Salary and benefits for this team over the period of this funding are provided as estimates in the financial table presented at the end of this profile.

With each year, this program will work to accomplish the goals in the feasibility study, growing the program with businesses participation to full capacity. That will equate to many children in LaGrange County receiving high-quality childcare and permitting their parents to work knowing their child(ren) are in a safe, quality early learning program. As described earlier in this proposal, this investment will provide for both short- and long-term educational and economic benefits for the people of LaGrange County.

## BUDGET

### READI Funding Requested: \$551,328

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$1,030,000
Total Program Expenses	\$1,726,645
Total Project Expenses	<b>\$2,756,645</b>
FUNDING SOURCES	
Total Project Income	<b>\$2,756,645</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	26%
Private/Philanthropic Funds	28%
Local Government Funds	26%

## SUSTAINABILITY PLAN

An initial feasibility study will be completed after funding is secured to identify the needs and goals for LaGrange County businesses and working parents. This research will allow the LaGrange County Early Childhood Coalition to understand more fully the scope of progress and to establish action steps to establish this program successfully. The feasibility study will include

a sustainability plan. The Coalition's goal is to provide positive sustainable changes for LaGrange County businesses, working parents and children. Additionally, businesses in LaGrange County will be asked to invest by providing subsidy funding that may be tax-deductible. Until this early childcare program is established and operating at capacity, we will likely request funding support from the LaGrange County Community Foundation, Dekko Foundation, Tom Wood Foundation, The Lutheran Foundation, community donations or other in-kind gifts, as well as other grants, sponsors, or endowments with similar goals to establish and sustain this childcare program.

To date, because this program is not yet established, the LaGrange County Early Learning Coalition has not requested funding from sponsors. However, funding applications will be completed and submitted to provide the required match funding for this program by Q1 2022. Within the proposed program budget are the estimated costs to establish and provide this entire project for this program term. Of the proposed program budget, it is anticipated that an 80% match will be secured from various local supporting organizations: including, businesses, foundations as well as interested individuals. This READI program and capital request is for 20% of the budget shown in the financial table (next page).

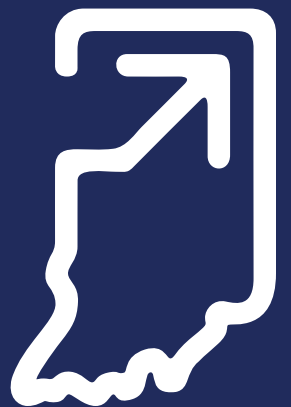
## LAGRANGE COUNTY EARLY LEARNING COALITION FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - Cost to purchase / lease a building and begin renovations, if any	—	\$200,000	\$200,000	\$200,000	<b>\$600,000</b>	<b>58%</b>
Design/Inspection Expense - associated with purchase/leased building	—	\$50,000	\$25,000	\$10,000	<b>\$85,000</b>	<b>8%</b>
Legal/Financial Expense - for purchase / lease of building	—	\$25,000	\$10,000	\$5,000	<b>\$40,000</b>	<b>4%</b>
Infrastructure Construction Cost - Renovation costs	—	\$100,000	\$50,000	\$50,000	<b>\$200,000</b>	<b>19%</b>
Other Construction Costs - related to construction/renovation not covered above	—	\$50,000	\$35,000	\$20,000	<b>\$105,000</b>	<b>10%</b>
<b>Totals per year</b>	<b>—</b>	<b>\$425,000</b>	<b>\$320,000</b>	<b>\$285,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$1,030,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Feasibility Study - 2-year study, includes developing a sustainability plan	\$80,000	—	—	—	<b>\$80,000</b>	<b>5%</b>
Salary and Benefits for LaGrange County Child Care Pgm team - 1 FTE Project Director, 4 FTE Teachers, and 4 FTE Aides. Costs include competitive salaries (w/benefits, calculated at 31.61% (est.)) and an annual 3% increase. One Teacher + One Aide in each classroom. There will be four classrooms: infant, toddler, pre-school, and school-aged.	—	\$481,956	\$496,414	\$511,307	<b>\$1,489,677</b>	<b>86%</b>
Indirect costs - de minimis rate (10%) / year of eligible costs	\$8,000	\$48,196	\$49,641	\$51,131	<b>\$156,968</b>	<b>9%</b>
<b>Totals per year</b>	<b>\$88,000</b>	<b>\$530,151</b>	<b>\$546,056</b>	<b>\$562,438</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$1,726,645</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$17,600	\$191,030	\$173,211	\$169,487	<b>\$551,328</b>	<b>20%</b>
Other Funds \$	—	\$254,708	\$230,948	\$225,984	<b>\$711,640</b>	<b>26%</b>
Private/Philanthropic Funds \$	\$70,400	\$254,707	\$230,948	\$225,984	<b>\$782,039</b>	<b>28%</b>
Local Government Funds \$	—	\$254,707	\$230,948	\$225,983	<b>\$711,638</b>	<b>26%</b>
<b>Totals per year</b>	<b>\$88,000</b>	<b>\$955,152</b>	<b>\$866,055</b>	<b>\$847,438</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$2,756,645</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$2,756,645</b>	



# SUPPORT SOUTHEAST FORT WAYNE

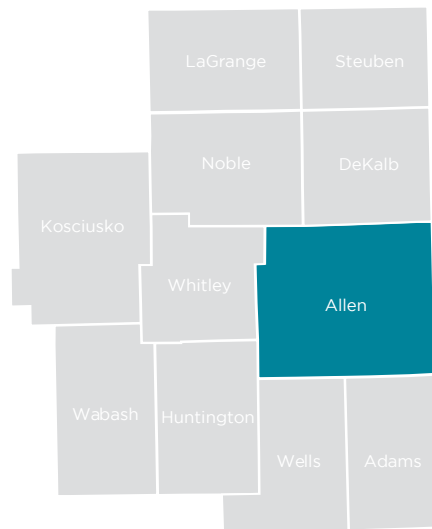
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# HOPE UNLEASHED INITIATIVE

## SE Fort Wayne Workforce

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

the number of burglaries). Neighborhood skills are being developed through our support of the MVP Neighborhood Association and creation of (10+) jobs for southeast quadrant residents through our landscaping social enterprise.

As our neighborhood tips toward success, the risk of displacement is rising for our legacy residents. It is with the knowledge that having access to affordable, stable housing, meaningful employment, a walkable community, and early childhood education can have a profound impact on health, education, and earnings outcomes, that BGCMC is launching HOPE Unleashed - a capital campaign whose outcomes will improve quality of life in our target neighborhoods.

The four key focus areas of HOPE Unleashed are: Housing, Opportunity, Progress, and Education.

### TYPE

Capital

Programming

Both

### DESCRIPTION

In underserved neighborhoods across our nation, higher rates of crime, illiteracy, malnourishment, and illness are indicative of opportunity gaps and inequity.

Founded in 2012, Bridge of Grace (BGCMC)- a faith based 501c3- was created for the purpose of transforming lives particularly for residents of the Mount Vernon Park (MVP) and Pettit-Rudisill (PR) Neighborhoods. Through our mission of “empowering our neighbors to build upon their God-given spiritual, academic, physical, and emotional strengths to transform our community” we endeavor to build thriving neighborhoods sustained by engaged residents.

Over the past 6 years we have renovated 19 once blighted and vacant homes, maintained 22 once-overgrown lots, created 3 neighborhood pocket parks, served 400+ youth, and engaged hundreds of volunteers in afterschool, construction, and beautification projects. According to the FBI's crime statistics, since 2013 MVP's crime rate has fallen roughly 64% (with an over 90% reduction in

**Housing.** Purchase homes in the MVP and PR to help our neighbors become stakeholders in their community's success. By providing access to affordable housing, financial literacy, and investment, we will improve quality of life by increasing the rate of homeownership and reducing the risk of involuntary displacement.

**Opportunity.** Increase access to economic opportunity in southeast Ft. Wayne by repurposing vacant lots, retail, and public spaces into places that cultivate entrepreneurship - i.e., incubators and pop-up retail & vendor space. Additionally, we will improve access to technical support and resources for existing and aspiring business owners.

**Place-Based Progress.** Revitalize our community by building and renovating: BGCMC offices and community spaces; Neighborhood Clinic (with mental health, physical, and developmental care facilities); and Brewer Park, the 5-acre public park that connects our target neighborhoods.

**Early Childhood Education.** Close the opportunity gap by ensuring strong starts for our youngest neighbors and their families. We will build a quality early learning center that focuses on providing exceptional care and education for infants, toddlers, and preschoolers.

## REGIONAL SIGNIFICANCE

### HOUSING

As individuals and corporations make the decision to relocate to NE Indiana, demand, property values, and rental rates have risen, threatening to displace tenants in lower income communities, increase levels of concentrated poverty and lower QOL standards in our region.

Opp: Increasing access to stable affordable housing, can not only reduce transience- and improve childhood education outcomes- but also increase access to discretionary time and income which can be invested back into households, neighborhoods, and small businesses.

### ECONOMIC OPPORTUNITY

In our region, communities of color are driving growth. In the Fort Wayne Metro Region (including Allen, Wells, and Whitley Counties), "From 1980-2010, people of color went from 9.9% to 16.3% of the population." While increased diversity has been

demonstrated to promote innovative potential and improve a region's ability to attract and retain young professional talent, large unemployment and wage gaps persist for people of color and those living in underserved communities in NE Indiana.

Opp: By implementing initiatives that strengthen existing businesses, and help business owners of color gain access to affordable commercial and retail space, technical assistance, and business supports we can help to reduce the regional wage and opportunity gaps and increase access to gainful employment.

### PARK/PLACE

Obesity has risen steadily in Indiana over the last two decades with nearly 34% of Hoosier adults being identified as obese in 2017 (up 20% from 1995). Underserved communities in southeast Fort Wayne experience elevated rates of illness including high blood-pressure and diabetes, and obesity due- in part- to food insecurity, lack of access to preventative care, and a lack of physical activity.





**Opp:** By providing access to a wider variety of community recreation options - including a walking trail, and splashpad- and a neighborhood health clinic, our place-based efforts will begin to improve health outcomes for community residents- especially for those who may lack access to reliable transportation.

### EARLY EDUCATION

Reports indicate that the state of Indiana has the 7th highest high school dropout rate in the country at 7.5%. Studies show that every student who does not complete high school costs our society an estimated \$260,000 in lost earnings, taxes, and productivity.

While early childhood education has been shown to improve educational outcomes, access to high quality, adequately funded pre-school remains challenged. Only 43% of programs in Allen County are designated “high quality” with that number falling to less than 1/3 of known childcare programs across the state. On average, NE Indiana employers lose \$200 million annually in costs associated with employee absences or turnover due to lack of quality early education.

**Opp:** Providing access to high quality early childhood education can improve economic education outcomes for our community’s youth and adults.

### RELATIONSHIP TO FOCUS AREA

By fast tracking quality of place and economic development initiatives in southeast Ft. Wayne, our neighborhoods can become benchmarks - illustrating best practices for developing diverse entrepreneurs, and cultivating, attracting & retaining local talent.

Through HOPE Unleashed, BGCMC and our partners will deploy innovative strategies in the way of capital improvements and programs to grow the workforce, improve quality of place and life, and support entrepreneurship and small businesses. Project outcomes will include: increased household income, increased access to discretionary income, improved levels of educational attainment, more stable property values, and- improved local health outcomes.

### WORKFORCE GROWTH

Our Early Education and Economic Opportunity programs will help to grow the workforce in our community by creating new jobs, increasing access to employment opportunities and developing local talent.

### QUALITY OF LIFE AND PLACE

The state of homes and neighborhoods invariably affect mental and physical wellbeing of households and individuals. Our Housing, Economic Opportunity, Early Childhood Education, and Place-based improvement initiatives will each help to mitigate blight and/or beautify our community, thereby improving health outcomes by reducing stressing, promoting physical activity, and creating stronger social ties. In addition to beautifying our community, development of well-design public space and amenities has been proven to reduce transience, which improves property values and educational outcomes.

Through our housing initiatives, we will serve the Pettit-Rudisill and Mount Vernon Park Neighborhoods by developing affordable housing, and providing an infrastructure of community support-including coaching, mentoring, and property management services- that will equip residents with tools they need to thrive and become stakeholders in their community’s success.

According to Norada real estate investments, Fort Wayne home values have gone up 9.5% over the past year. Norada’s Fort Wayne real estate market prediction is that the prices will rise another 5.4% within the next year. By integrating anti-displacement strategies into our place-based development initiatives, we hope to ensure that residents of our neighborhoods are not only retained but are also beneficiaries of development taking place in their community.

### SUPPORTING ENTREPRENEURSHIP & SMALL BUSINESS

BGCMC will deploy innovative strategies and leverage local resources to develop and strengthen our local entrepreneurial ecosystem. We will partner with local organizations to provide access to training that is both economically and geographically accessible for our community’s residents.

We hope that by providing opportunities for our neighborhoods' diverse residents, that our community's small business vendor events might become an international market that- as it is scaled- has the potential to become a city- or region-wide attraction.

## ANTICIPATED OUTCOMES

Racial and gender wage gaps remain wide in the U.S. and NE Indiana, "signaling lost opportunity for income, consumption, investment, and real GDP growth." (Citi Group). Equity - just and fair inclusion in an economy in which all can participate, prosper, and reach their full potential- is the superior growth model.

Potential ROI for each of our four replicable and scalable focus areas is described below:

### HOUSING

BGCMC estimates that by improving access to homeownership the average family living on our target area could gain about \$250/mo. in discretionary income (which amounts to about \$3,000 per household per year or about 13% of our average family's gross income!)

The NE Indiana region will benefit from parents and caregivers having increased access to discretionary time and income that can be invested in anything from "homework help" time in households with children to business startup capital. Furthermore, as homeowners and the state alike will benefit from increased equity and tax revenue resulting from improved stability and property values.

### ECONOMIC OPPORTUNITY

According to the SBA, small businesses drive the economy making up for over 99% of all employers in the U.S. and generating 67% of all new jobs since 1995. However, people of color are less likely to have access to capital, retail space, and support necessary to start and grow a business.

In the Fort Wayne, IN Metro Area (including Allen, Wells, and Whitley Counties), in 2015, the economy would have been \$1.78 billion larger if there had been no racial gaps in income (PolicyLink/ PERE, National Equity Atlas). Additionally, with equity in income in 2015, the average annual income would

have been \$14,703 higher for the Black population and \$13,685 higher for the Latino population.

### EARLY LEARNING CENTER

Long term investment in early education yields a 13% ROI. This means for every \$1 invested in quality early education there is a \$7 return. This return translates into higher wages later in life, increased tax revenue, more effective public schools, improved health, less crime, more educated and skilled workers as well less dependence on social programs.

In the short-term, the investment in our center will create 25+ well-paying jobs (above \$15/hour), Increases access to quality infant and toddler care allowing mothers to return to work.

### PARKS + PUBLIC SPACE

Providing restrooms will make Brewer Park eligible to be a summer lunch site. Providing meals in our community- where 80-90% of youth receive free and reduced lunch- could result in fewer medical expenses as well as improved physical and mental health conditions.

According to Snyder Associates, studies indicate that proximity to a park increases home value by up to 20% and within approximately 500 feet of the park's boundaries. Therefore, Brewer Park improvements may result in up to \$2 million in total increased value of the roughly 180 houses nearest the park.

### STAKEHOLDERS

BGCMC has cultivated relationships with partners with a variety of backgrounds and experience. Our staff's experience living and working in Fort Wayne has yielded strong relationships and inter-organizational partnerships with over 70 organizations (including Sweetwater Sound, Parkview Health, and the Fort Wayne Fire and Police Departments) whose missions and skillsets complement ours.

One of our most valued relationships is the partnership between our organization and our community's residents. Each year we mobilize a dedicated team of volunteers- including neighborhood residents- to implement BGCMC programs and efforts.

The HOPE Unleashed campaign's distinguished committee is being led by Kathy Callen (a former Senior Vice President, and Community Engagement Executive of Old National Bank), Vicki L. James (President of the James Foundation), and Chuck Surack (Founder and CEO of Sweetwater Sound) along with BGCMC staff.

A list of partners for each of our focus areas (FA) appears below:

## I. FA 1 - HOUSING

- A. Legacy partners:** Fellowship Missionary Church, Granite Ridge, Windows, Doors, and More, Weigand Construction, First Assembly Church, Many Nations Church, Local property owners
- B. Current/existing partners:** Enterprise Community Partners, Foellinger Foundation, Housing committee members (including representatives of Weigand Construction and Strahm Building Solutions), Old National Bank, PNC Foundation, St. Joseph Community Health Foundation
- C. Potential Partners for future/ ongoing initiatives:** Wealth Concepts, Foellinger Foundation, Enterprise Community Partners, Que El-Amin & Jamie Elder

## II. FA 2 - ECONOMIC OPPORTUNITY

- A. Legacy Partners:** City of Fort Wayne Community Development Department, Yard and Company, Local food and business vendors
- B. Current Partner:** Fort Wayne Metals

- C. Potential future partners:** Creative Women of the Build, Latent Design, SEED, Local architecture firms, Michael Forsyth (Creative Place Consulting)

## III. FA 3 - PROGRESS

- A. Legacy partners:** Fort Wayne Parks and Recreation, MVP Neighborhood Association members and residents, PR Association Residents, Levan Scott Academy
- B. Potential future partners:** Patronicity/ CreatiNg places, Local sports teams, Friends of the Park (Fort Wayne), City of Fort Wayne, Funders/ Foundations
- C. FA 4 - Early Childhood Education**
- D. Current partners**
  1. Program partners: Mission Motherhood, ACPL, Family Child Care Home Providers, The Child Care Resource Network, Early Childhood Alliance
  2. Design/ Capital Campaign partners: Design Collaborative, Wiegand Construction, PNC Bank & Foundation, Infancy Onward, Parkview - Developmental Clinic / Physical Care Clinic
  3. Advisory Committee Members: Allie Sutherland (The Child Care Resource Network), Madeleine Baker (Early Childhood Alliance), Shannon Gage (Early Childhood Alliance), Becky Hollingsworth (Retired Educator)
- E. Potential future partners:** Fort Wayne Community Schools, Indiana University School of Health





## ESTIMATED TIMELINE

**Duration:** 4 years

**Timeline:** Major Milestones

### I. CAMPAIGN TIMELINE

#### A. Identify committee members & Develop Case

**Statement:** May 2021

#### B. Launch silent phase of campaign: August 2021

#### C. Launch public phase of campaign: April 2022

#### D. Conclude: December 2022

### II. HOUSING

#### A. Phase 0-Initial housing rehab effort: 2015-2021

#### B. Phase 1-Develop framework for housing strategic plan: 2020-2021

#### C. Phase 2-Hire and engage consultant: Spring-Winter 2021

1. Assess current conditions
2. Best practice analysis
3. Report re: strategies and economic opportunities for residents

#### D. Phase 3: 2022

1. Complete strategic plan with consultant data
2. Determine next steps
3. Draft implementation plan/strategy
4. Launch community awareness and education initiative
5. Identify relevant policy barriers
6. Begin property procurement effort

#### E. Phase 4: 2023

1. Continue education initiatives & coaching for homeownership prep
2. Continue property procurement
3. Advocate for policy change where necessary
4. Develop staffing and administrative infrastructure for housing initiative
5. Launch property renovation/building efforts (5-10 properties)

#### F. Phase 5:

1. Obtain first tenants/homeowners
2. Continue building/enovation

### III. ECONOMIC OPPORTUNITY

#### A. Phase 0: 2019- 2021

1. identify potential partner(s), develop strategic plan, host pilot events
2. approach program partner(s)
3. identify potential properties to procure

#### B. Phase 1: 2022

1. Acquire vacant parcels

#### C. Phase 2: 2023

1. Launch programming
2. Host pilot vendor event
3. Identify local trainers

#### D. Phase 3: 2024

1. Continue programming & vendor initiatives
2. Identify retail vacant retail space
3. Engage local designers and small business focused partners
4. Engage/approach pop-up retail-oriented partners
5. Identify potential business owners to populate activated space

#### E. Phase 4: 2025

1. Continue programing with local talent
2. Building out, launch, and market retail activation project

#### F. Phase 5: 2026

1. Launch semi-permanent incubators on green parcels
2. Develop schematic design and budget for permanent incubator space
3. Plan and launch fundraising initiative for final space

### IV. PLACE-BASED PROGRESS

#### A. Formal Community outreach effort: 2018-19

#### B. Community Engaged Schematic Design + Budget: 2019-2020

#### C. Review and approval by Parks Commission: Oct 2020

#### D. Fundraising strategy development and (quiet) launch: 2021

#### E. Public fundraising and awareness campaign: 2022

#### F. Conclude fundraising: Fall 2023

#### G. A & E/contractor bids: 2023

#### H. Groundbreaking: 2024

### V. EARLY LEARNING CENTER (W/ CLINIC AND OFFICES)

#### A. Complete Business Plan: Spring 2021

#### B. Launch N'hd Programming & Support: Summer 2021

#### C. Property procurement: 2021

#### D. Complete schematic design and rough budget: Summer 2021

#### E. Fundraise: Fall 2021-Spring 2022

#### F. Break Ground: Spring 2022

#### G. Recruit staff: Spring 2023

#### H. Launch programming in new facility: Fall 2023

## BUDGET

### READI Funding Requested: \$3,280,400

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$16,402,000
Total Program Expenses	—
Total Project Expenses	<b>\$16,402,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$16,402,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

BGCMC plans to continue our efforts indefinitely. While program goals and metrics will evolve in response to changing community needs, our focus on promoting economic, environmental, and social well-being will remain consistent.

Our plan to continue implementation of HOPE Unleashed community development efforts takes into consideration various resources, including: financial resources and revenue, organizational partnerships, and volunteers/ human capital.

Our organization's financial stability is demonstrated by the steady increase of our annual revenue, which has risen from \$30,206 in 2012 to \$981,000 in 2021.

Broadly, our plan to maintain our programs' financial stability includes seeking financial support from a diverse set of funders including Sweetwater Sound and local foundations. In recent years, we have sought opportunities to reinforce our financial stability by identifying opportunities to reduce expenses (i.e., procuring program-related food from Community Harvest Food Bank) and generate revenue (i.e., developing a social enterprise.) Furthermore, engaging organizational partners helps us grow our capacity while limiting impact to our staffing needs and project-related costs. We acknowledge that human capital is one of our most important assets. Each year, we mobilize

a dedicated team of volunteers and community members to implement our initiatives.

More specifically, we anticipate that projects in each of our four focus areas will become self-sustaining- from the perspective of Bridge of Grace- as follows:

**Early Learning Center:** The Early Learning Center (ELC) will implement a phased opening approach. We will launch at 35% of our capacity in the 2023-24 school year and ramp up to 100% capacity by 2024-25. We anticipate 1) generating revenue from clients of the ELC and tenants of our clinic and community spaces 2) receiving an endowment from a local foundation, and 3) offsetting our food and scholarship costs with the support of federal programs and individual donors and 4) operating “in the black” by year three of operation (around 2026).

**Housing:** Bridge of Grace's housing renovation program is currently self-sustaining. Revenue from housing sales covers program costs including staffing and materials. As we procure additional properties, we anticipate that incremental increases in property values will continue to make our housing initiative sustainable for BGCMC, and beneficial for resident homeowners and investors.

**Economic Opportunity:** BGCMC plans to secure vacant properties that have potential for commercial development in order to stabilize property values and protect our neighborhood from speculation that may occur as property improvements are completed in our neighborhood and southeast Fort Wayne. Once incubator/entrepreneurial spaces are established, we anticipate that revenue will be generated from program participants in the way of rent and, potentially, micro-equity.

**Place-based Progress:** We anticipate that services and staffing for our neighborhood health clinic will be provided- and sponsored by- organizational partners including local healthcare and mental health providers. After construction for Brewer Park has been completed, Fort Wayne Parks and Recreation will be responsible for the park's maintenance and upkeep. The newly renovated park will be a neighborhood amenity that further increases demand, desirability, property values, and equity for residents in our community.

## HOPE UNLEASHED INITIATIVE FINANCIALS

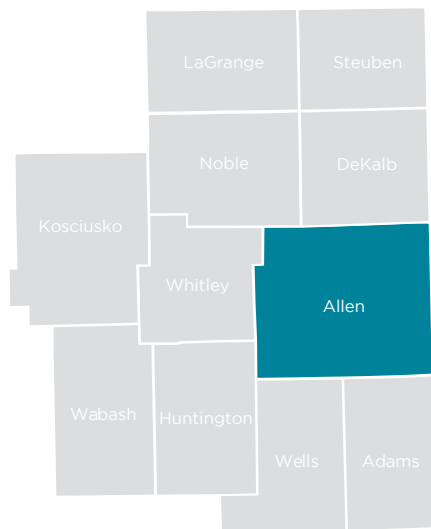
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense (Early Ed/ BG Office)	\$450,000	—	—	—	\$450,000	3%
Acquisition/Rights-of-Way Expense (Vacant Parcels for commercial development)	—	\$1,000,000	\$500,000	—	\$1,500,000	9%
Acquisition/Rights-of-Way Expense (Housing)	—	\$750,000	\$750,000	—	\$1,500,000	9%
Design/Inspection Expense	\$40,000	\$200,000	\$260,000	—	\$500,000	3%
Legal/Financial Expense	\$50,000	\$25,000	\$25,000	—	\$100,000	1%
Infrastructure Construction Cost	—	\$200,000	\$250,000	—	\$450,000	3%
Building Construction Cost	—	\$6,402,000	\$5,000,000	—	\$11,402,000	70%
Other Construction Costs (Brewer Park)	—	—	—	\$500,000	\$500,000	3%
Totals per year	\$540,000	\$8,577,000	\$6,785,000	\$500,000		
Total Construction Expenses Project Cost (all fiscal years)					\$16,402,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
Totals per year						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$108,000	\$1,715,400	\$1,357,000	\$100,000	\$3,280,400	20%
Private/Philanthropic Funds \$	\$324,000	\$5,146,200	\$4,071,000	\$300,000	\$9,841,200	60%
Local Government Funds \$	\$108,000	\$1,715,400	\$1,357,000	\$100,000	\$3,280,400	20%
Totals per year	\$540,000	\$8,577,000	\$6,785,000	\$500,000		
Total Project Income (all fiscal years)					\$16,402,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$16,402,000	



# SE GROCERY STORE

## SE Fort Wayne Workforce

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The purpose is to establish a full-service supermarket in Southeast Fort Wayne, an area which has been labeled a food desert due to its lack of ready access to fresh, healthy, and affordable food.

In the United States, 13.5 million households are food insecure at any given time (USDA). Food insecurity is defined as the disruption of food intake or eating patterns because of lack of money and other resources (Healthy People 2020). Many of these households are located in socially disadvantaged communities of color without access to a traditional supermarket and are often designated as USDA “food deserts” (i.e., areas with limited access to retailers selling healthy and affordable foods). Due to traditional supermarkets’ perception of risk, many grocers have abandoned low-income communities or avoided them altogether. This leaves residents to rely on convenience and dollar stores, drug stores, and gas stations as the closest source for groceries. While a few of these outlets may offer a limited selection of healthy food such as fresh produce, the selection is often overpriced, and the stores do

not offer sufficient access to healthy and affordable food to maintain a regular, healthy diet. With groceries not serving as the primary line of business for these outlets, the grocery offerings typically consist of processed, boxed, and canned food that is higher in price than a traditional supermarket and is often high in salt, fat, and sugar.

Access to nutritious food is considered to be a key social determinant of health, factors which impact a person’s health and well-being. Individuals who are unable to obtain quality food that is rich in vitamins and nutrients run the risk of developing chronic illnesses or further exacerbating existing illnesses.

In addition to food insecurity, many of the residents in these communities also struggle with access to employment, transportation, affordable housing, and healthcare. Merely having access to a neighborhood market can reduce the risk of diet-related chronic health conditions, provide access to job opportunities, and eliminate the expense and stress of coordinating rides to distant supermarkets.

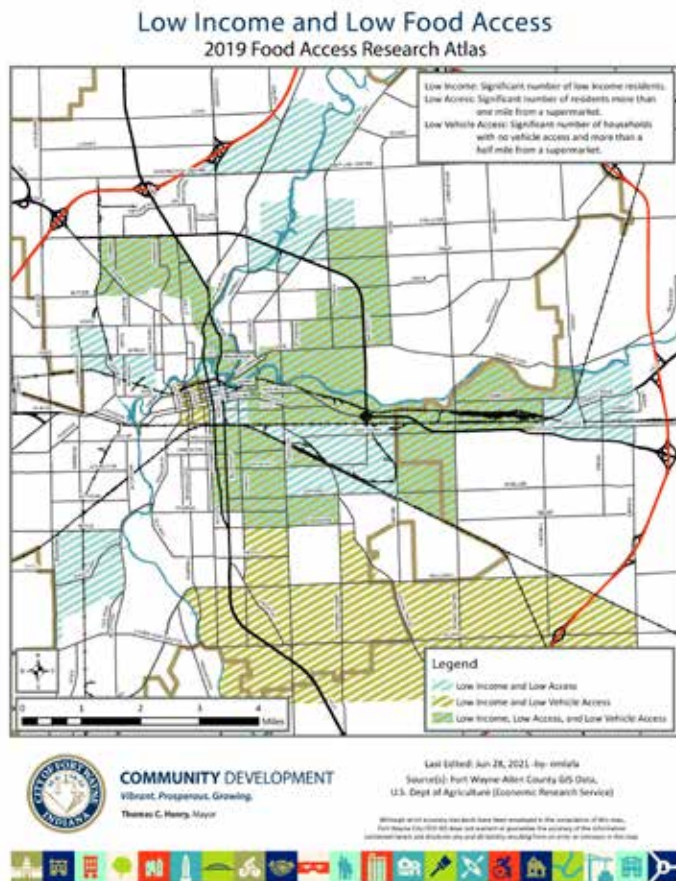
The vision of this project is to create a community hub where healthy living takes root through the renovation of an existing structure. In addition to the supermarket which will offer fresh and affordable produce, meats, dairy and bakery items, additional space on the second floor will eventually be used for programs such as job training, food preparation classes, and other future services aimed at helping the health and well-being of the neighborhood. A mobile market is planned to extend impact potential to less-mobile populations.

Cultural sensitivity is a foremost consideration in this process. Southeast Fort Wayne is the most diverse area of the City, with especially large concentrations of Black, Hispanic, and Burmese populations. This supermarket and services seek to honor traditions and ethnicities.

### REGIONAL SIGNIFICANCE

Providing basic necessities to a targeted area can have significant impacts on an entire region. Having accessible, healthy, affordable food available to all families in the region means children able to

focus better in school. It means adults being more productive in the workforce. It means longer life expectancy from improved health, in turn leading to more stable communities.



## RELATIONSHIP TO FOCUS AREA

The job training component of the programming serves to grow the workforce by providing new employment skills to local residents to increase their employment opportunities. Ensuring access to healthy, affordable food in an area of thousands of people also helps to grow the workforce. Children can focus better in school when not distracted by hunger or health issues, becoming more successful and increasing their employment opportunities after completing school. Likewise, those in the workforce can be more productive when not distracted by hunger or health issues associated with a lack of access to healthy, affordable food.

Increasing access to healthy, affordable food is a quality of life investment. While quality of life investments commonly discusses things like parks and beautification, quality of life at its core involves

the basic necessities, which includes food. Just as housing projects can provide the basic necessity of shelter, this project can provide the basic necessity of food.

## ANTICIPATED OUTCOMES

Construction costs for the project over the next year are expected to equal \$1,080,000. Using RIMS II multipliers, this would be expected to produce an estimated \$194,400 in compensation for construction employees.

Day-to-day operation of the supermarket is expected to employ 11 individuals across 8.35 full time equivalency (FTE) with \$262,100 in salaries and \$62,000 in benefits in Year One, increasing to \$277,900 in salaries and \$65,400 in benefits by Year Five. These jobs are anticipated to produce 3.90 FTE supplier jobs and 6.30 FTE induced jobs for a total of 13.10 FTE indirect jobs (Source: Economic Policy Institute, 2019).

Overall operation of the supermarket shows and operating margin loss 4.6% in Year One, but showing operating margin gains of 2.0%, 5.0%, 7.1%, and 9.8% for Year Two through Year Five respectively.

It must also be acknowledged that these impacts will be occurring within low-income neighborhoods and employment will be targeted at residents within those neighborhoods. This project also serves to address the USDA-classified food desert covering these neighborhoods. The local and regional impacts of a healthy and well-fed workforce are immeasurable.

## STAKEHOLDERS

The following list includes individuals, businesses and non-profits that have expressed interest or committed to collaborating on the SE Grocery Store Project.

- The City of Fort Wayne
- Sarah Giaquinta, Sarah.Giaquinta@parkview.com
- Brian Bauer, bbauer2@iuhealth.org
- Councilwoman Tucker, Sharon.tucker@cityoffortwayne.org
- Joe Jordan, jjordan@bgcfw.org
- Kathy Callen, kadoe1@aol.com

- Dick Waterfield, dick@waterfieldcapital.com
- Mike Cahill, michaelcahillcpa@gmail.com
- Dr. Jim Wehrenberg, jimwehrenberg@gmail.com
- Will Clark, willclarkfw@aol.com
- John Shoaff, jhshoaff@proparkwest.com
- Mary Tyndall, MTyndall@sjchf.org
- Meg Distler, MDistler@sjchf.org
- Chuck Surack, chuck\_surack@sweetwater.com
- Patti Hays, phays@awsfoundation.org
- Pastor Luther Whitfield, lwhitfi840@aol.com
- Cozey Baker, cbaker4237@gmail.com

ESTIMATED TIMELINE

- Duration:** One year for capital project, three years for the initial programming
- Timeline:** Approximately one year to reach completion of the capital project phase (development of the physical space for the supermarket and development of the accompanying plans).
- Phase One - Planning (1 month)
  - Phase Two - Construction Preparation (1-3 months)
  - Phase Three - Construction Development (3-9 months)
  - Phase Four - Operating Model Development (1-3 months)
  - Phase Five - Physical Store Development (1-3 months)
  - Phase Six - Implementation Phase (Continuous)

The implementation phase will include operations of the supermarket as well as conducting the job training and food prep training programs.

BUDGET

**READI Funding Requested: \$340,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$1,641,400
Total Program Expenses	\$3,341,050
Total Project Expenses	<b>\$4,982,450</b>
FUNDING SOURCES	
Total Project Income	<b>\$5,005,985</b>
Funding Source (as % of Total)	
READI	7%
Other Funds	65%
Private/Philanthropic Funds	22%
Local Government Funds	7%

SUSTAINABILITY PLAN

Initial projections for market shares and sales indicate that operations of the supermarket will become self-sustaining in Year Two of operations. Revenue from the supermarket should grow large enough by Year Three to support the job training and food prep training components of the program alongside the base operations of the supermarket. Any revenue in excess of necessary funding in years after Year Three of operations will be set aside for expansion and growth of existing and new programs.



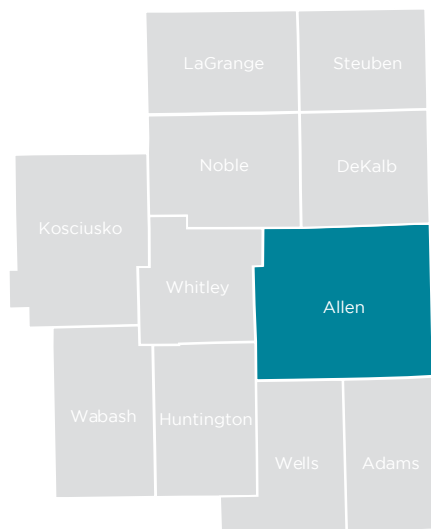
## SE GROCERY STORE FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - 2021: Acquiring existing building for renovation into supermarket; 2022: Acquisition of Mobile Market vehicle	\$85,400	\$106,000	—	—	\$191,400	12%
Design/Inspection Expense - Inspections, architecture and engineering for renovation	\$170,000	—	—	—	\$170,000	10%
Legal/Financial Expense - Legal counsel	\$100,000	—	—	—	\$100,000	6%
Building Construction Cost - Renovating & expanding existing building	\$540,000	\$540,000	—	—	\$1,080,000	66%
Other Construction Costs	\$50,000	\$50,000	—	—	\$100,000	6%
<b>Totals per year</b>	<b>\$945,400</b>	<b>\$696,000</b>	<b>—</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$1,641,400</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Supermarket Operations - Proposed opening Q3 2022	—	\$612,000	\$1,262,500	\$1,325,500	\$3,200,000	96%
Job Training - Proposed launch Q3 2022	—	\$11,310	\$22,620	\$22,620	\$56,550	2%
Food Prep Training - Proposed launch Q3 2022	—	\$10,500	\$21,000	\$21,000	\$52,500	2%
Mobile Market - Proposed launch Q3 2022	—	\$6,120	\$12,625	\$13,255	\$32,000	1%
<b>Totals per year</b>	<b>—</b>	<b>\$639,930</b>	<b>\$1,318,745</b>	<b>\$1,382,375</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$3,341,050</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Request \$	\$340,000	—	—	—	\$340,000	7%
Supermarket Revenue \$	—	\$590,850	\$1,261,490	\$1,388,245	\$3,240,585	65%
Private/Philanthropic Funds \$ - Building in-kind, local philanthropic construction funding	\$585,400	\$500,000	—	—	\$1,085,400	22%
Local Government Funds \$ - Contracts, overhead and oversight	\$90,000	\$175,080	\$57,255	\$17,665	\$340,000	7%
<b>Totals per year</b>	<b>\$1,015,400</b>	<b>\$1,265,930</b>	<b>\$1,318,745</b>	<b>\$1,405,910</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$5,005,985</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$4,982,450</b>	

# VILLAGE PREMIER

## SE Fort Wayne Workforce

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

Area Median Income (approximately \$25,000 to \$58,000) in Allen County, approximately 65 senior affordable housing units through the 9% Rental Housing Tax Credit competitive application serving individuals making between 30%-60% of the Area Median Income (approximately \$15,000 to \$43,000) in Allen County, and approximately 35 for-sale houses and/or townhomes. In addition, the project will consist of approximately 35,000 square feet of commercial which will potentially include a healthcare clinic, daycare, and various other commercial retail offerings including coffee shop, hair salon, restaurants, etc. This project will allow individuals, who work at businesses in the Southeast Quadrant of Fort Wayne, the chance to live, work, and play all in the same area of the city of Fort Wayne.

### REGIONAL SIGNIFICANCE

Per a recent housing study, overall rental occupancy rate in the Southeast Quadrant of Fort Wayne was almost 97%; the occupancy rate for market-rate units was at 95.2%, while the rate for affordable housing units being almost 100% occupied. Per the housing study, "Often, an occupancy level of approximately 97% is an indication of a possible housing shortage, which can lead to housing problems such as unusually rapid rent increases, people forced to live in substandard housing, households living in rent overburdened situations, and residents leaving the area to seek housing elsewhere." The Southeast Quadrant of Fort Wayne could support approximately 3,600 new rental units due to market demand and due to existing, substandard housing which further shows the need for investment and development in this area of the city. This development would make a small dent in an area of the Fort Wayne with a massive need for safe, quality workforce and affordable housing. In addition to addressing the identified housing need, this project represents a substantial commitment - from both private and public investment perspective - into an area of Fort Wayne which has lagged behind the rest of the City of Fort Wayne.

### TYPE

Capital

Programming

Both

### DESCRIPTION

Village Premier is a mixed-income and mixed-use development that will transform approximately 20 acres in the Southeast Quadrant of Fort Wayne into a vibrant, walkable neighborhood. The land is currently owned by the City of Fort Wayne, and it previously consisted of mostly vacant, blighted housing which was demolished several years ago. In total, Village Premier is estimated to be a \$55 million dollar development which will bring much needed investment to the Southeast Quadrant of Fort Wayne as it is an area of the city that has lagged behind due to the lack of both public and private investment. This project will improve the quality of opportunity, the workforce, and quality of life for individuals in the Southeast Quadrant of Fort Wayne by providing additional housing options - multi-family, senior, for-sale - and commercial space which will bring additional jobs and amenities not currently offered in this area of Fort Wayne. The project will consist of approximately 200 workforce housing units utilizing the 4% Bond Rental Housing Tax Credit program which will target individuals/ households making between 50% - 70% of the

## RELATIONSHIP TO FOCUS AREA

Grow The Workforce, Talent Attraction Efforts, & Workforce Housing: This project brings much needed affordable and workforce housing to Fort Wayne as whole but more specifically the Southeast Quadrant of Fort Wayne. This project would not only help talent attraction efforts and efforts to grow the workforce, but also gives individuals who work in the area a quality, affordable place where they can live close to work. In addition, the project could potentially add up to 81 new jobs to the area between the commercial space employees and direct employees of Village Premier. Entrepreneurship and Innovation: House Investments, the City of Fort Wayne, and MKM have had initial discussions with Purdue University to make Village Premier a “DOE Connected Community.” Purdue University has applied for a grant which would help fund and incorporate smart technology and upgraded energy efficient products into the project. The grant would pay for additional costs incurred related to design, consulting, upgraded products, etc. which would enable Village Premier to be a case study on efficient design and connected communities. The additional costs and grants have not been accounted for in the budget

provided. More information about the grant and program is available upon request.

## ANTICIPATED OUTCOMES

This project will bring approximately 35,000 square feet of commercial space to the area. The commercial space will create approximately 2 new jobs per 1,000 square feet. This equates to the development creating approximately 70 new jobs in the area. The estimated median wage for these types of workers in Allen County is between \$25-50,000 which means this development has the ability to create between \$1,750,000 and \$3,500,000 in total wages. Based on these figures, there will be between approximately \$56,500 and \$113,000 of income tax paid annually to the State of Indiana based on the commercial jobs created.

In addition to the commercial jobs, Village Premier will directly employ six individuals full time. Based on the project’s operating budget, the employee’s total collective salary will be approximately \$275,000 on an annual basis. Based on these annual wages for the direct employees, there will be approximately \$8,883 per year in income taxes paid to the State of Indiana.





Lastly, the commercial space will also generate sales tax for the State of Indiana. Based on the national average from CoStar, commercial space averages \$325 of annual sales per square foot. Utilizing this figure, the 35,000 square feet of commercial space has the potential to generate approximately \$11,375,000 of annual sales which equates to \$796,000 of yearly sales tax generated for the State of Indiana.

STAKEHOLDERS

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ESTIMATED TIMELINE

**Duration:** 3 years from start to finish

**Timeline:**

- Fall of 2021 - Finalize project plan and work with City of Fort Wayne/Greater Fort Wayne, Inc. on a public/private partnership.
- 1st Quarter of 2022 - Break Ground
- 2024 - Project completion

BUDGET

**READI Funding Requested: \$5,000,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$55,000,000
Total Program Expenses	—
Total Project Expenses	\$55,000,000
FUNDING SOURCES	
Total Project Income	\$55,000,000
Funding Source (as % of Total)	
READI	9%
Other Funds	—
Private/Philanthropic Funds	81%
Local Government Funds	10%

SUSTAINABILITY PLAN

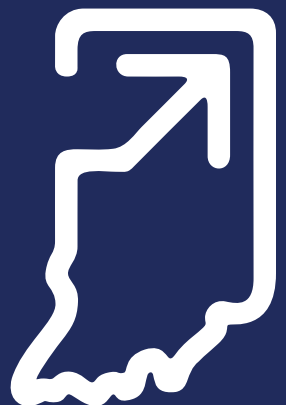
Village Premier will be the epitome of a public-private partnership with all partners having a vested interest in the ongoing success and sustainability of the project. House Investments will be the long-term owner and manager of the development, MKM is a Fort Wayne based architecture firm who will design the project, MKS is a Fort Wayne based contractor who will build the project, and the City of Fort Wayne will be a financial partner in the project. All of these entities (and more) will ensure the project will be completed and maintained the right way.

## VILLAGE PREMIER FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - Land Conveyed by the City of Fort Wayne	—	—	—	—	—	—
Design/Inspection Expense	\$100,000	\$1,400,000	\$500,000	\$250,000	<b>\$2,250,000</b>	<b>4%</b>
Legal/Financial Expense	\$50,000	\$1,200,000	\$1,200,000	\$500,000	<b>\$2,950,000</b>	<b>5%</b>
Infrastructure Construction Cost	—	\$3,000,000	\$1,000,000	\$250,000	<b>\$4,250,000</b>	<b>8%</b>
Building Construction Cost	—	\$18,850,000	\$17,000,000	\$5,000,000	<b>\$40,850,000</b>	<b>74%</b>
Other Construction Costs	—	\$1,600,000	\$1,600,000	\$1,500,000	<b>\$4,700,000</b>	<b>9%</b>
<b>Totals per year</b>	<b>\$150,000</b>	<b>\$26,050,000</b>	<b>\$21,300,000</b>	<b>\$7,500,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$55,000,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$3,500,000	\$1,000,000	\$500,000	<b>\$5,000,000</b>	<b>9%</b>
Private/Philanthropic Funds \$ - Private Equity; Bank Financing; Rental Housing Tax Credits; \$500k Development Fund Loan; Deferred Developer Fee	\$150,000	\$19,050,000	\$18,800,000	\$6,500,000	<b>\$44,000,000</b>	<b>81%</b>
Local Government Funds \$ - TIF Bond/Tax Abatement \$5M; \$500k HOME Funds	—	\$3,500,000	\$1,500,000	\$500,000	<b>\$5,500,000</b>	<b>10%</b>
<b>Totals per year</b>	<b>\$150,000</b>	<b>\$26,050,000</b>	<b>\$21,300,000</b>	<b>\$7,500,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$55,000,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$55,000,000</b>	

# LEVERAGE ANCHOR ASSETS

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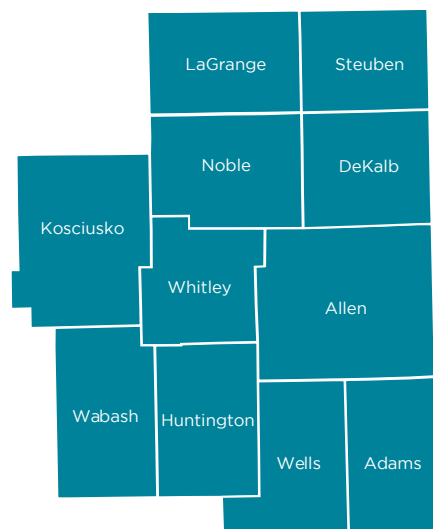




# NORTHEAST INDIANA HIGHER-ED RESEARCH CONSORTIUM CONNECTOR (HERCC)

## Anchor Assets

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

## DESCRIPTION

### BACKGROUND

The Northeast Indiana Colleges and Universities Network (Network) was created several years ago as a consortium of 10 two- and four-year public and private institutions. To date, the Network has started working on areas of advanced collaboration and has created a good working relationship. Now it is time to make a big difference.

Our Project/Program is the “Northeast Indiana Higher-Ed Research Consortium Connector” (HERCC). HERCC is a NE Indiana Higher-Ed collaboration of research, resources, and ideas to connect the expertise of our colleges and universities to industry and to provide students of all institutions with hands-on learning experiences that will benefit our communities and beyond.

## MISSION

Our core mission is to connect the research, capabilities, needs, and ideas of NE Indiana Companies and Markets to our Higher-Ed consortium of people, research, resources, tools and ideas for the purpose of ideation, research development, commercialization, funding, and capacity building to benefit the communities of NE Indiana, and the world.

## STRATEGIES

- House the organization in a neutral space (The Northeast Indiana Innovation Center, aka NIIC) ideally suited for innovation and networking
- Create a part of the organization that is focused on the structure and processes for higher-ed and industry collaboration.
- Create separate units of the organization that are focused on specific market-driven areas of focus. Start with one area: Digital/Virtual Health due to its importance and workforce needs in NE Indiana and relevance across most of the 10 in the higher-ed consortium. (All Universities have various Life Sciences degree programs)

## IMPLEMENTATION

- Start doing work immediately with several modular offices in the NIIC. Buildout to make into Office/Research Lab.
- Populate University/College Advisory board to advise overall strategy and operations.
- Create a governance board
- Satellite office in Electric Works when space is available. Work with Parkview User Experience lab in user experience and supporting data science.
- Major tactics/tasks of the Consortium:
  - Create an architecture and process for university/college and industry collaboration. Involve Economic Development and Industry community
  - Consortium Connector would actively search out industry needs and projects first and then look for combinations of other resources (industry or university/college) to create a “project solution”

- Consortium Connector would also work with stakeholders to tie in funding options and assist in going after capital.
- Create a research and investment fund to seed great ideas and move them forward.
- Implementing world-class marketing and awareness campaigns will be an important component of success.
- First Project: To kick off the Digital/Virtual Health Connector, an initial project is being envisioned to solve the problem of remote monitoring at nursing homes.

## REGIONAL SIGNIFICANCE

The health and vibrance of your educational ecosystem is a huge driver of a community's success. In higher education, the business community is even more involved with Workforce and Economic Development implications across the board.

## DRIVERS: CURRENT ISSUES AND OPPORTUNITIES

- Demographic changes have led to declining enrollments and lower revenues for higher-ed and less extramural funding. What would be a way to make our draw and keep more students and faculty while being a revenue generator?
- The pandemic has created new ways of working and collaborating: Higher-ed and industry must adjust their modes of operation to react and take advantage of the newer distributed/networked

world. How can we change our way of working together to be ahead of the curve instead of behind it?

- The 10 higher-ed institutions in NE Indiana are all primarily teaching institutions but with faculty with research ability and expertise and centers of specialization. How can we work together to leverage that?

## THE NIIC WAS BROUGHT IN FOR SEVERAL REASONS:

- They drive innovation and the creation of value every day in NE Indiana.
- They have a network of collaborators across every county in the region to drive benefits even to the counties where one of the Universities/ Colleges are not located.
- They are expert at bringing capital to the table to make projects go and grow
- The NIIC represents a neutral space for University Collaboration and has a proven track record of successful commercialization of start-ups.

## DIFFERENTIATORS

- Third-party management entity eliminates higher-ed potential bias and puts the total attention on collaboration.
- Projects are driven from industry needs and opportunities rather than higher-ed research specializations which mean a higher likelihood of commercialization and success.



**Indiana IoT Lab**  
Headquarters of 1<sup>st</sup> Maker Space & Coworking Space



- Funding and personnel are focused on making high-value things happen.
- Direct connections into the communities across NE Indiana has benefits from many angles.

The bottom line is that this Project/Program will drive high paying jobs and economic growth across all the counties in NE Indiana and contribute to a healthier Higher-education ecosystem and communities that feel better about themselves, with citizens that are more likely to stay here.

## RELATIONSHIP TO FOCUS AREA

This project/program is squarely focused on regional economic development imperatives: Growing the Workforce and Entrepreneurship & Innovation. With one of the world's top Entrepreneurial Service Organizations (The NIIC) as the coordinating entity, that focus will remain there.

## GROW THE WORKFORCE

- Educate students that are more connected to NE Indiana industry and motivated to stay here.
- Create a better image of NE Indiana as a place where “smart, leading-edge” things get done, not just manufacturing. This is a draw for both students and companies.

## ENTREPRENEURSHIP & INNOVATION

- Creates a mechanism by which real products with a real need get built with connections to leading edge Higher-ed tech, with a company partner to commercialize it.
- Fills the pipeline with more students that get exposed to entrepreneurial activity.
- Provides a channel for higher-ed tech and IP to be commercialized and create value and jobs for NE Indiana.

## ANTICIPATED OUTCOMES

The ROI of this program is difficult to calculate because it is very multi-faceted. ROI numbers will be calculated over the next several weeks with the assistance of regional economic development partners.

From a qualitative standpoint, the impact is described in the list below.

### Value Propositions / Impact

- Regional focus: Dedicated to the strategic needs of NE Indiana and Higher-Ed
- Better solutions via cross-coupling of ideas and expertise
- Cost savings across higher-ed from common use of personnel and facilities
- Higher-Ed research directed at real-world problems, and connected to commercialization paths and partners.
- Funding attraction - from traditional research and venture sources
- Capacity building - for Higher-Ed, students, and industry
- Student attraction and retention via meaningful engagements and higher quality education experiences
- A blueprint for NE IN Higher-Ed Collaboration in other areas. HERCC will be a source of greater administrative/logistical cooperation between universities, help achieve economies of scale and increase institutional sustainability. It would have economic impact among constituent members.

## STAKEHOLDERS

As this program is creating a consortium/network, it will, by nature include many partners and participants throughout the lifetime of the project. Initially, the following organizations are envisioned for the program startup through implementation of the first Virtual Health project.



Indian Creek Elementary School Makerspace  
Opened August 2019



## NORTHEAST INDIANA HIGHER-ED RESEARCH CONSORTIUM CONNECTOR

- Grace College; Huntington University; Indiana Tech; Indiana University Fort Wayne; Indiana Wesleyan University; Ivy Tech Fort Wayne; Manchester University; Purdue University Fort Wayne; Trine University; University of Saint Francis.
- The Northeast Indiana Innovation Center (NIIC)
- Northeast Indiana Regional Partnership

## DIGITAL/VIRTUAL HEALTH CONNECTOR

- The Northeast Indiana Innovation Center, Inc.
- Parkview Mirro Center for Research and Innovation
- NIIC Connected Health Lab
- Northeast Indiana Elevate Ventures and Boomerang Venture Studio

## DIGITAL/VIRTUAL HEALTH PROJECT PARTNERS (EXAMPLES)

- Various digital health supplier companies (Teladoc and American Well)
- Various healthcare systems in the area (IU Health, Parkview Health System, Lutheran Health Network)
- Various Health-related organizations (Physician Health Plan, Signature Care)
- Various virtual health technology user organizations (Aging & In-home Services of Northeast Indiana and nursing care facilities as well as Health Systems and independent Health Care practices)

## ESTIMATED TIMELINE

**Duration:** 3 Years

**Timeline:** The project/program timeline shows a 3 Year total schedule to allow time to create revenue streams to be sustainable. It includes a 3-phase office/lab plan to plan for

- First Month - Project Planning & Hiring
- Initially, operate out of NIIC current modular office/lab space
- Phase-2 Office-to-Research-Area Buildout over 6 months (includes planning and buildout)
- Concentrate on University/College collaboration process first
- At the same time, start planning for digital health hiring and first projects

- Target startup of Digital Health first project after 4 months.
- Start of new research lab based on funding timing (estimated 1 year).

## BUDGET

**READI Funding Requested: \$1,918,257**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$5,875,000
Total Program Expenses	\$5,442,764
Total Project Expenses	<b>\$11,317,764</b>
FUNDING SOURCES	
Total Project Income	<b>\$11,317,764</b>
Funding Source (as % of Total)	
READI	17%
Other Funds	14%
Private/Philanthropic Funds	69%
Local Government Funds	—

## SUSTAINABILITY PLAN

By the end of the three-year program schedule, HERCC will be totally sustainable based on the following income sources. It is envisioned that any potential excess income will go back into the Collaborative Research Fund or to buy more advanced equipment as needed.

- Supported by READI grant for the first three years.
- Also go after philanthropic capital or other grant funding to jump start University/College involvement with a first-of-its-kind Collaborative research facility.
- Shift to a joint membership fee/shared cost model to ensure sustainability. Member-institutions will contribute a fixed membership fee, specific to each institution and based on agreed upon criteria including enrollment, overall budget, participation in Network activities, revenue realized from Network activities, etc., to sustain the basic operations of the Network.
- Project Fees will provide substantial income opportunities.
- Additional program funding will be sought from employer sponsorships, foundations and other philanthropic funders.

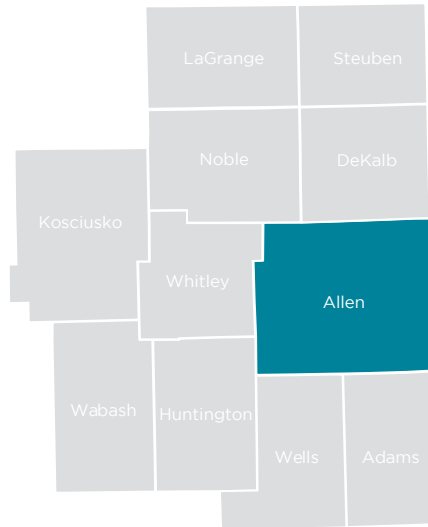
## NORTHEAST INDIANA HIGHER-ED RESEARCH CONSORTIUM CONNECTOR (HERCC) FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense	—	\$275,000	—	—	\$275,000	5%
Building Construction Cost	—	\$2,750,000	\$2,750,000	—	\$5,500,000	94%
Other Construction Costs	—	\$100,000	—	—	\$100,000	2%
<b>Totals per year</b>	—	<b>\$3,125,000</b>	<b>\$2,750,000</b>	—		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$5,875,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Personnel	—	\$652,748	\$868,008	\$868,008	\$2,388,764	44%
Research Fund: To seed medical research projects	—	\$150,000	\$250,000	\$350,000	\$750,000	14%
Marketing	—	\$100,000	\$100,000	\$100,000	\$300,000	6%
Lease (NIIC)	—	\$72,000	\$72,000	\$72,000	\$216,000	4%
Lease (Electric Works)	—	—	\$18,000	\$36,000	\$54,000	1%
Operating Costs (General)	—	\$30,000	\$30,000	\$30,000	\$90,000	2%
Travel	—	\$24,000	\$24,000	\$24,000	\$72,000	1%
NIIC Management Contract: for medical research center	—	\$50,000	\$50,000	\$50,000	\$150,000	3%
NEIRMP Management Contract - university collaboration center	—	\$24,000	\$24,000	\$24,000	\$72,000	1%
Digital Health Center Contract - Contract with expert medical research staff as needed	—	\$200,000	\$200,000	\$200,000	\$600,000	11%
Office / Lab Buildout - furnishings/ benches, etc	—	—	\$100,000	—	\$100,000	2%
Lab Equipment" for Medical research	—	\$250,000	—	—	\$250,000	5%
Univ./College Equip: for Medical research	—	—	\$400,000	—	\$400,000	7%
<b>Totals per year</b>	—	<b>\$1,552,748</b>	<b>\$2,136,008</b>	<b>\$1,754,008</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$5,442,764</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,257,249	\$505,004	\$156,004	\$1,918,257	17%
Other Funds \$ - Universities and NIIC	—	\$420,499	\$781,004	\$398,004	\$1,599,507	14%
Private/Philanthropic Funds \$ - Lilly (have already talked to them about this concept)	—	\$3,000,000	\$3,600,000	\$1,200,000	\$7,800,000	69%
<b>Totals per year</b>	—	<b>\$4,677,748</b>	<b>\$4,886,008</b>	<b>\$1,754,008</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$11,317,764</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$11,317,764</b>	

# PROJECT GATEWAY EAST

## Anchor Assets

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Fort Wayne International Airport (FWA) strives to meet the needs of the community as it relates to air passengers and cargo. Our request is for funding to complete design work necessary for Phase 2 of Project Gateway (PG), which will expand and modernizes the east portion of the passenger terminal.

In 2019 the airport began PG designed to expand the West portion of the airport to accommodate larger aircraft and to support 10 years of passenger growth (pre-pandemic). Prior to this project, the last modernization program was completed in 1995. The design of the terminal in 1995 was primary for turboprop and small regional jets. The airlines have continued to add routes and increase frequencies using larger aircraft for the NE Indiana market. Currently, with the existing aircraft fleet mix serving FWA, we cannot park 8 aircraft at our 8 gates simultaneously because of wingtip conflict.

PG (Phase 1) implements 2 years of design efforts and assembling funding to complete the west

improvements while maintaining a competitive position with airlines and demonstrate good stewardship of public funds. Construction began in June 2021 just as passenger traffic began to recover from the 2020 pandemic. PG was planned to be the first phase of a two-phased approach to modernize and expand the FWA. Phase 1 addresses the West section of the airport passenger terminal and Phase 2 will complete the modernization to address the East section of the airport terminal.

Phase Two - Project Gateway East (PGE) will modernize the east “Landside areas” of the airport terminal from the current TSA checkpoint area to the baggage claim and car rental counter area. Airside the east terminal areas to be modernized to include new/larger TSA checkpoint area to meet TSA standards on first floor along with other welcoming areas. The east airside section on the 2nd floor will allow the airport to create a new and larger concessions area to upgrade the food, beverage, and retail offering. The critical component of PGE is to remove the enclosed walkway currently serving gates 1-4 and elevate these gates on top of the existing building. This effort brings all gates to the upper level, improves the passenger experience and aesthetics of the airport. As aircraft park at gates 1-4 today, the larger aircraft tails nearly penetration the FAA’s taxiway obstruction free area of Taxiway Charlie. Moving gates to a 2nd level will deconflict parked aircraft. Serving special needs, the addition of a “Sensory Room” and other family-friendly amenities will complement the business-ready components or the expanded gate room concourse. New technology offerings will benefit airport concessionaires, airlines, and concessionaires while providing a positive welcome and goodbye to northeast Indiana guests. The project could engage local and minority companies through the ACDBE goals established as part of FAA guidelines and grant requirements.

### REGIONAL SIGNIFICANCE

The FWA serves Northeast Indiana and portions of northwest Ohio. It is a regional asset that welcomes business leaders, students, new residents, and their families to Greater Fort Wayne. It is the first impression for those arriving and the final



impression as they leave. The airport creates an impression of our community and communicates through its design, ease-of-use, and quality-of-place what to expect in Northeast Indiana. It tells visitors, investors, and new residents what they can expect from Northeast Indiana. It is “The Gateway” to Northeast Indiana. Since the inaugural Regional Cities Initiative four years ago, our region has experienced a complete reversal in the net migration numbers. We are enjoying a net positive number and that translates to more people using our airport. Business is accomplished at a rapid pace. Having a strong airport serving a region is instrumental for the economic vitality of the community.

## RELATIONSHIP TO FOCUS AREA

Growing the Workforce continues to be a challenge at every level in Northeast Indiana and as we work to retain and attract a quality workforce the quality-of-place is communicated by the aesthetics and design of the airport. To many, it is the first and last impression to those considering where to go for higher education, a career, to locate a business, or to invest. Our goal is to make sure the choice is Northeast Indiana. Ask yourself how arriving in an outdated airport influenced how you saw a community? Additionally, ask yourself how our region can grow if the airport cannot handle an increased sized fleet mix that the airlines want to service the market.

Entrepreneurship & Innovation drives the growth of small business and adds to the quality of place that make Northeast Indiana attractive to people and companies seeking a new home or opportunity to grow. Through the design and completion on PGE the airport will have the opportunity to welcome and engage an audience through our project bidding that will emerge from the design project for the east section and when incorporating new technologies and vendors into the project.

## ANTICIPATED OUTCOMES

The ROI on the project is measured the airports' ability:

- To assemble funding sources to construct phase two of the airport's expansion and modernization
- To retain and grow airline service by meeting their needs for flexible gate rooms and jetway configurations

- To serve airlines with an airport designed to accommodate/attract new air service routes and frequency
- To compete with other cities in attracting new investment, businesses, and workforce
- To maintain and increase the airport Net Promoter Score as an indication the investment creates a positive impact with passengers using FWA
- To improve the efficiency of the airport and control operating cost
- To increase the economic impact for the FWA on Metropolitan Area

## STAKEHOLDERS

- State of Indiana
- Department of Transportation
- Allen County
- City of Fort Wayne
- FAA
- TSA
- Airlines
- Car Rental Companies
- Concessionaires
- Greater Fort Wayne Inc.
- Northeast Regional Partnership
- AEP
- NIPSCO

## ESTIMATED TIMELINE

**Duration:** 18 Months

**Timeline:**

- Architectural Selection RFI - 2022 Q1
- CMC Selection - 2022 Q2
- Schematic Design Deliverable - 2022 Q3
- Design Development Deliverable - 2023 Q2
- Construction Documents - 2024 Q3



## PROJECT GATEWAY EAST FINANCIALS

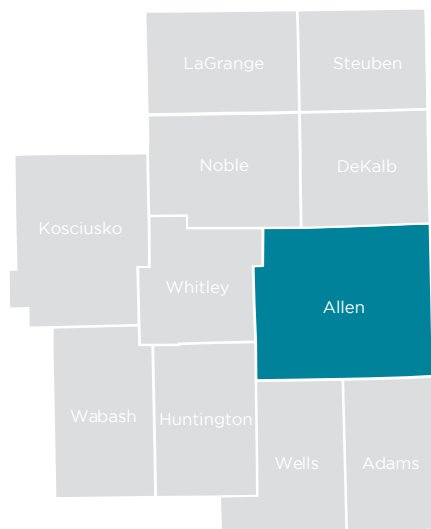
PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense - East Project Gateway design	—	\$1,000,000	\$3,000,000	—	\$4,000,000	100%
<b>Totals per year</b>	—	<b>\$1,000,000</b>	<b>\$3,000,000</b>	—		
Total Construction Expenses Project Cost (all fiscal years)					\$4,000,000	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$400,000	\$400,000	—	\$800,000	20%
Other Funds \$ - Airport Cash Reserves	—	\$500,000	\$1,000,000	—	\$1,500,000	38%
Private/Philanthropic Funds \$ - Airline fees	—	\$500,000	\$1,200,000	—	\$1,700,000	43%
<b>Totals per year</b>	—	<b>\$1,400,000</b>	<b>\$2,600,000</b>	—		
Total Project Income (all fiscal years)					\$4,000,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$4,000,000	



# PURDUE UNIVERSITY FORT WAYNE STUDENT HOUSING

## Anchor Assets

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Purdue University Fort Wayne is applying for grant funds to support economic development and grow the workforce in Northeast Indiana by attracting more young adults the region. The primary mechanism for doing so is by developing more student housing on the main Purdue Fort Wayne campus. The university completed a new campus master plan in fall of 2020, which included much needed additional new housing. Future student housing projects will be built on the main campus as a way to recruit more students to Fort Wayne and better integrate our students to campus. For the purposes of this grant, we have project plans to add 300-350 beds in more traditional, dormitory style housing (our current floorplans offer only apartment style options.)

Currently, the university has just under 1,300 beds on the existing Waterfield Campus Housing and for the fourth consecutive year, we have attracted more students from Ohio, Michigan, Kentucky, and from other parts of Indiana such that we been leased at 110% over our capacity. Beginning in fall 2018, we

have contracted with external facilities (the Holiday Inn, Canterbury Green, and St. Joe Place) to house overflow students. However, these facilities are also now over capacity.

### REGIONAL SIGNIFICANCE

Purdue Fort Wayne understands our role in workforce development, workforce expansion, talent attraction, and meeting the needs of our region's employers through internships and career placement. The overflow in student housing is a result of our strategic recruitment efforts in expanding our footprint beyond northeast Indiana. The needs of the region will only be met by attracting more people to relocate and/or plant roots in northeast Indiana (reference the Regional Partnership's Road to One Million goal) and the university is an important part of that effort. By recruiting students from further away, giving them an outstanding collegiate experience, and connecting them with employers through internships and career placement, they will be more likely to make Fort Wayne and northeast Indiana their home.

Additionally, there have been several local architecture firms and design/build contractors interested in partnering with the university to develop new student housing projects. This effort would result in economic reinvestment in the community by potentially using local firms and contractors, thus reinvesting the funds spent and keeping them within the region's economy. This project can only be completed through a public-private partnership and would likely involve a mixed-use component, therefore serving not only students but also employees and members of the public who visit campus.

Also, our student housing is open to Indiana University Fort Wayne students as well as Ivy Tech students who are enrolled in the Titan to Mastodon Program. When additional beds are added, the goal is to allow others the opportunity to live on campus, regardless of their enrollment status. For example, Ivy Tech student not dually enrolled, visiting faculty members who do not have need for long-term housing or those who are new to the area

and need temporary housing, and students from other colleges and universities who are interning at companies in the area.

Lastly, there are also opportunities for entities other than the university to use the housing, particularly during the summer months. We host a variety of programs throughout the summer, including summer bridge programs for high school students and educational camps. Having additional housing on campus would allow for us to host potential students and get them involved in our recruitment cycle earlier and in a more non-traditional way.

## RELATIONSHIP TO FOCUS AREA

As part of the university's strategic plan, adopted in late 2019, our mission is to educate and engage our students and communities with purpose by

cultivating learning, discovery, and innovation in an inclusive environment. And the university takes seriously our responsibility to provide educated workers to meet the needs of our region's employers.

Our strategic plan speaks directly and indirectly to growing the workforce through our core values and aspirations. The university's core values are: students first; excellence; innovation; diversity and inclusion; and engagement. The corresponding aspirations include championing student success; enhancing quality of place; embracing diversity, equity and inclusion; and promoting engagement with our communities. How do these relate to this project? By educating students on all these values, their education will only enhance their contributions to northeast Indiana as graduates, workers, and residents of the region.



Additionally, at various times over the past several months, the region has had close to 10,000 jobs open at any one time. Employers will not be able to fill these open positions with residents who already live and work here, thus the need for the university to do its part in bringing new individuals to the area who can work while going to school, establish their roots in the community through career placement, and eventually make northeast Indiana their permanent home.

ANTICIPATED OUTCOMES

There are many factors that will contribute to the return on investment for this project. Several examples include:

- Jobs created for students who serve as resident assistants, and many find jobs in the community while attending school.
- Potential tax incentives as portions of our campus are in Opportunity Zones, which would allow for tax incentives for private developers to build mixed use facility.
- Income from parents, family and supporters of students who live in housing, i.e., a weekend visit including a hotel stay, eating at restaurants, attendance at sporting events or other local attractions, etc.
- Bringing tuition and housing dollars from individuals who currently live in different parts of the state or country. The net influx of external dollars by bringing 350 new residents to campus from outside Northeast Indiana is estimated to be \$7.8 million per year, with an additional economic impact of \$3.8 million/year in part-time employment by these individuals in the region. Thus, the READI grant investment in new student housing on the Purdue Fort Wayne campus would have an overall minimum economic impact in the region of at least \$11.6 million per year for several decades to come.

STAKEHOLDERS

Potential partners are still being identified; however, private investment firms have expressed interest through local architecture design firms and design/build contractors. Additionally, the university has private donors who have expressed interest in supporting housing projects on campus through planned giving and legacy gifts. Lastly, local officials have encouraged the university to apply for additional public funds to be used, aside from the READI grant, such as Legacy Funds, Opportunity Zone credits, etc.

ESTIMATED TIMELINE

**Duration:** 3 years - leading to 50-year building

**Timeline:** The project can only be completed through a public-private partnership, so it is all dependent upon funding being secured. This makes it complicated to know a specific timeline at this date, but it is estimated that will take approximately three years to complete. Being a member of the Purdue University system and a public institution, the project will need to be bid and also vetted through the proper system channels. At this time, the goal is to have the housing opened and operational for Fall 2025.

BUDGET

**READI Funding Requested: \$6,000,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$31,000,000
Total Program Expenses	—
Total Project Expenses	\$31,000,000
FUNDING SOURCES	
Total Project Income	\$31,000,000
Funding Source (as % of Total)	
READI	19%
Other Funds	—
Private/Philanthropic Funds	71%
Local Government Funds	10%

SUSTAINABILITY PLAN

The current plans are modeled after a recent housing project completed on Purdue’s West Lafayette campus. The longevity of the building is estimated to be 50 years. While it will take three years to prepare for and build the new facility, the project will be used for decades. Another consideration is that while this project will add 350 beds, the university will eventually need to tear down some current student housing facilities. The original buildings that were part of phase one on the Waterfield campus are 30-year facilities, meaning they will meet their maximum life around 2030. This particular project will be the first of many in bringing more traditional student housing to the main campus and will serve as a model for future development.

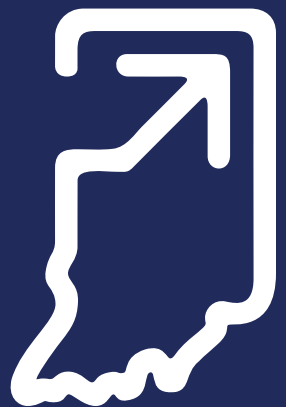


## PURDUE UNIVERSITY FORT WAYNE STUDENT HOUSING FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense - A/E Fees	—	\$900,000	\$600,000	\$700,000	<b>\$2,200,000</b>	<b>7%</b>
Legal/Financial Expense - CMc Fees	—	—	\$750,000	\$770,000	<b>\$1,520,000</b>	<b>5%</b>
Infrastructure Construction Cost - Site Utilities, etc.	—	—	\$600,000	\$228,000	<b>\$828,000</b>	<b>3%</b>
Building Construction Cost - Contract Cost	—	—	\$8,500,000	\$15,000,000	<b>\$23,500,000</b>	<b>76%</b>
Other Construction Costs - Contingencies; PM Fees; Furnishings; IT work; Misc.	—	\$652,000	\$900,000	\$1,400,000	<b>\$2,952,000</b>	<b>10%</b>
<b>Totals per year</b>	—	<b>\$1,552,000</b>	<b>\$11,350,000</b>	<b>\$18,098,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$31,000,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$2,000,000	\$2,000,000	\$2,000,000	<b>\$6,000,000</b>	<b>19%</b>
Private/Philanthropic Funds \$ - Private donors and investment groups	—	\$7,500,000	\$7,500,000	\$7,000,000	<b>\$22,000,000</b>	<b>71%</b>
Local Government Funds \$	—	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$3,000,000</b>	<b>10%</b>
<b>Totals per year</b>	—	<b>\$10,500,000</b>	<b>\$10,500,000</b>	<b>10,000,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$31,000,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$31,000,000</b>	

# DEVELOP A HEALTHCARE PIPELINE

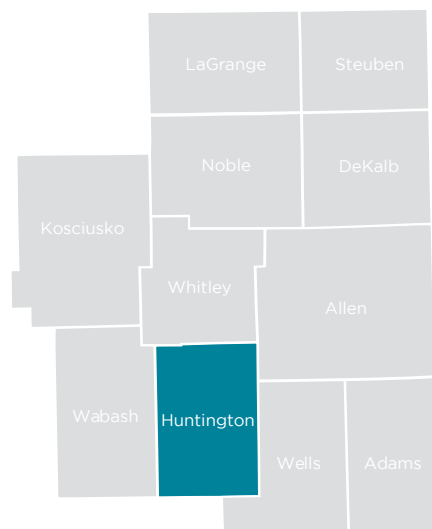
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# ACCELERATED BACHELOR OF SCIENCE IN NURSING (13-MONTH PROGRAM)

## Healthcare Pipeline

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Huntington University Accelerated Bachelor of Science in Nursing (ABSN) program recruits prospective students from across the United States who have previously earned a bachelor's degree in any field and accelerates academic coursework that prepares them to sit for the Registered Nurse licensure exam. The program consists of continuous course didactic and clinical courses within a 13-month timeframe. Students will receive classroom and on-the-site training in regional health service providers and hospitals.

Huntington University is recognized for excellence in training nurses. These students earn a bachelor of science in nursing program in a traditional time frame. The students in the ABSN program will complete comparative courses with similar program outcomes, but at an accelerated learning rate that incorporates previous competencies and learning outcomes.

The program will partner with other regional universities who do not currently have a nursing program to provide their undergraduates with a fast-track option to becoming a registered nurse. The original pilot cohorts will be in Huntington, Indiana, but could quickly expand to other sites within northeast Indiana.

This request is for assistance with Year One startup costs. Following a year and a half of disruption to our business model due to Covid, monies set aside for program expansion have been utilized to offset loss of revenue for on-campus costs that were lost due to moving academic instruction of residential students to an online format. Year Two and beyond program revenues will fully cover and exceed program costs, making an investment into the ABSN as a sustainable project.

### REGIONAL SIGNIFICANCE

Nationally, over 1 million RN's will retire by 2030. Twenty-seven percent of Indiana's nursing workforce is also eligible to retire by that same time. Taking these retirements into account, as well as the increase in additional nursing professions (28%), over 3.8 million new nursing professionals will need to be prepared to enter the workforce, nationwide.

With a shortage of nursing faculty in traditional undergraduate 4-year BSN programs, the ability to create nursing pathways in an accelerated format increases bandwidth of current nursing faculty as well as provides faster routes to licensure for baccalaureate-prepared students.

Although the number of incoming students for Midwest colleges is expected to level off and slightly decline in the next few years, the number of adult students seeking additional training or job career change is escalating. The prospective students cannot attend traditional college or return for a 4-year BSN degree. The ABSN allows these career-transition professionals to reenter the workforce as licensed professionals within a year's timeframe.



Currently, only one ABSN program exists in Northeast Indiana and that program has not admitted any students to date. Huntington University is already credentialed to offer the BSN and approval to add an accelerated format can be acquired with notification and in less than one year. The University already has existing clinical arrangements with Parkview Health system, Lutheran Health system and numerous regional independent health care facilities.



### RELATIONSHIP TO FOCUS AREA

Huntington University has been providing a workforce for Northeast Indiana for over 124 years. In the last two decades, degrees have shifted to add fields that better serve the region such as advanced business fields, teacher education, agriculture, nursing and occupational therapy.

Nursing is a growing demand field and workforce supply has not kept up with demand. The existing programs for training registered nurses within the region do not work for adult students.

Huntington University has demonstrated an excellent track record of training nurse professionals. Currently, 71% of Huntington University nursing graduates work in health care settings within the Northeast Indiana region.

The proposed program to create an ABSN in a fast-track program will produce an additional 40+ nurses per year. This could add an extra 400 nurses in a ten-year period. All these nurses would be exposed to Northeast Indiana employers in the health care field through regionally placed clinicals and internships.

In addition, the success of the ABSN will provide the University additional revenue to launch new programs in other STEM fields. Huntington University is enjoying its largest enrollment ever, but a lack of capacity funding has limited additional program curriculum which can attract new students both to the college and to northeast Indiana.

### ANTICIPATED OUTCOMES

This program has the capacity to produce an additional 60 registered nurses per year for perpetuity of the program. By Year Ten of the program, the region will have access to an additional 600 licensed, registered nurses to fill the current shortage in nursing professionals.

In addition, since these students will come primarily from nontraditional sources, we anticipate that many will come from outside our region. The capacity to attract families to our region as a result of this program is very high and will continue to grow population by adding jobs that are high demand and high wage. This contributes to growth in population and growth in per capita income.

### STAKEHOLDERS

- Huntington University
- Parkview Health System (existing clinical agreements)
- City of Huntington

### ESTIMATED TIMELINE

**Duration:** This program will be ongoing. Each academic cohort is 13 months. Cohorts would be limited to three per year.

**Timeline:** The planning phase of the program will begin in September of 2021. Fall of 2021 and spring of 2022 would focus on hiring program leadership, securing Indiana Nursing approval for the addition of an ABSN track at Huntington University, creating accelerated curriculum and securing additional program faculty. Spring and summer of 2022 would begin an intense marketing and recruiting effort,

with the first class to begin in fall of 2022 or January of 2023. An additional cohort would begin each semester at Huntington, while an additional new site planning and implementation could begin in spring of 2023 for a possible start in fall of 2024.

## BUDGET

**READI Funding Requested: \$100,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$500,000
Total Project Expenses	<b>\$500,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$500,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	30%
Private/Philanthropic Funds	30%
Local Government Funds	20%

## SUSTAINABILITY PLAN

Building academic cohorts for new programs is something that Huntington University has extensive experience in. In the recent five years, the University has launched three new cohort-based programs in a Doctorate of Occupational Therapy and Occupational Therapy Assistant.

This program will use Year One for program marketing, student recruitment, curriculum alignment and staffing. Year Two will initiate the first cohort and a second cohort if enrollment expectations are met. Full financial sustainability is reached in Year Three. Revenue will exceed program costs with two cohorts per year of 20 students each.

Current BSN graduates have a 100% placement rate in their profession. The ABSN program graduates are poised to have equal success in locating high-paying jobs in a high demand area.



## ACCELERATED BACHELOR OF SCIENCE IN NURSING FINANCIALS

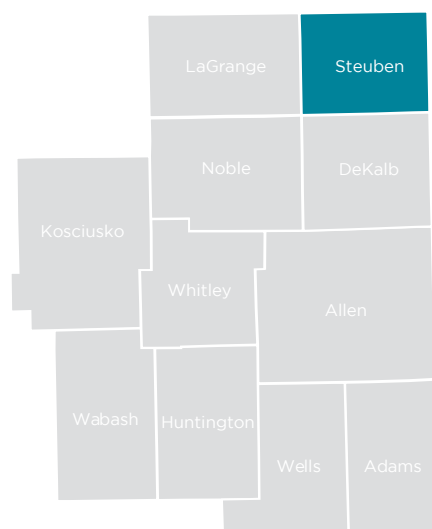
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Construction Expenses Project Cost (all fiscal years)</b>						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Lab/Classroom Furnishings - initial setup	\$200,000	—	—	—	<b>\$200,000</b>	<b>40%</b>
Technology Resources - initial configuration	\$10,000	—	—	—	<b>\$10,000</b>	<b>2%</b>
Classroom PC/s - teaching stations	\$10,000	—	—	—	<b>\$10,000</b>	<b>2%</b>
Personnel - director	\$180,000	—	—	—	<b>\$180,000</b>	<b>36%</b>
Branding/Marketing - print materials, digital advertising	\$100,000	—	—	—	<b>\$100,000</b>	<b>20%</b>
<b>Totals per year</b>	<b>\$500,000</b>	—	—	—		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$500,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$100,000	—	—	—	<b>\$100,000</b>	<b>20%</b>
Other Funds \$ - University Capital Campaign Funding -Faith Forward 2022	\$150,000	—	—	—	<b>\$150,000</b>	<b>30%</b>
Private/Philanthropic Funds \$ - Private donor match of \$50,000 for 3 years	\$150,000	—	—	—	<b>\$150,000</b>	<b>30%</b>
Local Government Funds \$ - City of Huntington local income tax (LIT)	\$100,000	—	—	—	<b>\$100,000</b>	<b>20%</b>
<b>Totals per year</b>	<b>\$500,000</b>	—	—	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$500,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$500,000</b>	



# EASTERSEALS WORKFORCE DEVELOPMENT INITIATIVE OF NORTHERN INDIANA

## Healthcare Pipeline

### LOCATION



### FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship & Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Our goal is to create learning labs and expand Easterseals' Employment Readiness Academy, two programs that align with Indiana Department of Education graduation pathways. These programs allow students, with or without disabilities, to earn certifications or other professional credentials that fulfill state graduation requirements and strengthen their candidacies for local jobs in healthcare and the hospitality industry.

Easterseals' Employment Readiness Academy provides hands-on training, and learning labs provide participants with instructional training and interpersonal, or "soft" skills they need to be able to successfully find and maintain employment. The READI grant will fund the following labs:

**Healthcare Lab-** Participants in the health care lab will be prepared for a variety of roles in health and wellness environments, including hospitals and nursing homes. The curriculum will include skills for

patient care, and curricula is devised to fulfill state certification requirements.

Accompanying certifications may include the following:

- Certified Nursing Assistant (CNA) through Indiana Department of Health
- Certified Medical Assistant (CMA) through the American Association of Medical Assistance
- Certified Clinical Medical Assistant through National HEALTHCAREER Association

**Hospitality Lab-** Hospitality is a broad field incorporating varied employment opportunities. This makes it ideal for our learning labs, which tailor learning opportunities with students' interests and aptitudes in mind. This lab will include models of hospitality settings, such as front desk, hotel rooms, and a café/restaurant, with curriculum designed to develop skills in related areas. Participants will also gain soft skills, hospitality industry competencies and relevant certifications such as:

- Certified Hospitality and Tourism Professional through American Hotel and Lodging Educational Institute
- ProStart National Certificate of Achievement through National Restaurant Association Educational Foundation (NRAEF)
- ServSafe Food Manager

### REGIONAL SIGNIFICANCE

Healthcare and Tourism make up two core industries in Steuben County. The area's natural lakes make for popular recreation spots enjoyed by Northeast Indiana residents, and nearly 21% of the county's residents are employed in retail, accommodations, and food service jobs. Hospitality locations like Wingate Hotel and Potawatomi Inn & Conference Center are building back up after the COVID-19 pandemic, and Angola is evolving as a regional hub for retail brands, local shops, and art galleries.

Cameron Memorial Hospital and larger healthcare networks like Parkview Health and Lutheran make up a significant sector of employment, both in Steuben County and in the larger Northern Indiana

region. Steuben County has seen a workforce population decline in recent years, either from migration or through a significant portion of the workforce reaching retirement age.

This positions industries like healthcare and hospitality for large numbers of job openings, and the opportunity to build up these industries alongside the already strong manufacturing hub in the region. Through learning labs and educational opportunities at our Easterseals locations and community partner settings, we can give students an incentive to stay in the area and build up the regional workforce.

We know how to help students with and without disabilities, and what we offer matches IDOE Pathway to Graduation requirements. Our learning labs and Pre-ETS services collaboratively hit on 2 of the 3 diploma requirement areas (Learn, Demonstrate Employability Skills & Postsecondary-Ready Competencies) adopted by the Indiana Department of Education, and we work closely with Indiana school systems to ensure that the programs we offer meet state requirements and set our students up for lifelong success.

### RELATIONSHIP TO FOCUS AREA

People with disabilities face unique challenges both in employment opportunities and in living active lives in their communities. While most community entities make reasonable accommodations for persons with disabilities in accordance with state and federal law, persons with disabilities still face physical and psychological barriers to full participation in the community. People with disabilities also experience higher unemployment rates, with less than 20% finding competitive, integrated employment. Often, people with disabilities make lower wages - up to 40% less people without disabilities. Although almost 50% of adults with disabilities want to work, youth and teenagers with disabilities often complete school without much thought given to employment. Through learning labs and other workforce exploration programs, Easterseals Arc and its regional partners will provide opportunities for future employment so these young adults can live more self-sufficiently in their community.

Through collaboration with local school systems,

Easterseals can reach students who have not made plans for employment, regardless of disability status. The learning labs and Employment Readiness Academy will provide basic knowledge of healthcare and hospitality industries, as well as pre-employment assessment and skills training to these students.

People with disabilities are an underutilized segment of the labor pool. Skills-based training tailored to individual abilities and interests will create a pool of qualified job candidates for local employers. Building a diverse, inclusive workforce contributes to the city's reputation as a caring, welcoming community for all.



### ANTICIPATED OUTCOMES

Easterseals RISE and the EDC are connecting with local school systems and area businesses, working in concert with other collaborators and partners to implement learning labs and educational programs. We will also build trust with students and potential participants, so they can gain an understanding of the program and its benefits.

Long-term results will include thriving businesses with skilled, long-term employees and employed residents with higher household income and a greater commitment to the community. Businesses' investment in training and sponsorship will result in a skilled workforce, which in turns helps those businesses to grow.

Because learning labs and other education resources impact both employers and their candidate pool, program activities will focus

on both groups. In the past, regional employers have expressed concerns over a lack of qualified job candidates, as well as somewhat detached relationships with area schools. They also may not have considered individuals with disabilities as potential employees. Students often leave school uncertain about the future, while unemployed or underemployed adults may not have the skills needed to obtain employment with long-term prospects. These combined absences affect the well-being of the entire community.

Easterseals' learning labs and employment readiness programs will provide students and adults with marketable skills and connections to potential employers. As a result of providing job training and employment support, an estimated 83% of participants will complete the 10-week program, and two thirds of those hired out of the program are projected to have maintained employment six months after graduating.

Program activities will focus on potential employers and employees. Information on county's learning labs and employment readiness resources will be disseminated through community outreach efforts by the program staff. These efforts will be directed to the school systems as well as through other community communication channels. Tracking interest will also help to determine which types of outreach efforts are the most effective.

Outreach will also be provided to area employers, and their interest will also be tracked over time. For example, program staff will record which health and hospitality employers received outreach, and how many chose to sponsor participants, along with the number of employers who hired out of our program. Based on employer feedback, program staff can determine if communication and employment strategies are working and if changes to the program need to be made.

In order to ensure that our learning labs and educational resource programs are inclusive, data regarding program participants who are interested in, enroll in, and complete the program, will be tracked. Program staff will also document and celebrate those who successfully obtain and maintain employment.

## STAKEHOLDERS

- Parkview Health
- Cameron Hospital
- Ivy Tech
- Steuben County Economic Development Corporation
- Potawatomi Inn & Conference Center
- Trine University
- Wingate Hotel

## ESTIMATED TIMELINE

**Duration:** 3 years

**Timeline:** 2022 - 2025

## BUDGET

**READI Funding Requested: \$766,080**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$200,000
Total Program Expenses	\$5,609,478
Total Project Expenses	<b>\$5,809,478</b>
FUNDING SOURCES	
Total Project Income	<b>\$5,809,478</b>
Funding Source (as % of Total)	
READI	13%
Other Funds	36%
Private/Philanthropic Funds	31%
Local Government Funds	20%

## SUSTAINABILITY PLAN

Our sustainability plan includes year over year development, as well as making smart use of Pre-ETS programs, vocational rehab waiver fees, HBCS waiver fees, and service fees.

- Year 1: Develop Allen & Steuben Healthcare & Hospitality learning labs in conjunction with pre-existing manufacturing education programs
- Year 2: Add Whitley, LaGrange, and Kosciusko County Programs (to be modeled closely after programs in Steuben & Allen; troubleshoot/refine program procedures as needed)
- Year 3: Add DeKalb & Marshall Counties (to be modeled after previous; troubleshoot & refine program procedures as needed)

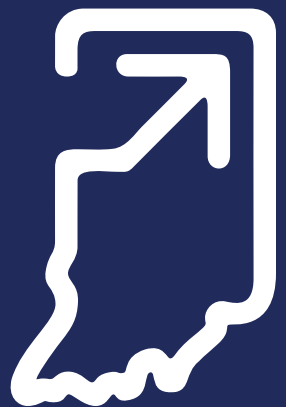


## EASTERSEALS WORKFORCE DEVELOPMENT INITIATIVE OF NORTHERN INDIANA FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Building Construction Cost - construction and rental	—	\$125,000	\$75,000	—	\$200,000	100%
<b>Totals per year</b>	—	<b>\$125,000</b>	<b>\$75,000</b>	—		
Total Construction Expenses Project Cost (all fiscal years)					\$200,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Regional Director	\$70,000	\$70,000	\$70,000	—	\$210,000	4%
County Coordinators - Allen and Steuben	\$207,230	\$155,423	\$103,615	—	\$466,268	8%
County Coordinators - Kosciusko, Whitley, LaGrange	—	\$310,846	\$233,134	—	\$543,980	10%
County Coordinators - Marshall and Dekalb	—	—	\$207,230	—	\$207,230	4%
Equipment purchase	\$25,000	\$175,000	\$125,000	—	\$325,000	6%
Curricula	\$15,000	\$20,000	\$15,000	—	\$50,000	1%
Instructional delivery - Allen and Steuben	\$648,000	\$486,000	\$324,000	—	\$1,458,000	26%
Instructional delivery - Kosciusko, Whitley and LaGrange	—	\$972,000	\$729,000	—	\$1,701,000	30%
Instructional delivery - Marshall and Dekalb	—	—	\$648,000	—	\$648,000	12%
<b>Totals per year</b>	<b>\$965,230</b>	<b>\$2,189,269</b>	<b>\$2,454,979</b>	—		
Total Program Expenses Project Cost (all fiscal years)					\$5,609,478	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$126,200	\$426,998	\$212,882	—	\$766,080	13%
Other Funds \$ - Sponsorships from local businesses; agency support	\$214,800	\$809,200	\$1,081,800	—	\$2,105,800	36%
Private/Philanthropic Funds \$ - foundation support, fundraising/ donations	\$417,000	\$710,000	\$660,000	—	\$1,787,000	31%
Local Government Funds \$ - Vocational Rehabilitation, Medicaid Waiver	\$207,230	\$368,070	\$575,298	—	\$1,150,598	20%
<b>Totals per year</b>	<b>\$965,230</b>	<b>\$2,314,268</b>	<b>\$2,529,980</b>	—		
Total Project Income (all fiscal years)					\$5,809,478	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$5,809,478	

# BUILD UP MAIN STREETS

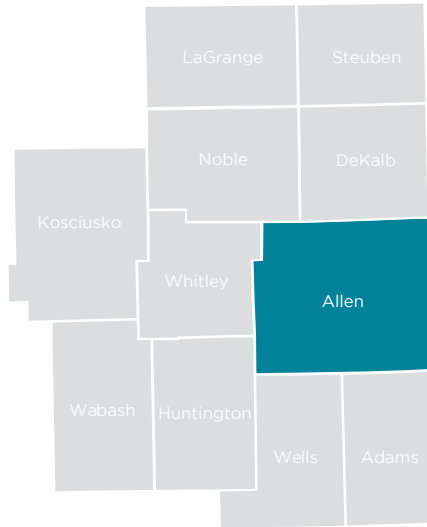
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# ALLEN COUNTY RURAL FAÇADE IMPROVEMENT PROGRAM

Main Streets

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

The Allen County Façade Improvement Program will provide incentive to property owners and businesses to improve the exterior appearance of their commercial buildings and storefronts. The program will be focused in central business districts (downtowns) within rural communities throughout Allen County. Allen County Redevelopment will staff the program. Over a three-year period, an annual application process will be made available. This application process will outline what can qualify as a façade improvement such as: paint, new windows, doors, and awnings, signage, tuck-pointing, and possibly some level of roof repairs to seal the envelope of the structures. Design guidelines will also be provided. At a minimum, property owners must provide 60% of the funding toward the improvements, with an additional 20% (up to \$10,000) provided by Allen County funds, and 20% (up to \$10,000) from READI. A total of \$300,000 in funding will be committed by Allen County for this initiative (\$100,000 per year). A total of \$1,500,000+ in façade improvements to 30 properties is anticipated over the three-year period.

## REGIONAL SIGNIFICANCE

Over the last few years, significant effort has gone into increasing the downtown vibrancy of Allen County's rural communities. In particular, the New Allen Alliance has been leading the implementation of East Allen's Rural Revival Regional Development Plan through its Indiana Regional Stellar Community Designation. As part of East Allen's \$65M quality of life portfolio into streetscapes, trails, sidewalks, parks, housing, and community health, a façade program is one of the plan elements that has not yet been funded. In 2019/20 the Allen County Redevelopment staff laid the groundwork on the establishment of such a program, but the COVID-19 pandemic put a halt to those plans. As the county is focusing on recovery from the pandemic, investment into areas where small, rural businesses are located is now an even more important imperative than ever.

For more information on the East Allen Rural Revival Initiative see: [www.newallenalliance.net](http://www.newallenalliance.net).



## RELATIONSHIP TO FOCUS AREA

The following link provides some good information on how façade programs can improve downtown vibrancy: [How Façade Improvement Programs Can Benefit Your Community - PlannersWeb \(https://plannersweb.com/2013/10/how-facade-improvement-programs/\)](https://plannersweb.com/2013/10/how-facade-improvement-programs/)



On the link, you will find the following statement and source information, “A report in the National Trust for Historic Preservation’s Dollar & Sense series also found that: Commercial building improvements resulted in an increase in sales in the year after the improvements were made, Sales improvements were sustained for several years, Sales increases exceeded increases in local taxes, The improvements attracted new businesses and shoppers to the target area, Participants were often motivated to make additional improvements (such as to interior spaces or product lines), and Owners/tenants of properties and businesses in surrounding areas were motivated to make improvements.”

## ANTICIPATED OUTCOMES

At a minimum, property owners must provide 60% of the funding toward the improvements, with an additional 20% (up to \$10,000) provided by Allen County funds, and 20% (up to \$10,000) from READI. A total of \$300,000 in funding will be committed by Allen County for this initiative (\$100,000 per year). The READI request is for \$300,000 and the anticipated private investment is \$900,000+. Therefore, a total of \$1,500,000+ in façade improvements to 30 properties is anticipated over the three-year period. A total of \$300,000 in READI funds will leverage an additional \$1,200,000 into the region for an 80% Return on Investment.

## STAKEHOLDERS

- Allen County Commissioners
- Allen County Redevelopment
- Rural Communities throughout Allen County
- NewAllen Alliance

## ESTIMATED TIMELINE

**Duration:** Three Years

**Timeline:** The program would run as a three-year pilot from 2022 - 2024. Annual calls for proposed projects will be made in the first quarter of each year, scoring and award will be made the second quarter and construction will occur the third quarter.



## BUDGET

**READI Funding Requested: \$300,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$1,500,000
Total Project Expenses	<b>\$1,500,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,500,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	20%
Private/Philanthropic Funds	60%
Local Government Funds	—

## SUSTAINABILITY PLAN

This project is considered a pilot. If good participation is received, the results and return on investment of the program will justify continued support through Allen County funds.

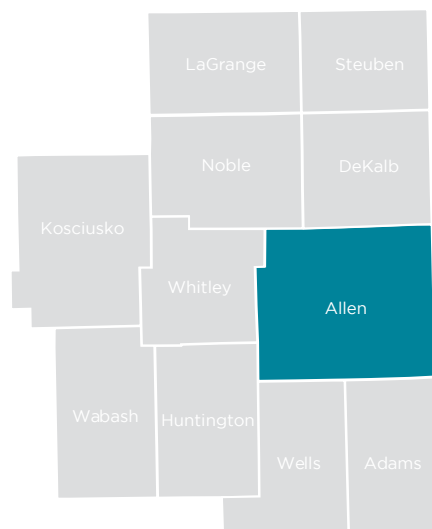
## ALLEN COUNTY RURAL FACADE IMPROVEMENT PROGRAM FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Construction Expenses Project Cost (all fiscal years)						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Facade Improvements	—	\$500,000	\$500,000	\$500,000	\$1,500,000	100%
<b>Totals per year</b>	—	\$500,000	\$500,000	\$500,000		
Total Program Expenses Project Cost (all fiscal years)					\$1500,000	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$100,000	\$100,000	\$100,000	\$300,000	20%
Other Funds \$ - Allen County Matching Funds	—	\$100,000	\$100,000	\$100,000	\$300,000	20%
Private/Philanthropic Funds \$ - Property Owner Investment	—	\$300,000	\$300,000	\$300,000	\$900,000	60%
<b>Totals per year</b>	—	\$500,000	\$500,000	\$500,000		
Total Project Income (all fiscal years)					\$1500,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$1500,000	

# ARTS CAMPUS FORT WAYNE

Downtown Fort Wayne

## LOCATION



## FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

Arts United respectfully requests that Arts Campus Fort Wayne be included in Northeast Indiana's READI proposal.

Arts Campus Fort Wayne is one of Northeast Indiana's most important assets and sets Fort Wayne apart from peer cities. Our community gathers here, knowing that each time they will experience something different, captivating, and innovative. From the roaring applause of a standing ovation to boundary-pushing works of art that shift our worldview, Arts Campus Fort Wayne is a place where everyone can learn, evolve, and dare to dream. With investment, the Arts Campus will become an even more vibrant, animated, and celebrated cultural district - a regional epicenter for fun and possibility for our generation and the next.

In 2016-2018, Arts United led an inclusive master planning process for the Arts Campus, gathering the community's priorities for development through focus groups, surveys, and interviews:

1. Improve the accessibility of the Arts United Center for patrons, employees, volunteers, and performers.
2. Enhance the functionality of the theatre and create a safer, more efficient, and higher quality performance space.
3. Provide well-equipped workspaces to support artists, staff, and volunteers.
4. Add daily vitality to Freimann Square and increase the visibility of year-round arts and educational activities.
5. Provide more space for dance classes, theatre rehearsals, musical warm-up, and education programs.
6. Encourage connectivity and multi-modal transportation to nearby parking, dining, parks, and trails.

If awarded, Arts United would use the READI grant to support Phase 1 of the master plan: the renovation of the Arts United Center.

Opening in 1973, the Arts United Center is the Arts Campus flagship and utilized by Civic Theatre, Youtheatre, Ballet, Dance Collective, Philharmonic, and other local performing arts organizations. Unlike the Embassy or the Clyde which host traveling productions, the Arts United Center is designed for local performing arts with spaces for auditions, rehearsals, set design and scenery construction, costume design, classes and workshops, performances, and more.

Like most 50-year-old buildings, this iconic theatre needs to be renovated. About \$30 million is needed to address electrical systems and lighting, mechanical systems (HVAC), envelope (roofing, bricks, windows, etc.), accessibility (ADA), safety for employees and volunteers (OSHA), security for patrons and performers, modern stage technology, and historic preservation.

If the Arts United Center were closed due to a lack of community investment, the result would threaten



the future of Arts United, the Arts Campus, and the interdependent ecosystem of local arts and culture organizations that serve communities throughout northeast Indiana. Fort Wayne would become known as a community that championed quality of life but failed to invest in the sustainability of the venues and organizations that drive it.

## REGIONAL SIGNIFICANCE

Central to positioning Northeast Indiana as a vibrant and inviting place is bolstering the capacity of our creative scene - and the people and organizations that drive it. Anchored by 17 resident and presenting arts and culture nonprofits, Arts Campus Fort Wayne includes 7 structures, a public park and an outdoor farmer's market. Our community gathers here to experience festivals, music, dance, cinema, theatre, visual art, outdoor markets, local history, and more throughout the year.



Together, Arts Campus resident and presenting organizations served more than 533,000 people in 2019. In comparison, Parkview Field drew 415,248 people in 2017 and the Fort Wayne Children's

Zoo served 618,498 people in 2015. Arts Campus resident and presenting organizations and their audiences have an economic impact of \$28.6 million per year according to the Americans for the Arts' Arts & Economic Prosperity Calculator.

Fort Wayne stands out in the nation as a pioneer for creative placemaking. In 1959, Arts United (then known as the Fine Arts Foundation) embarked on an ambitious partnership with the City of Fort Wayne and Allen County to revitalize downtown Fort Wayne by building a multi-venue cultural district modeled after Lincoln Center in New York City. After an extensive search, Arts United hired world-famous architect Louis I. Kahn - the equivalent of Frank Lloyd Wright or Eero Saarinen - to envision a multi-building cultural district. The Arts United Center, completed in 1973, was the only building realized of Kahn's original 11-building vision. Kahn was present for the grand opening and died 6 months later. The Arts United Center is the only Kahn commission in the Midwest and his only theater in the world - an internationally significant architectural work of art.

Inspired by Kahn's vision, our community has progressively developed Arts Campus Fort Wayne.

- 1959 Needs assessment for arts and culture nonprofits
- 1961 Louis I. Kahn's first vision
- 1972 Freimann Square
- 1973 Arts United Center (owned and operated by Arts United)
- 1980 Old City Hall (operated by The History Center)
- 1984 Fort Wayne Museum of Art (land owned by Arts United; venue owned and operated by the Museum)
- 1988 Barr Street Market (operated by The History Center)
- 1991 Hall Community Art Center (owned and operated by Arts United)
- 2006 Arts United Center Plaza (owned and operated by Arts United)
- 2010 Alexander T. Rankin House (ARCH)
- 2011 Auer Center for Arts & Culture (owned and operated by Arts United)
- 2014 Parkview Physicians Group ArtsLab (owned and operated by Arts United)

In June 2021, the Indiana Arts Commission designated the Arts Campus as one of 12 cultural districts around the state. An Indiana Cultural District is a well-recognized, labeled, mixed-use area with unique, authentic art and cultural identity. The state-level designation followed a local designation by Fort Wayne Common Council in May 2021.

## RELATIONSHIP TO FOCUS AREA

### DOWNTOWN VIBRANCY

The Arts Campus promotes year-round activity in the northeast quadrant of Downtown Fort Wayne, making nearby apartments, condominiums, hotels, and business locations more attractive. In 2019, the Arts United Center alone hosted 94 public events, had a total of 918 daily bookings (auditions, rehearsals, classes, etc.), and declined about 50 events in 2019 due to unavailability of dates or lack of accessibility. According to Americans for the Arts, the average attendee of an arts or cultural event spends \$31.47 per person, per event, not including the cost of admission on meals, transportation, lodging, retail, or childcare - discretionary spending that stays local and supports nearby local businesses. In 2016, when plans for the nearby development of The Landing and Promenade Park were announced to the community, the events took place in the Arts United Center to highlight the proximity of the Arts Campus to these areas to public sector leaders, potential business tenants, and private developers. In 2019, Promenade Park opened to the community, and the Redevelopment Commission announced plans to develop the Lofts at Headwaters Park and Riverfront at Promenade Park. The Landing opened in 2020. In 2021, the Public Art Commission will install a street mural on Calhoun Street connecting pedestrians walking to/ from Freimann Square, Rousseau Centre Plaza, and The Landing. Currently, the City is building more pedestrian, vehicular, and bicycle linkages between downtown nodes of activity and new developments - paving the way for a future urban trail.

### ENTREPRENEURSHIP AND INNOVATION

In 2019, Arts Campus's 17 resident and presenting nonprofits employed about 300 full-time and part-time jobs and offered a steady work for about 450 artists and creative businesses. The co-location of creative entrepreneurs is a key component of

the success of the Arts Campus and attractive for creatives in many industries to Northeast Indiana. Our 11 counties are home to more than 18,500 creative sector jobs - about as many as in the banking and insurance industry and in the construction industry - according to a 2016 study by the Purdue Fort Wayne Community Research Institute.

## GROW THE WORKFORCE

The quality and strength of our arts and culture ecosystem is no small reason why Fort Wayne is now the fastest-growing community in the Great Lakes region. In 2019, Realtor.com ranked Fort Wayne as the nation's hottest real estate market in part because of our "burgeoning art scene." A 2020 survey conducted by Greater Fort Wayne, Inc. found that 90% of businesses indicated that downtown Fort Wayne's revitalization has a strong impact on talent attraction and retention - the #1 community attribute cited by businesses - and the strength and diversity of arts and culture has contributed to the success of downtown. 79% of businesses said that arts and culture has a strong impact on their ability to attract and retain talent.

## ANTICIPATED OUTCOMES

In 2019, resident organizations had a total economic impact of \$28.6 million, with \$15.8 million in spending by the organizations and \$12.8 million in spending by their audiences. This resulted in local government revenue of nearly \$1.3 million and state government revenue of nearly \$1.6 million. Investment in the renovation of the Kahn-designed Arts United Center will sustain and increase this impact by supporting:

- Increased event attendance for events in the Arts United Center presented by resident and performing organizations
- Increased usage of the Arts United Center's gallery, stage, and rehearsal halls
- Increased usage of the Arts United Center by people with disabilities as patrons, performers, volunteers, employees, and students

The renovation of the Arts United Center is Phase 1 of the Arts Campus Master Plan. With continued investment in the Arts Campus as a growing and developing cultural district in future phases, we will:

- Add three or more resident organizations

- Increase connectivity to and audiences of current Arts Campus resident organizations
- Increase programming, festivals, and events held in Arts Campus facilities and Freimann Square
- Increase connectivity to and usage of nearby amenities at the Landing and along Superior Street including restaurants and retail.

These actions could result in increasing the economic impact of the Arts Campus organizations and audiences to \$47.5 million, producing \$2.1 million in local government revenue and \$2.7 million in state government revenue. (Economic impact information was calculated using the Americans for the Arts' Arts and Economic Prosperity Calculator. This information excludes Fort Wayne Trails usage.)

State level designation and associated promotion of the Arts Campus as a cultural district by the Indiana Arts Commission will support the growth described previously. In 2018, 17,725 creative jobs were located in the zip codes surrounding Indiana Cultural Districts and there was an estimated \$1.5

billion in economic impact through tourism in those districts.

## STAKEHOLDERS

Arts Campus programming is provided by 17 resident and presenting organizations: all for One productions, ARCH, Artlink, Arts United, Audiences Unlimited, Cinema Center, FAME, FW Ballet, FW Children's Choir, FW Civic Theatre, FW Dance Collective, FW Museum of Art, FW Philharmonic, FW Trails, FW Youtheatre, The History Center and YLNI Farmer's Market.

The Arts United Center supports local performing arts organizations and features theatrical, dance and musical performances; youth dance competitions and recitals; community events and lectures; weddings and corporate events, and municipal inaugurations and civic events. The plaza is used for the DID's Lunch on the Square, Taste of the Arts, FWMoA's Chalk Walk, Three Rivers Festival, Fort4Fitness's Spring Cycle, local performances, and more.

### A SOARING VISION

Together, we will catapult Arts Campus Fort Wayne into the future as a destination—the heart of arts and culture in Northeast Indiana.



You spoke, we listened.

A Soaring Vision addresses our community's priorities for growth and development.

#### A ARTS UNITED CENTER

Historic preservation and renovation of our internationally recognized, Louis Kahn designed community theatre, resulting in an accessible, safe, functional, and state-of-the-art performance venue.

#### B FAMILY ARTS CENTER

Construction of a new Family Arts Center to meet an immediate need for more space to accommodate theatre and musical rehearsals, workshops, dance classes, administrative spaces, and educational programming.

#### C EVENT PAVILION

Support future growth with more room for performances, rehearsals, and community events.

#### D FREIMANN SQUARE

Year-round activation of Freimann Square and our cultural district through cohesive lighting, signage, and connectivity to nearby parking, dining, parks, trails and other downtown amenities.



Arts United's philosophy for planning is to put stakeholders first and engage them in shaping the vision and prioritizing action steps. In 2015, Arts United led a cultural vision and strategic planning with input from more than 2,300 stakeholders who prioritized a strong, integrated downtown as the cultural and creative centerpiece of Northeast Indiana alongside other goals for regional arts and cultural development. Building from the cultural visioning process, Arts United led an inclusive Arts Campus Master Planning process in 2016-2018 which engaged an additional 1,000 people in architectural planning, destination brand development, fundraising feasibility, and urban planning. We included representatives from arts and culture nonprofits, independent artists and creative businesses, city planning department, Fort Wayne Parks and Recreation, local business leaders, government agencies, economic development organizations, Visit Fort Wayne and the Downtown Improvement District, people with diverse physical and intellectual abilities, neighborhood representatives, and historic preservation experts.

The development of the Arts Campus is informed by and supports community plans:

- Greater Fort Wayne, Inc. Vision to Vibrant (2020)
- City of Fort Wayne and Downtown Improvement District Public Realm Action Plan (2018)
- City of Fort Wayne Downtown Blueprint (2016 Update)
- Regional Cities Initiative - Road to One Million Plan (2015)
- Plan-It Allen! (2006)

## ESTIMATED TIMELINE

**Duration:** 2016 - 2025

**Timeline:**

2015-2016 Cultural Plan and Arts United Strategic Plan

2016-2018 Arts Campus Master Plan

- Architectural conceptual design and cost estimates
- Fundraising feasibility study
- Public funding review
- Destination brand development
- Public meetings, focus groups, surveys, and interviews
- Fort Wayne Museum of Art exhibits

2018-2022 Architectural Design Development and Construction Drawings

- 2018: Selection of Lead Architect and General Contractor
- 2019: Project Scope Validation
- 2022: Architectural Design and Construction Documents

2018-2022 Operational Planning

- Venue Management and Operations
- Audience Development
- Cultural District Development
- Business Disruption Plan

2018-2023 Fundraising Campaign

- 2018: Initial Donor Cultivation; Backstage Pass Events
- 2019: Cultivation of Leadership Gifts, Foundation Support, and Public Funding
- 2020: Pause for COVID-19 Disruption
- 2021: Requests for Leadership Gifts, Foundation Support, and Public Funding
- 2022: Public Fundraising Campaign

2023-2024 Ground-Breaking and Construction Period; Likely Building Closure for the Season

2025 Grand Re-Opening of the Arts United Center

2025-2030 Evaluation of Outcomes and Planning for Phase 2

## BUDGET

**READI Funding Requested: \$6,000,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$33,128,713
Total Program Expenses	—
<b>Total Project Expenses</b>	<b>\$33,128,713</b>
FUNDING SOURCES	
Total Project Income	<b>\$33,128,713</b>
Funding Source (as % of Total)	
READI	18%
Other Funds	—
Private/Philanthropic Funds	55%
Local Government Funds	27%

## SUSTAINABILITY PLAN

Arts United owns and operates four facilities and the parking lots of the Arts Campus: Arts United Center, Auer Center, Parkview Physicians Group ArtsLab, and Hall Center. In 2019 (a typical year), Arts United's operating budget for these facilities (not including capital expenses or depreciation) was about \$1,140,000, of which 45% was staff, 22% was utilities, 19% was building operations, and 14% was finance and general administration. Sources of revenues and cash to operate these facilities in 2019 came from leases and rentals (47%), City of Fort Wayne CEDIT (8%), and philanthropy (45%).

Arts United has a \$7.8 million endowment that is dedicated to the maintenance and capital repair of its facilities. The endowment produces about \$350,000-\$400,000 per year for repairs related to the building envelope, heating and cooling systems, plumbing, electrical, elevators, technical equipment, and guest amenities. While an important resource for annual capital expenses, the endowment does not produce enough revenue to fund the historic preservation and renovation of the Arts United Center.

Arts United's business model for its facilities is designed to be affordable for local, small-budget arts and culture organizations - allowing them to maximize resources for their missions, programs, and audiences. Arts United also provides back-office services to arts and culture nonprofits which, in addition to space subsidies, reduces their overhead by about \$1.6 million per year. As a result, local arts and culture nonprofits are able to keep the cost of admission very low and provide high quality programming for schools, libraries, community centers, nursing homes, hospitals, and more.

When Arts United, then known as the Fine Arts Foundation, agreed to raise funds for and operate the Arts Campus beginning with the flagship Arts United Center in the 1960s, the City of Fort Wayne and Allen County jointly committed to support the ongoing operational expenses of the facility. Public funding was reduced significantly in the 1990s due to property tax caps and reduction in local tax revenues. Arts United is currently working with local elected officials to re-establish public funding support for Arts Campus operations. Local public sector funding for the operation of the facility would allow Arts United to dedicate the philanthropic funds we raise to support programs and projects in neighborhoods and communities throughout northeast Indiana. Without the return to a model in which the public sector provides supplemental funding on an annual basis, Arts United will continue as we have since 1989 by subsidizing the operation of the building(s) with funds raised through the Annual Fund Drive.

## ARTS CAMPUS FORT WAYNE FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Legal/Financial Expense* - Pledges paid over 5+ years. Legal/financial expenses represent construction loan financing.	—	—	\$155,000	\$2,500,000	<b>\$2,655,000</b>	<b>8%</b>
Building Construction Cost	—	\$5,000,000	\$22,844,500	—	<b>\$27,844,500</b>	<b>84%</b>
Other Construction Costs - Master Planning, Fundraising, Marketing, Staffing	\$2,629,213	—	—	—	<b>\$2,629,213</b>	<b>8%</b>
<b>Totals per year</b>	<b>\$2,629,213</b>	<b>\$5,000,000</b>	<b>\$22,999,500</b>	<b>\$2,500,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$33,128,713</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$6,000,000	—	—	<b>\$6,000,000</b>	<b>18%</b>
Private/Philanthropic Funds \$	\$4,777,670	\$12,500,000	\$851,043	—	<b>\$18,128,713</b>	<b>55%</b>
Local Government Funds \$	—	\$9,000,000	—	—	<b>\$9,000,000</b>	<b>27%</b>
<b>Totals per year</b>	<b>\$4,777,670</b>	<b>\$27,500,000</b>	<b>\$851,043</b>	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$33,128,713</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$33,128,713</b>	



# CHURUBUSCO CIVIC CENTER

Main Streets

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

Over recent years, the Town of Churubusco has made many positive changes throughout the downtown area, but with the recent closure of PNC Bank (located in the center of downtown), it has left a large void. However, this closure does provide a perfect opportunity for Churubusco to solve a few issues that have plagued our community for several years- issues that have been addressed in the Town's 2014 Comprehensive plan, the Town's 2017 Stellar Communities Strategic Investment Plan, and many community surveys. These issues include finding a larger home for Churubusco Public Library, creating a safe space for at-risk children to congregate after school, providing a space that would be utilized to provide adult education classes and entrepreneurship training, and a large outdoor space that would be utilized for downtown community events and pop-up shops. The PNC building and its adjacent parking lot checks the boxes for all these needs. The Town of Churubusco is seeking to purchase and remodel the vacant, 13,800 s.f. former PNC Bank building located in the heart of downtown Churubusco for the purpose

of the Churubusco Civic Center. Once remodeled, this building will provide a new home for the Churubusco Public Library, an after-school program for at-risk youth hosted by Mission 25 and The Center, a large meeting room/classroom that will be utilized by Churubusco Chamber of Commerce, Small Business Administration, and Smith-Green Community Schools to conduct entrepreneurship classes and other adult education opportunities, and the large parking lot will be utilized for community events such as the 'Busco Block Party and Fine Arts Festival, pop-up markets, and more.

## REGIONAL SIGNIFICANCE

Since 2010, Churubusco and Smith Township have seen significant population growth and the number of students transferring to Smith-Green Community Schools continues to be among the state's highest, many of whom are transferring from Northwest Allen County Schools. However, the population growth Churubusco has experienced has been from older residents and not young families. Given the transfer rate, we know people like what 'Busco has to offer; we just need to provide more incentives to have them choose it as the place to make their home and we hope that by increasing the number of quality-of-life initiatives the town has to offer, it will assist in attracting new residents and businesses. The Civic Center will provide programs that are important when attracting people who are currently active in the workforce as well as continuing to attract retirees. These amenities are also important in keeping residents here (or luring them back here) after graduation or vocational training. Churubusco wants to be the place where you stay for the long haul and that can only happen when there are programs and opportunities for those of all ages.

In addition to attracting new residents, the Civic Center will assist in serving current residents. A thriving library is important for a community's success as libraries provide citizens access to technology, literature, and a variety of programming. The current library is far from thriving. The 3000 s.f. building was built in 1980 and has two computer terminals for patrons to use. If the library was only meant to serve residents residing in town limits, it may not be an issue, but the library reaches so many

more. Churubusco Public Library not only serves the residents of Churubusco/Smith Township, but it also serves the residents of Green Township (Noble County) free of charge and the residents of Union Township (Whitley County) and Eel River Township (Allen County) for a nominal annual membership fee- a total population of roughly 10,000. While internet within town limits is strong, outside of town limits (especially in Noble County) internet service is not reliable and many people rely on the library's technology when seeking employment, completing schoolwork, and other internet-related needs. A larger library will not only provide the space for more terminals, but the classroom space within the Civic Center itself will provide space for those who own a computer but need a better internet connection. This will especially be useful during e-learning days.

Given the library's proximity to the school, the library is often utilized as a source of free after-school care, especially for those parents who live outside the district. The current building is not large enough nor does it have the programming needed to accommodate this large influx of children. While Mission 25 and The Center's programming does focus on at-risk youth, their programs will be open to all Smith-Green students.



## RELATIONSHIP TO FOCUS AREA

**Downtown vitality:** By repurposing an existing building located in the heart of downtown to create a central meeting place, it will result in more visitors coming downtown and will assist in attracting new

residents and businesses to our area. Having access to the large parking lot will assist in addressing community parking needs and will allow for more outdoor programming to happen downtown. More people downtown = more opportunities for businesses to grow. More activities for residents = more reasons to live in that community.

**Entrepreneurship/Innovation and Growing the Workforce:** Replicating much of the same model Mission 25 utilized in the Miami Village Mobile Home Park to combat issues such as disciplinary issues, failing grades, depression, and more; Mission 25 will coordinate with The Center to provide organized, supervised after-school programming. The programming will carve out time for homework, entertainment, and self-reflection. It will help teach children how to deal with conflict at home and school which will eventually lead to resolving conflict in the workplace. The dedicated homework time will assist in making sure schoolwork is complete and help to raise grades for those who may struggle as well as teach kids responsibility and help them learn to complete their assigned tasks in a timely manner. And the organized entertainment will assist with children in overcoming boredom so they do not have a chance to act out. These things will assist in building and developing a better, more responsible workforce for the future and hopefully decrease the likelihood these kids will choose to engage in unlawful behavior that could negatively affect the remainder of their lives.

The Civic Center's development of classroom space will provide a space for the Churubusco Chamber and Small Business Administration to present free/low-cost classes to help entrepreneurs in developing and/or growing their business. The Chamber began business classes in February 2020 and had success by providing training in the of subjects of branding and marketing, social media training, and security. But like many things, those classes came to a halt in March 2020. While the Chamber has voted to begin training and networking activities again, the space in which these classes were originally taught is no longer available, so a space is very much needed to continue these opportunities. The classroom space will also allow for the SBA to meet with local entrepreneurs in person to work on finance options and business plans without having to travel elsewhere.

Community surveys have cited the need for more basic adult education opportunities, too, such as training on Microsoft Office, Dropbox and Google docs, and Adobe applications. While these may seem trivial, there are many citizens who cannot use these programs which is limiting opportunities for advancement. We will be partnering with the School's business department to host these free/low-cost trainings.

## ANTICIPATED OUTCOMES

Mission 25 and The Center anticipate the need to hire at least two full-time employees for their after-school program. These employees will be responsible for supervising and coordinating youth activities as well as assisting in securing program funding and volunteers. The starting wage for these positions is \$40,000. The library also anticipates the need to hire two additional part-time staff members to assist in supervising and maintaining a larger space. Additionally, community pride and increased usage/attendance of the library will be the return.

## STAKEHOLDERS

- Town of Churubusco
- Churubusco Public Library
- Mission 25
- The Center
- Churubusco Chamber of Commerce
- Small Business Administration
- Smith-Green Community Schools

## ESTIMATED TIMELINE

**Duration:** 2022 to early 2023

**Timeline:** The PNC Building is currently for sale and while there have been no offers made on the building, we would like to secure financing to purchase the building as soon as possible. The required two appraisals have already been obtained as well as quotes for the roof and HVAC system. Once the purchase is made, remodeling will begin soon after- hopefully by mid-2022. We anticipate partners will be able to move into the space in late 2022.

## BUDGET

**READI Funding Requested: \$73,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$1,197,000
Total Program Expenses	\$780,000
Total Project Expenses	<b>\$1,977,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,977,000</b>
Funding Source (as % of Total)	
READI	4%
Other Funds	62%
Private/Philanthropic Funds	30%
Local Government Funds	4%

## SUSTAINABILITY PLAN

Long-term leases will be signed by the Churubusco Public Library and Mission 25/The Center. Tenants will be required to pay for utilities and a small monthly rent to cover parking lot/building maintenance and insurance costs. The classroom space will be available for rent on an as-needed basis and will be available to rent to the general public for small events. However, it will be free of charge to use for groups and activities which align with Churubusco's strategic plans. This will be provided to ensure classes are kept to a minimal cost. All post-acquisition/post-construction costs will be paid for annually by the Town of Churubusco through the use of EDIT funds and private/state grant funding.



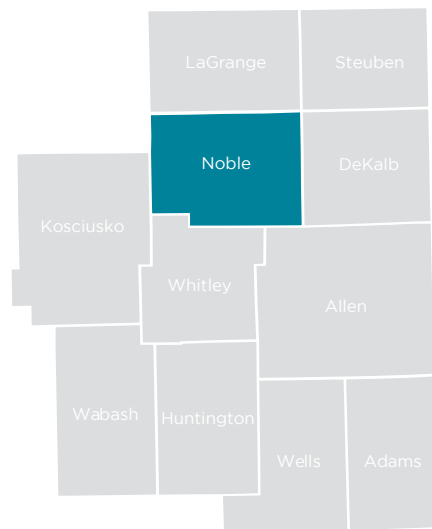
## CHURUBUSCO CIVIC CENTER FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$600,000	—	—	—	\$600,000	50%
Design/Inspection Expense	—	\$100,000	—	—	\$100,000	8%
Legal/Financial Expense	\$25,000	\$5,000	—	—	\$30,000	3%
Building Construction Cost	—	\$400,000	\$2,500	\$2,500	\$405,000	34%
Other Construction Costs	—	\$60,000	\$1,000	\$1,000	\$62,000	5%
Totals per year	\$625,000	\$565,000	\$3,500	\$3,500		
Total Construction Expenses Project Cost (all fiscal years)					\$1,197,000	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Churubusco Public Library - operations, furniture, technology, etc.	—	\$350,000	\$100,000	\$100,000	\$550,000	71%
Mission 25 & The Center After-school Program - operations, furniture, technology, etc.	—	\$100,000	\$50,000	\$50,000	\$200,000	26%
Churubusco Chamber - Business Education Courses	—	\$5,000	\$5,000	\$5,000	\$15,000	2%
Smith-Green Community Schools - Business Education Courses	—	\$5,000	\$5,000	\$5,000	\$15,000	2%
Totals per year	—	\$460,000	\$160,000	\$160,000		
Total Program Expenses Project Cost (all fiscal years)					\$780,000	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$73,000	—	—	—	\$73,000	4%
Other Funds \$	—	\$470,000	\$390,000	\$371,000	\$1,231,000	62%
Private/Philanthropic Funds \$	\$500,000	\$100,000	—	—	\$600,000	30%
Local Government Funds \$	\$13,000	\$20,000	\$20,000	\$20,000	\$73,000	4%
Totals per year	\$586,000	\$590,000	\$410,000	\$391,000		
Total Project Income (all fiscal years)					\$1,977,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$1,977,000	

# DOWNTOWN KENDALLVILLE REVITALIZATION

## Main Streets

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

This summer, the City of Kendallville will complete a \$2.7 million downtown streetscape project including new sidewalks/crosswalks, historic replica cast aluminum LED lighting, new landscaping and pavement, and newly installed fiber optics making 1 Gbps high speed internet service available throughout the downtown. In addition, multiple stakeholders have committed to investing in the development of a new downtown park featuring a performance stage to revitalize a vacant lot and provide an asset for downtown events. This project aims to leverage these investments in downtown Kendallville as follows:

**1. HOUSING:** 10-12 historic downtown buildings will be renovated to include upper floor housing, including the three-story former Kelly House hotel that could provide 12 new housing units. The Kendallville Redevelopment Commission (RDC) is considering expanding their façade grant program to support owners who invest in approved interior renovations that result in new housing units.

**2. DOWNTOWN BUSINESSES:** While upper floors in these buildings are being developed for housing, the ground floors are targeted for business development. These historic buildings will accommodate a range of businesses, and entrepreneurs will be encouraged to locate downtown. To ensure vibrancy, the effort will focus on a mixed-use approach to attract retail, food, service, entertainment, and other desired businesses.

**3. ANCHOR STORES:** The goal is to have two anchor businesses in downtown Kendallville. Fortunately, the city has one anchor business in The Strand Theatre, a downtown cinema and the longest continuously operating theater in the State of Indiana. A second anchor business will be targeted, such as a restaurant and/or brewery.

**4. DOWNTOWN AMENITIES:** To round out the development effort, there will be a focus on amenities to be offered to downtown residents and visitors, including a bike share program, a new park, and trail extensions that loop in the historic downtown district. These additional amenities will enhance the overall downtown experience.

To accomplish this development, a number of strategies are being pursued as appropriate. First, the RDC along with Experience the Heart of Kendallville (a national Main Street™ affiliate) has contracted with a Main Street™ consultant who brings professional architectural services, funding expertise, and a deep understanding of historic preservation design strategies to the project. Second, building owners interested in the project have been identified for possible public/private partnership development. Third, there is a willingness to purchase properties from absent owners to ensure that these historic buildings are part of the overall development effort. Lastly, the City of Kendallville and other partners are committed to the development of amenities that support the overall growth of Kendallville's downtown.

## REGIONAL SIGNIFICANCE

Over the past decade there has been significant investment in downtown Fort Wayne with tremendous results for the community and region. However, to ultimately be effective from a regional perspective, downtowns in neighboring communities must also be upgraded to provide a regional set of downtown experiences to anyone wishing to live, work, or play in a downtown environment.

While some may enjoy the scale and sheer volume of activities found in a large urban downtown such as Fort Wayne, others will prefer smaller downtowns and communities that offer some of the same amenities (restaurants, entertainment, shopping, housing, and overall walkability).

This project is designed to ensure that Kendallville's downtown corridor becomes part of the overall regional effort to develop downtowns as "places to be." To make this happen, specific and targeted investments must be made in core infrastructure (such as upper floor housing) that grow the downtown while at the same time respect and preserve historic preservation design standards. Having been designated as a National Historic District, Downtown Kendallville revitalization will offer a unique experience for residents and will place the community in a regional network of thriving northeast Indiana downtowns.

## RELATIONSHIP TO FOCUS AREA

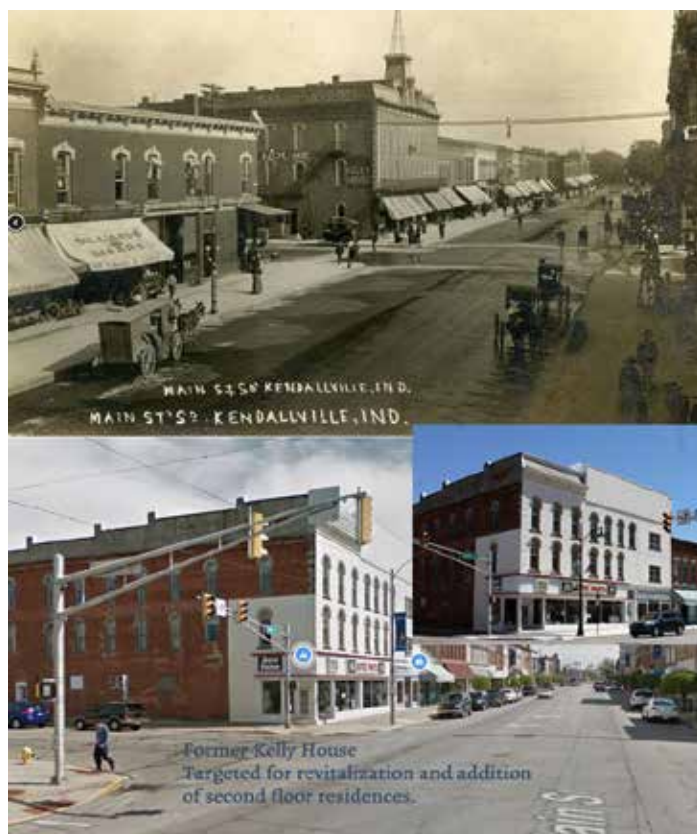
As described previously, the proposed development will utilize mixed use, historically significant downtown properties to meet a variety of housing needs in the community and region, including young professionals, LMI residents, and seniors. Creating this new, desperately needed housing will provide residences to meet the community's growing workforce demands, while also creating a demand for new downtown retail/business establishments. Collectively, this project will create opportunities for entrepreneurial growth and will revitalize Kendallville's historic downtown corridor.

## ANTICIPATED OUTCOMES

Most of the upper floor spaces in Kendallville's downtown corridor have been unoccupied and/

or vacant for at least 40-50 years, leading to the deterioration and devaluation of these historic properties. By developing new housing in these empty spaces, the value of these properties will increase substantially, while also attracting new entrepreneurs and business owners to the downtown by creating a demand for new restaurants and breweries, grocery, and convenience stores, as well as other retailers.

The housing component has been a demonstrated and effective strategy that leads to the development of a small business ecosystem on the lower levels of the structures. The upper floor strategy also is developing a first line of defense for the structures as it is often the first place deterioration occurs and goes unchecked causing thousands in dollars of damage to the building overall. Therefore, the strategy is protecting the value of the building and district overall.



Developing 20-25 new housing units (apartments and/or condominiums) in Kendallville's downtown district will help to create a more vibrant and walkable community. In fact, studies have shown that second floor housing units above Main Street retailers are a quickly growing trend and tend to



attract young individuals, couples, and seniors due to the proximity of restaurants, retail shops and grocery stores within the neighborhood. As an example, the city of Holly, Michigan did a similar housing project in their downtown, which in turn increased the value of each property substantially, while also creating a high demand and waiting list for both first floor retail space as well as 2nd floor housing.

An additional ROI is the recruitment and retention of talent by providing desirable housing options to retain the workforce needed for the region to thrive. Our conservative investment is for every dollar invested in the upper floor strategy in downtown Kendallville, the economy will see on average \$12 invested back into the community through the increased sale of goods and services in the district, increased property values, and additional private investment in the district through businesses or building rehabilitations.

In addition, it is projected 30 to 50 jobs could be created through construction and opening of new businesses as part of the ripple effect.

Program outcomes include:

- 20-25 new housing units to meet the needs of young families in the workforce, including low-to-moderate income households, as well as seniors.
- By creating a demand for new retail businesses in the downtown by 2023, we anticipate 10-15 new jobs will be created, as well as creating a culture for future entrepreneur small business owners.
- A large restaurant/brewery will create as many as 15-20 new jobs.
- With the increased property values, the city will benefit from a large increase in the taxes captured within the downtown TIF district.

## STAKEHOLDERS

Partners in this project include the City of Kendallville, Kendallville Redevelopment Commission, Experience the Heart of Kendallville, Kendallville Area Chamber of Commerce, Noble County Economic Development Corporation, Kendallville City Council members, Community Foundation of Noble County, Kendallville Restorations, Inc., Kendallville Housing Authority, Impact Institute, Kendallville Local Development Corporation, and various downtown property owners and merchants.

We also anticipate partnerships will be formed with the Indiana Housing and Community Development Association (IHCDA), Office of Community and Rural Affairs (OCRA), Indiana State Historic Preservation Office (SHPO), and other state-run development organizations.

## ESTIMATED TIMELINE

**Duration:** Four years - 2021-2024

**Timeline:** The anticipated completion dates for the projects outlined herein are as follows:

### 2021:

- Acquire 1-2 buildings for rehabilitation and build out 2-4 second floor apartments/condos.
- Establish new Kendallville RDC matching grant guidelines for structural work to be completed in the interiors of historical downtown buildings.

### 2022:

- Acquire 3-4 buildings for rehab; build out 4-8 second floor residences.
- Acquire 6,000 sq. ft. Strauss building on East Williams Street for rehab and to build out an anchor restaurant/brewery.
- Attract 2-3 new retail businesses to the downtown.

### 2023:

- Acquire 3-4 buildings for rehab and build out 4-8 second floor residences
- Attract 2-3 new retail businesses to the downtown.
- Attract new anchor business to downtown.
- Increase matching façade grants distributed to property owners downtown by 15%

### 2024:

- Acquire 3-4 buildings for rehab and build out 4-8 second floor residences.

## BUDGET

### READI Funding Requested: \$304,300

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$1,521,500
Total Program Expenses	—
Total Project Expenses	<b>\$1,521,500</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,521,500</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

Attracting and retaining talent, downtown development, and access to a range of quality housing options are synonymous with one another for a vibrant downtown Kendallville and regional economy.

According to the State of the Economy study completed in June 2021 by the Noble County Economic Development Corporation, the number of commuters from neighboring counties who work in Noble County substantiates the lack of housing available and presents significant opportunity to grow the resident population and the workforce.

A report released in August 2018 upon completion of a housing study in Noble County revealed that from 2010 to 2017 the county lagged behind others in northeast Indiana for new housing units added (homes built in 2000 or after). Home sales and prices have also been steadily rising, reflective of a demand that continues to exceed supply.

By combining a targeted and coordinated effort among partners, downtown Kendallville holds the best

potential to address a holistic approach to the housing, workforce, and downtown development needs. Adding 20-25 new affordable housing units in the downtown district by 2024 will help to fulfill the housing demand, while also providing new opportunities for attracting skilled workforce for our industries.

Unlike many of the older single-family homes in Kendallville, these units will be move-in ready with a modern/desirable aesthetic, 1 Gig broadband access, and access to convenient retail. We anticipate that these units will fill quickly and will add enormous value to downtown buildings as well as the Main Street culture.

Once the housing project has been implemented, the city plans to install a bike share program to connect downtown Kendallville with the county's already extensive trail system, providing a unique outdoor amenity to those living within the district.

Creating a strong housing core in downtown Kendallville will lend itself well to be able to attract anchor like and other small businesses supported by the new housing population in the core district and expand and develop the small business ecosystem. Kendallville also is poised to utilize tax incentives available to private sector partners to implement its strategy through the Federal Historic Tax Credit, an example of one tool, as leverage to close financial gaps. The project will also utilize design assistance dollars available locally for project implementation and to lower soft cost development overheads. Virtually every community in northeast Indiana has come to realize a network of strong and vibrant downtowns is good for long term prosperity of the region. Kendallville represents a sizeable and key satellite downtown location to Fort Wayne. The city is currently setting an example for smaller communities by engaging national level resources as guidance and consulting that will assist in the long-term development and downtown management of the district and protect the broader investment of the region - in line with the nationally proven Main Street Approach strategy.

## DOWNTOWN KENDALLVILLE REVITALIZATION FINANCIALS

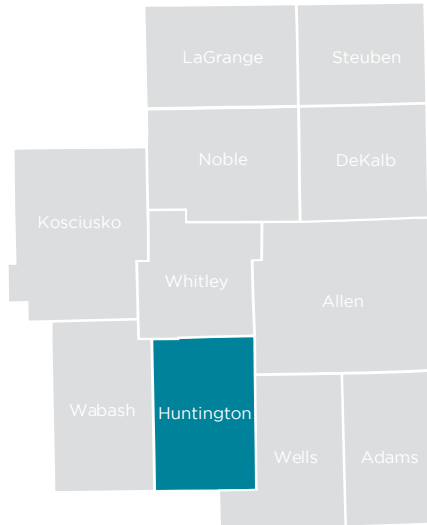
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$100,000	\$250,000	\$150,000	\$150,000	<b>\$650,000</b>	<b>43%</b>
Design/Inspection Expense	\$5,000	\$22,500	\$17,500	\$17,500	<b>\$62,500</b>	<b>4%</b>
Legal/Financial Expense	\$6,000	\$15,000	\$9,000	\$9,000	<b>\$39,000</b>	<b>3%</b>
Building Construction Cost	\$80,000	\$270,000	\$120,000	\$120,000	<b>\$590,000</b>	<b>39%</b>
Other Construction Costs	\$30,000	\$60,000	\$45,000	\$45,000	<b>\$180,000</b>	<b>12%</b>
<b>Totals per year</b>	<b>\$221,000</b>	<b>\$617,500</b>	<b>\$341,500</b>	<b>\$341,500</b>		
Total Construction Expenses Project Cost (all fiscal years)					<b>\$1,521,500</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$44,200	\$123,500	\$68,300	\$68,300	<b>\$304,300</b>	<b>20%</b>
Private/Philanthropic Funds \$	\$132,600	\$370,500	\$204,900	\$204,900	<b>\$912,900</b>	<b>60%</b>
Local Government Funds \$	\$44,200	\$123,500	\$68,300	\$68,300	<b>\$304,300</b>	<b>20%</b>
<b>Totals per year</b>	<b>\$221,000</b>	<b>\$617,500</b>	<b>\$341,500</b>	<b>\$341,500</b>		
Total Project Income (all fiscal years)					<b>\$1,521,500</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>\$1,521,500</b>	



# HUNTINGTON INNOVATION CENTER AND LITTLE RIVER LOFTS

## Main Streets

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

In 2018 the City of Huntington and AP Development LLC (APD) led a partnership to transform UB Block in downtown Huntington as the Huntington Arts and Entrepreneurship Center (HAEC) and UB Lofts. The result has been transformational, bringing a spark of energy to downtown Huntington. The 37 market rate apartments have attracted a diverse and engaged population to downtown, while the HAEC has become a hub of activity, connectivity, and creativity.

Seeking to build on that success, APD and the City have developed an ambitious plan to create the Huntington Innovation Center and Little River Lofts in four buildings downtown, including:

- The vacant former Huntington County Annex (First National Bank) located at 354 N. Jefferson St., an eclectic mix of five original turn of the century buildings encased in a single limestone paneled façade consisting of approximately 22,000 square feet.
- The vacant former Public Service Indiana (Duke) Building located at 217 W. State St., a largely

intact turn of the century building containing original marble pillars and art deco details throughout the first floor.

- 201 W. State St., a vacant and dilapidated structure owned by the City which is being contributed to the project for reconstruction to support the overall vision; and
- 211 W. State St., an underutilized turn of the century building which connects the Duke Building and 201 W. State.

The project encompasses a total of 61,900 square feet over 4 buildings located in the same block just west of UB Block. One ambition of the project is to reclaim the historic facades hidden beneath the Annex limestone panels (see historic photos).

APD will develop and own the project, with Huntington University's (HU) Digital Media Arts Department (DMA) as an anchor tenant in 11,700 square feet of the Annex. The DMA program is the heartbeat of film, animation, and broadcasting in the Midwest, training students to tell stories which reflect the human experience from an honest and engaging perspective. Through a studio environment, students work closely under the mentorship of award-winning faculty, learn industry standard equipment, and explore both the craft and art of their chosen field. As a former bank building, the Annex contains five separate vaults which would be used as sound studios due to the soundproofing. The DMA will engage the public as well as students, becoming a hub of innovation and digital media in downtown Huntington.

The \$13 million project supports several elements of the City's Comprehensive Plan, including revitalization of downtown Huntington's impressive stock of historic buildings and a focus on additional arts and innovation programming. Combined with UB Block, the two projects will have redeveloped more than 100,000 square feet and added nearly 90 apartments / 150 residents to downtown Huntington while creating nearly 26,000 square feet of art, entrepreneurship and innovation space and 5,800 sf of retail.

## REGIONAL SIGNIFICANCE

Northeast Indiana's winning Road to One Million plan, spearheaded by the Northeast Indiana Regional Partnership and Greater Fort Wayne Inc., was the rallying cry for Northeast Indiana to reach one million residents. To achieve that goal, Northeast Indiana needed to accelerate the annual growth rate from 0.7 percent annually to just over 2 percent. As Fort Wayne leads that charge, it is imperative that other counties create projects and opportunities to increase population in the Region. With the development of UB Block, as well as other quality of life initiatives aided or funded by Regional Cities, the City of Huntington dramatically increased its appeal to those living in the Region as well as those looking to make NE Indiana their new home. We have seen a vibrant and diverse population in UB Block, from the assistant HU basketball coach to his parents who moved to Huntington from out of state, from local entrepreneurs and artists to those who may not have considered Huntington as an alternative but for the unique housing and vibrant downtown. Huntington has placed an emphasis on the arts and innovation, which it has supported financially in a significant way. As a result, Huntington now has a quality of place which should be the envy of many cities and towns across Indiana.



The Huntington Innovation Center and Little River Lofts support all three pillars of NE Indiana's READE initiative: Downtown Vibrancy, Entrepreneurship & Innovation, Grow the Workforce. Through strengthening its own place within the Region, the City of Huntington is making the Region that much stronger. As the world has continued to evolve over the past 18 months, many people are looking for alternatives to the urban landscapes they once

called home. As an example, the former home of the Huntington Herald-Press will soon be the new home of various small businesses, including Kitchen 17 (pizza production began in Chicago), Smiley Face Media (LA founded multi-media company), The Newsroom restaurant and a mushroom farm in 25,000 square-feet. This kind of announcement would not have been possible without the investments Huntington has made in itself over the past decade. The Huntington Innovation Center and Little River Lofts will continue to attract even more talent to the Region.

The triangle created by UB Block, the Huntington Innovation Center and Little River Lofts will create a new "Innovation District" in downtown Huntington.

## RELATIONSHIP TO FOCUS AREA

The Huntington Innovation Center and Little River Lofts meet all of the objectives of the NEI Regional Partnership's READI Initiative:

**Downtown Vibrancy:** Huntington is a thriving community with destination attractions throughout. With UB Block, our team was fortunate to build on this success to create a hub of creative activity and connectivity while bringing a diverse group of residents downtown. We are again presented with a similar opportunity to create the Huntington Innovation Center and Little River Lofts in four largely vacant buildings downtown. The County completely vacated the Annex 2015 after years of declining use, and the building was subsequently acquired by the City for redevelopment. While Duke continues to preserve and maintain the building at 217 W. State St., it has been vacant since 2005. 201 W. State St. has been vacant for more than a decade, and engineers have determined the best alternative is to demolish what remains of the building and rebuild. 211 W. State St. is underutilized, with historic features hidden behind sheet metal.

The redevelopment of 61,900 square feet of vacant structures will completely transform those buildings, and serve as a western anchor complimenting UB Block's eastern edge. The impact will be transformational again, building on all of Huntington's success in continually reimagining its unique downtown. DMA downtown will further cement the innovation and entrepreneurship ties while growing the work force.

**Entrepreneurship & Innovation.** The Huntington Innovation Center will continue the success of the Huntington Arts and Entrepreneurship Center by expanding HU's presence and leadership in downtown. The DMA's goal is to continually challenge students to examine their art, faith, work, and personal life so that such refinement will gain them adaptive skills that will last a lifetime. Alumni from the department have started their own successful studios, work in the Hollywood industry, and have impacted countless audiences with their stories.

**Grow the Workforce.** The Huntington Innovation Center will not only serve students, but will be open to the public as a canvas for creating both art and jobs in the Huntington Community. Following on the success of HU Logistics and HU Ventures, HU's ambition for DMA is to operate a sound stage and foster the growth of a feature film industry in Huntington. As with HU Ventures and HU Logistics, profitable companies run by HU students and faculty, the Innovation Center will grow the workforce and create opportunities for the residents of NE Indiana. Little River Lofts will grow the housing alternatives in downtown Huntington, providing options for those who look to live, work and play in Huntington. Providing quality housing to current and potential residents will solidify and grow a stable workforce. Vibrant downtowns and dynamic living options are the key to attracting and retaining a healthy, happy and productive workforce.

## ANTICIPATED OUTCOMES

The Huntington Innovation Center and Little River Lofts will create more than 25 permanent jobs upon completed in 2023. The expansion of the DMA to downtown will also attract new student talent, which supports the Road to One Mill Plan. The DMA will be a working digital media arts center, open to the public as well as students. The project will also rehabilitate significant historic structures downtown, while replacing a deteriorating and dangerous structure. Most of these buildings are city owned and not on the tax rolls, resulting in an increased tax based upon completion. The project will generate more than 125 construction jobs over a 15-month period. Most importantly, this project will have both a tangible and intangible return on investment for the City as it continues to reclaim and rehabilitate significant structures downtown, creating a vibrant

hub of life for its residents. UB Block sparked a renewed interest in downtown, with several local investors building on that success by renovating other buildings downtown to create new destinations. With UB Block and HAEC, as well as other projects completed and underway downtown, the Huntington Innovation Center and DMA will create an arts and innovation triangle with critical mass in downtown Huntington.



## STAKEHOLDERS

The City of Huntington is partnering with AP Development LLC (APD) and Anderson Partners LLC to develop the Huntington Innovation Center and Little River Lofts, with support from the Huntington Economic Development Corporation and Huntington University (HU).

APD is a finance and community impact-oriented development firm rehabilitating and development iconic structures and high impact “urban” properties throughout Indiana, including the Ben Hur Building in Crawfordsville, the UB Block in Huntington, the Backstay Welt building in Union City, the YMCA and Fieldhouse in Evansville, Rock City Lofts in Wabash, and the former Indiana Steel and Wire Company site in Muncie, among others. We understand and embrace redeveloping historically significant properties within downtowns and urban neighborhoods to become transformational and catalytic “quality of place” developments. The APD team has more than a half-century of community, economic development, and housing experience. Our approach is to select design and development team members for each project at the onset, and to work with that team throughout to obtain a signature design, the best pricing and timely



delivery of the project. Martin Riley Architects + Engineers will provide design and supervision, and Crestline Construction LLC will build the project. Martin Riley designed the UB Block, while Crestline Construction is currently completing construction on APD projects in Union City and Evansville more than 20% ahead of schedule.

The City and HU had long sought the right combination of project, partners and opportunities which would result in an HU presence in downtown Huntington. UB Block provided that opportunity, and the time is now right for HU to bring its incredibly successful DMA programs to downtown Huntington and expand its presence and influence. The DMA program is consistently recognized for its excellence through faculty and student regional and national awards, setting records while competing against much larger schools. We are excited to welcome that kind of sustained creativity and excellence to the Huntington Innovation Center.

## ESTIMATED TIMELINE

**Duration:** Construction commencement in 2022 and completion in 2023.

**Timeline:** The City of Huntington and AP Development LLC began discussing redevelopment of the former Huntington County Annex Building/First National Bank shortly after UB Block opened in Spring 2020. Over time, the concept for the project has grown to include other buildings downtown, among them the former Public Service Indiana/Duke Building on W. State St. Given the success of UB Block with this team, we are confident in our collective ability to deliver another transformative project to downtown Huntington. Our proposed timeline is:

- Detailed Use of Space Determined 10/1/2021
- Schematic Design Complete 11/1/2021
- Financing Commitments 3/1/2022
- Award of READI 3/1/2022
- Investor Commitment 3/1/2022
- Plans, Specifications and Working Drawings 4/1/2022
- Environmental Remediation 4/1/2022
- Financial Closing 4/15/2022
- Building Permits Issued 4/15/2022
- Commencement of Construction 5/1/2022
- Completion of Construction 7/1/2023
- DMA Occupancy 7/15/2023
- Residential Stabilization/95% Lease Up 2/1/2024

## BUDGET

**READI Funding Requested: \$2,594,372**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$12,971,859
Total Program Expenses	—
<b>Total Project Expenses</b>	<b>\$12,971,859</b>
FUNDING SOURCES	
Total Project Income	<b>\$12,971,859</b>
Funding Source (as % of Total)	
READI	20%
Private/Mortgage Lending	46%
Developer Contribution	3%
Private/Historic Tax Credit Equity	11%
Local Government Funds	20%

## SUSTAINABILITY PLAN

The Huntington Innovation Center and Little River Lofts will be sustainable for decades. By combining housing with innovation, we are providing a solid financial base for the project through ongoing apartment income while attracting new residents to the community through innovation and expanding Huntington University's (HU) downtown presence. HU will be a solid anchor for the development and will attract both students and residents to Downtown. This combination has been greatly successful at UB Block, where the interaction between arts and residency created a tight knit community with far reaching impacts on the City. The 15-year pro forma shows the achievement of a 1.3 debt coverage ratio.

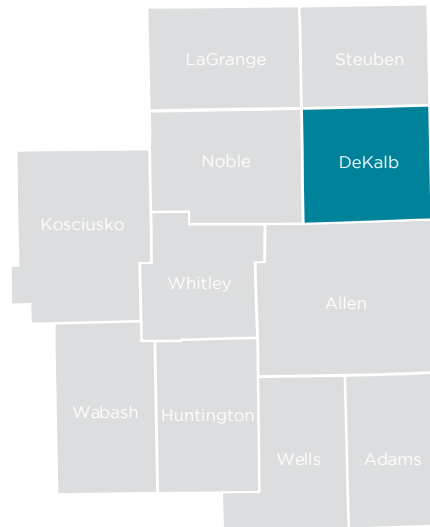
## HUNTINGTON INNOVATION CENTER AND LITTLE RIVER LOFTS FINANCIALS

PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	—	\$125,000	—	—	\$125,000	1%
Design/Inspection Expense	—	\$536,902	\$134,296	—	\$671,198	5%
Legal/Financial Expense	—	\$858,600	\$572,400	—	\$1,431,000	11%
Infrastructure Construction Cost	—	\$200,000	—	—	\$200,000	2%
Building Construction Cost	—	\$3,757,100	\$5,635,650	—	\$9,392,750	72%
Other Construction Costs	—	\$460,792	\$691,119	—	\$1,151,911	9%
Totals per year	—	\$5,938,395	\$7,033,464	—		
Total Construction Expenses Project Cost (all fiscal years)					\$12,971,859	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
Totals per year						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,037,749	\$1,556,623	—	\$2,594,372	20%
Private/Mortgage Lending \$	—	\$2,410,462	\$3,615,693	—	\$6,026,155	46%
Developer Contribution \$	—	—	\$338,396	—	\$338,396	3%
Private/Historic Tax Credit Equity \$	—	\$567,425	\$851,138	—	\$1,418,564	11%
Local Government Funds \$	—	\$1,037,749	\$1,556,623	—	\$2,594,372	20%
Totals per year	—	\$5,053,385	\$7,918,474	—		
Total Project Income (all fiscal years)					\$12,971,859	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$12,971,859	

# INVEST DEKALB

Main Streets

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

### INVEST DEKALB - PROJECT OVERVIEW

Project Name: Downtown Redevelopment

- Description: Approximately 45,000 sf of new build construction. 15,000 sf of retail, 15,000 sf of office space, 15,000 sf residential
- Notes: Purchased buildings and are in the preliminary design phase. Growth in workforce, Downtown Vibrancy.
- Project cost: \$11,500,000.00
- Timing: Design in 2021, construction 2022-2023

Project Name: Work Downtown

- Description: Renovation of 2 existing downtown buildings to include co-working space, retail, office space for the Jason and Joann Family Foundation.
- Notes: Purchased buildings and are in the preliminary design phase. Growth in workforce, Downtown Vibrancy and Entrepreneurship/Innovation

- Project cost: \$1,055,000.00
- Timing: Design 2021, start construction 2021, finish construction 2022

Project Name: Co-Work DeKalb

- Description: Renovate existing, vacant, 28,000 sf office building into a Co-Working space and commercial office space. Office to operate 100% on renewable energy with four EV charging stations. Also in this project is the renovation of an existing 20,000 sf warehouse to be used as an incubator space along with indoor agriculture.
- Notes: Building under contract. Partnership with Start Ft Wayne with LOI. Growth in workforce, Downtown Vibrancy and Entrepreneurship/Innovation
- Project cost: \$2,500,000.00
- Timing: Begin construction in 2021 and complete in 2022.

Project Name: Play DeKalb

- Description: Renovate the existing abandoned Auburn Electric/Water Works building into an indoor playscape for children.
- Notes: Growth in workforce, Downtown Vibrancy and Entrepreneurship/Innovation
- Project cost: \$4,000,000.00
- Timing: Design 2021, construction 2022-2023

## REGIONAL SIGNIFICANCE

The project is regionally significant because the numerous projects included provide business incubation, space, opportunity, among other benefits to Auburn, DeKalb County, and the Northeast Indiana Region. In the past, class A office space has not been readily available in our downtown core. This project allows for that to be possible to be competitive to our greater region to attract high growth career opportunities. Upon completion of these projects, our local capacity for the above-mentioned activities that fits all three themes as a goal of the READI application are drastically increased. In addition, the waterworks project focuses on childhood learning, education, and exploration.



## RELATIONSHIP TO FOCUS AREA

### DOWNTOWN REDEVELOPMENT

Supports revitalizing downtown as it sits in our downtown core. It supports growing the workforce by providing apartments that our community needs to attract professional talent. It supports entrepreneurship and innovation by providing class “A” commercial space for lease.



PLAY DEKALB - SITE PLAN  
1" = 50'-0"



PLAY DEKALB  
08.24.2021



### WORK DOWNTOWN

Supports revitalizing downtown, growing the workforce, and entrepreneurship & innovation.

### CO-WORK DEKALB

Supports growing the workforce, and entrepreneurship by providing co-working space in partnership with Start Ft. Wayne & DeKalb County

Economic Development Partnership.

### PLAY DEKALB

Supports growing the workforce and entrepreneurship/innovation by providing educational opportunities in an interactive .playscape that not only benefits children, but parents (and workforce) by providing a safe, educational, and innovative experience.

## ANTICIPATED OUTCOMES

The return on investment for these projects goes well beyond the initial capital investment return. Our primary focus is the ROI on human capital, creation of new business startups, growing entrepreneurs, providing needed quality office space and downtown living, and enhancing the marketability of our community.

## STAKEHOLDERS

Start Fort Wayne, City of Auburn, Jason & Joann Sweitzer Family Foundation, Inc, Ambassador Enterprises, LLC, DeKalb County Economic Development Partnership

## ESTIMATED TIMELINE

**Duration:** Three years to execute all four projects. They will remain in operation/existence for the foreseeable future

**Timeline:** Please see the Description section for the timing of all four projects.



## BUDGET

**READI Funding Requested: \$3,811,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$19,055,000
Total Program Expenses	—
<b>Total Project Expenses</b>	<b>\$19,055,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$19,055,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	79%
Local Government Funds	1%

## SUSTAINABILITY PLAN

This project provides additional office, retail, apartments, entrepreneurial, educational, and exploration space that is not currently readily available in our greater community. The three-year plan is to design and construct all 4 projects; Downtown Redevelopment, Work Downtown, Co-Work DeKalb, and Play DeKalb.

The majority of the capital investment for these four projects is being supplied by the Jason and Joann Sweitzer Family Foundation who is determined to better DeKalb county on all fronts.



## DOWNTOWN DEVELOPMENT - SITE PLAN

1" = 50'-0"



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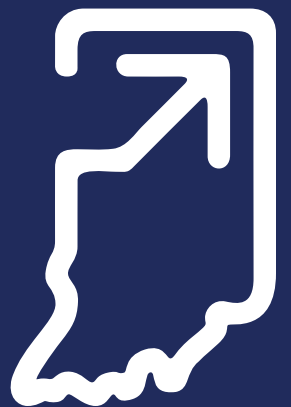
## INVEST DEKALB FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$1,975,000	—	—	—	\$1,975,000	10%
Design/Inspection Expense	\$150,000	\$80,000	\$10,000	—	\$240,000	1%
Legal/Financial Expense	\$27,000	\$26,000	\$4,000	—	\$57,000	< 1%
Infrastructure Construction Cost	\$160,000	\$865,000	\$50,000	—	\$1,075,000	6%
Building Construction Cost	\$832,000	\$11,398,000	\$3,478,000	—	\$15,708,000	82%
<b>Totals per year</b>	<b>\$3,144,000</b>	<b>\$12,369,000</b>	<b>\$3,542,000</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$19,055,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$628,800	\$2,473,800	\$708,400	—	\$3,811,000	20%
Private/Philanthropic Funds \$	\$2,515,200	\$9,895,200	\$2,733,600	—	\$15,144,000	79%
Local Government Funds \$	—	—	\$100,000	—	\$100,000	1%
<b>Totals per year</b>	<b>\$3,144,000</b>	<b>\$12,369,000</b>	<b>\$3,542,000</b>	<b>—</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$19,055,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$19,055,000</b>	



# RIVERFRONT FORT WAYNE

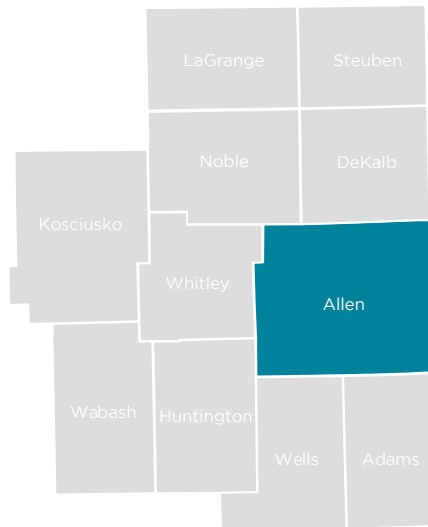
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# FORT WAYNE RIVERFRONT DEVELOPMENT—CUMBERLAND DEVELOPMENT

## Downtown Fort Wayne

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The Riverfront project is a two-phase development that is truly mixed-use. Phase One includes: A 3-story tower of 100,000SF of Commercial Space as well as a second ground level Commercial Space providing an additional 40,000SF. There will be 304 multifamily units split into 4 towers of 75 units per tower. Below the multifamily units is a proposed 640 space parking garage. Phase Two includes: 107,500SF of Commercial Space separated in one- and two-story sections. In Phase Two, 309 multifamily units are proposed, as well as a 530-space parking deck. Combining the two phases, a total of 247,500SF of Commercial Space, 613 multifamily units and 1,170 Parking Spots. Within the two phases, proposed elevated gardens would provide greenspace within the development. As well as structural development, the Riverfront project also includes a new road, roundabout, pedestrian bridge, and a riverfront plaza park. Polk Street would be extended to

accommodate the new development, and there would be a roundabout added on Wells Street that would alleviate traffic ingress/egress issues from the development. Within the riverfront park area there are proposed basketball courts, a running lawn, family playscapes, wooded riparian ecology, a canopy fountain, stepped river access and a pavilion. The pedestrian bridge would give treetop views connecting the North and South banks of the river. The Riverfront Development sits currently in Phase 3 of The City of Fort Wayne's Riverfront Development Plan. This development is also included in the one-billion-dollar Fort Wayne Riverfront Development Plan.

### REGIONAL SIGNIFICANCE

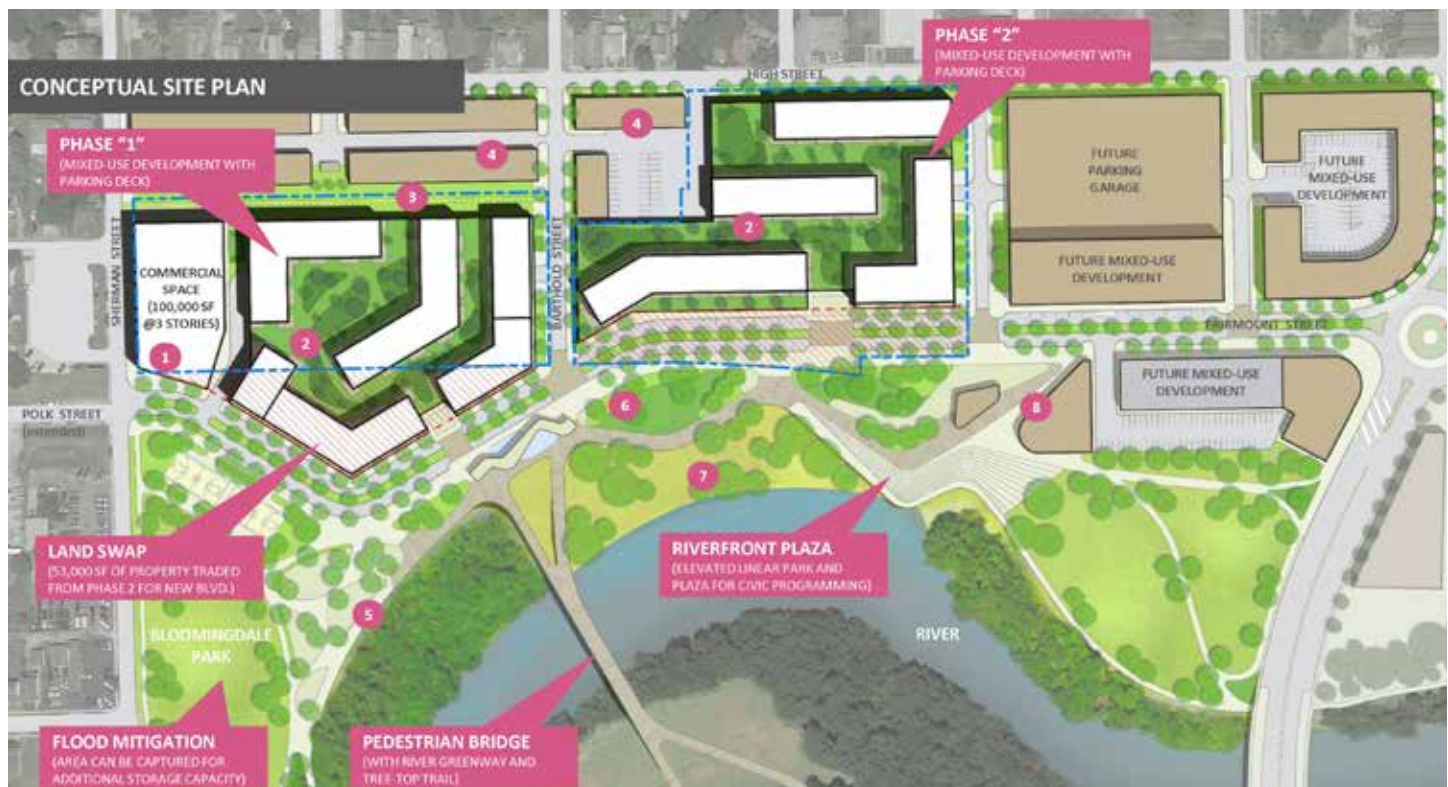
Running a parallel path with the City of Fort Wayne's Riverfront Plan, the Riverfront Development coincides with the liveliness the City is looking to bring to the riverfront. The Riverfront Development will continue to introduce a vibrant mix of active uses to the riverfront. It is a 24 hour-per-day thoughtful development; business during the workday, a place to call home in the evenings, an everyday park, and a place for weekend outdoor activities. The Riverfront Development will honor Fort Wayne's history while embracing new opportunities. Fort Wayne's rivers have always connected people, ideas, and transportation and the Riverfront Development will enhance that ability by adding a development that embraces and incorporates its riverfront setting by promoting more people to engage with it. The Riverfront Development will diversify housing types and broaden opportunities for downtown living. Much needed downtown multifamily housing will be added in the two phases of the Riverfront Development that will draw a wide range of citizens to live downtown. The Riverfront Development will work with public and private partners to catalyze revitalization of North River. Bringing in anchor business headquarters to the downtown riverfront will strengthen the buy-in of corporations in Fort Wayne for the vitalization of the future. The Riverfront Development will work with partner organizations to maximize its impact by ensuring that the best possible outcome will be thoughtfully

put to life. The Riverfront Development promotes a high standard and a place with lasting value with high quality construction and finishes. The planned development far exceeds its current state. The riverfront and natural environment experience will be enhanced with the addition of the riverfront plaza, the stepped river access, and the wooded riparian ecology to create a natural setting. The Riverfront Development mitigates barriers by enhancing connections to downtown with the expansion of Polk Street, addition of the roundabout on Wells, and the pedestrian bridge to engage both sides of the river. It also enhances the connections to the adjacent neighborhoods and proposed riverfront phases creating a seamless continuation of the riverfront. In a 2018 public opinion poll, 82% of Fort Wayne and Allen County residents polled were either very favorable or favorable towards Riverfront Development in Fort Wayne. The Riverfront Development is an integral portion of both Fort Wayne's Riverfront Development Plan, and the one-billion-dollar Riverfront Development project.

### RELATIONSHIP TO FOCUS AREA

In terms of growing the workforce, the Riverfront Development plans to add 250,000+SF of Commercial space that would attract businesses of all sizes to relocate into downtown Fort Wayne.

It is planned to have ground floor Retail space inside of the Commercial space that can give small businesses the opportunity to start and grow in an energetic and well-trafficked setting. The downtown vibrancy would be greatly altered by the creation of the Riverfront Development. The current state of the land is of industrial and residential that has environmental work that needs to be done. The Riverfront Development would help downtown vibrancy two-fold: it would clean up the site from contamination and underground storage tanks as well as create a multi-use project that interacts with the riverfront in business, residential and leisure activities. Those who work at Riverfront Development will get lunch, or take a break on the riverfront. Those who live at Riverfront Development will spend their non-working lives in and around the project creating a new home and neighborhood. Those who visit the Riverfront Development will get to enjoy an innovative setting of the park and can walk, run, bike, eat, drink, and enjoy an area that at this moment does not provide the availability to do so. Entrepreneurship and innovation come from the tenants that are acquired by building an environment that is suitable for growth and knowledge. By building an innovative development and innovative park, companies and people will want to surround themselves with an innovative area.





## ANTICIPATED OUTCOMES

The Riverfront Development will provide 50+ years of thoughtful, timeless multi-use space in a neighborhood of Fort Wayne that desperately needs economic development and cleaning up of old, dilapidated building and industrial sites. In a 2018 public poll, 89% of Fort Wayne and Allen County residents considered “cleaning-up” to be important. The same study finds that public sentiment is strongly pro-development. Eighty-nine percent (89%) of Allen County Residents also believe that economic development is important to them personally. The current state of the area (see Dropbox link) is in disrepair and needs a clean slate and a new vision to restore growth and beautify the area. Of the combined \$200,825,000 of Infrastructure and Building Construction costs, roughly 50% of construction cost is in labor. Thus, \$100,000,000 will be used

to pay local workers to construct the Riverfront Development. Once the development has been completed, the Riverfront Development will create 613 new homes, 247,500SF of office space to grow the workforce and create an epicenter of entrepreneurship and innovation, and provide a state-of-the-art greenspace and park to create downtown vibrancy to the residents and visitors of Fort Wayne and Allen County on a daily basis. As an asset to Fort Wayne’s one-billion-dollar riverfront plan, the Riverfront Development will work seamlessly in an area of Fort Wayne that is underutilized in a key location and currently undervalued as a tax base.

## STAKEHOLDERS

- Cumberland Development Company (Domo Development Company)
- MKM Architects
- Commonwealth Engineers

### CONCEPTUAL DESIGN

SOUTHWEST AERIAL



ESTIMATED TIMELINE

**Duration:** 4-year total development timeline for 50+ years of use.

**Timeline:** Nineteen buildings have been acquired by Cumberland Development Company with two more leases under contract that are set to expire before the beginning of the start of Phase 2. Environmental Phase I and II have been completed on some of the properties and eight residences are contracted to be demolished in Late Summer 2021. Cumberland Development Company has been in contact with the City of Fort Wayne on many occasions discussing avenues to completion with a timeline of 18 months per Phase. The City of Fort Wayne has been generally favorable towards the development. In conjunction, the project would be in discussion with the Army Corps of Engineers to guide the levee walls to a safe distance abutting Polk Street and working with the Street Department to construct a new roundabout on Wells Street. Meanwhile, construction of the park can be done in conjunction with the vertical development of the project. The Riverfront Development is also included directly in the path of the master plan for the City of Fort Wayne’s Riverfront Development and the one-billion-dollar Fort Wayne Riverfront plan.

BUDGET

**READI Funding Requested: \$9,000,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$211,725,000
Total Program Expenses	—
Total Project Expenses	\$211,725,000
FUNDING SOURCES	
Total Project Income	\$211,725,000
Funding Source (as % of Total)	
READI	4%
Other Funds	15%
Private/Philanthropic Funds	58%
Local Government Funds	22%

SUSTAINABILITY PLAN

In 2021, 19 properties were acquired for \$1,000,000 and demolition of those properties will occur. Phase I and II environmental studies have taken

place to identify issues and clean up the ground. The 2021 total cost is \$1,150,000. In 2022, another \$1,000,000 of land acquisition costs will take place with \$2,000,000 of design and inspection expense. Infrastructure construction costs total \$69,360,000 consisting of a \$40,000,000 riverfront park, a \$3,960,000 boulevard, a \$3,000,000 roundabout, and a parking garage of \$22,400,000. Building construction costs total \$27,860,000 for 2022. Other Construction Costs make up \$2,500,000 in site and contingency dollars. The total costs in 2022 are \$103,470,000. The sources for 2022 are \$46,960,000 from Local Government Funds, \$34,110,000 from Private/Philanthropic (Sr. Debt and Private Equity funds) and \$22,400,000 of Other fund dollars. This funding total for 2022 is \$103,470,000. In 2023, Phase One concludes with another \$29,510,000 in Building Construction Cost. Adding the Legal and Financial expenses, the 2023 total costs are \$30,510,000. Year 2023 funding comes solely from Private and Philanthropic dollars through Sr. Debt and Private Equity equaling the cost of \$30,510,000. Fiscal year 2024 includes Phase Two with a second parking garage in Infrastructure Construction cost of \$18,550,000. Phase Two Building Construction cost of \$55,545,000 and other construction costs pertaining to site and contingency of \$2,500,000. The Funding Sources for 2024 include Other Funds of \$18,550,000 and Private and Philanthropic Funds of \$58,045,000 for a total 2024 sources of \$76,595,000. The total construction expense project costs for the entire project are \$211,725,000. The total project income matches the cost of \$211,725,000, with a shortfall equal to the two parking garages of \$40,950,000. Other funds equal 19% of the total project cost. Local Government stated costs in their Riverfront Master Plan of \$40,000,000 for the riverfront park. Also, local government would be asked for \$3,000,000 for the new roundabout on Wells Street and \$3,960,000 for a Polk Street extension and renovation. The Local Government Funds equal 22% of the total project cost. In total, Private Equity and Sr. Debt would provide \$123,815,000 towards the project, or 58% of the total project cost. Private Equity and Sr. Debt cover all expenditures other than Infrastructure Construction Cost. At a total project cost of \$211,725,000, The Riverfront Development is a critical portion of the citywide one-billion-dollar Riverfront Plan.

## FORT WAYNE RIVERFRONT DEVELOPMENT - CUMBERLAND DEVELOPMENT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense- 2021 Represents costs already incurred	\$1,000,000	\$1,000,000	—	—	\$2,000,000	1%
Design/Inspection Expense	—	\$2,000,000	\$1,000,000	—	\$3,000,000	1%
Legal/Financial Expense- 2021 Represents costs already incurred	\$150,000	\$750,000	—	—	\$900,000	< 1%
Infrastructure Construction Cost- Riverfront Park \$40 mill, Boulevard \$3.96 mill, Roundabout \$3 mill, two parking garages \$22.4 and \$18.55 mill respectively	—	\$69,360,000	—	\$18,550,000	\$87,910,000	42%
Building Construction Cost	—	\$27,860,000	\$29,510,000	\$55,545,000	\$112,915,000	53%
Other Construction Costs-Site and Contingency	—	\$2,500,000	—	\$2,500,000	\$5,000,000	2%
<b>Totals per year</b>	<b>\$1,150,000</b>	<b>\$103,470,000</b>	<b>\$30,510,000</b>	<b>\$76,595,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$211,725,000</b>	

PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						

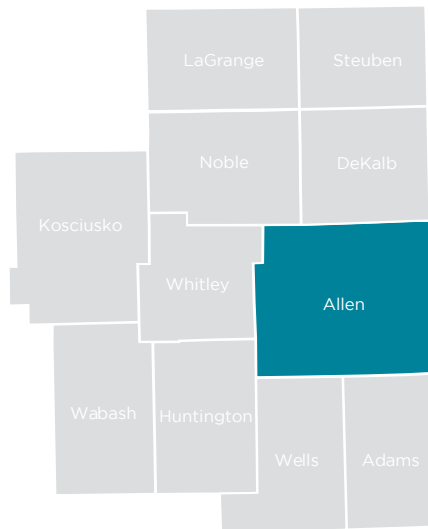
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$9,000,000	—	—	\$9,000,000	4%
Other Funds \$ - Shortfall	—	\$13,400,000	—	\$18,550,000	\$31,950,000	15%
Private/Philanthropic Funds \$ - Sr. Debt and Private Equity	\$1,150,000	\$34,110,000	\$30,510,000	\$58,045,000	\$123,815,000	58%
Local Government Funds \$ - Riverfront Park \$40 mill, Boulevard \$3.96 mill, Roundabout \$3 mill	—	\$46,960,000	—	—	\$46,960,000	22%
<b>Totals per year</b>	<b>\$1,150,000</b>	<b>\$103,470,000</b>	<b>\$30,510,000</b>	<b>\$76,595,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$211,725,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$211,725,000</b>	



# MIXED-USE REDEVELOPMENT OF FORT WAYNE'S 29-ACRE NORTH RIVER PROPERTY

## Downtown Fort Wayne

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Near the confluence of the Maumee, St. Joseph, and St. Marys Rivers sits the North River Property - a confluence of not only rivers and geography, but a place of people, activity, history, business, industry, and transit. Fort Wayne has the tremendous opportunity to connect and combine North River with the multi-faceted transformation occurring elsewhere Downtown and along the Riverfront.

The Mixed-Use Redevelopment of Fort Wayne's 29-Acre North River Property will include over one dozen individual developments that add up to one dynamic place. There are plenty of different uses planned for North River, and the sum total will be simply amazing. As shown in the image in the next page, in harmony with the confluence of the three rivers, an outdoor stadium, an event center, and a multi-purpose fieldhouse are the three anchors to the redeveloped North River Property, supported by office, residential, hotel, restaurant, and retail development, plus a host of site amenities.

The key goal of the project is to excite our community and region with 24/7/365 vitality. For the North River redevelopment to be successful, it can't just be active at game time. A broad mix of uses will ensure that sidewalks are active and storefronts are flourishing at all times. Over 300,000 square feet of mixed-use space will bring people to the area during weekdays. A unique combination of owned and leased residential developments totaling 156 units to meet workforce housing and other market sectors, plus 86 hotel rooms will keep the space active in the evenings and on weekends.

In addition to the complementary uses of the space, the anchor components (the outdoor stadium, the event center, and the multi-purpose fieldhouse) need to be extremely flexible. For example, the 120,000 square foot fieldhouse will support a broad spectrum of turf and court sports in addition to providing indoor space for wide-ranging non-athletic uses. The 75,000 square foot event center will host college and professional sporting events, but its size will also fit an unfilled capacity niche for concerts and other shows and events in the Northeast Indiana market. The stadium's 5,000 seat capacity will be designed to host home games of the Fort Wayne Football Club, our new USL League 2 soccer team that will advance to the USL 1 League with the move to North River.

To make way for this redevelopment, the City of Fort Wayne acquired the North River Property approximately five years ago and has been strategically focused on identifying and remediating legacy environmental issues. Wells Reserve is actively engaged with the City and its consultants and partners in this effort. In fact, the placement of the various uses on the 29-acre North River campus has been coordinated with the environmental work necessary to host the mixed-uses.

Simply put, the table is set for a \$300 million transformation of the North River Property.

## REGIONAL SIGNIFICANCE

Our focus here turns to economic and workforce impact. Fort Wayne Redevelopment commissioned an economic impact analysis of Wells Reserve's plan by Applied Economics, LLC (AE). AE is the same firm that analyzed the Grand Park development for the City of Westfield. What follows are verbatim excerpts from AE's Impact Summary, based on working information provided to AE in early 2021.

- Projected construction expenditures of \$206.4 million could generate close to 1,900 direct construction jobs and an estimated 965 additional indirect and induced jobs in Fort Wayne during the three-year construction period. The total construction impact is estimated at \$355.7 million over three years.
- Once development is complete, the project could generate an annual economic impact of \$413.9 million in the county, including direct and indirect operations impacts as well as off-site visitor spending related to the new hotel, based on the assumptions used in this analysis.
- The office, retail, restaurants, hotels, and sports venues in the development could directly employ an estimated 1,433 people at build out. In addition, the development could support an estimated 302 indirect and induced jobs at other local businesses in Fort Wayne and Allen County, generating a total annual economic impact of \$313.2 million. The indirect and induced jobs and output are the result of local purchases made by the businesses in the development, as well as local spending by their employees.
- An estimated \$72.1 million in direct labor income or earnings and \$115.5 million in total direct and indirect and induced labor could be generated each year by the businesses in the North River project at build out, creating the potential for significant local expenditures by employees and their families.
- In addition, the attendees at sporting and other events would spend money in the community (outside of the development) on retail, restaurants, and entertainment. Annual off-site visitor spending is estimated at \$57.0 million by 2026. This spending could create an annual economic impact of \$100.7 million supporting more than 1,000 additional jobs, in addition to the operations impact of the businesses in the development.
- All total, the estimated 2,700 direct and indirect jobs generated by the North River Redevelopment Plan could support a local population of close to 5,600 people (excluding residents within the development). Based on current community patterns, approximately 2,700 of those workers and their families could live in Fort Wayne.



## RELATIONSHIP TO FOCUS AREA

With “Grow the Workforce” covered in our previous response, we return to “Downtown Vibrancy.” The redevelopment of North River is all about quality of place. Wells Reserve is committed to creating a place where people want to be and setting the stage for exciting life experiences. Seven goals serve as our guide as we create structures, streets, and plazas that have a strong sense of place. We draw on three of our goals in this response - Destination Location, Community Connection, and Award Winning Place.

### DESTINATION LOCATION

The North River Redevelopment is intended to be a draw from surrounding neighborhoods, cities, and states, bringing people to enjoy all of the events, restaurants, and amenities. Every return trip will offer a brand new experience. Visit through the spring and early summer to enjoy a drink at the local brewery before seeing the Fort Wayne Football Club in action against a “friendly” or a fierce USL rival. Drop off your child-athlete at volleyball camp at the fieldhouse then enjoy the day exploring the riverfront and ever-expanding trail system. Come back in the fall to see your alma mater’s football team play in a big game. In the winter, watch the USPHL’s Fort Wayne Spacemen in a Winter Classic at the stadium. Beyond being a sports mecca for youngsters through professionals, there will be something for everyone in Northeast Indiana and beyond!

### COMMUNITY CONNECTION

This project is at a unique location and will become a major hub and connector within the community. Here, the Pufferbelly Trail connects to the Rivergreenway, the St. Marys River flows by to the south, Clinton Street buzzes along to the east. The eclectic Bloomingdale Neighborhood expands to the west, and one of our strong development partners, Headwaters Church, is a friendly neighbor to the north. Just beyond our North River borders are Science Central and Lawton Park, and just upstream is Fort Wayne Outfitters’ kayak launch. By connecting the street grid, tying neighborhood sidewalks to trail systems, and providing additional access to the river, this project can enhance all the great systems and locations already in place.

## AWARD WINNING PLACE

Parkview Field, home of the San Diego Padres’ affiliate the Fort Wayne TinCaps, consistently wins the award for best minor league ballpark experience. Fort Wayne Parks and Recreation’s gem, Promenade Park, is still piling up awards. This month, our newest hotel, The Bradley, opens its doors the region’s first truly boutique hotel, offering amenities and service unlike any other hotel in Northeast Indiana. However, this isn’t about plaques on the wall. These developments and others have established the quality of projects we’ve come to expect. Our downtown has a great deal of momentum and the projects are world-class. The bar has been set high for development, and the redevelopment of North River will be the next great addition to downtown Fort Wayne!

## ANTICIPATED OUTCOMES

Anticipated public investment of \$1 that leverages \$8.50 in private investment goes a long way in describing the return on Phase 1 investment in the redevelopment of North River. Also, as referenced in our “Regional Significance” response toward the top of this proposal, Applied Economics, LLC, produced an independent economic impact analysis of the Mixed-Use Redevelopment of Fort Wayne’s 29-Acre North River Property for the City of Fort Wayne’s Department of Redevelopment. That response touched mainly touched on construction, permanent, indirect, and induced job creation. It also highlighted the anticipated spending by the residents and visitors who will want to be on the most vibrant twenty-nine acres in Northeast Indiana.

Applied Economics’ Impact Summary also included projections of tax revenue generation we want to share (verbatim) in this section of our proposal.

- In terms of revenues to the city, township, county, school district, and other special districts, the project could directly generate an estimated \$15.2 million in city income and property taxes over the next ten years, plus \$26.7 million in sales and property taxes to the township, county, school district and other special districts. It is important to note that the property was publicly owned and is not generating any property tax.
- Indirect revenues to the city, township, county, and school district from employees and visitors are estimated at \$24.3 million over the next ten years, of which an estimated \$8.0 million could go to the City of Fort Wayne.



Applied Economics concluded their Impact Summary by stating, “The North River Redevelopment Plan could create an estimated \$6.1 million in annual tax revenues for local governments at buildout beginning in 2026, as well as supporting approximately 1,400 new direct jobs. In addition, it would result in three new tournament sports facilities, two new hotels, and a significant inventory of office space and rental housing to re-shape long-term economic sustainability for the downtown area.”

## STAKEHOLDERS

It is a pleasure to list the main partners involved in the Mixed-Use Redevelopment of Fort Wayne’s 29-Acre North River Property. In bullet-point fashion, key partners and their roles to date include, but are not limited to, the following:

City of Fort Wayne, Department of Redevelopment

- Current Property Owner
- Planners, Engineers, Regulators
- Environmental Testing and Remediation Lead

Wells Reserve, LLC

- Master Developer
- Developer/Owner of Some Components
- Significant Work with Prospective North River End Users

Design Collaborative

- Site Planning and Initial Building Design
- Significant Work with Prospective North River End Users

MLS Engineering

- Civil Engineering and Site Planning (with Design Collaborative)



NORTH RIVER DEVELOPMENT MASTER PHASING PLAN

The Hagerman Group

- Construction Cost Estimating and Phasing
- Significant Work with Prospective North River End Users

BND Commercial Real Estate

- Commercial Real Estate Market Intelligence
- Significant Work with Prospective North River End Users

Fort Wayne Football Club

- Planned Major Tenant for the Outdoor Stadium

Associated Entities/Partners of the Fort Wayne Football Club:

- United Soccer League
- McCullers Sports Group
- Odell Architecture/Design/Planning

Burt Blee Law Firm

- Legal Counsel to Wells Reserve, LLC

Headwaters Church

- Partner, Neighbor, and Collaborator

IWM Consulting Group

- Environmental Consultants to the City of Fort Wayne

ESTIMATED TIMELINE

**Duration:** There are currently four (4) phases planned for the redevelopment of the North River Property - Phase 1 (2022-2024), Phase 2 (2024-2025), Phase 3 (2025-2026), and Phase 4 (2026-2027).

**Timeline:** Per our phasing plan included in the image on the previous page, the catalyzing components of the Mixed-Use Redevelopment of Fort Wayne’s 29-Acre North River Property and other key buildings will be constructed in calendar years 2022 through 2024. Catalyzing components included in Phase 1 are the outdoor stadium, the 120,000 square foot fieldhouse, and the 75,000 square foot multi-purpose event center. In addition to the hotel and critical river-facing mixed-use developments, Phase 1 will also bring important infrastructure work. This includes, but is not necessarily limited to, public and private utility connectivity, streets and sidewalks, and the environmental work touched on in an earlier section of this response.

Key mixed-use components are pegged for Phase 2, with construction currently planned for calendar years 2024 and 2025 (overlapping Phase 1 in 2024). Of particular note are the buildings that will help enclose the outdoor stadium on the east and west sides of the structure. Also, the northeastern most development on the North River campus, a stand-alone mixed-use building that is of particular interest to regional secondary and higher education institutions, is scheduled for Phase 2.

Overlapping Phase 2 will be the start of Phase 3, with a focus on occupants who would fill prime locations adjacent to the St. Marys River in the southwestern portion of the North River property. Given existing non-disclosure agreements, we’re not at liberty to expand on those end users at this time.

Finally, as currently envisioned, various and diverse housing options will be the primary focus of Phase 4 in calendar years 2026 and 2027. These housing developments will be designed and constructed with significant input from North River and adjacent Bloomingdale neighbors. They will also be planned and constructed to complement existing and under construction housing projects. This includes Barrett & Stokely’s Riverfront at Promenade Park development currently being built along the St. Mary’s River at the northeast corner of the intersection of Superior and Harrison Streets.

BUDGET

READI Funding Requested: \$22,000,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$207,865,000
Total Program Expenses	—
Total Project Expenses	\$207,865,000
FUNDING SOURCES	
Total Project Income	\$207,865,000
Funding Source (as % of Total)	
READI	11%
Other Funds	—
Private/Philanthropic Funds	79%
Local Government Funds	11%

## SUSTAINABILITY PLAN

For many of our Wells Reserve team members, the effort to redevelop North River has been a journey over more than three years. We've worked hard to build a growing vision of what we can accomplish collaboratively and aggressively moving forward. We credit the City of Fort Wayne's Department of Redevelopment's Memorandum of Understanding with Wells Reserve (executed in January 2021) that established the framework to pursue a realistic dream for North River. Our collaboration with Redevelopment and other City of Fort Wayne colleagues, as well as scores of private developers and excited prospective end users over the past six months, has uncovered and solidified more strong partnerships than even we imagined when we signed the MOU.

Yes, there are plenty of different uses planned for North River, but they are truly complementary, and the sum total will amaze long-time residents and

newbies alike. Additionally, we are two and three deep with prospective partners on most of the parcels, giving our community a choice of the best possible developments at each location. Candidly, what might have taken decades to accomplish had the property simply been listed for sale will be realized in a handful of years under the skillful hand of Wells Reserve as the City of Fort Wayne's preferred master developer for the North River property.

At the end of the journey, we'll be in the middle of over \$300 million in private investment, facilitated in part by relatively modest public expenditures over time and in sync with local developers. In the Excel file uploaded with this proposal, you'll see that the anticipated investment of just under \$22 million in public funds will yield over \$185 million in private North River investment through 2024. That means \$1 of public funds leverages \$8.50 in private investment. A solid plan for the first three full years of this project.





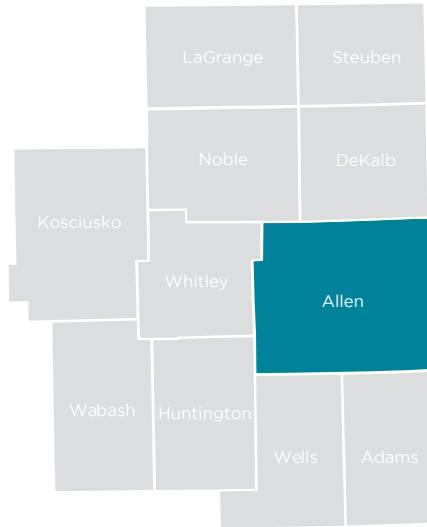
## MIXED-USE REDEVELOPMENT OF FORT WAYNE'S 29-ACRE NORTH RIVER PROPERTY FINANCIALS

PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Exp. - Site acquisition, environmental investigation and remediation, curing site obstructions, easement work, etc.	\$5,500,000	\$5,500,000	\$2,100,000	—	\$13,100,000	6%
Design/Inspection Expense	\$1,975,000	\$4,425,000	\$4,425,000	\$4,425,000	\$15,250,000	7%
Legal/Financial Expense	\$25,000	\$100,000	\$100,000	\$100,000	\$325,000	< 1%
Infrastructure Construction Cost	—	\$2,930,000	\$2,930,000	\$2,930,000	\$8,790,000	4%
Building Construction Cost	—	\$52,200,000	\$83,700,000	\$31,500,000	\$167,400,000	81%
Other Construction Costs	—	\$2,400,000	\$600,000	—	\$3,000,000	1%
Totals per year	\$7,500,000	\$67,555,000	\$93,855,000	\$38,955,000		
Total Construction Expenses Project Cost (all fiscal years)					\$207,865,000	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
Totals per year						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$175,000	\$10,000,000	\$10,000,000	\$1,825,000	\$22,000,000	11%
Private/Philanthropic Funds \$	\$1,825,000	\$49,125,000	\$78,825,000	\$34,200,000	\$163,975,000	79%
Local Government Funds \$	\$5,500,000	\$8,430,000	\$5,030,000	\$2,930,000	\$21,890,000	11%
Totals per year	\$7,500,000	\$67,555,000	\$93,855,000	\$38,955,000		
Total Project Income (all fiscal years)					\$207,865,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$207,865,000	

# SUPERIOR STREET—RIVERFRONT'S MAIN STREET

Downtown Fort Wayne

## LOCATION



## FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

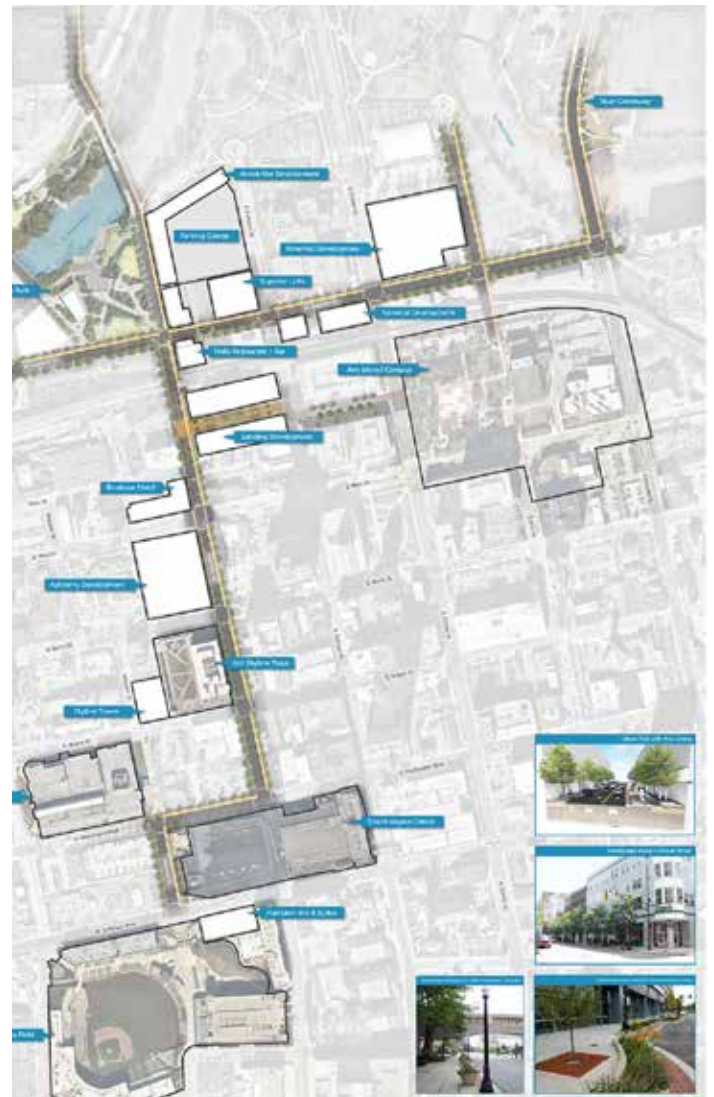
Fort Wayne's Riverfront master plan was adopted in 2021 to guide the development of the Riverfront District. It positions a 7 blocks of Superior Street between the St. Mary's River and the downtown core as Riverfront's "Main Street", featuring shops, restaurants, apartments, nightlife, outdoor amenities, and public spaces. With the 2019 opening of Promenade Park and recent groundbreaking of the \$87.5 million mixed-use Riverfront at Promenade Park, this vision is already taking shape.

This application describes catalytic projects along the corridor that will collectively transformation the area into a regional center of activity.

**URBAN TRAIL:** The Urban Trail is a multi-modal pathway located at sidewalk level between the sidewalk and the street extending through the corridor, similar to Indy's Cultural Trail. The trail will consist of an east-west segment along Superior Street, and a north-south segment along Harrison Street, with the two segments

converging at Promenade Park. The Harrison trail will eventually extend north through the 30-acre North River development and south past Parkview Field to Electric Works, essentially establishing a chain of destinations throughout downtown.

**LOFTS AT HEADWATERS PARK:** The Lofts at Headwaters Park is a \$67.5 million mixed-use project containing 232 apartments, retail and parking that would be constructed on a City-owned parking lot at the northeast corner of Superior and Clinton. The additional public parking would support events at Headwaters Park and the nearby Arts Campus. The building design will draw upon the area's industrial heritage and complement Club Soda and other nearby buildings.



**CANAL HOUSE:** Diagonally across Clinton from the 'Lofts' is the Canal House. This two-story stone structure is the oldest surviving building associated with the Wabash and Erie Canal. The Riverfront plan proposes rehabilitating the building and integrating it into a multi-story mixed-use building constructed on the surrounding parking lot. Activating this block is crucial because it links the east and west portions of Superior and is located opposite the jail.

**CAMBRAY BUILDING:** On the adjacent block to the west is another historic structure called the Cambray Building. It was originally located at the site of Promenade Park and slated for demolition, but it was saved by a local restaurateur who worked out a deal with the City to move the building to its present location and repurpose it as a riverfront dining destination with multi-level outdoor decks overlooking Promenade Park.

**STRATEGIC PROPERTY ACQUISITION AND REDEVELOPMENT:** Acquisition of certain key parcels and redevelopment of those parcels through

public-private partnerships is essential to ensure that what is ultimately built represents the vision set forth in the Riverfront plan (although the acquisition component may not always be necessary). The image below shows parcels identified as priorities for acquisition and redevelopment.

## REGIONAL SIGNIFICANCE

Downtown Fort Wayne is the regional center of employment, culture, and population. It is by far the most urbanized area in the region and contains the widest range of jobs, attractions, and services. Its image and story are a key part of the brand that the region projects to the rest of the world.

Downtown's population and employment base allows it to be a point of centrality and gravity that provides opportunities for residents both within the city and throughout the region. The health of the region is inextricably tied to downtown Fort Wayne, and no part of downtown is better positioned to grow than Superior Street.





Residents from around the region travel to downtown Fort Wayne not only for entertainment, tournaments, or other events, but also on a daily basis for work. One of the things residents of Northeast Indiana value is that a 45-minute drive - a very typical commute in many cities - will get you to downtown from almost anywhere in the region. You can still live in a small town, at the lake, or on the farm and have access to downtown's opportunities. This allows the populations of towns throughout the region to be sustained, or even grow, thereby opening up new economic opportunities in other places.

## RELATIONSHIP TO FOCUS AREA

**GROW THE WORKFORCE:** Adding residents to downtown is a primary goal of the City because a permanent and substantial residential base is a fundamental building block of a sustainable downtown economy.

The fact that jobs follow people, rather than vice versa, and that investments in quality of place and quality of life are key to attracting people is conventional knowledge in economic development. Creating a vibrant downtown with amenities, public spaces, and a broad range of housing/employment opportunities is, therefore, critical to a region's success. Investments in quality-of-place improvements like the Urban Trail and Cambray Building and more diverse housing options like the Lofts and Canal House make downtown an attractive place to live and work, especially for a younger and more highly educated demographic that, in recent decades, has left this region in disproportionate numbers. Attracting and retaining this demographic is critical to providing a workforce equipped with the skills required for the types of companies that will dominate the 21st Century. There are no business attraction measures or level of incentive that can substitute for talented and qualified employees.

A more recent trend that began prior to COVID is that talented workers are being priced out of larger cities, and opting for medium-sized cities. COVID has accelerated this trend, as mobile working has caused people to re-examine the quality of life offered in expensive metros. Growth rates and affordability data suggest that no city is better-positioned than Fort Wayne to capitalize on this trend. A 2020 study by Brookings found that growth

rates have slowed in the largest metro areas but picked up in many medium-sized cities. Specifically, between 2010 and 2019, rates of growth for large cities typically declined as the decade progressed. Only 10 cities, including Fort Wayne, reached their highest growth rate after 2016, and only Fort Wayne and three cities in Nevada saw their growth peak in the last year of the decade.

**DOWNTOWN VIBRANCY:** The priorities set forth in the READI application recognize the importance of downtown to the success of a region and the projects identified herein are all tied to creating a more active and vibrant downtown. The Urban Trail connects the City's largest attractions and makes key downtown corridors more comfortable for bikes and pedestrians. New developments like the Lofts and Canal House will add hundreds of new residents downtown and provide parking that will allow the city's festivals to grow and attract even larger events.

## ANTICIPATED OUTCOMES

**Lofts at Headwaters:** The property is currently a tax-exempt City-owned surface parking lot. An analysis by Baker Tilly anticipates that the Lofts will generate approximately \$927,000 in new property taxes each year, and an IMPLAN analysis of the project estimates an annual economic impact of more than \$27,550,000. The State of Indiana should expect to receive approximately \$1.2 million in annual tax revenue attributable to the development.

**Canal House:** This property is owned by the City and is currently tax-exempt. This site could accommodate a four- or five-story apartment building, including structured parking and ground-floor retail (in addition to the rehabilitated Canal House). It is likely that a project of this scale would generate several hundred thousand dollars of new property taxes each year.

**Cambray Building:** In addition to the incremental property tax increase attributable to the investment, a large restaurant at this location will generate substantial food and beverage taxes and create many jobs.

**Strategic Property Acquisition and Redevelopment:** The properties identified for acquisition and redevelopment are largely tax-exempt or low in value.

Acquiring parcels with the intent of redevelopment is a strategic way to not only get these properties back on the tax rolls, but also to ensure they are developed with the highest and best use.

Equally important are the positive externalities caused by these projects. The incremental improvement in the downtown climate has attracted corporate headquarters, caused land values and assessed values to increase, encouraged new businesses to open, and caused development interest to soar. The West Central neighborhood, adjacent to downtown, has hit a tipping point where fixing up and re-selling homes is profitable when for years it was nearly impossible to recapture the cost of an investment.

The spillover effects of the acquisition and redevelopment parcels are particularly noteworthy. Relocating the county jail and Community Corrections, for instance, would not only create exceptional development sites, but would dramatically change the perception of the area.

The return from the Urban Trail can be quantified through economic indicators such as vacancy rates, number of new businesses, property value increases, and tax revenue increases within one block of the trail. For example, a study of the Cultural Trail in Indianapolis found that from 2008 to 2014, properties within 500 feet of the trail increased in value by over \$1 billion, a total increase of 148%. Increases in safety, community health, and community perception are also expected.

An overarching fiscal goal of the Riverfront strategy is to create the conditions where high-performing development can be constructed without subsidy. That level of sustainability may be years away, but incremental improvements in the market will gradually reduce the need for direct public financial assistance.

## STAKEHOLDERS

**Urban Trail:** City of Fort Wayne Redevelopment, City of Fort Wayne Public Works, Visit Fort Wayne (promotion, branding, and fundraising), donors/philanthropies

**Lofts at Headwaters Park:** Barrett & Stokely (developer); City of Fort Wayne Redevelopment;

IEDC (CReED Credits); Ft. Wayne City Council; Allen County Capital Improvement Board

**Canal House:** City of Fort Wayne Redevelopment; Dillon Construction (current tenant, improving structure in lieu of rent payments); private development partner TBD

**Cambray Building:** City of Fort Wayne Redevelopment; Hall's Restaurants (owner, restaurant operator)

**Property Acquisition:** City of Ft. Wayne Redevelopment; Allen County; Greater Fort Wayne, Inc.; Sweet Real Estate (Perfection), private development partners TBD; other funding partners TBD

## ESTIMATED TIMELINE

**Duration:** permanent/ongoing

**Timeline:** Urban Trail: Completed in sections to align with development projects. Portions of the trail are already complete adjacent to Promenade Park and between Superior and Columbia Street. Full build-out of the trail is expected to occur by 2026.

Lofts at Headwaters: Project has been approved. Site remediation to begin Q3 2021, project construction to begin Q1 2022, construction complete Q1 2024.

Canal House: Structure currently used as construction office for developer of Riverfront at Promenade Park and Lofts. Developer will be sought following completion of Lofts so that construction can begin shortly thereafter, potentially Q2 2024.

Cambray: Opening of restaurant to correspond with opening of Riverfront at Promenade Park mixed-use development, estimated to occur Q1 2023.

Strategic Property Acquisition and Redevelopment: City control of these key parcels is essential to ensure that new development matches the character called for in the Riverfront Plan. Although timing is uncertain, the City must be in a position to act quickly when opportunities become available. The dates below are estimates for planning purposes only.

- **Perfection:** Redeveloped in phases between 2022 and 2026. Acquisition likely not required.

- **Wayne Township Trustee:** Acquired and developed 2024
- **Community Corrections:** Acquired 2021, developed or repurposed 2022
- **Allen County Jail:** acquired 2025, developed 2026
- **Nowak:** acquired 2023, developed 2024

## BUDGET

**READI Funding Requested: \$71,160,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$355,800,000
Total Program Expenses	—
Total Project Expenses	<b>\$355,800,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$355,800,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

The Urban Trail would be funded largely through philanthropic gifts and maintained as part of the City's public infrastructure system. Ongoing funding for maintenance and programming could be generated by the Downtown Improvement District and/or through a maintenance endowment generated during the initial capital campaign. Over the next three years, we expect to finish segments of the Trail adjacent to the Lofts and the mixed-use Riverfront at Promenade Park and we expect to undertake a capital campaign, led by Visit Fort Wayne, to elicit philanthropic gifts from entities with mission alignment.

The Trail will also be sustainable from an environmental perspective. Landscaping along the Trail will consist primarily of bioswales, rain gardens, street trees, and plant species well-suited for an urban environment. This treatment improves

the quality of stormwater and reduces the amount and rate at which it is released into drains. It also alleviates the urban heat island effect and attracts native pollinators.

Lofts at Headwaters Park, Canal House, and Cambray Building are permanent improvements that would be owned by the private sector. As previously described, the City of Fort Wayne, through its Department of Redevelopment, would be a leading partner on these projects. The City carefully reviews financial details to ensure that, once built, the projects will be self-sustaining with no expectation of an ongoing public subsidy. Over the next three years, construction of the Lofts and Cambray building will be completed. Redevelopment of the block containing the Canal House will either be in the planning phase or underway.

The projects are also feasible in the local market. A 2021 downtown housing study estimates that more than 1,500 new units could be absorbed in the downtown market over the next 5 years, far exceeding the number of dwelling units proposed herein. The riverfront plan further estimates that 50,000 square feet of new creative office/retail, up to 15,000 square feet of new convenience retail, up to 5 restaurants, and up to 15,000 square feet of new grocery could be absorbed in the riverfront area over that same period. Essentially, the market should be able to absorb the space proposed herein.

Downtown development is extremely sustainable from a resource standpoint. It takes advantage of existing infrastructure and, due to its high density, is much cheaper to service on a per capita basis than suburban development (consider the length of pipes and roads necessary to serve a 200-unit apartment building versus a 200-home residential subdivision). On a larger scale, the tax productivity of a healthy downtown combined with reduced service costs help to defray the costs of services in lower-density and less productive parts of the metro area, contributing to City-wide financial sustainability.

Creating residences in close proximity to employment also reduces the number of cars on the road and the need for parking spaces.



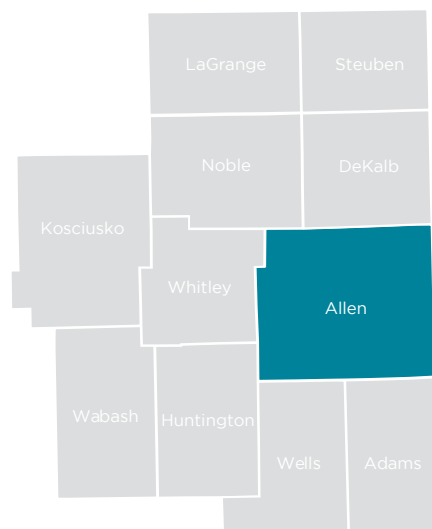
## SUPERIOR STREET—RIVERFRONT'S MAIN STREET FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Exp.	—	—	\$5,000,000	\$10,000,000	<b>\$15,000,000</b>	<b>4%</b>
Design/Inspection Expense	—	\$12,780,000	\$5,200,000	\$17,100,000	<b>\$35,080,000</b>	<b>10%</b>
Legal/Financial Expense	—	\$6,390,000	\$2,600,000	\$8,550,000	<b>\$17,540,000</b>	<b>5%</b>
Infrastructure Construction Cost	—	\$12,780,000	\$5,200,000	\$17,100,000	<b>\$35,080,000</b>	<b>10%</b>
Building Construction Cost	—	\$95,850,000	\$39,000,000	\$118,250,000	<b>\$253,100,000</b>	<b>71%</b>
<b>Totals per year</b>	—	<b>\$127,800,000</b>	<b>\$57,000,000</b>	<b>\$171,000,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$355,800,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$25,560,000	\$11,400,000	\$34,200,000	<b>\$71,160,000</b>	<b>20%</b>
Private/Philanthropic Funds \$	—	\$76,680,000	\$34,200,000	\$102,600,000	<b>\$213,480,000</b>	<b>60%</b>
Local Government Funds \$	—	\$25,560,000	\$11,400,000	\$34,200,000	<b>\$71,160,000</b>	<b>20%</b>
<b>Totals per year</b>	—	<b>\$127,800,000</b>	<b>\$57,000,000</b>	<b>\$171,000,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$355,800,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$355,800,000</b>	

# WELLS STREET—REGIONAL DRAW AT NEIGHBORHOOD SCALE

## Downtown Fort Wayne

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

A primary objective of Fort Wayne's Riverfront master plan is to extend downtown's reach by promoting density along the riverfront. This application includes a group of catalytic projects aimed at addressing this objective by drawing downtown's resurgence north of the river along the Wells Street Corridor.

The Corridor includes Wells Street, which contains two- and three-story commercial structures built in the early 20th Century, as well as the real estate between Wells and Clinton Street, which contains a mix of older warehouses and housing. The corridor extends northward to the 25-acre St. Vincent Villas campus, which is a collection of National Register buildings purchased in 2019 by Headwaters Church. The church is rehabilitating the buildings to accommodate a wide range of community-serving uses.

**THE WEDGE:** At the south end of the corridor, along the riverfront and adjacent to Promenade Park, is a 2.75-acre City-owned parcel called the Wedge. Both visually and physically, it serves as a key connection across the river, drawing pedestrians across the

bridge and creating a link between downtown and the neighborhoods north of the river. The City recently issued a request for proposals to find a developer for the site. The City envisions the site being developed as a primarily residential multi-story mixed-use building accessible to a range of income levels that connects to the river and contributes to the public realm.

**NORTH RIVER:** The North River site comprises nearly 30 acres of vacant City-owned land between Harrison and Clinton. The site has great potential for redevelopment given its contiguous size, prime location on the riverfront and proximity to downtown. The City is currently negotiating a master development agreement with a local development team that would redevelop the site with a range of projects anchored by a sports fieldhouse, soccer stadium, and event center, which are uses that will contribute greatly to downtown, but which are difficult to physically accommodate. Prior to development, the City will likely be responsible for activities including remediation, utility relocation and elimination of billboards and other easements.

**SMALL BUSINESS SUPPORT:** Tactical public investments along the corridor will address certain challenges associated with urban infill and business development. Ideas being explored include an expansion of the City's Commercial Façade Grant program and a program to assist with rehabilitation and tenant build-out.

### STRATEGIC PROPERTY ACQUISITION AND REDEVELOPMENT

Acquisition of certain key parcels and redevelopment of those parcels through public-private partnerships is essential to ensure that what is ultimately built represents the vision set forth in the Riverfront plan. The two highest-priority acquisition sites are Schaab Metals, located on the east side of Harrison Street north of the river, and the Pepsi Distribution Center, located between the river and 2nd Street.

### REGIONAL SIGNIFICANCE

The health of the region is inextricably tied to downtown Fort Wayne, and as described in the Riverfront plan, Wells Street is positioned as a vital extension of downtown. As this plan is implemented,

Wells Street will become increasingly associated with downtown as the regional center of employment, culture and population given its proximity and connectivity to downtown and the types of regional-level activities planned for the area.

Access to the amenities described and proposed herein will provide people throughout the region many opportunities for entertainment, sports (both as a spectator and a participant), and employment. Most of the region is within a 45-minute drive - a typical commute in many cities - so the attractions, amenities, and jobs offered in this area are readily accessible to a regional population. The anchor uses have the potential to draw large numbers of visitors to the site throughout the year, and their location near a diverse, walkable commercial corridor introduces myriad options for spending time in the city.

## RELATIONSHIP TO FOCUS AREA

**GROW THE WORKFORCE:** Adding residents to downtown is a primary goal of the City because a permanent and substantial residential base is a fundamental building block of a sustainable downtown economy. Due to the high level of connectivity and accessibility between Wells Street and the downtown office core, this area is considered part of the downtown housing market. Developments like the Wedge, and future projects made possible through strategic property acquisition and redevelopment give residents a broader range of housing options than what is currently available.

The fact that jobs follow people, rather than vice versa, and that investments in quality of place and quality of life are key to attracting people is conventional knowledge in economic development. Creating a vibrant downtown with amenities, public spaces, and a broad range of housing/employment opportunities is, therefore, critical to a region's success. Investments in quality-of-place improvements like North River, more diverse housing options like the Wedge, and a diverse array of local businesses make the area an attractive place to live and work, especially for a younger and more highly educated demographic that, in recent decades, has left this region in disproportionate numbers. Attracting and retaining this demographic is critical to providing a workforce equipped with the skills required for the types of companies that will dominate the 21st Century. There are no business

attraction measures or level of incentive that can substitute for talented and qualified employees.



**DOWNTOWN VIBRANCY:** The priorities set forth in the READI application recognize the importance of downtown to the success of a region and the projects identified herein are all tied to creating a more active and vibrant downtown. New developments like the Wedge will add hundreds of new residents, making the area more vibrant at all times of the day and year, and increasing its ability to support a broad variety of retail uses. The North River development will create anchors that will draw hundreds of thousands of people to the area each year. North River's location and layout encourages people to explore the surrounding area before and after events, thereby contributing to the area's overall level of activity and economic impact.

**ENTREPRENEURSHIP AND INNOVATION:** Increasing opportunities to support local businesses through expanded Commercial Façade Grants and tenant improvement programs offers businesses, especially local, small and new businesses, the opportunity for brick-and-mortar space in a central location at more affordable rents than in the downtown core or within new buildings.



## ANTICIPATED OUTCOMES

**Wedge:** The Wedge is currently vacant and tax-exempt. Although no development proposal has been selected, based on the anticipated scale of project and the performance of similar projects, a development would likely include about 200 dwelling units and generate approximately \$500,000 to \$600,000 per year in new property taxes.

**North River:** An economic impact analysis for the entire North River development was undertaken by Applied Economics. The scope and timing of the various project phases are still coming into focus, but preliminary results anticipate the following impacts (annual impacts are at full build-out, which is estimated to occur in 2026 in the analysis):

- One-time construction impact of \$355.7 million.
- Annual economic impact of \$413.9 million, including direct and indirect as well as off-site visitor spending.
- Direct employment of 1,433 (new jobs); indirect/induced employment of 302.
- \$6.1 million in annual new tax revenues for local governments.

More difficult to quantify but equally important are the positive externalities caused by these projects. This is of particular importance in this area because of the large number of small properties in the vicinity of the corridor likely to be impacted. For many years it was nearly impossible to recapture the cost of an investment in central neighborhoods. However, the increased locational value created by the projects described herein should improve the market to a point where private developers, contractors, and homeowners can more easily profit from reinvesting in a property. The West Central neighborhood has already reached this tipping point. It is likely that properties along the Wells Corridor will follow suit.

### Strategic Property Acquisition and

**Redevelopment:** As previously mentioned, the two most significant acquisitions would be Schaab Metals and Pepsi. Acquiring parcels with the intent of redevelopment is a strategic way ensure they are developed with the highest and best use. A portion of the Schaab site would be dedicated to Riverfront public space, but much of the site would be available for adaptive reuse or redevelopment.

The potential spillover effects of Pepsi and Schaab are particularly noteworthy. Relocating Pepsi, for instance, would not only create exceptional development sites, but would dramatically change the character of the area and improve both actual and perceived connectivity between the area and the Riverfront.

An overarching fiscal goal of the Riverfront strategy is to create the conditions where high-performing development can be constructed without subsidy. That level of sustainability may be years away, but incremental improvements in the market will gradually reduce the need for direct public financial assistance. In the meantime, subsidized projects will still generate property tax, local income tax, and possibly sales tax and food & beverage tax.

## STAKEHOLDERS

**Wedge:** City of Fort Wayne Department of Redevelopment; City of Fort Wayne Parks and Recreation; private development partner TBD.

**North River:** City of Fort Wayne Department of Redevelopment; Wells Reserve (master developer); Capital Improvement Board; private development partners TBD.

**Business Support:** City of Fort Wayne Community Development; Wells Corridor Business Association; Bloomington Neighborhood Association; local business owners; property owners; entrepreneurs.

### Strategic Property Acquisition and

**Redevelopment:** City of Fort Wayne Department of Redevelopment; Greater Fort Wayne, Inc., private development partners TBD.

## ESTIMATED TIMELINE

**Duration:** permanent/ongoing

**Timeline: Wedge:** On July 16, 2021, the City issued a request for proposals to the six developers who previously responded to a request for qualifications. The City will review the submissions and enter into negotiations with the most responsive proposal. Construction at the site could begin as early as Q2 2022.

**North River:** Development of this 29-acre tract will occur in phases over a number of years. Environmental testing and remediation have

already begun. The City is beginning to formulate a development agreement with a development team. It is expected that construction of the first phase, anchored by an athletic fieldhouse and professional soccer stadium, will start in Q1 2022. The remainder of the site could be built out incrementally between 2023 and 2026.

**Business Support:** An expanded business support program could begin in 2022 to coincide with the City's annual allocation of Commercial Façade Grant funds.

**Strategic Property Acquisition and Redevelopment:** City control of these key parcels is essential to ensure that new development matches the character called for in the Plan. Although timing is uncertain, the City must be in a position to act quickly when opportunities become available. The dates below are estimates for planning purposes only.

- **Schaab Metals:** Acquisition could occur in Q4 2021 and redevelopment could occur the following year, potentially in conjunction with construction of Phase II of Riverfront Public Space.
- **Pepsi:** The relocation of Pepsi was initially viewed as a long-term goal of riverfront, but the huge levels of pedestrian activity generated by Promenade Park may expedite this timeline. For planning purposes, we have modeled acquisition occurring in 2022 with phased redevelopment beginning the following year.

## BUDGET

### READI Funding Requested: \$44,800,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$220,000,000
Total Program Expenses	—
Total Project Expenses	<b>\$220,000,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$220,000,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

Wedge and North River are permanent improvements that, with certain exceptions, would be owned by a private sector entity. As previously described, the City of Fort Wayne, through its Department of Redevelopment, would be a leading partner on these projects. The City carefully reviews financial details to ensure that, once built, the projects will be self-sustaining with no expectation of an ongoing public subsidy. Over the next three years, construction of the Wedge and initial phases of North River including the fieldhouse and soccer stadium should be completed.

Feasibility and market studies suggest that these projects are feasible in the local market. A 2021 downtown housing study estimates that more than 1,500 new units could be absorbed in the downtown market over the next 5 years, far exceeding the number of dwelling units proposed herein. The riverfront plan further estimates that 50,000 square feet of new creative office/retail, up to 15,000 square feet of new convenience retail, up to 5 restaurants, and up to 15,000 square feet of new grocery could be absorbed in the riverfront area over that same period. Essentially, the market should be able to support the space that is proposed to be added.

Each year, the City allocates money to a competitive façade grant program. Requests for Commercial Façade Grants are carefully reviewed to ensure that they are awarded to businesses that are positioned to be successful. Even if a business ceases operation, the improvements are typically permanent so the value of the City's investment is not only retained, but may even make the space more attractive for a future tenant.

Initial tenant improvement costs are a significant barrier for many businesses that would otherwise be profitable (as well as a barrier for developers trying to attract tenants into new commercial spaces). Since these improvements would likely be tied to a specific business, these grants would require a much more thorough examination to ensure that the business was in a position to be successful.

Any City grant envisioned herein would be awarded with the understanding that an ongoing operating subsidy would not be provided.

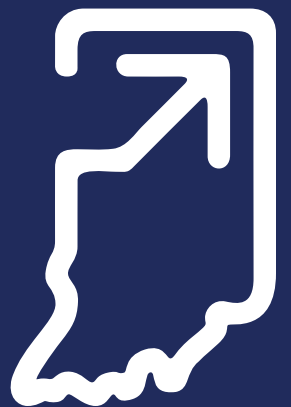
## WELLS STREET—REGIONAL DRAW AT NEIGHBORHOOD SCALE FINANCIALS

PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Exp.	\$1,000,000	\$7,000,000	—	—	\$8,000,000	4%
Design/Inspection Expense	\$500,000	\$9,400,000	\$5,800,000	\$5,500,000	\$21,200,000	10%
Legal/Financial Expense	\$250,000	\$4,700,000	\$2,900,000	\$2,750,000	\$10,600,000	5%
Infrastructure Construction Cost	\$500,000	\$9,400,000	\$5,800,000	\$5,500,000	\$21,200,000	10%
Building Construction Cost	\$3,750,000	\$70,500,000	\$43,500,000	\$41,250,000	\$159,000,000	72%
<b>Totals per year</b>	<b>\$6,000,000</b>	<b>\$101,000,000</b>	<b>\$58,000,000</b>	<b>\$55,000,000</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$207,865,000</b>	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$2,000,000	\$20,200,000	\$11,600,000	\$11,000,000	\$44,800,000	20%
Private/Philanthropic Funds\$	\$3,000,000	\$60,600,000	\$34,800,000	\$33,000,000	\$131,400,000	60%
Local Government Funds \$	\$1,000,000	\$20,200,000	\$11,600,000	\$11,000,000	\$43,800,000	20%
<b>Totals per year</b>	<b>\$6,000,000</b>	<b>\$101,000,000</b>	<b>\$58,000,000</b>	<b>\$55,000,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$220,000,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$220,000,000</b>	



# BUILD INNOVATION SPACES

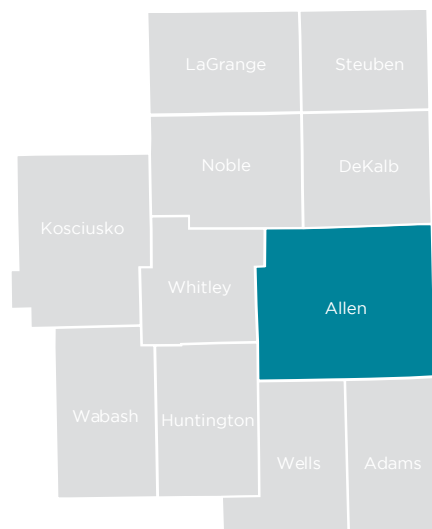
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# ELEVATE NORTHEAST INDIANA/ELEVEN FIFTY ACADEMY AT ELECTRIC WORKS

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The purpose of this project focuses on: downtown vibrancy, entrepreneurship, and workforce development. Specifically, this proposal seeks to provide physical space for the programming activities of Elevate Northeast Indiana (ENEI) and Eleven Fifty Academy (EFA) in Fort Wayne at Electric Works.

Background: Elevate Ventures and the Northeast Indiana Regional Partnership created Elevate Northeast Indiana, an initiative to spur investment in local high-growth, high-potential businesses, and to support entrepreneurs in NE Indiana. As part of the effort, a partnership with Eleven Fifty Academy was announced in early 2021 to foster and enhance the technology pool of skilled workers in the field of information technology through the comprehensive EFA training programs.

Elevate Northeast Indiana raised \$968,000 in commitments during 2020-2021 from community

partners to support its operations and partnership with Elevate Ventures, Northeast Indiana Regional Partnership, and Eleven Fifty Academy. These funds are meant to support the programming activities for a three-year period beginning January 2020. This fundraising effort was spearheaded by the Board Chair of Elevate Northeast Indiana, Dr. Michael Mirro, MD of Parkview Health.

Eleven Fifty Academy provides training in the areas of software coding development, UX/UI, web development, and cybersecurity. In 2020, Eleven Fifty Academy enrolled 1,367 students across all domain areas, a significant jump from the previous year. The program is a 14-week (full-time), or 24-week (part-time) course designed to take cohorts of 25-30 students through simultaneously. Eleven Fifty supports a wide range of industry certifications to match graduates with competitive employment opportunities. For example, the courses in cybersecurity provide low-cost cybersecurity industry certificate training and delivers the greatest workforce impact in the shortest amount of time. The intent of this partnership will be to train 60-120 students in NE Indiana in a 2-3 year time period.

Plan: ENEI and EFA are working with our community partners to locate a training facility and supporting office space(s) at Electric Works. A key community partner of ENEI, Jeff Kingsbury of Ancora, is responsible for the planning and development of Electric Works. EFA's plan is to begin to move toward in-person classes in 2021. Space planning discussions are underway and under the guidance of Ancora.

The intent of this project is to create a "Go-To" location for NE entrepreneurs looking for business guidance, investment, talent, or training. Electric Works will spur all kinds of business activity, thus having a physical presence will increase engagement of entrepreneurial endeavors and inquiries, in addition to attracting those seeking to break into the software development industry. The network effect is anticipated to build significantly with in-person space, training, and staff supporting the missions of ENEI and EFA.

## REGIONAL SIGNIFICANCE

The US Bureau of Labor Statistics is forecasting a job growth rate of 22% for software developers between 2019 and 2029, compared with 4% for other occupations. Yet the talent gap exists. Elevate Northeast Indiana and Eleven Fifty Academy are keenly aware of the talent challenges in many regions of the United States, and especially in Northeast Indiana. Just in cybersecurity alone, Eleven Fifty Academy estimates that there are presently 4,500 cybersecurity positions unfilled in Indiana, and that the supply to demand ratio of cybersecurity professionals in Indiana is categorized as very low (1:2.4).

Indeed, many of the community partners who have engaged Elevate Northeast Indiana have expressed tremendous interest in bringing Eleven Fifty Academy to the region to build the regional talent pool. Throughout the fundraising process, numerous mentions of lack of regional talent were identified, with many corporations sharing their current unfilled professional openings.

This project represents a major initiative to build coding talent in the region. Graduates from Eleven

Fifty Academy would be highly sought talent by major employers in the region, as well as by growing startup companies in the area. Elevate Northeast Indiana is working with several early-stage information technology companies and is aware of several larger corporation's needs for this type of talent.

## RELATIONSHIP TO FOCUS AREA

Given the strength of the partnership between Elevate Northeast Indiana and Eleven Fifty Academy, and the expert guidance from Ancora on the Electric Works revitalization and timing, this proposal pertains to the goals of downtown vibrancy, talent development and entrepreneurship focus areas.

Software coding development organizations such as Eleven Fifty Academy are found in several areas of the country, with the goal of offering rapid training in the many areas of software development. Software developers graduating from the Eleven Fifty Academy are averaging \$56,895 annual salaries upon graduation from the academy and are being offered positions such as junior software engineer, IT Administrator, Full-stack developer, Information security analyst and many more.





These graduates would have the skills to enter a corporate information technology role immediately upon graduation, as many do. In addition, given the on-going planning to co-locate a training facility for Eleven Fifty Academy and office space for Elevate Northeast Indiana at Electric Works, Elevate Northeast Indiana can be a resource for graduates seeking more entrepreneurial roles in very early-stage companies seeking to rapidly build software platforms for market testing.

## ANTICIPATED OUTCOMES

The Eleven Fifty Academy projects will train between 60 and 120 students for positions in IT software development over the next 2 to 3 years. This newly trained workforce will represent \$7 to \$8 million in potential taxable income each year and will begin to fulfill the demand for the significant number of IT development positions now open in Northeast Indiana.

Elevate Northeast Indiana estimates that up to 1-2 percent of these graduates will become involved in entrepreneurial startup companies in region. These engagements could vary from founding a company and taking on a Chief Technology Officer role to consulting for several startups as a software developer for the creation of software platforms for market testing.

According to Eleven Fifty Academy, who is deploying training programs throughout the State of Indiana, benefits to funding partners include community economic growth, workforce development, social impact, and tax incentives for a range of 4-7X on contribution. With continued success of their training programs in Fort Wayne and other regions in the State, both Eleven Fifty Academy and Elevate Northeast Indiana foresee a strong decade long partnership with broad community and corporate support.

## STAKEHOLDERS

- Elevate Northeast Indiana - Dr. Michael Mirro, MD Board Chair, Dan Meek Entrepreneur-in-Residence
- Eleven Fifty Academy - Scott Jones, CEO; Chris Hutchinson Senior Vice President of Engagement
- Northeast Indiana Regional Partnership - Brandon Noll
- Elevate Ventures - Chris LaMothe, CEO
- Ancora - Jeff Kingsbury, Chief Connectivity Officer (Electric Works location)

## ESTIMATED TIMELINE

**Duration:** 2-3 years

**Timeline:** The project timeline will be executed over the next 2-3 years. Elevate Northeast Indiana has secured nearly \$1 million in funding to support several initiatives in Northeast Indiana but lacks the current funding to secure physical space to enhance its activities and programming. With the proposed READI funding, Elevate Northeast Indiana and Eleven Fifty Academy can locate adjacently at Electric Works, share training space, better coordinate on software development opportunities in the region, and quickly identify talent seeking opportunities in new entrepreneurial businesses.

Jeff Kingsbury of Ancora is working with Elevate Northeast Indiana, Parkview Health, Do It Best Corporation, and others on space availability and commercial real estate matters.

## BUDGET

**READI Funding Requested: \$125,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$125,000
Total Program Expenses	\$968,000
Total Project Expenses	<b>\$1,093,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,093,000</b>
Funding Source (as % of Total)	
READI	11%
Other Funds	—
Private/Philanthropic Funds	89%
Local Government Funds	—

## SUSTAINABILITY PLAN

The partnership formed between Elevate Northeast Indiana and Eleven Fifty Academy is meant to be a long-term partnership that will span 10 years or more. This is the first of a series of partnerships between Elevate Northeast Indiana and Eleven Fifty Academy in Northeast Indiana. Although READI funds are being requested to initiate this physical space project, it is believed that this partnership will demonstrate the value to the private corporations and organizations that support and sponsored Elevate Northeast Indiana and Eleven Fifty Academy in 2020, signaling additional financial support for future three-year sprints focused on high growth entrepreneurship and software development training.

Noteworthy, Elevate Northeast Indiana has a strong history of fundraising for its operations. Prior to

the 2020 fundraising effort, there have been two other three-year partnership sprints where the community has invested in the operations of Elevate Northeast Indiana. In 2018 Elevate Northeast Indiana raised \$860,000 to support 2018-2020, and thus continued success has enabled the 2020 fundraising effort to bring in \$968,000. These funds support an Entrepreneur-in-Residence and other Elevate Northeast Indiana programming for the region. With the READI funds being requested, the programming will have an associated location, a presence in downtown, to enhance its impact in the region.

Elevate Northeast Indiana and Eleven Fifty Academy anticipates this partnership will be sustainable over the next ten years and will track its effectiveness and report to community partners in Northeast Indiana so that future private funding considerations can be evaluated with historical and prospective data.



## ELEVATE NORTHEAST INDIANA/ELEVEN FIFTY ACADEMY AT ELECTRIC WORKS FINANCIALS

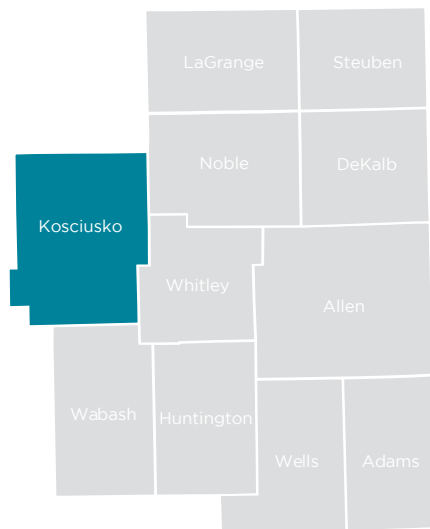
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Other Construction Costs   Total cost for physical space - TBD, awaiting information from Ancora, placeholder of \$125,000	\$75,000	\$50,000	—	—	\$125,000	100%
<b>Totals per year</b>	<b>\$75,000</b>	<b>\$50,000</b>	<b>—</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$125,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Eleven Fifty Academy at Electric Works Operations	\$968,000	—	—	—	\$968,000	100%
<b>Totals per year</b>	<b>\$968,000</b>	<b>—</b>	<b>—</b>	<b>—</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$968,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$125,000	—	—	—	\$125,000	11%
Private/Philanthropic Funds \$ - Sweetwater Sound Inc., Medical Informatics Engineering, Inc. Micropulse, Inc., Fort Wayne Metals, Inc., Ruoff Mortgage, IU Ventures, Parkview Health Systems, Olive B Cole Foundation, Steel Dynamics, Inc., The Mirro Family Foundation, Lake City Bank, IU Health, Ancora, Huntington University, Trine University, The Weigand Pursely family Foundation	\$968,000	—	—	—	\$968,000	89%
<b>Totals per year</b>	<b>\$1,093,000</b>	<b>—</b>	<b>—</b>	<b>—</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$1,093,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$1,093,000</b>	



# GATKE WAREHOUSE AND LOFTS

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

We are eager to present this extraordinary public-private partnership proposal, along with the City of Warsaw and Kosciusko County Economic Development Corporation, to redevelop one of Warsaw's most significant properties into a vibrant mixed-use entrepreneurial community. Redeveloping the Gatke site was identified as the #1 Goal of the Argonne Corridor Vision Plan (2020). The Gatke project would be the first major redevelopment initiative in the Plan, and is perfectly situated along the trail, near Krebs Trailhead Park, while also overlooking Winona Lake.

Rebar Development proposes to partner with the City, County, JTL America Testing Labs and additional local partners to develop an Innovation Lab, Fitness & Wellness Center, Food Hall & Market, Innovation Suites, and much-needed Class-A multi-family housing to support a growing workforce in and around Kosciusko County. The Gatke project proposal provides the public and private sectors an opportunity to collaborate and co-invest to transform this challenging but important site into

a place that fosters innovation, cultivates talent through education, attracts and retains a talented workforce, while also serving as an extraordinary quality of life asset for the community.

JTL America has stepped forward to partner with the KEDCO to create an Innovation Center to inspire innovation and entrepreneurship in the region. JTL America provides state-of-the-art testing solutions to clients worldwide and is eager to expand its footprint in the region while creating an opportunity to work with local and state high schools, universities, and tradespeople in a professional testing lab with global reach. JTL, in collaboration with KEDCO, would manage the lab and programming.

Rebar Development proposes to work with KEDCO and local entrepreneurs to provide a unique commercial food hall & market. The restaurant industry is changing rapidly, and the Gatke Food Hall & Market would create an opportunity to be at the cutting-edge of the evolution of food service and delivery. The Gatke Food Hall & Market would reduce the barriers to entry for aspiring food industry entrepreneurs and chefs, while creating a dynamic place for residents and visitors to enjoy dining and shopping.

Rebar Development also plans to partner with a local fitness professional to provide a world-class fitness and wellness center. This center would include personal training, yoga, crossfit, wellness classes, and related health services in a specially designed studio. This aspect of the project is an important piece of focusing on the mental and physical health of entrepreneurship, which is often overlooked.

Finally, the Gatke Lofts would provide 70 modern Class-A apartments with premium amenities, including trail access to downtown Warsaw and Winona Lake. The Gatke Lofts would be the premier place in Kosciusko County to truly live, work, and enjoy the regional assets in Warsaw, Winona Lake, and surrounding communities.

## REGIONAL SIGNIFICANCE

This project is regionally significant for a variety of reasons:

- Provides opportunities for local and state high schools, universities, and tradespeople to learn in a professional testing lab with global reach.
- Attracts and retains a talented workforce to support what is globally known as the “Orthopedic Capital of the World”, Warsaw, Indiana.
- Will be a regional attraction for entrepreneurship and innovation.
- Will be a regional tourist attraction for unique food and dining experiences, including an extraordinary outdoor courtyard and plaza.
- The Gatke property has been one of the most significant pieces of property in the region and its transformation will attract additional investment, tourism, and adjacent development in the Argonne Corridor.
- The Gatke Warehouse will provide much-needed Class-A office space for companies interested in expanding into this region.
- The Gatke Lofts will provide much-needed Class-A rental housing to a growing population of renters. This is critical to the emphasis that potential talented graduates and employees put on the quality of life of where they choose to live, work, and visit.
- KEDCO’s support provides extraordinary resources to attract state, regional, and global attention to the initiatives within the Innovation Center.
- TL America’s expansion immediately provides the region a state, national, and global presence.
- This entrepreneurial food hall & market is extraordinarily unique to the region and will be a major attraction to entrepreneurs, visitors, residents, and potential partners.
- The project provides a unique and important opportunity for the public and private sectors to co-invest in assets that can be a major catalyst to additional development and entrepreneurship.

## RELATIONSHIP TO FOCUS AREA

The Gatke project directly relates to Growing the Workforce and Entrepreneurship & Innovation by providing a place for aspiring and established entrepreneurs to live, work, and enjoy incredible community assets. The Gatke Lofts will help grow the workforce by being a place to live that attracts talented professionals. A vibrant, walkable, mixed-use community often is more important to attracting a talented workforce than the benefits of a job. The Gatke Lofts will be the premier place to live in the region because of its location to extraordinary assets, parks, and trails along with the support and resources next door at The Gatke Warehouse.



The Gatke Warehouse, which includes the Innovation Lab, Fitness and Wellness Center, and Food Hall & Market, will attract, retain, and inspire people to pursue new ideas and entrepreneurship. The combination of programming, mentorship, professional management, and state-of-the-art equipment will be unprecedented in the region. The possibilities for growth are limitless, which is at the core of entrepreneurship and innovation.

ANTICIPATED OUTCOMES

The Gatke project would return 6x the READI investment. Additionally, the City and County investment would exceed the READI investment. The project would create many other tangible and intangible returns, including:

- 175-225 jobs during construction (based on RIMS II and IMPLAN estimates for job creation)
- 40-60 full-time permanent jobs (based on commercial space, lab, apartments)
- 20-30 part-time jobs
- Approximately \$176,000/annually in new tax increment (property currently owned by the City generating \$0 in tax revenue)
- 5-10 new jobs annually based on new entrepreneurial opportunities. Rebar has experience in partnering on co-working, office suite, and small-business studios and initiatives that have resulted in job creation and growth.
- Significant boost in local, county, and state income tax by attracting residents from outside the region and state.
- Immediate and long-term education opportunities
- High likelihood of starting new businesses and growing existing businesses because of the tangible support of the Innovation Lab.

STAKEHOLDERS

- City of Warsaw
- Kosciusko County Economic Development Corporation (KEDCO)
- JTL America Testing Labs
- Rebar Development
- Hageman Group
- Axis Architecture

- Landwork Engineering
- Acuity Environmental Solutions
- Context Design

ESTIMATED TIMELINE

**Duration:** At least 10 years

**Timeline:** We would propose to begin development immediately upon receipt of the award. More specifically, we have already started the due diligence on the site. The City actually acquired the property in 2003 and has invested a significant amount into due diligence, which gives us a great head start. We would have the public-private partnership agreements executed and in place so that if we receive the award, we could move forward immediately with the development and programming plans set forth in this application. Our firm would also have all financing commitment in place prior to an award. The READI grant would be the final funds needed to move forward with the project. The Gatke Warehouse would be complete by Fall of 2022 and the Gatke Lofts would be complete by Spring of 2023.

BUDGET

**READI Funding Requested: \$2,450,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$13,493,380
Total Program Expenses	\$260,100
Total Project Expenses	\$13,753,480
FUNDING SOURCES	
Total Project Income	\$13,753,480
Funding Source (as % of Total)	
READI	18%
Other Funds	—
Private/Philanthropic Funds	64%
Local Government Funds	18%

SUSTAINABILITY PLAN

JTL America and Rebar Development would propose to enter into an initial 5-year agreement with KEDCO for programming and collaboration.



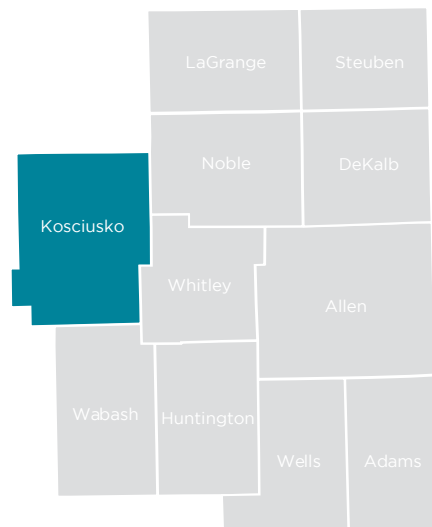
## GATKE WAREHOUSE AND LOFTS FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense	—	\$485,000	—	—	\$485,000	4%
Legal/Financial Expense	—	\$410,000	—	—	\$410,000	3%
Building Construction Cost	—	\$11,753,580	—	—	\$11,753,580	87%
Other Construction Costs	—	\$844,800	—	—	\$844,800	6%
<b>Totals per year</b>	—	<b>\$13,493,380</b>	—	—		
Total Construction Expenses Project Cost (all fiscal years)					\$13,493,380	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
KEDCO - Annual Master Lease	—	\$32,424	\$64,848	\$64,848	\$162,120	62%
JTL AMERICA - Annual Lease	—	\$16,346	\$16,346	\$16,346	\$49,038	19%
REBAR DEVELOPMENT - Annual Lease	—	\$16,314	\$16,314	\$16,314	\$48,942	19%
<b>Totals per year</b>	—	<b>\$65,084</b>	<b>\$97,508</b>	<b>\$97,508</b>		
Total Program Expenses Project Cost (all fiscal years)					\$260,100	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$2,450,000	—	—	\$2,450,000	18%
Private/Philanthropic Funds \$	—	\$8,853,480	—	—	\$8,853,480	64%
Local Government Funds \$	—	\$2,450,000	—	—	\$2,450,000	18%
<b>Totals per year</b>	—	<b>\$13,753,480</b>	—	—		
Total Project Income (all fiscal years)					\$13,753,480	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$13,753,480	

# KEDCO/GENER8TOR MEDICAL DEVICE ACCELERATOR STUDIO

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Kosciusko Economic Development Corporation is partnering with gener8tor to develop and launch a Medical Device Accelerator Studio. The intensive 16-week program will see KEDCO and gener8tor partner with entrepreneurs to co-found and launch cohorts of five new ventures per year for three years.

### REGIONAL SIGNIFICANCE

Kosciusko County is known as the Orthopedics Capital and is home to a nationally recognized medical device cluster. Companies involved in the medical device sector are found throughout Northeast Indiana. The program will provide a platform to recruit co-founders and entrepreneurs to start and grow firms in Northeast Indiana, which will lead to expanded employment opportunities, additional business for area suppliers, and increased startup activity in the medical device sector.

### RELATIONSHIP TO FOCUS AREA

The program meets an unmet need for innovation space in Kosciusko County.

### ANTICIPATED OUTCOMES

The impact of this program will be measured on the numbers of startup ventures, the numbers of those ventures deciding to locate in Northeast Indiana, direct employment from those firms, business activity between those firms and area suppliers, and patent activity by participating firms.

### STAKEHOLDERS

KEDCO and gener8tor are partnering to develop, launch, and administer the program. Potential collaborators include AcceLINX, Elevate Ventures, the IEDC, IHIF, Kosciusko County, and the City of Warsaw.

### ESTIMATED TIMELINE

**Duration:** 2022-24

**Timeline:** KEDCO and gener8tor have signed a six-month memorandum of understanding to develop the program business plan and to obtain needed financial commitments. The program is planned to commence in 2022 and one cohort to be launched per year in 2022, 2023, and 2024.



## BUDGET

### READI Funding Requested: \$300,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$3,000,000
Total Project Expenses	<b>\$3,000,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$3,000,000</b>
Funding Source (as % of Total)	
READI	10%
Other Funds	70%
Private/Philanthropic Funds	10%
Local Government Funds	10%

## SUSTAINABILITY PLAN

KEDCO and gener8tor have committed to each raise 50% of the projected \$3 million program budget. Half of the required funds will be for program administration, and half will be deployed as investments into participating companies. An application for funding from USDA Rural Development is in progress. Requests for local support from the City of Warsaw and Kosciusko County will then follow.

## KEDCO/GENER8TOR MEDICAL DEVICE ACCELERATOR STUDIO FINANCIALS

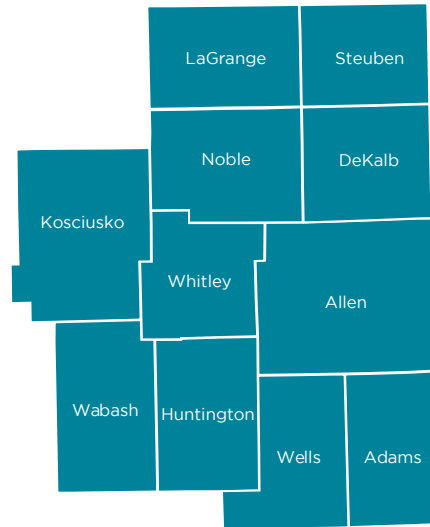
PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Construction Expenses Project Cost (all fiscal years)						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Program Administration	—	\$500,000	\$500,000	\$500,000	<b>\$1,500,000</b>	<b>50%</b>
Investment Capital	—	\$500,000	\$500,000	\$500,000	<b>\$1,500,000</b>	<b>50%</b>
<b>Totals per year</b>	—	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>		
Total Program Expenses Project Cost (all fiscal years)					<b>\$3,000,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$100,000	\$100,000	\$100,000	<b>\$300,000</b>	<b>10%</b>
Other Funds \$	—	\$700,000	\$700,000	\$700,000	<b>\$2,100,000</b>	<b>70%</b>
Private/Philanthropic Funds \$	—	\$100,000	\$100,000	\$100,000	<b>\$300,000</b>	<b>10%</b>
Local Government Funds \$	—	\$100,000	\$100,000	\$100,000	<b>\$300,000</b>	<b>10%</b>
<b>Totals per year</b>	—	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>		
Total Project Income (all fiscal years)					<b>\$3,000,000</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>\$3,000,000</b>	



# REGIONAL INNOVATION CENTER

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The City of Fort Wayne Community Development proposes an Innovation Center which activates, supports, and grows the economic engine of the region through collaboration, the introduction of tomorrow's technologies, and ultimately adopts new foundational infrastructure and provides competitive advantage into 2040 and beyond. The innovation center will align with the State of Indiana's existing economic development initiatives already supported by Governor Holcomb.

The region, which is home to several clusters of manufacturing verticals, requires a next level approach to jump start the digitalization of existing equipment, processes, and workforce capabilities. New emphasis of energy resiliency, advanced communications, cyber encryption, and assured microelectronics loom ever present. Decarbonization is paramount and recent federal legislation such as the Chips of America Act and the Endless Frontiers Act highlight the changing world view. Cyber infringements are now daily news. The innovation center will serve all these

needs under one roof and yield untold benefits for decades.

The state is supporting the Emerging Manufacturing Collaboration Center (EMC2) at 16TECH and has a popular Manufacturing Readiness Grant Program established. The region desires to be a strong proponent and participant. The region recently conducted roundtable discussions with local manufacturing companies who sent a strong message that such a center would be highly desirable if it were co-located in the greater Northeast Region. The density of manufacturers in the region makes a strong case for this. The center would serve as a new technology demonstration space, training and upskills certification center, and small production demonstration test bed.

Emerging manufacturing will also focus on advanced communication technologies such as low latency high-capacity spectrums (5G+ and CGRS), the sensors, gateways, cyber encryption, and quantum computing. This focus will support the regions desire to fully engage as a SMART City, providing pathways to IOT, artificial intelligence, autonomous mobility, virtual reality, and logistics 4.0. Every citizen in the region will be positively impacted.

Decarbonization and energy resilience is critical to our citizens and manufactures. New and adjacent technologies will be demonstrated and commercialized at the innovation center creating wealth in the community. The center will focus on environmentally friendly sustainable energy and be powered by Purdue University's Center for Decarbonization (aka C\*D and CISTAR). C\*D which has done extensive research. Purdue believes a carbon free chemical energy plant could be built within 24 months in the region. The intellectual property from that research, as well as other R&D, will be moved to the innovation center for commercialization. Adjacent technologies will be built around the commercialization process that will include advanced materials, energy storage, software, and more.

## REGIONAL SIGNIFICANCE

The Innovation Center will align its industrial/business collaborations with regional and state economic development objectives. The three primary impacts for the region include:

1. The strengthening and diversification of the region's manufacturing supply chain through new product development, technological advancement, and a common point of collaboration for regional manufacturing businesses.
2. Retention and expansion of small to medium sized manufacturers through the offering of technical assistance, advanced product design equipment, processes and linkages to equity and debt capital sources.
3. Retention and attraction of regional manufacturing talent seeking the resources and capacity of a facility and programs located at the Innovation Center.



4. Advanced logistics and communications via the inclusion of a 5G Lab.

The City recently completed a targeted Industry Study performed by Thomas P. Miller and Associates. The Executive Summary can be found at the following link:

[https://drive.google.com/file/d/1Jw\\_zrcW0KrR0nMY0O5O1I9Q5DHf0IDHk/view?usp=sharing](https://drive.google.com/file/d/1Jw_zrcW0KrR0nMY0O5O1I9Q5DHf0IDHk/view?usp=sharing)

The complete study can be found at this link:

[https://drive.google.com/file/d/14OrlnehXp1pwB25RnrRT6TdCPFXVj\\_bd/view?usp=sharing](https://drive.google.com/file/d/14OrlnehXp1pwB25RnrRT6TdCPFXVj_bd/view?usp=sharing)

## RELATIONSHIP TO FOCUS AREA

The initiative is part of a connected economic development and quality of place strategy. As part of this strategy the innovation center will be located adjacent to a neighborhood that is diverse demographically and economically. The strategy includes an initiative to programmatically connect neighborhood residents, and businesses to a broad variety of opportunities ranging from community connectivity to career pathways to business and entrepreneurial assistance.

There will be clear connection points designed to establish visible pathways for disconnected regional residents. Roundtables and workshops will be held at the SEED to solicit regional leaders in an effort to support an on-going engagement process that is designed to ensure diverse, equitable and inclusive outcomes.

## ANTICIPATED OUTCOMES

The following represents an initial, not complete list of metrics that have been developed as part of the identification of key Innovative Center objectives:

- Number of registered manufacturing members
- Number of registered entrepreneurs representing new business ventures
- Annual number of licensed manufacturing processes filed for by members
- Annual number of patents filed by members

- Annual number of manufacturing jobs resulting from expanded manufacturing operations resulting from sponsored initiatives
- Level of wage increase due to the Innovation Center's engagement
- Annual level of new equipment investment resulting from sponsored initiatives
- Level of regional talent attraction taking place due to activities occurring within the center
- Adopted technologies that support building stronger and more resilient regional supply chains

## STAKEHOLDERS

NineTwelve Institute - Statewide organization participating in Industry 4.0 and technological innovation via research and development and business engagement. The NineTwelve Institute will be the managing partner of EMC2- Fort Wayne.

Fort Wayne NEI Smart Manufacturing Forum Industry 4.0 Business Roundtable - A business roundtable was formed to engage NineTwelve Institute leadership. Business leaders in the business

roundtable have volunteered to partner in the programming and formation of EMC2.

Northeast Indiana Regional Partnership - The partnership participated in the NEI Smart Manufacturing Forum Roundtable and brings a wealth of expertise to the innovation center. A coordinated program will be designed to ensure complementary service offerings to the regional manufacturing businesses.

Summit City Entrepreneurship and Enterprise District (SEED) - An organization dedicated to economic prosperity through equitable business growth and stable jobs for our community.

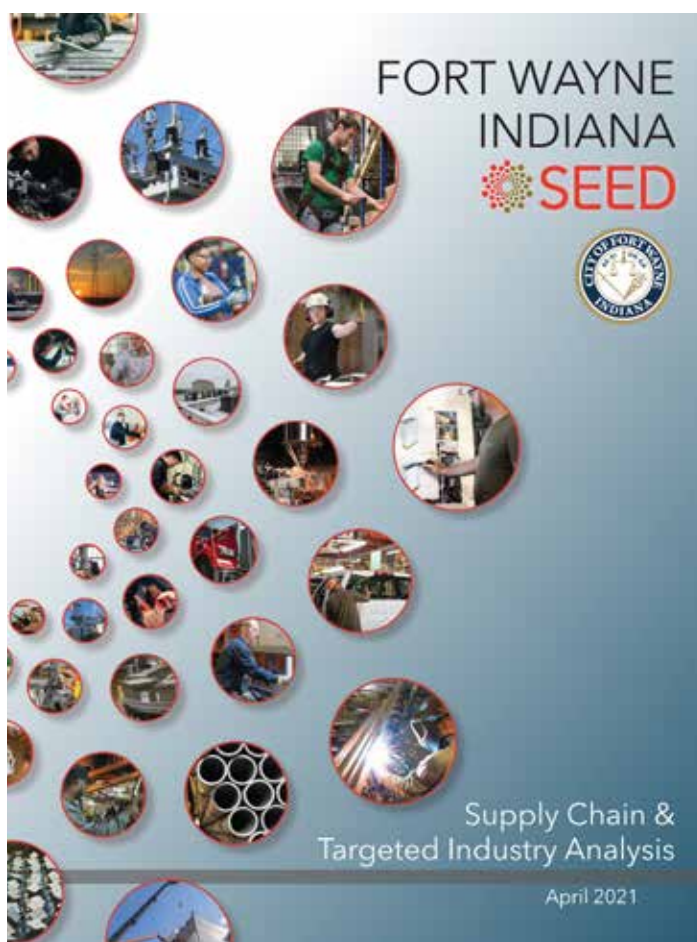
Purdue Manufacturing Extension Partnership Purdue MEP - Purdue MEP is working with manufactures across the state assisting them with business operations and technologies that enhance their ability to compete - nationally and internationally. This partnership will be integral in programming and assisting with business engagement.

Conexus Indiana - Conexus, is leading the way in a rapidly changing advanced manufacturing and smart logistics environment. The Conexus leadership will serve as a key thought leader assisting EMC2 members to stay ahead of the curve, advancing small to medium sized businesses with logistics and technological change.

Greater Fort Wayne, Inc. - The EDC is works closely on a daily basis with the region's business community. The EDC will assist in recruiting new members to the innovation center. The EDC will work with Purdue MEP and Conexus on relevant programming for its members in all matters that address Industry 4.0 policy, programming, and opportunity.

City of Fort Wayne Community Development - The office of Community Development sponsored the NEI Smart Manufacturing Forum and has the support of the Mayor.

CISTAR (Center for Innovative and Strategic Transformations of Alkane Resources) - Managed by Professor Fabio H. Ribeiro, Purdue University's Charles D. Davidson School of Chemical Engineering.



Purdue School of Engineering- Mung Chiang is the John A. Edwardson Dean of the College of Engineering.

Purdue Applied Research Institute (PARI) - Purdue has a significant opportunity to leverage its deep strengths in science, technology, engineering, and math (STEM) to play an even larger role in the development and adoption of emerging technologies that are changing the world.

Trine University innovation One Center - Connects business, industry and the community with the creativity, brainpower, and enthusiasm of Trine University.

ESTIMATED TIMELINE

**Duration:** Evergreen  
**Timeline:** Program or Project Start Date \*  
January 1, 2022  
Program or Project End Date \*  
October 1, 2022 - Ribbon Cutting, Evergreen Project

BUDGET

**READI Funding Requested: \$3,500,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$4,245,000
Total Program Expenses	\$7,940,000
Total Project Expenses	\$12,185,000
FUNDING SOURCES	
Total Project Income	\$15,200,000
Funding Source (as % of Total)	
READI	23%
Other Funds	20%
Private/Philanthropic Funds	44%
Local Government Funds	13%

SUSTAINABILITY PLAN

The innovation Center will be supported by private industry engagement with and will seek funding from the federal government (Chips of America and Endless Frontier Acts), DOE, DOD, SBA, & EPA.

It is the goal of the local organizers to capitalize the operation grant and “patient loans” thus reducing the financial burden normally associated with a start-up operation. On-going EMC2 support will include but not be limited to three primary financial sources which include:

- 1. Annual membership fees and project fees
- 2. Participation in licensing, patent, and product financing fees
- 3. Public and NGO grants supporting product research and development initiatives.



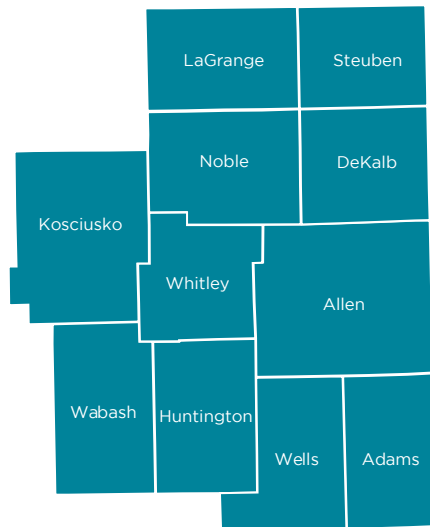
## REGIONAL INNOVATION CENTER FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$250,000	\$100,000	—	—	\$350,000	8%
Design/Inspection Expense	\$95,000	—	—	—	\$95,000	2%
Legal/Financial Expense	\$50,000	—	—	—	\$50,000	1%
Infrastructure Construction Cost	\$400,000	\$200,000	—	—	\$600,000	14%
Building Construction Cost	\$1,000,000	\$1,200,000	\$450,000	—	\$2,650,000	62%
Other Construction Costs	\$500,000	—	—	—	\$500,000	12%
<b>Totals per year</b>	<b>\$2,295,000</b>	<b>\$1,500,000</b>	<b>\$450,000</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$4,245,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Management and Staffing/OH - Executive Director Staff/OH/Mortgage	\$350,000	\$500,000	\$600,000	\$600,000	\$2,050,000	26%
Training Programs - Cost of Workforce Collaboration Programs	\$40,000	\$300,000	\$400,000	\$400,000	\$1,140,000	14%
Project Work Programs - Support of Focus Areas and Intellectual Property	\$300,000	\$600,000	\$750,000	\$750,000	\$2,400,000	30%
Equipment - State of the Art (SOTA) Equipment	\$350,000	\$1,000,000	\$500,000	\$500,000	\$2,350,000	30%
<b>Totals per year</b>	<b>\$1,040,000</b>	<b>\$2,400,000</b>	<b>\$2,250,000</b>	<b>\$2,250,000</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$7,940,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$1,000,000	\$1,500,000	\$500,000	\$500,000	\$3,500,000	23%
Other Funds \$ - Indiana and Federal Grants	—	\$500,000	\$1,000,000	\$1,500,000	\$3,000,000	20%
Private/Philanthropic Funds \$ - Private Industry, Utilities, Foundations	\$200,000	\$500,000	\$2,500,000	\$3,500,000	\$6,700,000	44%
Local Government Funds \$ - ARP and other municipalities	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000	13%
<b>Totals per year</b>	<b>\$1,700,000</b>	<b>\$3,000,000</b>	<b>\$4,500,000</b>	<b>\$6,000,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$15,200,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$12,185,000</b>	

# START & EXIT

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Start & Exit is the next step of Start Fort Wayne's mission to "help entrepreneurs turn ideas into growth-oriented businesses" and our vision that "Northeast Indiana offers a thriving entrepreneur ecosystem that attracts and retains innovators and investors".

Start Fort Wayne, Inc (SFW) a 501(c)3 non-profit, will become "Start & Exit" (S&E), to: 1) build out a regional network of coworking spaces housed in micropolitan downtowns, 2) develop a venture builder focused on both technology and manufacturing, and 3) establish a closely partnering early-stage fund to invest in promising high growth companies to allow them to be rooted in our region.

SFW currently manages Fort Wayne's longest running (2015) coworking space, located in the heart of downtown. Using this experience and brand recognition, we will build a minimum network of 6 coworking spaces, all with 24/7 access for members, located in Fort Wayne, New Haven, Auburn, Columbia City, Bluffton, and Decatur - where we will

work with local entrepreneurs, municipalities, and economic development corporations to identify, develop, and scale sustainable ventures.

Due to the density of population and entrepreneurial activity, Allen County is capable of holding two locations—"Start Fort Wayne" and "Start New Haven"—which will also act as a focal point for the East Allen communities. Locations will be branded to correspond with their community, i.e., "Start Dekalb", "Start Whitley".

S&E's venture builder spaces and programming will center around technology and manufacturing. A venture builder is defined as an "organization dedicated to systematically producing new companies, which they help grow and succeed. There are five core activities in which venture builders engage: identifying business ideas, building teams, finding capital, helping to manage the ventures, and providing shared services." (Jorge García-Luengo)

The shared services of S&E's venture builder is based on the expert work of NEXT in Greenville, SC, centering around the three-part model of a tech incubator, a manufacturing incubator, and a downtown coworking space. This allows the S&E venture builder to produce, foster, and decamp ventures efficiently through highly designed/articulated spaces. Similarly to NEXT, S&E will act as the primary conduit for the growth of Northeast Indiana's entrepreneurial ecosystem.

The Exit Fund facilitates efficiency and effectiveness at the end of the venture cycle. To truly build high growth, high impact ventures, and to "trap" the value of these ventures in our communities, we need to cultivate local equity through angel, pre-seed, and seed stage investing. This early-stage venture fund seeds ventures in angel & pre-seed rounds (\$20K - \$500K). S&E's venture builder and exit fund will work together to support ventures' access to capital in a number of ways, including cultivating investors, securing lead investors, and assisting ventures in navigating through further funding.

## REGIONAL SIGNIFICANCE

1. Start & Exit provides Northeast Indiana with an opportunity to shift from its current multi-polar, and disorganized entrepreneurial ecosystem to one that is properly aligned internally, properly aligned with economic development and community development interests from local to state, to national levels.
2. The regional network of coworking spaces will allow each member to immediately have a presence throughout all 6 communities. This allows for quick and efficient geographic scaling and provides a valuable network effect for regional talent attraction, retention, and development activities. These spaces will act as a concierge for each community's remote workers, provide an easy access for business development teams to test a market, and ultimately act as a fertile soil for the development of all forms of ventures - freelance practices, small businesses, and startups.
3. The combination of Start & Exit's venture builder model and regional network of coworking spaces allows us to seed specific communities with ventures which are best acclimated to the immediate resources available, as well as provide a platform for talent development. Start & Exit's venture builder will focus on technology and manufacturing, as these are the most rare and most saturated aspects of our regional economy, respectively. When possible, our programming will directly address the intersection of these industries, with a focus on machine coding/assembly language, programmable logic-controllers (PLCs), and human-machine interface (HMI). Focusing on these areas will provide sustaining and scalable growth to our region's native economy, while paving a way for the future of advanced manufacturing, advanced materials, and Northeast Indiana's place at the forefront.

We are certain that the venture builder model is necessary for the next stage in the development of our region's entrepreneur ecosystem. This is primarily due to the current low density of startups, the lack of access to private equity, and lack of integration of talent attraction/retention/development activities within our entrepreneurial support organizations (ESOs).

3) Start & Exit will produce wealth, entrepreneurial experience, investor experience, and create an iterative system that allows Northeast Indiana to bridge its current gaps in development, and truly punch above its weight. Truly activating our region will assist our state to improve its overall ranking with key national indicators like Kauffman Entrepreneurial Index (42nd), and new ventures created (firms 0 to 5 years old - 45th), while further bolstering and sustaining the great work we've been excelling at over the years.

The Exit Fund, its LPs, and the founding venture teams will play a significant role in the seeding of a more active investor community in Northeast Indiana.

## RELATIONSHIP TO FOCUS AREA

Start & Exit relates to each of the program areas in the following ways:

1. **Workforce Development:** In a world of remote working, flexible corporate office needs, and the constant need to train and learn new skills, coworking spaces can help communities and companies stay nimble, adapt quickly, and save on long term capital costs while maximizing productivity of their workforce. Start & Exit's venture builder will necessarily be attracting, developing, and retaining top talent in our region to start and grow its ventures. IT professionals, Marketing, Sales employees, and Consultants are the four largest concentrations of coworking members worldwide, respectively. This talent will demand competitive compensation, helping our region grow its per capita income, and this talent is likely to fill current gaps in education attainment, discrete skills (STEM, coding, etc.), and bring culturally diverse perspectives. Start & Exit's long term goals include create some of our region's largest future employers as well, providing the catalyst and incentive for our future workforce to stay in the region.
2. **Downtown Vibrancy:** All of Start & Exit's work will lend itself to downtown/urban core vibrancy. From our physical sites being located in the metropolitan and micropolitan downtowns, to cultivating a community of people who value density, free exchange of ideas, arts and culture, and inclusive environments. Start & Exit's spaces

will be utilized as third spaces often, hosting events and providing networking opportunities for the construction of a healthy urban core environment.

3. Entrepreneurship and Innovation: Start & Exit is designed to lead Northeast Indiana's entrepreneurial ecosystem, and advocate for innovation at all levels of our community. It will be the first place to call to implement a new idea, and the place you go when you need inspiration.

Start Fort Wayne is currently partnering with the Community Foundation of Greater Fort Wayne and the Don Wood Foundation to produce an entrepreneurial ecosystem strategy, based off of Daniel Isenberg's internationally acclaimed models and theories. This strategy will be completed in fall 2021, with 3, 7, and 10 year strategies set as the basis for future policy and development within the entrepreneurship and innovation space.

## ANTICIPATED OUTCOMES

Start & Exit's will provide Northeast Indiana a substantial return on investment.

- Attraction, retention, and development of 500+ members - primarily remote workers, freelancers, consultants, and creatives (conservative, based on ~185 average member/coworking space, which is the international average).
- Occupancy and renovation of currently vacant commercial spaces within our region's micropolitan urban cores. These homes for entrepreneurial activity will
- Dozens of built and incubated high growth potential businesses that align with Northeast Indiana's business and talent clusters, can interact with Elevate Ventures, and appropriately engage with national and international venture capital markets. This first round will be a significant first step in developing a far more sophisticated local entrepreneurial ecosystem. Internationally,

**BLAZE**  
NEI REGIONAL PITCH COMPETITION

*foundersSPARK* ST(A)RT FORT WAYNE VentureClub of Indiana

 <b>MELANIE WATSON</b> BLAIRE BIOMEDICAL	 <b>DANIEL KING</b> STASH QUELL LLC	 <b>DONALD REYNOLDS</b> BESPOKELY, LLC	 <b>JACK PATTON</b> STREME	 <b>R WESLEY GENSCHE</b> COOLCORP INC
 <b>ROBERT JOHNSON</b> BUKAL BEVERAGE CO	 <b>KYLE CRAIG</b> AROLLO DYNAMICS INC	 <b>JUSTIN SHEEHAN</b> EMPORIA	 <b>MELISSA HALL</b> SAMPLE SNAP	 <b>MITCHELL SKEES</b> 3B APPS

POWERED BY: SEED STAR elevate northeast INDIANA UNITED FORT WAYNE INC. NORTHEAST INDIANA REGIONAL PARTNERSHIP 1517

**TICKETS REQUIRED. RSVP HERE: [bit.ly/setNEIblaze](https://bit.ly/setNEIblaze)**



venture builders have proven valuable by dramatically increasing the viability of startups -- reducing failure rates by 42%, and accelerating new ventures from pre-seed to seed and series A rounds by multiple months, saving immense resources and allowing increased market share from being diluted by competitors.

- The average founding entrepreneur exits a venture (after angel, pre-seed, seed, and multiple rounds of venture capital) with ~20% equity. In the venture building model, the founding entrepreneur/team exits with approximately 10% of equity, which is predetermined as they enter the venture building process. Of all US venture capital backed startups, 25% of ventures return their investment, and 5-10% produce a 3x rate of return over a 5yr period. In the successful venture builder model, 60% of companies perform / have successful exits (positive return) over a 3yr period. This provides entrepreneurs flowing through a venture builder model a more likely return, and on average higher return, in an accelerated period, while providing the sustainability and stability needed to assess a serial entrepreneur's capacity. Overall, this model provides for a more intimate alignment between entrepreneurial and economic development needs, producing more rational metrics and a more collaborative environment for scaling mature economic clusters.
- Start & Exit's work will significantly raise the profile of the Greater Fort Wayne entrepreneurial ecosystem, Northeast Indiana as a destination, and as a hotbed for innovation and entrepreneurial activity. It will also actively draw back expat talent and be a significant tool in the retention and attraction of non-native talent.
- Setting the tone for a developed, highly capable, and sustainable entrepreneurial ecosystem in Northeast Indiana. This "first in" phase will ultimately define long-term characteristics and provide the DNA for all regional entrepreneurial branding activities.

## STAKEHOLDERS

- Start Fort Wayne, Inc.
- Community Foundation of Greater Fort Wayne, Inc
- Dekalb County Economic Development Partnership
- Whitley County Economic Development Corporation
- Wells County Economic Development

Corporation

- Adams County Economic Development Corporation
- City of New Haven

## ESTIMATED TIMELINE

**Duration:** Continuous - phased in over a 3-year period.

**Timeline:** Start & Exit's project timeline will be the following:

2021:

- Planning and fundraising.

2022:

- Q1: Site selection
- Q2: Build out of Start Dekalb (site already confirmed).
- Q3: Reorganization of existing assets for Start & Exit Venture Builder (Allen County).
- Begin buildout of the "Start" regional network of coworking spaces.
- Q4: Open Start Dekalb, official launch of rebranded Start & Exit with Start Fort Wayne and Start Dekalb as two operational coworking spaces. Exit Fund fully funded & operational.

2023:

- Q1: Open Start & Exit Venture Builder spaces and begin working with the first cohort of venture teams.
- Q2: Open all remaining "Start" regional coworking spaces.
- Q3: Launch first annual, large signature event highlighting our regional entrepreneurial ecosystem.
- Q4: Highlight successes of first Venture Builder cohort, as well as "Start" coworking successes.

2024:

- Q1-4: Continue growing first cohort of venture builder, and coworking base membership.

Continue building Northeast Indiana's entrepreneurial ecosystem and draw attention from extra-regional institutions.

## BUDGET

### READI Funding Requested: \$5,000,000

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$4,610,000
Total Program Expenses	\$20,390,000
Total Project Expenses	<b>\$25,000,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$25,000,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	< 1%
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

Start & Exit will be sustained by a diverse set of funding, including:

#### Earned revenue

- membership
- program revenue
- corporate sponsorship
- space rental

#### Contributed income

- foundations (public/private/corporate)
- individual gifts
- government grants (SBA, EDA, IEDC, etc.)

Start & Exit's three-year plan toward sustainability includes the cultivation of a large network of regular and intermittent coworking members, a diverse portfolio of built and funded ventures, and proprietary entrepreneurial support projects and programming.

**2022** will primarily include the establishment of a solid brand, development of physical spaces, reorganization of assets to establish the Start & Exit venture builder program. We will also launch campaigns and programming to act as a moves management system and data collection platform for ESOs and entrepreneurs throughout Northeast Indiana's entrepreneurial ecosystem.

**2023** will focus on the development of ventures, deployment of the Exit Fund into high growth ventures, and expanded coworking membership base. Priority will also be given to the establishment of all proprietary programming, including a high-level signature event bringing global entrepreneurial talent and influence to Northeast Indiana.

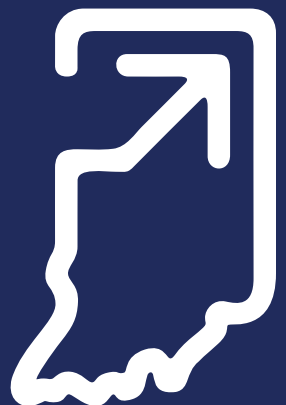
**2024** will begin phasing out READI grant contributed income throughout Start & Exit operations and transition into established relationships with local, regional, and national funders, as well as our cultivated entrepreneurial network. As ventures and the Exit Fund portfolio matures and they enter end phase investment lifecycles, equity stake liquidity events will sustain Start & Exit endowment and long-term operations.

## START & EXIT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense - Acquisition of two properties.	—	\$500,000	—	—	\$500,000	11%
Design/Inspection Expense - A variety of architectural design fees	\$100,000	\$350,000	—	—	\$450,000	10%
Legal/Financial Expense - Leasing and construction contracts.	\$5,000	\$5,000	—	—	\$10,000	< 1%
Infrastructure Construction Cost - related to specific coworking and innovation spaces.	—	\$150,000	—	—	\$150,000	3%
Building Construction Cost - Renovation of coworking and innovation spaces.	—	\$3,500,000	—	—	\$3,500,000	76%
<b>Totals per year</b>	<b>\$105,000</b>	<b>\$4,505,000</b>	<b>—</b>	<b>—</b>		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$4,610,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Regional Coworking Network - fees for coworking services	—	\$630,000	\$750,000	\$200,000	\$1,580,000	8%
Venture Builder - fees for entrepreneurial services	—	\$1,000,000	\$3,500,000	\$2,500,000	\$7,000,000	34%
Exit Fund - Capital calls for investment deployment	—	\$1,000,000	\$5,000,000	\$1,500,000	\$7,500,000	37%
Legal/Financial Expense	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	< 1%
Marketing Expenses	\$10,000	\$450,000	\$650,000	\$100,000	\$1,210,000	6%
Administration Costs	—	\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000	15%
<b>Totals per year</b>	<b>\$35,000</b>	<b>\$4,105,000</b>	<b>\$10,925,000</b>	<b>\$5,325,000</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$20,390,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$28,000	\$1,722,000	\$2,185,000	\$1,065,000	\$5,000,000	20%
Other Funds \$ - SFW seed funding.	\$20,000	—	—	—	\$20,000	< 1%
Private/Philanthropic Funds \$ - and earned revenue.	\$64,000	\$5,166,000	\$6,555,000	\$3,195,000	\$14,980,000	60%
Local Government Funds \$ - Local/County Match	\$28,000	\$1,722,000	\$2,185,000	\$1,065,000	\$5,000,000	20%
<b>Totals per year</b>	<b>\$140,000</b>	<b>\$8,610,000</b>	<b>\$10,925,000</b>	<b>\$5,325,000</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$25,000,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$25,000,000</b>	

# SUPPORT SOUTHEAST FORT WAYNE

ENTREPRENUERSHIP AND INNOVATION

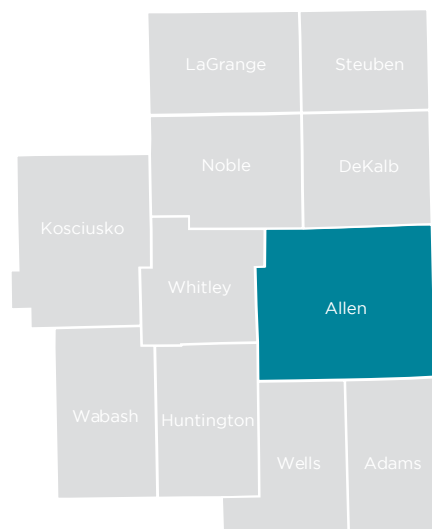




# CDFI FRIENDLY FORT WAYNE

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Community Development Finance Institutions (CDFIs) provide loans to nonprofits, small businesses and individuals who can't access the capital they need to create safe, equitable, vibrant communities. Small markets often have limited knowledge and exposure to CDFIs.

Currently there are only 3 CDFIs in Fort Wayne. 1 is active, 1 is somewhat active, and the 3rd is essentially inactive but registered.

### REGIONAL SIGNIFICANCE

Currently there are only 3 CDFIs in Fort Wayne. 1 is active, 1 is somewhat active and the 3rd is essentially inactive but registered. The second largest city in Indiana should have better access to capital and financial literacy. CDFIs are an effective way to accomplish that particularly in underserved and vulnerable communities.

The CFGFW, in partnership with the City of Fort Wayne, is exploring a Community Development

Finance Institution (CDFI) Friendly approach to bringing new sources of flexible, affordable financing to the region. CDFI Friendly America has developed a four-phase process for a community to become a CDFI Friendly City: Assessment, Organizing, Business Planning, and Implementation. The Phase I Assessment was completed in mid-2020 through shared funding by CFGFW and the city of Fort Wayne.

This will increase opportunity and access to capital for community needs in low-income areas in Fort Wayne and Allen County.

### RELATIONSHIP TO FOCUS AREA

Southeast Fort Wayne in particular and other parts of Allen County face opportunity gaps compared to the rest of the city and region due to systemic racism, disinvestment & manufacturing decline. Disparity is evidenced in poverty rates, low per capita income levels, education levels, poor transportation access, high crime rates, health difficulties & more. Institutions are joining to end this inequity. This initiative was created to boost the future of Southeast Fort Wayne through increased access to capital and financial literacy.

CDFIs can provide much-needed access to capital for economic and community development, affordable housing, start-up entrepreneurs and expansion of existing businesses to name just a few.

### ANTICIPATED OUTCOMES

ROI is to be determined however we are optimistic based on a physical tour in Louisville Kentucky and visits with their CDFIs and a zoom call with CDFI Friendly Bloomington Indiana where their newly created CDFI has generated more than \$3 million in new investments. During a community benchmarking tour to Louisville, KY led by Greater Fort Wayne, Inc. community leaders heard about Louisville's experience in lacking CDFIs as a community financing tool and how they've worked to expand opportunities within their urban neighborhoods by expanding their CDFIs.

## STAKEHOLDERS

- Greater Fort Wayne Inc.
- City of Fort Wayne
- Community Foundation of Greater Fort Wayne

more than 25 community leaders participated in a Phase I study including most financial institutions in the Fort Wayne area.

## ESTIMATED TIMELINE

**Duration:** continuous/sustainable - continuation of Phase II, III and IV study, CDFI creation(s), seeding and lending will be phased in over 3-year period

**Timeline:** 2021 finish phase II and III Study.

2022 begin Phase IV - create CDFI board of directors and initial seeding of newly created CDFI. Begin Lending.

2023 and beyond - continue seeding and lending from new CDFIs.

## BUDGET

**READI Funding Requested: \$730,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$3,650,000
Total Project Expenses	<b>\$3,650,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$3,650,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	80%
Local Government Funds	—



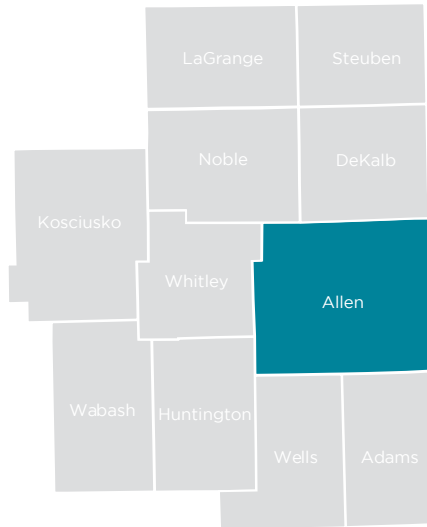
## CDFI FRIENDLY FORT WAYNE FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Construction Expenses Project Cost (all fiscal years)						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI - Phase II, III and IV Study and CDFI launch	\$170,000	\$60,000	—	—	<b>\$230,000</b>	<b>6%</b>
READI - seed new CDFI's in Fort Wayne and Allen County	—	\$250,000	\$250,000	—	<b>\$500,000</b>	<b>14%</b>
CDFI program	—	\$1,460,000	\$1,460,000	—	<b>\$2,920,000</b>	<b>80%</b>
<b>Totals per year</b>	<b>\$170,000</b>	<b>\$1,770,000</b>	<b>\$1,710,000</b>	—		
Total Program Expenses Project Cost (all fiscal years)					<b>\$3,650,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$170,000	\$310,000	\$250,000	—	<b>\$730,000</b>	<b>20%</b>
Private/Philanthropic Funds \$	—	\$920,000	\$1,000,000	\$1,000,000	<b>\$2,920,000</b>	<b>80%</b>
<b>Totals per year</b>	<b>\$170,000</b>	<b>\$1,230,000</b>	<b>\$1,250,000</b>	<b>\$1,000,000</b>		
Total Project Income (all fiscal years)					<b>\$3,650,000</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>\$3,650,000</b>	

# FAMILY & FRIENDS FUND FOR SOUTHEAST FORT WAYNE

Innovation Spaces

## LOCATION



## FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

The Family & Friends Fund for Southeast Fort Wayne is a donor advised fund hosted at the Community Foundation of Greater Fort Wayne. The fund has been designed to distribute power and financial resources to leaders and residents in Southeast Fort Wayne -- the most under-invested quadrant of our city. The fund aims to raise \$1,000,000 to be directed into economic opportunities in SE that will build generational wealth and connectivity. No funding decisions will be made by anyone other than residents and leaders in Southeast, Fort Wayne.

Our goal is to use this READI process to expand/pilot the program at all 11 county Community Foundations to help uplift their more diverse population sectors.

BIPOC\* led businesses and nonprofits will be prioritized.

\*Black, Indigenous, People of Color

## REGIONAL SIGNIFICANCE

This is the first of its' kind fund -- democratizing and distributing the funding model for entrepreneurship and innovation in the region. Currently nearly 100% of dollars devoted to entrepreneurship and innovation in Fort Wayne are directed by either completely white or majority white organizations.

This is a radical redistribution of dollars and decision-making power to Black leaders who are indigenous to the most economically under-invested area of the city.

So far over \$350,000 in cash has been raised, and an additional \$250,000 in in-kind support -- most of which has been quickly redeployed back into the community by the all-Black advisors.

## RELATIONSHIP TO FOCUS AREA

We are fueling BIPOC innovation and entrepreneurialism by providing risk capital to founders usually left out of funding conversations (MASSIVELY) in Fort Wayne.





## STAKEHOLDERS

Hyper Local Impact, Human Agricultural Cooperative, Community Foundation of Greater Fort Wayne, Pond, all those who have received funding (over 30 orgs so far).

## ESTIMATED TIMELINE

**Duration:** Ongoing

**Timeline:** Ongoing

## BUDGET

**READI Funding Requested: \$75,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$220,000
Total Project Expenses	<b>\$220,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$220,000</b>
Funding Source (as % of Total)	
READI	34%
Other Funds	—
Private/Philanthropic Funds	66%
Local Government Funds	—

## SUSTAINABILITY PLAN

Our three-year plan is to continue to raise and distribute money, leveraging corporate matches/ philanthropic dollars/ and the growing movement for Black lives and Black innovation and generational wealth building.



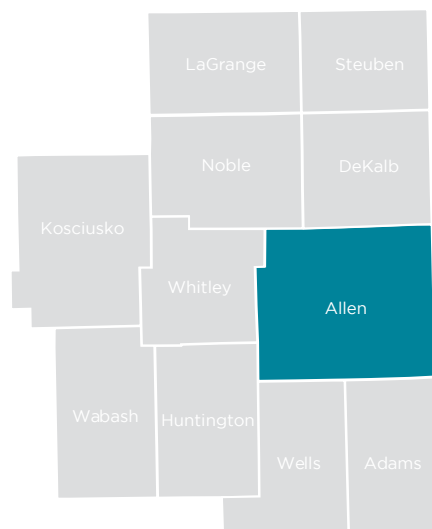
## FAMILY &amp; FRIENDS FUND FOR SE FORT WAYNE FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
Total Construction Expenses Project Cost (all fiscal years)						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Fund Administration	\$10,000	\$10,000	\$10,000	\$10,000	<b>\$40,000</b>	<b>18%</b>
Lead Gifts/Matching Funds	\$45,000	\$45,000	\$45,000	\$45,000	<b>\$180,000</b>	<b>82%</b>
<b>Totals per year</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>		
Total Program Expenses Project Cost (all fiscal years)					<b>\$220,000</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$20,000	\$25,000	\$15,000	\$15,000	<b>\$75,000</b>	<b>34%</b>
Private/Philanthropic Funds \$	\$35,000	\$30,000	\$40,000	\$40,000	<b>\$145,000</b>	<b>66%</b>
<b>Totals per year</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>		
Total Project Income (all fiscal years)					<b>\$220,000</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>\$220,000</b>	

# PROJECT ACTIVATE SOUTHEAST FORT WAYNE (P.A.S.E.)

## Innovation Spaces

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

We provide educational training opportunities, monthly mentorship and human resource/insurance support to small businesses and entrepreneurs. Our product has three offerings.

1. Business Development - (Part 1) Education: P.A.S.E. has partnered with industry leaders to offer in depth business education and training to prepare applicants for successful business launch or growth.

(Part 2) Pitch Competition: We provide a competitive pitch competition. We have partnered with Crossroads/The Mill (Indiana's largest pitch competition company) to conduct our annual entrepreneurial competition.

2. Monthly mentorship - We believe success comes with support, that is why P.A.S.E. offers monthly mentorship program designed to support awardee and applicants. This continued support is designed to help continue developing their business concept.

3. Human Resources and Insurance Management - This segment offers human resource services and insurance policy management. We removed the barriers of screening applicants for employment. We assist in onboarding staff and building a successful team. Our insurance offering helps review, monitor, and acquire the proper insurance protection for both Commercial Business and Employee Health Plans.

### REGIONAL SIGNIFICANCE

The business development and entrepreneurial space in northeast Indiana continues to grow with new entrepreneurs desiring to or entering the market annually. P.A.S.E. is designed to help support the region by providing tools for success and remove barriers for entry. Our primary focus is directed to the areas of the communities that have experience investment gaps.

### RELATIONSHIP TO FOCUS AREA

Our target focus falls within the majority minority census tracks. These are areas where a clear investment gap has developed.



ANTICIPATED OUTCOMES

Investing in P.A.S.E. provides two returns. The first is supporting a program that itself seeks to grow as a small business and provide impact on the small business ecosystem.

Secondly, P.A.S.E. stimulates the economy by providing wrap-around services for new businesses to have the best opportunity for success.

STAKEHOLDERS

Community Foundation of Greater Fort Wayne

- SEED
- The NIIC
- IVY Tech Community College
- SCORE
- The Mill/Crossroads
- City of Fort Wayne
- Greater Fort Wayne Inc
- Allen County Fort Wayne Capital Improvement Board (CIB)

ESTIMATED TIMELINE

**Duration:** 5 years

**Timeline:** The pitch portion of our program is an annual program. We offer 12 weeks of education and 8 weeks of training preparation for the pitch. This timeline is renewed January of each year. During the non-training periods we are gathering partners and marketing for new applicants.

BUDGET

**READI Funding Requested: \$208,125**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$1,040,625
Total Project Expenses	<b>\$1,040,625</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,040,625</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	46%
Local Government Funds	34%

SUSTAINABILITY PLAN

P.A.S.E. is committed to supporting businesses through the first 5 years of their business growth. We connect our clients with service providers and skilled professionals to create industry specific partnerships. Our goal is to become the primary resource and support for small business development in Northeast Indiana. Our 3-year growth plan is aggressive and achievable through partnerships and fundraising:

1. Develop programs that provide support to every segment of the small business ecosystem.
2. Develop a two-year capital campaign for additional staff.
3. Expand and develop relationships to underwrite additional service offerings.
4. Build pitch competition to two winners per contest

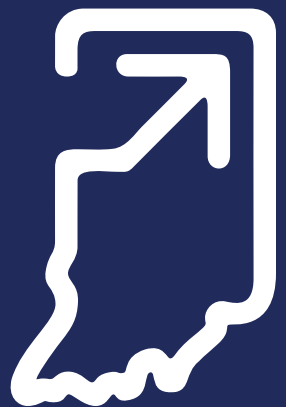


## PROJECT ACTIVATE SOUTHEAST FORT WAYNE (P.A.S.E.) FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Construction Expenses Project Cost (all fiscal years)</b>						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Awardee Grant - Funds Earmarked for successful pitch	\$150,000	\$150,000	\$150,000	\$150,000	<b>\$600,000</b>	<b>58%</b>
Marketing/PR - Combined	\$60,000	\$60,000	\$60,000	\$60,000	<b>\$240,000</b>	<b>23%</b>
The Mill/Crossroads - Pitch Consultant Fee	\$7,500	\$7,500	\$7,500	\$7,500	<b>\$30,000</b>	<b>3%</b>
Operations/Misc Expenses	\$7,500	\$50,000	\$55,000	\$58,125	<b>\$170,625</b>	<b>16%</b>
<b>Totals per year</b>	<b>\$225,000</b>	<b>\$267,500</b>	<b>\$272,500</b>	<b>\$275,625</b>		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$1,040,625</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$50,000	\$52,500	\$52,500	\$53,125	<b>\$208,125</b>	<b>20%</b>
Private/Philanthropic Funds \$	\$145,000	\$110,000	\$110,000	\$110,000	<b>\$475,000</b>	<b>46%</b>
Local Government Funds \$	\$57,500	\$100,000	\$100,000	\$100,000	<b>\$357,500</b>	<b>34%</b>
<b>Totals per year</b>	<b>\$252,500</b>	<b>\$262,500</b>	<b>\$262,500</b>	<b>\$263,125</b>		
<b>Total Project Income (all fiscal years)</b>					<b>\$1,040,625</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$1,040,625</b>	

# PREPARE FOR INDUSTRY 4.0

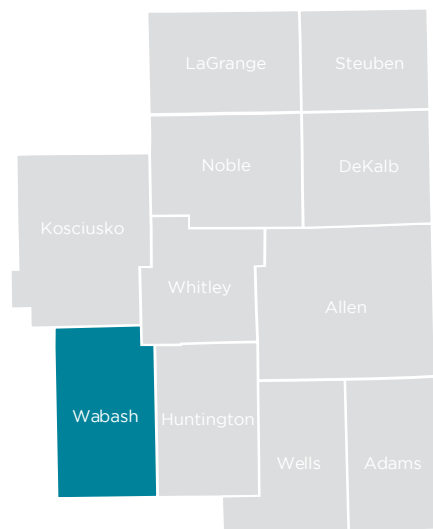
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# HEARTLAND CAREER CENTER EXPANSION PROJECT

Industry 4.0

## LOCATION



## FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

Heartland Career Center (HCC) is in the process of designing a second building on their site to house the school's growing adult education programming, while devoting its current facility to its high school programming. It is anticipated that the new building will allow HCC to serve approximately 200 adult students each year. Our priority targeted populations to enroll in the programming include those who are currently unemployed or under-employed, impoverished or in need of training to upgrade their skills. It will also serve as a community resource for veterans and ex-offenders looking to find their place in the community as a contributing citizen.

While the new building is the largest component of this project, there will also be new equipment purchased that will be housed in the new facility. As a result, the new facility will be outfitted with the necessary materials, equipment and curriculum spaces to accommodate the proper training for skills required for professions in the industries of advanced manufacturing and health science, two

areas where trained workers are in high demand for northeast Indiana.

We will also work with local employers to refer their current workforce that they want additional training and certifications to advance in their career. As of right now, plans are in place for the school to offer certificates in HVAC, Welding, Machine Tool, and Healthcare Specialist. A minimum one of each class per year (perhaps twice a year for some) will be offered.

HCC has a total of \$6.275 million available for this project. There is \$4 million from a grant awarded by the EDA. Then there is \$1.225 million that has been raised by HCC through private foundations, companies, and individuals. Local government has contributed \$50,000 to this project as well. Last, the school corporations have committed to providing \$1 million to this project. All funds are readily available and unencumbered. Due to the rapid rise in the cost of materials, HCC now needs additional funding to complete a building that will meet their needs. They are in the process of designing their building and have scaled back from the original size. They cannot scale it back anymore and still provide the programming that they need. The current design would have a building with an estimated cost of \$5.39 million. The project budget includes \$965,000 in equipment that will be used for training and certification costs. The budget also includes various soft costs that are normally associated with projects like this. The total budget is now \$7.8 million. HCC is asking for a READI grant in the amount of \$1.525 million so that the project can be completed. We will make this a center that serves all adult learners, that trains our future workforce while retraining our legacy workforce to ensure the long-term health of our economy, our employers, our citizens, and our community.

## REGIONAL SIGNIFICANCE

Wabash County is a small community, consisting of 412 square miles, in northeastern Indiana. With a population of 32,888, Wabash County is a 6 on the urban-rural continuum code from the USDA and is therefore designated as a rural community.

In a recent county-level demographic study, the Community Foundation of Wabash County

identified the extent of this population decline and found that the population dropped 14 percent since its peak in 1980. These numbers stand in stark contrast to the rest of the 11-county northeast Indiana region (NEI-11), which has regularly trended upward in this same time period. The largest city in the county is Wabash, which accounts for 33% of the county's population, followed by North Manchester which accounts for 19%.

HCC currently serves seven school corporations to provide training to high school students. While HCC primarily serves high school students, the school has made efforts to expand its offerings into adult education courses. However, the size of the current facility and classroom space limit the school's ability to serve adults and local employers as an adult education training facility. HCC is seeking funding to expand the educational footprint of HCC and become the first adult training facility within a 30-mile radius in the region.

Once complete, the new facility will be a regional hub for adult education with the co-location of education and training programs. Currently, our higher education partners (Ivy Tech Community College and Vincennes University), adult basic education for high school equivalency partner (LearnMore Center) and Work One Center are all located in different buildings and locations across the county. Heartland will allow there to be a common ground for all of those groups and their missions to converge and move forward as a unit.

## RELATIONSHIP TO FOCUS AREA

Over the past ten years, Wabash County has experienced revitalization in the economic, health and education sectors. However, we have also lost several industrial employers in the county during that time period. Wabash County ranks in the bottom third of the state for median household income at \$51,487.

Educational data shows that Wabash County is graduating nearly 90% of its high school students, but that number drops sharply when it comes to those students enrolling in a post-secondary educational program. According to the National Student Clearinghouse, only 59% of rural high school graduates enroll in college the subsequent fall. This is a markedly a lower proportion than

with students from urban and suburban areas, and Wabash County, also falls below the 59% national average for rural high schools.

According to a report from the Lumina Foundation, slightly more than one-fourth (28%) of Wabash adults (ages 25 to 64) have at least a credential or higher education degree compared to 41% for the state. While the state's overall rate of educational attainment has increased by 8.5 percentage points since 2008, Wabash has not kept pace. We have a large portion of our population that is low skilled meaning they have a high school degree or less, and our local employers are in need of a middle skilled workforce with some postsecondary education, but less than a four-year college degree.



The economy of Wabash County, and northeast Indiana, is heavily reliant on manufacturing. Data from the Indiana Department of Workforce Development that covers Wabash County and four surrounding counties shows that in this five-county area there are 17,387 jobs in advanced manufacturing, which is 65% above the national average. The data goes on to show that there will be 3,744 job openings in the five-county area over the next 10 years that will need to be filled. Advanced manufacturing jobs provide high wages of \$71,731 (or \$96,206 including benefits). The total GDP for advanced manufacturing in the region is \$10.4 billion.

According to a 2015 McKinsey Global Institute report on the impact of digitization on the US economy, fifty percent of workforce activities could be automated with existing technologies. As a result, more than 30 percent of US workers will need to change jobs or upgrade their skills significantly



by 2030. As technology changes, the manufacturing sector in the region must adapt to meet the needs of employers in this sector.

When we developed our proposal for the EDA grant, we reached out to local employers to get feedback on their current and future workforce needs. Over half (56%) of the employers said they often have difficulty filling positions, and the majority (63%) of positions that they have difficulty fulfilling positions that require a post-secondary credential or degree. Post-pandemic, the need has become even greater, with every employer seeking workers for every profession.

## ANTICIPATED OUTCOMES

A robust adult training program that enables individuals to pursue new opportunities is imperative for the long-term success of our community and the region. Impacts of this new adult training center would include accelerated economic growth, a more resilient and adaptable workforce, stronger communities, and citizens who are active participants in the new economy.

Our main objective is to increase the percentage of adults with post-secondary credentials and certificates. We aim to graduate 100 adults annually with an industry recognized credential or certificate in advanced manufacturing or healthcare. These are good wage jobs that will build financial stability for many residents in our community.

In addition, our private sector estimates increase in their productivity and revenue as they are able to expand with a more highly skilled workforce. We have heard from several employers who could hire more welders, machinists, CNAs, etc. but can't find the talent. As a result, their company is not operating at its full potential.

Lastly, the third layer of benefit beyond the individuals and employers is our community at large. By increasing the number of individuals advancing their education and earning we anticipate several positive benefits. Increased educational attainment of Wabash County residents will create a "ripple effect" in our community starting with the individuals who complete their education, which will increase their wages and provide stability to guard against any future hardships. The increased wages will help to increase our overall tax base and

revenue in the county.

In addition, we hope to be able to attract more employers to the region as we grow our middle skill talent pool. We receive feedback from potential employers looking to relocate and/or build in our community but hesitant due to the lack of a skilled workforce; a concern this expanded programming could help to assuage.

## STAKEHOLDERS

We called upon several strategic partners for input on this project and grant, which include Wabash County, Grow Wabash County, Region 3-A Regional Planning Commission, HCC, Ivy Tech Community College, Vincennes University, Manchester University, and the Community Foundation of Wabash County. All of the identified partners will be involved with the successful administration and implementation of this project before during and after its completion.

Additional partners such as the Indiana Department of Workforce Development, Work One Center and the LearnMore Center as previously noted, will also play their part in this project by referring potential and current employees to the new facility's training programs necessary for a potential new career.

There will also be ongoing collaboration with the private sector to determine their needs so that the program offerings are better tailored to fit those needs. We have identified the employers who are currently engaged with HCC and will continue to do so as we expand the adult education programming. We have identified the following partners in their respective sectors:

### Manufacturing:

- Kalenborn/ Abresist
- Alfe Heat treating
- Creative Automated Power solutions
- CFC Distribution
- Crop Fertility Services
- Custom Cartons
- Facility Functions
- M&S Metals
- Wabash castings
- Oji Intertech
- Ford Meter Box
- Precision Medical Technologies
- POET

- Novae Corp
- 10X Engineered Materials
- Paperworks Industry
- Owens Corning Thermafiber
- Bulldog Battery
- Metal Source, LLC
- Martin Yale
- Wabash MPI/Carver, Inc.
- Real Alloy Recycling
- Real Alloy Specification, Inc.
- B Walter
- Fastenal
- Hipsher Tool & Die
- Living Essentials
- Manchester Tool & Die
- Miami Wabash Paper
- Mosier's Tarp
- Owens Corning - Thermafiber, Inc.
- Schlemmer Brothers Metalworks
- SRT Aluminum
- United Tool Company, Inc.
- Wabash Instruments
- Global Precision Parts
- Schneider Bryan Steam LLC
- Snively Machine & Manufacturing, Co.
- American Stationery Co.
- Woodcrest Manufacturing
- Bona Vista Programs, Inc.
- Gallahan Oil
- Electric Square D
- Marion Metal Center (General Motors)
- North American Manufacturing
- Wiley Metal Fabricating, Inc.
- Double H Plastics
- General Cable
- Steel Dynamics, Inc.
- C&A Tool Engineering, Inc.
- Advanced Assembly
- Micropulse, Inc.
- Zimmer Biomet
- Depuy Joint
- OrthoPediatrics
- OrthoWorx
- Paragon Medical, Inc.
- General Motors Fort Wayne (located in Roanoke)
- United Technologies Electronic Controls
- Dean Foods
- Vera Bradley, Inc.

#### Healthcare:

- Parkview Wabash Hospital
- Peabody Retirement Community
- Timbercrest Retirement Community
- Miller's Merry Manor
- Autumn Ridge Rehabilitation
- Midwest Eye Consultants

- Dukes Memorial Hospital
- Marion General Hospital
- Marion VA Medical Center
- Parkview Whitley Hospital
- Bowen Center
- Cardinal Services
- Kosciusko Community Hospital
- Heritage Pointe of Warren
- Parkview Huntington Hospital

## ESTIMATED TIMELINE

**Duration:** Two years

**Timeline:** HCC anticipates completing construction and installing equipment in the summer of 2022. The new facility would go online for adult education at the same time as the 2022-23 school year starts for students. The new facility would allow for ongoing adult education to take place into perpetuity. HCC has been in operation for over 50 years, and has the capacity to financially sustain this facility, and the subsequent training long term.

## BUDGET

**READI Funding Requested: \$1,525,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$7,800,000
Total Program Expenses	—
Total Project Expenses	<b>\$7,800,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$7,800,000</b>
Funding Source (as % of Total)	
READI	20%
Private/Philanthropic Funds	16%
Local Government Funds	<1%
Other (Schools)	13%
Other (EDA Grant)	51%

## SUSTAINABILITY PLAN

HCC has been in operation for over 50 years. They have the financial resources and professional resources to sustain this project long term. Once the new facility is online HCC will work with their educational partners (Ivy Tech Community College and Vincennes University) to expand their offerings to an anticipated 200 adult learners each year.

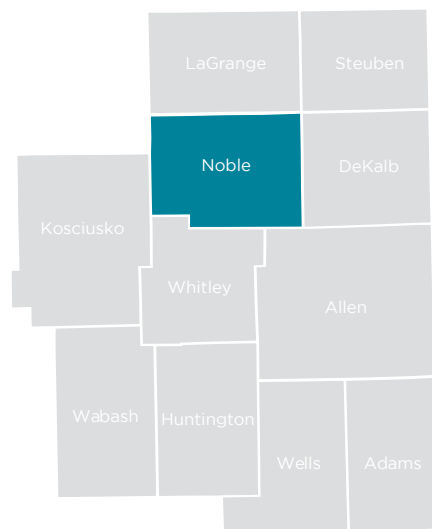
## HEARTLAND CAREER CENTER EXPANSION PROJECT FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Design/Inspection Expense	\$136,575	\$409,725	—	—	\$546,300	7%
Legal/Financial Expense	\$10,000	\$25,000	—	—	\$35,000	< 1%
Infrastructure Construction Cost	\$863,425	—	—	—	\$863,425	11%
Building Construction Cost	—	\$5,390,275	—	—	\$5,390,275	69%
Other Construction Costs	—	\$965,000	—	—	\$965,000	12%
<b>Totals per year</b>	<b>\$1,010,000</b>	<b>\$6,790,000</b>	—	—		
<b>Total Construction Expenses Project Cost (all fiscal years)</b>					<b>\$7,800,000</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Program Expenses Project Cost (all fiscal years)</b>						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$1,525,000	—	—	\$1,525,000	20%
Private/Philanthropic Funds \$	\$160,000	\$1,065,000	—	—	\$1,225,000	16%
Local Government Funds \$	\$10,000	\$40,000	—	—	\$50,000	< 1%
Other Funds \$ (Schools)	—	\$1,000,000	—	—	\$1,000,000	13%
Other Funds \$ (EDA Grant)	\$680,000	\$3,320,000	—	—	\$4,000,000	51%
<b>Totals per year</b>	<b>\$850,000</b>	<b>\$6,950,000</b>	—	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$7,800,000</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$7,800,000</b>	

# INDUSTRY 4.0 ROBOTICS AND SMART FACTORY LAB

## Industry 4.0

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

Industry 4.0—the fourth industrial revolution—is the digital automation of traditional manufacturing and industrial practices, using modern smart technology. At its core, Industry 4.0 is a digitally connected manufacturing environment that will require workers to have both technical skills related to a specific job or process (welding or machining) and advanced technology skills that range from basic spreadsheets to advanced skills such as robotic programming and monitoring. Having an Industry 4.0 program is essential to the growth and prosperity of Noble County and the northern tier of the northeast Indiana region. Data in Noble County highlights the urgency to create this Industry 4.0 learning lab. With 122 manufacturers in Noble County, 40% of all Noble County jobs are in manufacturing, giving the county the 4th highest concentration of manufacturing jobs in the nation. And local manufacturers are increasingly implementing Industry 4.0 technologies to automate specific manufacturing processes. Thus far in 2021, Noble County manufacturers have invested roughly \$20 million in new equipment and space to support advanced manufacturing

processes. With this investment, the need for workers with more advanced skills is increasing.

The Community Learning Center (CLC), in Kendallville, is uniquely located to serve a 5-6 county area in Northeast Indiana through a new Industry 4.0 robotics and automation learning lab. This Industry 4.0 learning lab is being set up to serve high school students through the Impact Institute CTE program and adult learners through Freedom Academy. These two organizations bring a level of stability to this program and allow for access to students/learners from the five-county area already served by these two organizations. With the EDC as a partner, this will open doors even further to incumbent worker training opportunities. The CLC will be the convening local space for all of these partners, and this is where the lab and associated classrooms will be created to accommodate these talent development programs. Equipment has been identified for the lab and will include FANUC robotics, Amatrol smart factory mechatronics training carts, smart sensors, RFID product identification equipment, ethernet network communications equipment, and a range of digital technologies that are found in most Industry 4.0 processes.

### REGIONAL SIGNIFICANCE

Although the project will be housed in Noble County, manufacturers in multiple counties will benefit since Freedom Academy and the Impact Institute both serve students/learners in a five-county area. Moreover, the Industry 4.0 talent pipeline that will come from this learning lab will generate a higher skilled workforce that is prepared to meet the challenges of modern-day smart manufacturing. This will benefit the region as these workers will certainly commute across county lines and be retained to live/work/play in all parts of northeast Indiana.

### RELATIONSHIP TO FOCUS AREA

To meet the workforce needs of advanced manufacturers, Noble County must grow its workforce both in terms of its size and its skill level. Other efforts are being undertaken to grow the size of the workforce (such as expanded housing developments). However, the Industry 4.0 learning



lab is the signature component of the county's strategy to grow the workforce in terms of skills. With over 400 manufacturing jobs open in Noble County as of this submission, the county must create a talent development system to upskill and retain existing workers and teach the next generation of workers the skills required by 21st century manufacturers. To do anything else would place at risk the largest and highest paying employment sector in the county.

## ANTICIPATED OUTCOMES

The return on investment for this effort will revolve around 2 key metrics:

**Metric #1:** With the Industry 4.0 learning lab in place, 40-50 adult learners and 25-40 CTE students will be instructed in critical Industry 4.0 skills each year. Over the next decade, then, the lab will have the capacity to teach Industry 4.0 skills to a minimum of 650 and a maximum of 900 individuals. This will have a significant impact on the manufacturing sector in Noble County (and the surrounding counties) which will have, for the first time, a pipeline of workers with advanced Industry 4.0 skills. Related to this, the Industry 4.0 learning lab will partner with The Smart Automation Certification Alliance (SACA), iCert4.0 and/or other organizations

that develop and manage Industry 4.0 micro-certifications for a wide range of industries. As such, the learning lab will produce graduates with a documented mastery of key Industry 4.0 skill sets.

**Metric #2:** Because Industry 4.0 and smart manufacturing jobs pay higher wages, the individuals completing these talent development activities will be positioned to earn higher wages and improve their standard of living. Early discussions with manufacturers in the county suggest that wages for Industry 4.0 related occupations pay \$4-\$8/hour more than more traditional manufacturing jobs.

Beyond these metrics, other outcomes from this investment will include: (1) with Industry 4.0 skills in the workforce, Noble County and the region will be better positioned and have greater opportunities to attract expansions and additions to our manufacturing sector, (2) talent retention efforts will be significantly enhanced as workers become equipped with modern day manufacturing skills and earn higher wages, and (3) with high school students being trained on Industry 4.0 skills on an annual basis, the effort is essentially ensuring a pipeline of young talent to meet the future needs of advanced manufacturers in the county.



## STAKEHOLDERS

Partners include the Community Learning Center in Kendallville (the CLC) which is where the Industry 4.0 learning lab will be housed. Importantly, the CLC will also own the equipment so that it may be used for additional purposes going forward (such as offering summer robotics camps to middle school students to create experiential career awareness opportunities for these youth). Freedom Academy and the Impact Institute are also partnering and will coordinate actual instructional activities for adult and high school students. The Dekko Foundation is a key partner through the extensive support they provide to both the CLC and Freedom Academy and have been at the table since the first meeting on this effort. And the EDC is a key partner as it brings industry to the table. Of note, conversations have occurred with the Don Wood Foundation about this project/program and there appears to be considerable interest at that foundation to also be a partner going forward.

## ESTIMATED TIMELINE

**Duration:** Capital portion of the project completed by July 2022. Programming continues annually thereafter.

**Timeline:** The capital portion of the project will be completed no later than July of 2022. The partners have worked extensively on this aspect of the project and have an itemized list of equipment required to properly equip the Industry 4.0 learning lab. This equipment has been identified through a combination of site visits to similar programs, discussions with local manufacturers, and discussions with equipment vendors. Because the specific equipment needs of this effort are already known, if funded through READI Indiana, all capital equipment purchases could be made almost immediately.

The program portion of the project will launch in the spring/summer of 2022 and continue on an annual basis thereafter. The expectation is that Freedom Academy will run 4-6 Industry 4.0 classes per year with adult learners and the Impact Institute will serve CTE students from the 13 school systems it supports.

## BUDGET

**READI Funding Requested: \$232,700**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	—
Total Program Expenses	\$1,156,443
Total Project Expenses	<b>\$1,156,443</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,156,443</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	71%
Local Government Funds	9%

## SUSTAINABILITY PLAN

While this project starts with an investment in capital equipment, sustainability revolves around the continued utilization of the equipment that is to be purchased. Both Freedom Academy and the Impact Institute (CTE program) have long histories of training students and will bring that experience to this effort. The Impact Institute, for instance, provides CTE programming to students from 13 school corporations across the northern third of the northeast Indiana region and has long-standing referral processes with each of these school corporations. Similarly, Freedom Academy has worked with manufacturers across multiple counties and will bring these relationships to the Industry 4.0 learning lab. In addition, the EDC has been working and talking with manufacturers across Noble County who have consistently been expressing needs for this kind of talent development capacity. The EDC will aggressively work to connect these manufacturers to Industry 4.0 training opportunities when available. With all three of these organizations working collaboratively in support of the Industry 4.0 learning lab, there is a high level of confidence that the learning lab will see significant utilization.

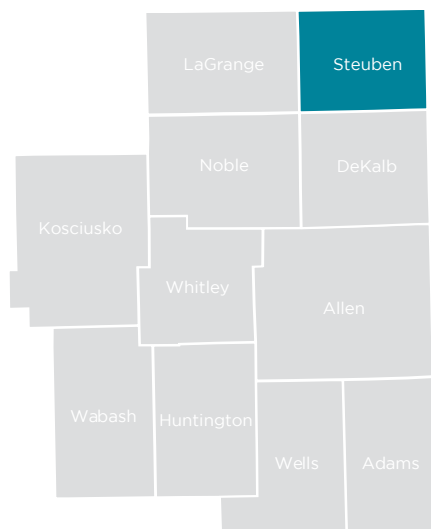
## INDUSTRY 4.0 ROBOTICS AND SMART FACTORY LAB FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
<b>Totals per year</b>						
<b>Total Construction Expenses Project Cost (all fiscal years)</b>						
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Remodel of Space- Renovate 1915 1st Floor at CLC to house Industry 4.0 lab	\$250,000	\$118,143	—	—	<b>\$368,143</b>	<b>32%</b>
Furnishings	—	\$13,000	—	—	<b>\$13,000</b>	<b>1%</b>
Equipment- Itemized list including Smart Factory tables, FANUC robotics, and specialized Industry 4.0 equipment	—	\$775,300	—	—	<b>\$775,300</b>	<b>67%</b>
<b>Totals per year</b>	<b>\$250,000</b>	<b>\$906,443</b>	—	—		
<b>Total Program Expenses Project Cost (all fiscal years)</b>					<b>\$1,156,443</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$232,700	—	—	<b>\$232,700</b>	<b>20%</b>
Private/Philanthropic Funds \$ - LOI submitted to Don Wood Foundation, Dekko Foundation, Community Foundation	\$250,000	\$573,743	—	—	<b>\$823,743</b>	<b>71%</b>
Local Government Funds \$	—	\$100,000	—	—	<b>\$100,000</b>	<b>9%</b>
<b>Totals per year</b>	<b>\$250,000</b>	<b>\$906,443</b>	—	—		
<b>Total Project Income (all fiscal years)</b>					<b>\$1,156,443</b>	
<b>Total Project Cost (all fiscal years; Construction + Program Expenses)</b>					<b>\$1,156,443</b>	

# INDUSTRY AND ACADEMIC COLLABORATIVE LEARNING AND TRAINING CENTER

## Industry 4.0

### LOCATION



### FOCUS



Workforce  
Growth



Downtown  
Vibrancy



Entrepreneurship  
& Innovation

### TYPE

Capital

Programming

Both

### DESCRIPTION

The proposed Industry and Academic Collaborative Learning and Training Center will be housed on Trine University's Angola campus, Steuben County, to serve as a hub to facilitate business and industry, as well as displaced and incumbent worker career exploration, collaboration, training, and educational development. Trine's goal of developing virtual and online programming, combined with hands-on activities and instruction, in technical fields will address the increasing skills needed in industry today while addressing the workforce skills gap. Industry certification will be incorporated into associate and bachelor degrees and further growing relevant technical training resources in Trine's programs to bridge the gap to smart manufacturing.

This proposal seeks to provide technical training resources to skill up the region's workforce and partner with industry to create a nimble hub to meet the needs that are ever changing. This

proposed concept perfectly aligns with the READI program and the 2030 Northeastern Indiana strategic plan, addressing the critical issue of workforce development and training and ultimately impacting the focus areas of growing the workforce, community vibrancy, entrepreneurship and innovation, as well as increasing the population, educational attainment, and increasing wages.

With this project, Trine will also add a technical training department to focus on skilling up community, incumbent, and displaced workers through advanced manufacturing programs and equipment. Training will have a focus on the installation, integration, support, and troubleshooting of mechanical, electrical, CNC and automated equipment within regional manufacturing environments. Course content will include but not be limited to programmable logic controllers (PLC), motor drives, pneumatics, hydraulics, electronics and robotics. Additional programming covering basic advanced manufacturing, robotics and mechatronics, operations and problem solving will be included to develop a firm foundation necessary for employment in industry. Focusing on developing employability and soft skills will aid in employment retention and career growth, which will have a lasting impact on our region and state.

The proposed project's impact and anticipated outcomes would be to assist with economic resilience, create a facility that promotes and enables a prosperous and innovative-centric economy, and builds a skills-training center that addresses the needs of the regional business community, particularly in the manufacturing sector. This project's focus on certification programming that is accessible to distressed and displaced residents within the region and tri-state area is a strong fit with regional priorities. Its impact would not only be felt locally in our community, but the tri-state area and beyond.



## REGIONAL SIGNIFICANCE

Educational attainment is essential to the regional economy and the workforce. Data for the region was reviewed as it relates to the number of people over the age of 25 and the level of education obtained. The data shows that the region is ahead of the state in both high school graduates and associates degrees. Regionally, 38.6% of residents over the age of 25 have a high school diploma as their highest level of education attainment. The entire state has 33.5% of residents with this level of attainment. The data also indicates that 9.9% of residents have an Associate's degree compared to 8.7% of all Indiana residents. The region is behind the state when it comes to Bachelor's degrees and graduate degrees. The percentage of residents with a Bachelor's degree is 12.2% compared to 16.5% for all of Indiana. Graduate degrees or more have been obtained by 6.1% of residents compared to 9.4% of all Indiana residents. Per capita income lags behind both the state and nation. As a whole per capita income for the region is 90.8% of the state, and 78.6% of the nation. There will need to be a focus on implementing strategies that will lead to per capita income increasing across the region. The number of households in poverty across the region is lower than the percentages for the state and nation.

Employment across all industries within the region indicates that the largest employing industry is manufacturing which accounts for nearly 25% of all employment. The employment concentration in this sector, combined with a strong current economy, has contributed to high levels of employment across the region. Regional stakeholders have emphasized the need to align workforce training with current regional job opportunities, particularly in the manufacturing sectors that are struggling to attract a younger workforce. The next highest sectors with the highest levels of employment are Health Care and Social Services, Retail Trade, and Accommodation and Food services.

This project aligns with the CEDS for the region. The number one goal in the CEDS is Support and Address Regional Workforce Development and Attraction Issues. This project will directly address this goal and improve readiness of the workforce so that ongoing attraction efforts will have a better chance of succeeding

## RELATIONSHIP TO FOCUS AREA

**Grow the Workforce:** The Center will provide the platform for enhanced collaboration with regional partners providing educational opportunities for the development of the current and future healthcare workforce. The proposed project's impact would assist with economic resilience, create a facility that promotes and enables a prosperous and innovative-centric economy, and builds a skills-training center that addresses the needs of the business community, particularly in the manufacturing sector. This project's focus on certification programming that is accessible to distressed and displaced residents within the region and tri-state area is a strong fit with READI's priorities.

As this is a project that supports the planning and implementation of infrastructure for a skills-training center that addresses the regional hiring and skills training needs of our region, particularly in the manufacturing sector - with a specific emphasis on the expansion of apprenticeships, internships, and work-and-learn training models; the proposed project supports job creation and business expansion.

**Downtown Vibrancy:** Providing high-quality educational, training, and employment opportunities aids in the improvement and ensuring of quality of life and quality of place, essentially cultivating the vibrancy of the location, whether it be in downtown or its respective surrounding area. The proposed Center's efforts will provide for a source for recruiting, cultivating, and/or retaining employees and/or businesses - or their respective workforce- who will aid in the vibrancy of and investment into their respective communities and downtowns.

**Entrepreneurship & Innovation:** Trine's Allen School of Engineering and Computing and Trine Innovation 1 exist to connect innovators with university resources, and the new expansion of the Steel Dynamics, Inc. Center for Engineering and Computing will provide students the opportunity to work more extensively with cutting-edge technologies such as augmented and virtual reality. All of these resources will be collaboratively and strategically aligned with proposed efforts of the Industry and Academic Collaborative Learning and Training Center as we continue innovative research in all fields, specifically, in this proposed

programming, in the manufacturing industry. The facility will be a state-of-the-art learning and teaching environment that will be home to an active learning lab with maker space to foster creativity will be housed in the center as well as labs and classrooms for biomedical engineering and the sciences. In addition, a state-of-the-art artificial intelligence /virtual reality/robotics lab will be featured furthering our efforts to increase extended reality resources and programming on campus. The industry and academic collaborative learning center will find its home within this facility as well as the newly proposed technical training department.

### ANTICIPATED OUTCOMES

The return on investment for this project is the securing of additional investments to aid efforts in making Northeastern Indiana and the state a magnet for talent and economic growth. This project, through matching funding, will propel investment in our region's and state's quality of place, quality of life, and quality of opportunity.

This project's ROI:

- Directly meets the objectives and the focus areas of the READI program set forth by the Northeastern Indiana RDA of growing the workforce, community vibrancy, and entrepreneurship and innovation.
- Directly meets the objectives and goals set forth by the 2030 Northeastern Indiana strategic plan of growing the population, educational attainment, and increasing wages comparatively nationally.
- Supports the region and state with quality workforce development, training, education and skilling-up options
- Business and industry feedback supports the following estimated impact on the overall proposed project: 94 jobs created, 171 jobs saved, and spur \$47 million in private investment (not all-inclusive data; this is from just 7 responding industry partners).
- Additional benefits noted by respective business partners:

- APT has continued to grow over the years in robotics and automation. Trine will become a great resource for us. There are many manufacturers that will greatly benefit in NW Ohio, NE Indiana and South MI.
- Project could assist in obtaining new customers and new parts to forge.
- Having access to a training facility will help us elevate the skills and training of our employee base, which will allow us to think of yet more out of the box growth opportunities for our company.
- Yes, offering programs to enhance skills to existing employees, as well as creating a deeper talent pool for area employers, enables MTI to continue to compete on a global playing field.
- Allows them to remain competitive in their market to support growth, enhancing the skill-sets of their employees so that they can be compensated higher which helps in employee retention.
- SDI continues to develop robotics at their fabrication plant and this will require additional skilled maintenance employees.
- This will allow for our organization to become a lot more nimble and efficient. This will create more opportunity for growth for region and organization. Trine's project is a win-win for everyone

### STAKEHOLDERS

A multitude of business and industry partners have indicated their interest and demonstrated need to partner in regards to the opportunity to upskill and train their current and future workforce through potential programmatic offerings that would be included within the concept of operations under development. While the collaborative business and industry partner list is quite long, some of these include: Cameron Memorial Community Hospital, Parkview Health, Metal Technologies Inc., Steel Dynamics, Inc., City of Angola, 80/20, Color Master, Hendrickson Suspension, Hudson Aquatic Systems, Micropulse, and the City of Fort Wayne. We will

also work with our business and industry partners to educate and assist them with available state and federal funding sources, such as the State of Indiana's Next Level Jobs program.

In addition, the following partners have completed forms in support of the project: Asama Coldwater Manufacturing, APT Manufacturing, Cardinal IG, Edgerton Forge, Indiana Materials Processing, Metal Technologies, Inc., Rieke Packaging, Steel Dynamics Inc., Tempus Technologies, Weiland Case, and WL Molding.

The Quality of Life Plus Program brings together America's brightest engineering students at leading universities nationwide to create life-transforming assistive technology for our country's injured and ill veteran heroes. Through a partnership, the newly proposed industry and academic collaborative learning center will house a QL+ lab on campus, offering opportunities not only for our college and high school students, but also for those community, incumbent or displaced workers skilling up in the newly proposed technical training department. Trine University is currently the only QL+ program in the state of Indiana and one of very few in the entire

Midwest. Only 20 approved programs exist in the United States.

Through due diligence, Trine University has identified and established partnerships with the following training and equipment providers to implement and provide for programming and services within the concept of operations under development: Aidex, Amatrol, 180 Skills, APT Manufacturing Solutions, Circuit Stream, and Mursion.

Supportive partners also include The City of Angola, Steuben County, and the Steuben County Economic Development Corporation.

This initiative, along with the expansion of the university's Allen School of Engineering and Computing and Innovation One, in which this center will be housed (until potential phase 2 additional construction) has been financially supported by numerous private donors, businesses and regional foundations. These include: The Don Wood Foundation (formerly the 80-20 Foundation), Cardinal IG, Steel Dynamics Inc., Metal Technologies Inc. and The James Foundation, as well as numerous others.



## ESTIMATED TIMELINE

**Duration:** 12-month construction; programming ongoing

**Timeline:** The project's timeline is as follows:

- Equipment lead time is approximately 90-120 days from placed order
- Depending on placed order, equipment would be on campus in late Fall 2021; with training to begin shortly thereafter
- Training the Trainer cycle: Amatrol annual training June and July; Training: Fanuc Robotics year round
- Marketing and promotion of proposed programming; to include class enrollment on and off-site - 6 months
- Construction is underway on the Steel Dynamics Inc. Engineering and Computing engineering expansion that is slated to open Fall of 2022

## BUDGET

**READI Funding Requested: \$1,000,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$12,500,000
Total Program Expenses	—
<b>Total Project Expenses</b>	<b>\$12,500,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$12,500,000</b>
Funding Source (as % of Total)	
READI	8%
Other Funds	32%
Private/Philanthropic Funds	60%
Local Government Funds	—

## SUSTAINABILITY PLAN

Trine University has been educating and preparing students for over 138 years. The institution's capacity to provide a first-class education and experience is evident with the sustained career-placement rate and momentum in remaining the fastest growing private institution in the state of Indiana for the past eight years. The commitment to thriving and differentiating our institution is a driving force that permeates our various schools. This culture along with a supportive board of trustees, dedicated administration and employees, and supportive and collaborative community partners provides for the capacity and ability for sustaining this initiative. Additional financial support will be generated through program revenue, community participation (investments and partnerships), as well as workforce development/training funding available both through the state and federally for participating industry partners. In addition, multiple fundraising asks have been made to various donors to consider investment and endowment of particular areas of the initiative.

The university and our partners are committed to the project's sustainability - and growth- and helping to ensure the future viability of enrollment, career placement, and ultimately, the financial condition of the institution, the proposed center, our region, and state. As we progress through implementation timeline, as well as our strategic plan to add additional programming and potentially in the future, construction of a \$6 million center, all evaluative measures will be continuously assessed and monitored with strategic plans and revisions executed to enable sustainability, growth, success and perpetuity of the initiative in keeping aligned with the needs and demands of the training and workforce development needs of business and industry in our region and state



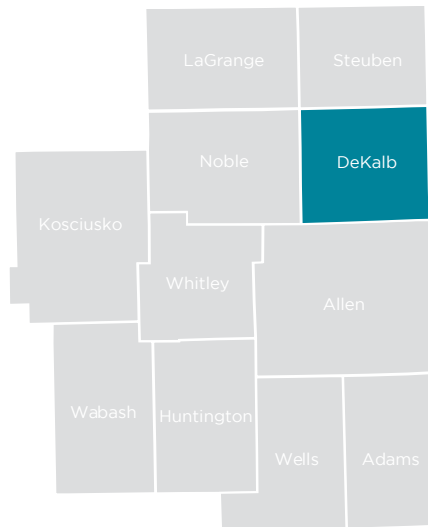
## INDUSTRY AND ACADEMIC COLLABORATIVE LEARNING AND TRAINING CENTER FINANCIALS

PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Acquisition/Rights-of-Way Expense	\$500,000	—	—	—	\$500,000	4%
Design/Inspection Expense	\$750,000	—	—	—	\$750,000	6%
Legal/Financial Expense	\$250,000	—	—	—	\$250,000	2%
Infrastructure Construction Cost	—	\$500,000	—	—	\$500,000	4%
Building Construction Cost	—	\$10,000,000	—	—	\$10,000,000	80%
Other Construction Costs	—	\$500,000	—	—	\$500,000	4%
Totals per year	\$1,500,000	\$11,000,000	—	—		
Total Construction Expenses Project Cost (all fiscal years)					\$12,500,000	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
—	—	—	—	—	—	—
Totals per year						
Total Program Expenses Project Cost (all fiscal years)						
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$1,000,000	—	—	—	\$1,000,000	8%
Other Funds \$	\$4,000,000	—	—	—	\$4,000,000	32%
Private/Philanthropic Funds \$	\$7,500,000	—	—	—	\$7,500,000	60%
Totals per year	\$12,500,000	—	—	—		
Total Project Income (all fiscal years)					\$12,500,000	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$12,500,000	

# J. KRUSE EDUCATION CENTER—CAREER EXPLORATION EXPERIENCE

Industry 4.0

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

Our nonprofit organization is passionate about assisting students in discovering career paths and is designed to demystify career choices through individualized career coaching and hands-on career exploration. Our programs are comprehensive and create a disruptive and innovative approach to education, providing local businesses with access to a more talented and lasting workforce. Experts agree that young people transitioning into the workforce will take one of the first careers recommended to them because they are afraid of having no direction. Unfortunately, this often leads to unhappiness in the workplace, which is bad for both employer and employee. At the J. Kruse Education Center, our goal is to help individuals discover their future and ease the transition into the workforce.

One of the greatest challenges of life is answering the simple question, “What interests you?” At the Career Coaching Academy, our licensed career

coaches use research-based measures to help individuals realize their talents and skills and match them with an area of interest and passion. Access to this individualized coaching is designed to help visitors navigate their transition into a career path and avoid unnecessary college debt in unrelated fields. This approach will increase the likelihood for sustained passion over their lifetime career path and generate a more talented workforce. The personal assessment inventory is a transformative approach and allows individuals to be more invested in their future, especially in geographic areas where they may feel limited to a narrow range of career choices.

By 2022, individuals will also have access to a Career Exploration Experience, which features our comprehensive sixteen career pathways, encompassing potentially hundreds of different career options. At our 65,000 square foot facility, we partner with local businesses to build Personal Opportunities for Developing Skills (PODS), each of which will feature 30-40 interactive hands-on experiences with a variety of different job options. Driven by a common vision, our staff works to find the best solutions to the educational deficit in our region and across the nation. The inclusive programs at J. Kruse Education Center are laying the foundation for programs that will eventually be replicable in communities globally.

## REGIONAL SIGNIFICANCE

The global workforce has undergone unprecedented changes over the past 20 years and hands-on learning is increasingly recognized as the most effective way to bridge the gap between education and career; in fact, research reveals that over 70% of high school students choose a career based on an experience they have had. Internships, externships, and on-the-job training programs trigger interest in different fields and allow individuals to make an informed decision about their future, and regions across Indiana are increasingly making this possible. In January 2021, the Lumina Foundation designated Northeast Indiana a Talent Hub, meaning that our area excels in attracting and retaining talented individuals to our region. As a Talent Hub,

our region excels in supporting and attracting businesses, providing relevant training programs, and developing internship connections. However, many students are not exposed to the various types of careers that would suit their unique skills and personality; this results in an unenthusiastic workforce and higher turnover for employers. A true talent hub takes a systems-approach to workforce development and creates a stronger local economy, and our programs will provide the element of this system that is missing.

## RELATIONSHIP TO FOCUS AREA

Our programs are designed to uncover a young person's character, passion, and skills through individualized career coaching and hands-on career exploration. Educating young people on the wide variety of career options that are available to them empowers them by allowing them to make an informed decision about their career. This allows individuals in our area to become more invested in their future by providing the tools they need to obtain economic freedom. Specifically, we meet two focus areas targeted in the Indiana READI Grant:

**Talent Attraction and Development:** Our programs encourage identifying the talent and skills and exposing them to careers that fit their calling. The J. Kruse Education Center will draw tens of thousands of individuals to Northeast Indiana each year to find that connection. In addition to partnering with local schools, we will be open on evenings and weekends to target the general public. Our program developers bring decades of educational experience, allowing us to partner with experts at area businesses in an effort to draw and retain talent, and ultimately open the door to economic freedom.



**Entrepreneurship:** Students often come out of college or training programs as highly qualified job seekers, but many have a passion for developing new products or starting a new business. The problem is that if they have business management training or apprenticeships, they often lack the competence essential for entrepreneurship. Our solution to this problem is to help them uncover their creativity and innovation by offering an entrepreneurship experience where they can learn what is involved in starting a business and see if they have an interest in becoming a job creator.

## ANTICIPATED OUTCOMES

Providing access to programs that improve skills for the workforce strengthens local economies by increasing self-sufficiency. According to the Indiana Self-Sufficiency Standard, the best way to do this is by responding to the specific labor needs of local businesses. For this reason, our goal is to bridge the gap between education and real-world context by:

- Develop and retain talent for the local community
- Advancing meaningful career and technical education assistance where other programs lack the resources necessary to provide this assistance
- Offering students the opportunity to work individually with one of our expert career coaches and identify their unique and individual skills
- Using the strengths identified with the career coach to guide their hands-on, immersive experience at our Career Exploration Experience
- Individualizing each inclusive, diverse experience so that students can find their areas of strength and discover a path toward success

## STAKEHOLDERS

- Current partners for our programs are:
- Dekko Foundation
- Don Wood Foundation
- Bontrager Family Foundation
- Gould Family Foundation
- YMCA of Greater Fort Wayne
- Northeast Indiana Regional Partnership
- Junior Achievement of Northeast Indiana

- Unrivaled Exhibit Company
- Creative Principals
- Kruse Plaza
- Crown Jewel Marketing
- Tempus Technologies
- Bio One
- PDQ Workholdings
- Impact CNC
- Graffiti Beverage Company
- Skinny Guy Campers
- Perpetual Industries
- Stephens Kruse Contractors, LLC
- Reppert Auction School



## ESTIMATED TIMELINE

**Duration:** Target opening date is fall of 2022. Build out to occur in 2021-2022.

**Timeline:** The Career Coaching Academy opened in October 2020, and we have already coached hundreds of individuals in the region. There has been a high demand for our coaching services, and we are currently partnering with local school districts and using our certified coaches to engage students in career coaching sessions that may not otherwise be available to them due to cost of training, staffing, and time within each school district.

Our goal is to expand our career exploration opportunities using the hands-on pod experiences.

This will provide a valuable complement to the coaching academy, and will round out our education center, providing an innovative and relevant approach to each individual's transition into the workforce or training programs. We have partnered with an exhibit company and have developed designs and a strategic plan. Once funding is secured, we can begin the buildout process to achieve our target opening in 2022.

## BUDGET

**READI Funding Requested: \$1,190,000**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$5,475,191
Total Program Expenses	\$514,809
Total Project Expenses	<b>\$5,990,000</b>
FUNDING SOURCES	
Total Project Income	<b>\$5,990,000</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	80%
Local Government Funds	—

## SUSTAINABILITY PLAN

Our initial project cost will be the requested amount outlined in the finances. There will be no additional funding needed for the build out process in future years. Once built, our program will be self-sustaining through business partnerships and general admissions.

We do have a 3-year sustainability model with numbers and projections, but it's directly related to operational expenses rather than the initial build out of the experience center. Our desire is that the READI grant will help support the initial cost of building this incredible space.



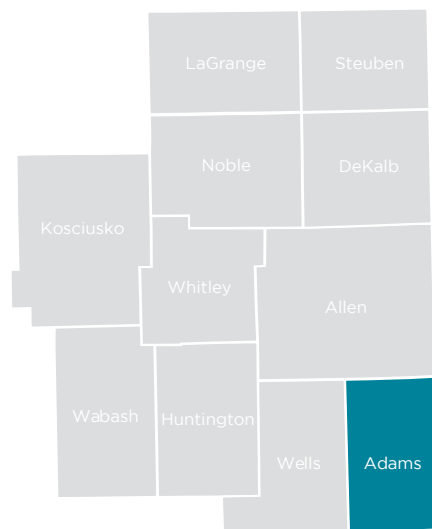
## J. KRUSE EDUCATION CENTER - CAREER EXPLORATION EXPERIENCE FINANCIALS

PROJECT COST/BUDGET - CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Infrastructure Construction Cost	\$365,000	—	—	—	<b>\$365,000</b>	<b>7%</b>
Building Construction Cost	\$4,788,716	—	—	—	<b>\$4,788,716</b>	<b>87%</b>
Other Construction Costs	\$321,475	—	—	—	<b>\$321,475</b>	<b>6%</b>
<b>Totals per year</b>	<b>\$5,475,191</b>	—	—	—		
Total Construction Expenses Project Cost (all fiscal years)					<b>\$5,475,191</b>	
PROJECT COST/BUDGET - PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Initial staff hiring to support the experience center opening and basic functions	\$514,809	—	—	—	<b>\$514,809</b>	<b>100%</b>
<b>Totals per year</b>	<b>\$514,809</b>	—	—	—		
Total Program Expenses Project Cost (all fiscal years)					<b>\$514,809</b>	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	\$1,190,000	—	—	—	<b>\$1,190,000</b>	<b>20%</b>
Private/Philanthropic Funds \$	\$4,800,000	—	—	—	<b>\$4,800,000</b>	<b>80%</b>
<b>Totals per year</b>	<b>\$5,990,000</b>	—	—	—		
Total Project Income (all fiscal years)					<b>\$5,990,000</b>	
Total Project Cost (all fiscal years; Construction + Program Expenses)					<b>\$5,990,000</b>	

# MERIT CENTER

Industry 4.0

## LOCATION



## FOCUS



Workforce Growth



Downtown Vibrancy



Entrepreneurship &amp; Innovation

## TYPE

Capital

Programming

Both

## DESCRIPTION

Adams County has a chance to address increased skills training, support entrepreneurship and provide space for community services with the availability of the former Northwest Elementary School, located in Decatur. This opportunity is being pursued by the Adams County Economic Development Corporation (ACEDC), local businesses, schools, municipalities, and local Foundations. The goal of this collaboration is to transform the 55,000 square foot building into a center to serve the needs of Adams County and the surrounding area. This new facility has been named the MERIT Center: to build Momentum through Education, Resources, Innovation & Technology.

The idea of an Education/Training Center in Adams County has been discussed for many years with multiple variations, but always lost steam due to a lack of a facility. This specific iteration began in 2018 when a group of local individuals became aware that the soon to be vacant Northwest Elementary School could fulfill what had ultimately stopped previous attempts.

This group led efforts for the City of Decatur to purchase the facility, which was completed in July 2019. The City then entered into an MOU with the Adams County Economic Development Corporation (ACEDC) to get the wheels off the ground.

The efforts being put forth by the MERIT Center Board have been successful, and the Board is now ready to take the next steps to increase the usage and occupancy of the MERIT Center. To that end, the MERIT Center Board plans to make several upgrades to the facility that make it usable and marketable to potential tenants, educational providers, and entrepreneurs. These upgrades, which are outlined below, are anticipated to be completed via assistance from the READI program.

The MERIT Center Board has identified six physical projects that will be funded via this opportunity. The six projects prepare the building for increased usage, and also creates easier management. The MERIT Center Board plans for the following improvements: Door System (key-fob), Security System, HVAC, Bathrooms, Tenant Assistance, General Cosmetic.

The MERIT Center Board also envisions an entrepreneurial environment that fosters the development of ideas and opportunities. The MERIT Center Board plans to create this space at the MERIT Center, with program funding to provide technology, workspace, advisement, etc. to assist entrepreneurs. This space would also serve as a co-working space, allowing those individuals working remotely a place to work and connect.

The MERIT Center Board believes these improvements would allow for the MERIT Center to move into the next phase of development and begin to have the impact that was originally envisioned for the facility. We strongly believe the projects/program mentioned will set the trajectory for continued and enhanced success for the MERIT Center.

## REGIONAL SIGNIFICANCE

The MERIT Center is open for all residents to pursue opportunity and growth. The MERIT Center Board envisions these residents coming from Northeast Indiana, Northwest and West Central Ohio,

surrounding counties, and Adams County.

The MERIT Center set out with a vision of making the individual and community a better place, by providing opportunities for growth. The journey to this idea created the following thought that sums up why the MERIT Center Board believes the MERIT Center is regional significant: We as a Region are better, when we as Individuals are better!

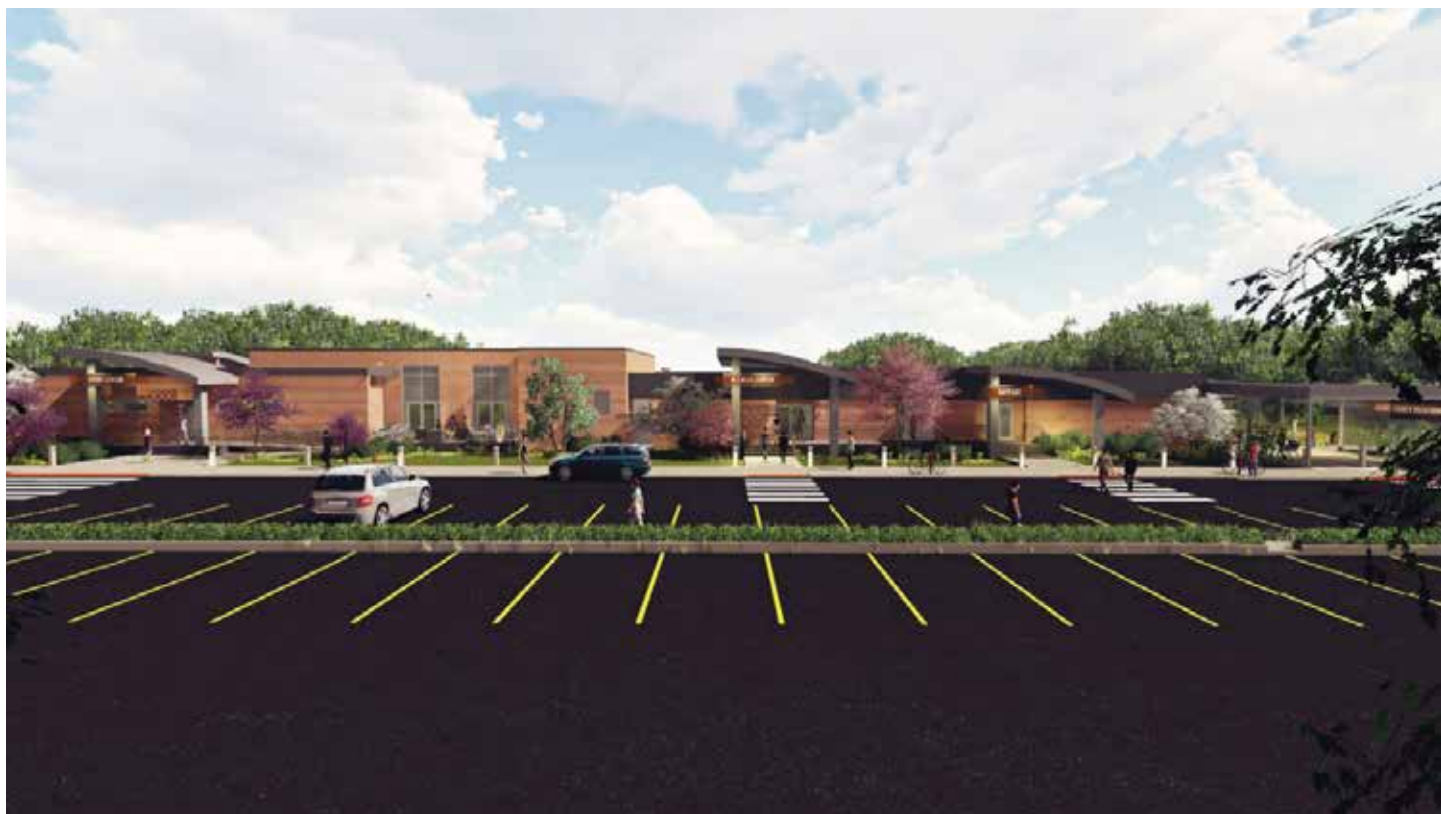
This project would allow for increased capacity and management at/of the MERIT Center. The improvements made to the physical asset will increase the opportunity for regional entities and regional individuals to participate in the offerings provided by the MERIT Center.

One example of this would be the MERIT Center being engaged with several Higher Education providers located within the Northeast Indiana region. These partnerships are created because of the regional need for higher education, but are also contingent upon the capacity within the region to house educational opportunities. Therefore, it is easy to see that someone from a neighboring county may come to the MERIT Center for an education opportunity, rather than make a longer trip for the same opportunity. The upgrades

that would come from this funding opportunity would allow for a better environment for these students and enhance the capacities for additional opportunities.

The MERIT Center also sees the creation of an entrepreneur center and co-working space as a regional opportunity, and could conceivably be partnered with other similar spaces throughout the region. It is not a stretch to think that there are individuals in every community willing to get away from their “home” environment for a work day. It is this audience that the MERIT Center Board believe allows for this opportunity to be regional.

The MERIT Center will also have a regional impact via the partnerships created with the current and potential tenants. The current tenants are Regional entities, and not specific to Adams County. The MERIT Center Board evaluates potential tenants based on their service, but also who they are serving. The emphasis has been and will be placed on partners in the regional landscape. It's understood that the first priority for the MERIT Center is elevating the community where its located. However, it is also important for the MERIT Center Board to understand how the region is impacted.



It is easy to understand that the MERIT Center is a regional asset, and the MERIT Center Board believes that the opportunities within its walls are bigger than the four of Adams County.

## RELATIONSHIP TO FOCUS AREA

The projects outlined for the MERIT Center accomplish two of the areas of focus set forth for the Northeast Indiana application. The focus areas being addressed with this project are Growing Workforce and Entrepreneurship and Innovation.

The MERIT Center was established to be a location that individuals could come to seek education, training, re-skilling, employment assistance. The facility is well on its way to accomplish this goal with the existing and potential tenants.

The workforce in Adams County is historically one of the best in the State of Indiana, as evidenced by our low unemployment rates. In the months of April and May of 2021, the Adams County unemployment rate was the lowest in the State of Indiana. Therefore, we have to always be seeking new ways to increase our labor pool for the businesses that call Adams County home. The MERIT Center is seen as one of the assets that will help in this effort. The educational opportunities, as well as, the resources located in the MERIT Center are helping and will continue to help bolster the Adams County workforce.

Adams County has never been on the cutting edge of entrepreneurship or innovation, however, it is clear that Adams County is prime for harvest in this arena. In 2019, Adams County hosted a Build Institute program for entrepreneurs. The program was completed by fourteen entrepreneurs in Adams County that sought to develop and seek guidance on their idea. This type of passion should be fostered and with the upgrades to the MERIT Center, that is exactly what will happen.

There are many needs within the Focus Areas of this application, and the MERIT Center Board believes that several can be addressed with the projects being considered in this application.

## ANTICIPATED OUTCOMES

The MERIT Center Board will view the Return on Investment of this opportunity in a two-fold approach, as it's anticipated to fund construction work as well as programs. The metric that will allow the MERIT Center Board to gauge success or "Return of Investment" is below:

The Construction project should help the MERIT Center reach a new level of functionality and management, which will in turn make it more marketable. The MERIT Center Board will view this as a success if the lease occupancy increases to 80% of the leasable space by the end of June 2022. It is also anticipated that the rental spaces would be utilized for a minimum of 5 hours per week beginning in 2022.

The Programmable portion of this project will also be a metric for the MERIT Center Board. The MERIT Center plans to host four entrepreneurial programs per year beginning in 2022. The MERIT Center Board will count this a success if programs run and bring in 10-15 participants per program.

These two measurements will also undoubtedly create new revenue for the MERIT Center, which will ultimately serve as the Return on Investment and allow for additional growth.

## STAKEHOLDERS

- Adams County Government
- City of Decatur
- City of Berne
- Town of Monroe
- Town of Geneva
- Adams County Economic Development Corporation
- M.E.R.I.T Board
- Adams County Community Foundation
- Adams County Council on Aging
- Adams County Prosecutor
- Adams County Early Learning Coalition
- Tenants: Bowen Center, Literacy Alliance, Family Centered Services, Community & Family Services
- Common Ground Church & Pathfinder Services
- Community Fiber Solutions



## ESTIMATED TIMELINE

**Duration:** This project is anticipated to be completed over the course of three years, beginning in 2022.

**Timeline:** The construction portion of this application would be started and completed in 2022-2023.

The programming for the Entrepreneurship/Innovation Center would run through 2024.

## BUDGET

**READI Funding Requested: \$333,220**

PROJECT COSTS (ALL FISCAL YEARS)	
Total Construction Expenses	\$1,541,100
Total Program Expenses	\$152,120
Total Project Expenses	<b>\$1,693,220</b>
FUNDING SOURCES	
Total Project Income	<b>\$1,693,220</b>
Funding Source (as % of Total)	
READI	20%
Other Funds	—
Private/Philanthropic Funds	60%
Local Government Funds	20%

## SUSTAINABILITY PLAN

The MERIT Center Board has set a model for the sustainability for the MERIT Center. This model focuses around the revenue generation from the tenants, with assistance from the building owner the City of Decatur. These two vital components allow for the building and its mission to be sustainable over the course of time.

**Lease Space:** The MERIT Center has set aside roughly, 25% of its 55,000 sq/ft., as leasable space. This space is anticipated to be completely full by the spring time of 2022, with nearly 50% of that space already being occupied and under lease. It is anticipated that each lease will be considered individually, with some being short-term and some long-term leases. This will be critical when anticipating cash flow and the long-

term sustainability of the facility. These uses will allow the MERIT Center Board to collect revenue that will allow for the educational, entrepreneurial, programmable aspects of the MERIT Center to be sustained.

The goal is to have the leasable areas fully extended by the end of 2022, and maintained for additional years.

**Rental Space:** The MERIT Center will also be available for more one-off type of use through the rental of space. It is anticipated that the rental spaces would be utilized on a regular basis for things such as Educational Programs, Trainings, Annual Dinners, Receptions, Youth Sports, Sports Camps, etc. These events will all be allowable at a rental fee for the space provided. The MERIT Center Board has already begun this effort and has seen success with multiple rentals already being fulfilled.

The MERIT Center has also been engaged with local organizations/agencies /businesses who have committed to supporting the facility. These entities have committed to utilizing the facility for the various needs of their organizations. The MERIT Center has been the host of five drive-thru job fair events, which allowed companies to screen potential employees.

It is anticipated that the rental spaces will be utilized on a regular basis and provide a great source of revenue to sustain the facility.

**Overall 3-year Plan:** The MERIT Center Board envisions the full occupation of leasable space by Spring time of 2022 and rental use continuing to increase each year by 20% of previous. This will allow the facility to continue to operate on a level that keeps the facility and programs ongoing. It is anticipated that the MERIT Center will make great strides and be 75% self-sustained in three years, however, the MERIT Center Board believes that it will take the MERIT Center five years to be fully self-sustaining.

The anticipated upgrades to the MERIT Center will be the catalyst for the growth and sustaining the facility into the next three to five years.

## MERIT CENTER FINANCIALS

PROJECT COST/BUDGET – CONSTRUCTION PROJECTS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Door Systems Installation	—	\$25,000	—	—	\$25,000	2%
Security System Installation	—	\$25,000	—	—	\$25,000	2%
HVAC Improvements	—	\$300,000	—	—	\$300,000	19%
Bathrooms Improvements	—	\$92,400	\$387,200	—	\$479,600	31%
Tenant Assistance	—	\$636,500	—	—	\$636,500	41%
Cosmetic Improvements	—	\$75,000	—	—	\$75,000	5%
Totals per year	—	\$1,153,900	\$387,200	—		
Total Construction Expenses Project Cost (all fiscal years)					\$1,541,100	
PROJECT COST/BUDGET – PROGRAMS (IF APPLICABLE)						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
Entrepreneurial Programming	—	\$50,707	\$50,707	\$50,706	\$152,120	100%
Totals per year	—	\$50,707	\$50,707	\$50,706		
Total Program Expenses Project Cost (all fiscal years)					\$152,120	
FUNDING SOURCE						
Description	COST PER FISCAL YEAR				Totals Per Category	% of Total Expense
	2021	2022	2023	2024		
READI Funds \$	—	\$333,220	—	—	\$333,220	20%
Private/Philanthropic Funds \$	\$635,000	\$150,000	\$150,000	\$85,000	\$1,020,000	60%
Local Government Funds \$	\$100,000	\$80,000	\$80,000	\$80,000	\$340,000	20%
Totals per year	\$735,000	\$563,220	\$230,000	\$165,000		
Total Project Income (all fiscal years)					\$1,693,220	
Total Project Cost (all fiscal years; Construction + Program Expenses)					\$1,693,220	





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The Northeast Indiana Regional Development Authority engaged the consulting expertise of TIP Strategies, Inc., in preparing *Growing with Vision*.

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