

THE ROAD TO ONE MILLION PLAN

CONNECTION-MAKING.



GROUNDBREAKING.

We're transforming potential into progress.

The Road to One Million represents our vision to grow our population from 789,015 to 1,000,000 residents. We know that with our current population trends and growth rate, our total population could grow by about 53,000 people over the coming decade. Due to the impact of retiring Baby Boomers and lagging growth among Millennials, our labor force will actually shrink and our gross domestic product and wages will stagnate. The residents of Northeast Indiana know we can, and must, do better.

If our population growth approximated best-in-class regions, growing at 2.1 percent per year, our region would grow to 1,000,000 people by 2031. If successful on our Road to One Million, the impact on growth and prosperity would transform Northeast Indiana. This growth would mean: the addition of over 120,000 workers into the economy, a full doubling of our real GDP, an additional 40,000 children (ages 0-17) and 94,000 young adults (ages 25-44), 143,000 more housing units, 119 percent growth among adults with a bachelor's degree or higher, and 30 percent growth in arts patronage.

This will be The Road To One Million Plan's true return on investment.

Only by retaining and attracting a younger, more educated workforce can we grow our economy. The value of the projects included in this plan is reinforced by study upon study confirming the connection between talent attraction and outdoor recreation, arts, vibrant downtowns, and opportunities for entrepreneurship. Notably, the Knight Foundation Soul of the Community project found that what makes Fort Wayne a desirable place in which to live and invest are social offerings, openness, and community aesthetics. These are exactly the type of projects that our region is pursuing to achieve a regional population of one million residents.

This application includes 38 projects to be implemented in the next two years, with a total investment of over \$400 million. Our portfolio is inclusive of near-term, long-term (years 3-10), and vision projects. Vision projects are those with an undefined timeline. They are super-sized. To move them forward, we must be proactive. Once the Road to One Million is entirely implemented (10 years), we will have invested over \$1.5 billion in nearly 70 visionary projects. Our overall portfolio balance is 20% state funding, 20% local funding, and 60% private funding.

	Today 2015	Baseline Growth economic conditions similar to how we have performed in the past		Accelerated Growth economic conditions similar to best-practice regions 2031
		2025	2067	
Population				
Total Population	789,015	841,907	1,000,000	1,000,000
Annual Growth Rate	0.7%	0.7%	0.7%	2.1%
Preschool (0-4)	56,330	58,190	69,116	67,382
School Age (5-17)	150,584	152,591	181,244	179,384
College Age (18-24)	70,545	74,755	88,792	98,876
Young Adult (25-44)	188,067	165,894	197,046	282,054
Older Adult (45-64)	220,747	272,180	323,290	248,971
Older (65+)	102,742	118,298	140,512	123,333
Economy				
Real GDP (\$M)	\$30,950	\$33,593	\$39,901	\$60,492
Real GDP will change by (\$M)	-	\$2,643	\$8,951	\$29,542
Labor Force	383,903	375,005	445,424	507,895
The Labor Force will change by	-	(8,897)	61,521	123,992
Total Wages (\$M)	\$14,972	\$16,670	\$19,800	\$23,620
Total Wages will change by (\$M)	-	\$1,698	\$4,829	\$8,648
Housing				
Households	290,615	291,397	377,153	370,140
Total Housing Units	345,663	378,117	489,392	489,392
Educational Attainment of Adults				
Some College, No Degree	110,823	125,835	149,464	143,741
Associate Degree	43,498	57,069	67,785	52,785
Bachelor's Degree	69,872	87,785	104,270	148,103
Graduate, Prof. or Doctorate Degree	37,768	47,330	56,217	87,466
Arts Patronage Visits among Adults				
Total	768,373	833,087	989,524	994,268

This is connection-making and groundbreaking work. Join us on the Road to One Million.



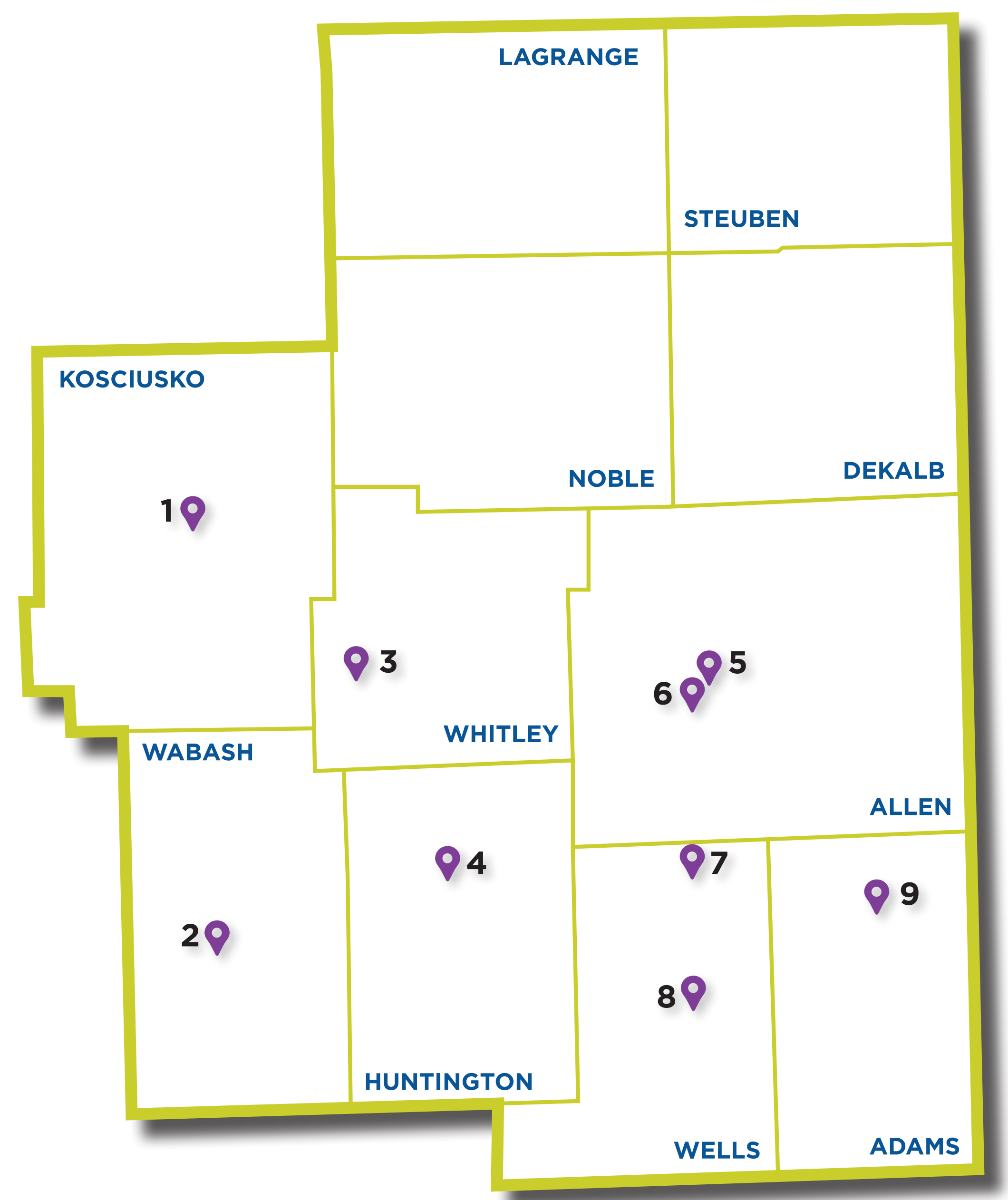
More information at NEIndiana.com/regionalcities

#INregionalcities

THE ROAD TO ONE MILLION: NEAR-TERM PROJECTS

Arts & Culture

The following projects represent the anchors of the region's future cultural districts and the destinations that will attract trail users to visit a new community and stay a while.



- NEAR-TERM PROJECTS: CONNECTING TO CULTURE (9)**
- 1 Warsaw - Wagon Wheel Center for the Arts
 - 2 Wabash - Eagles Theatre
 - 3 South Whitley - Arts Initiative
 - 4 Huntington - University US Vice Presidential Museum and Learning Center
 - 5 Fort Wayne - Embassy Theatre
 - 6 Fort Wayne - Clyde Theatre Redevelopment
 - 7 Ossian - Archbold Wilson Amphitheater
 - 8 Bluffton - Performing Arts Center
 - 9 Decatur - 2nd Street Lofts and Co-Working Space

Project: Wagon Wheel Center for the Arts
Location: Warsaw, IN
Cost: \$11,000,000
Square Footage: 25,000 sq. ft.
Lead Organization: Wagon Wheel Center for the Arts

Wagon Wheel Center for the Arts seeks to enhance artistic offerings to the region through an \$11 million vision that includes the purchase of approximately 4.5 acres of land and essential additions and renovations in the proposed 25,000 sq. ft. facility. This arts infrastructure project builds on the successful reclamation of the historic town of Winona Lake and aligns with the City of Warsaw's goals to encourage investment in arts and culture to revitalize the community. The expanded and renovated Wagon Wheel Center for the Arts will anchor the eastern gateway to these two vibrant communities.



1 Project: Wabash Eagles Theatre
Location: Wabash, IN
Cost: \$5,334,235
Square Footage: 27,750 sq. ft.
Lead Organization: Honeywell Foundation

In January 2010, the Honeywell Foundation acquired the Eagles Theatre in an effort to expand its recreational and artistic opportunities. The Foundation performed a number of upgrades including installing new seats and a new projector system, repairing HVAC, and extensive cleaning and repainting.



In November 2010, the theatre was re-opened to the public and continues to show first-run movies. The second and third floors were once occupied by offices while the fourth floor housed a ballroom, but have been vacant for many years.

After renovation, these spaces will be home to various community arts groups (including theatre, music and film) in addition to an event space. Necessary renovations include constructing and/or improving necessary lobby space, creating accessible restrooms, dressing rooms, and other backstage facilities. The project will also replace the failing roof so the investments made to date are ensured to last a lifetime.

3 Project: The South Whitley Arts Initiative
Location: South Whitley, IN
Cost: \$2,950,000
Square Footage: 42,339 sq. ft.
Lead Organization: The Town of South Whitley

The downtown block proposed for redevelopment includes six buildings, one of which is in use and only requires façade improvements. Of the remaining five buildings, the historic M.H. Matson Building has already been acquired and will be repurposed to become the South Whitley Arts Center. The building is in good condition, and it is positioned on the town's main street with its rear elevation and terrace overlooking the proposed site for a new amphitheater. The first floor has an open layout and will be used as a display and gathering area, while the second floor will house practice rooms, studio space and meeting rooms.

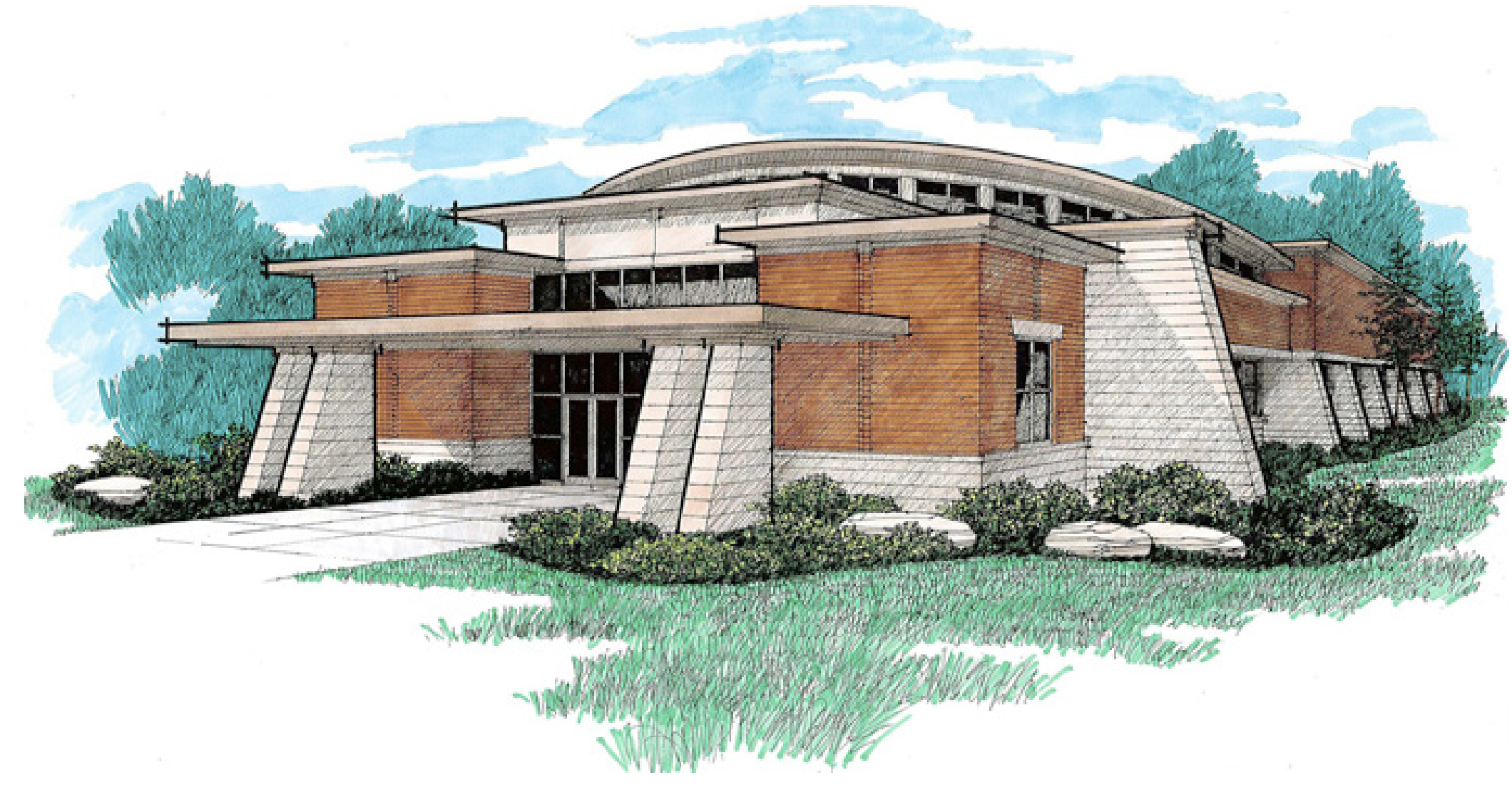
The Arnold Brothers Oil building and the attached storage building sit prominently at the intersection of SR 14 and SR 5, a prime location for a café and greenspace that will offer street-side seating and become an inviting welcome to the community.

These redevelopments present an opportunity to grow local arts and culture for those in Northeast Indiana who prefer small town living. Meanwhile, Fox Products, a leading maker of fine woodwind instruments that employs 150 full-time Indiana associates in South Whitley, has been supporting a local nonprofit organization called One Community in creating an arts advisory board to oversee cultural development in the community and in local schools as a compliment to the proposed capital projects.

4 Project: United States Vice Presidential Museum and Learning Center
Location: Huntington University, Huntington, IN
Cost: \$10,000,000
Square Footage: 10,500-11,000 sq. ft.
Lead Organization: Huntington University

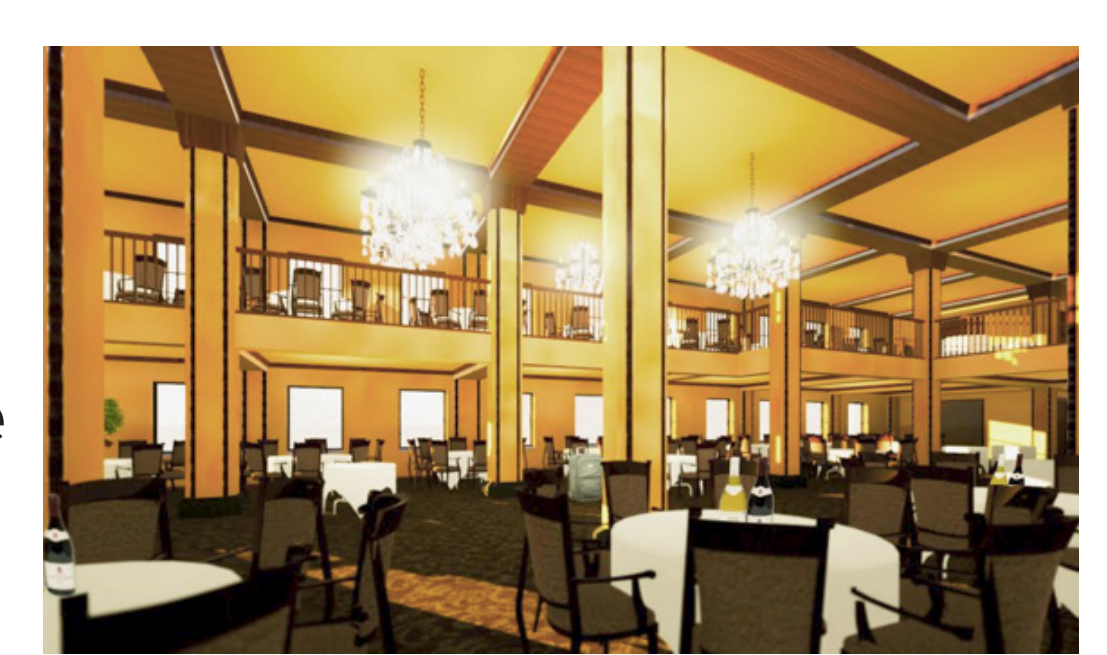
The Quayle Vice Presidential Learning Center began in 1993 as a museum to house materials related to former Vice President Dan Quayle, who practiced law in Huntington before his career in politics. Over the past two decades, the museum has grown to include exhibits and educational programming related to the office of Vice President and its role within the federal government. To date, approximately 100,000 kindergarten through twelfth grade students have toured and engaged in educational experiences at the existing facility.

Our vision is to expand the center to include memorabilia, historical artifacts, and electronic exhibits of each of the former United States Vice Presidents. The new Museum and Learning Center will be the only nationally-recognized museum dedicated to this purpose, and it will be a learning and research center for scholars of all ages.



5 Project: Embassy Theatre
Location: Fort Wayne, IN
Cost: \$10,000,000
Square Footage: 107,046 sq. ft.
Lead Organization: Embassy Theatre Foundation, Inc.

The theatre is a vibrant part of downtown Fort Wayne, a strong economic vehicle and a cultural pillar for the city and region. When called upon by the City of Fort Wayne, the Embassy Theatre became an active participant in the Harrison Square project, and the third floor was renovated in 2009 as a public walkway between the new Courtyard by Marriott and the Grand Wayne Center.



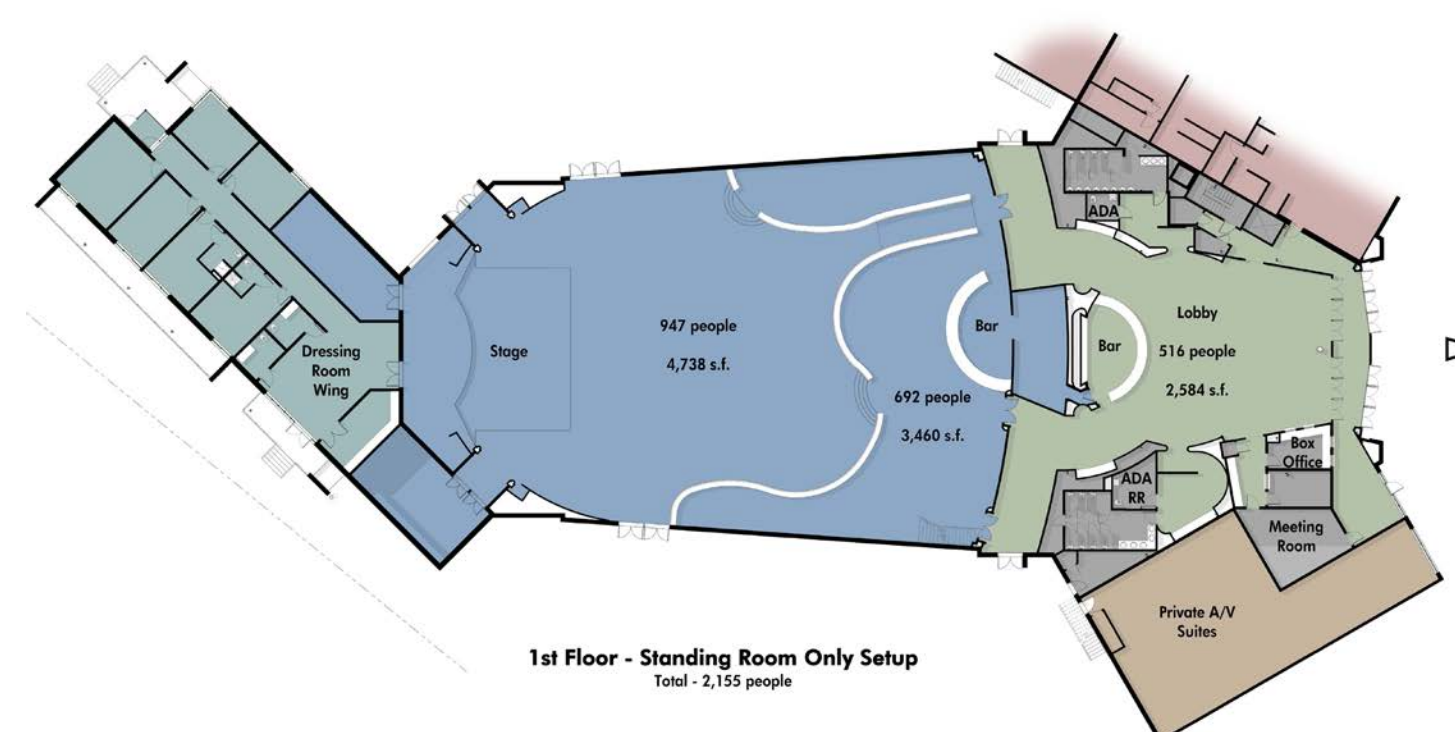
The next step for the Embassy is renovation of the remaining four hotel floors, which have sat unused for more than 40 years. Numerous consultations with area funders, developers and other stakeholders took place in order for the Embassy's board of directors and staff to determine the best use for the upper floors.

Working with consultants, a feasibility study showed strong support for a plan that includes a two-story-high ballroom, rooftop garden, breakout and rehearsal spaces, classrooms, history center and improved public access and concessions areas. Nearly \$7 million was pledged by foundations, businesses, individuals and the City of Fort Wayne (via TIF and Legacy funding) in just a year's time.



Project: Clyde Theatre
Location: Quimby Village, Fort Wayne, IN
Cost: \$4,925,000
Square Footage: 38,700 sq. ft.
Lead Organization: EKEP

The theatre complex, formerly a vibrant movie venue that attracted patrons from around the region, covers an area of 38,700 sq. ft. in Quimby Village. Since the cinema closed its operations in the early 1990s, the Quimby Village shopping center has seen a dramatic decline in commercial vitality.



Even Keel Event Productions (EKEP) plans to reverse this trend by creating a multi-purpose arts and entertainment venue centered on a 2,200-standing capacity concert and event center. The event center will draw thousands of concert patrons and special event attendees from around the Tri-State region (Indiana, Michigan, Ohio) and represent a transformative arts and culture cornerstone for Fort Wayne residents.

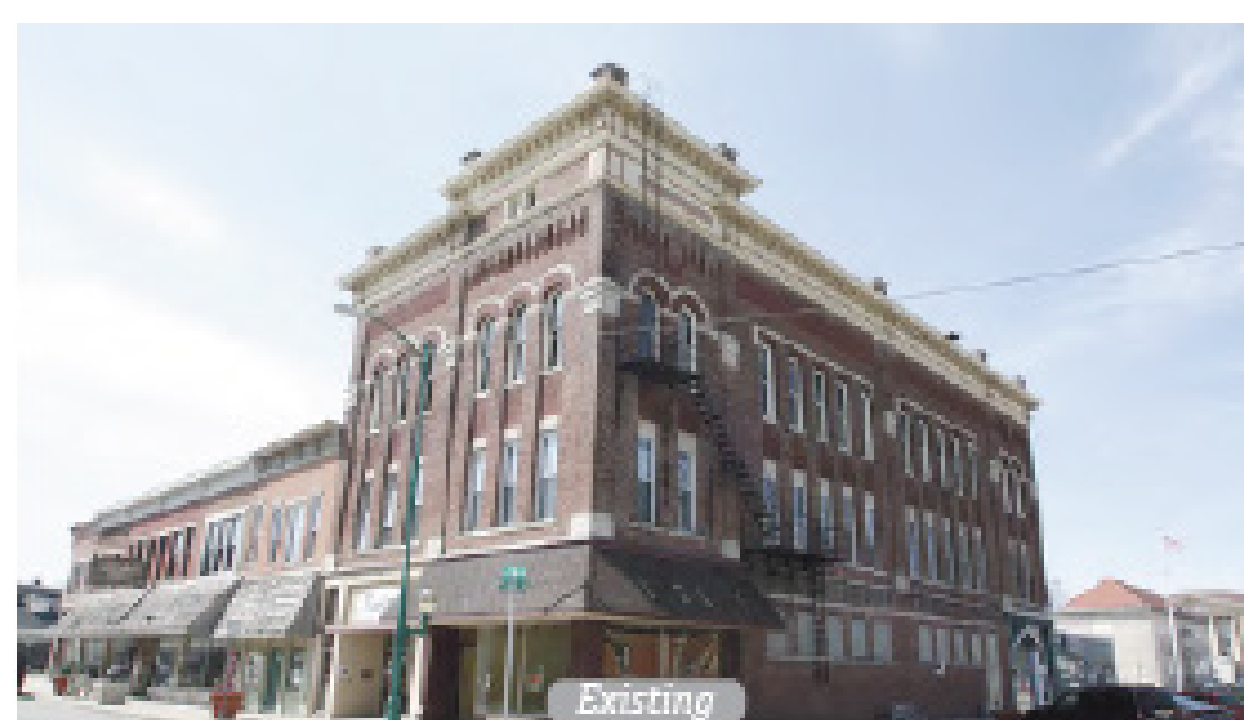
Located within walking distance of Foster Park via St. Mary's River Greenway, the Clyde Theatre is designed to be a community-oriented space in which people of various ages, interests, and abilities will celebrate cultural, artistic, and educational opportunities. The Clyde Theatre and Quimby Village serve as a gateway for the Broadway Corridor with more than 23,000 vehicles passing the village via Bluffton Road daily, according to the Northeast Indiana Regional Coordinating Council.

Project: Decatur 2nd Street Lofts and Co-Working Space
Location: Decatur, IN
Cost: \$7,322,379
Lead Organization: City of Decatur

In collaboration with Biggs TC Development, 2 downtown properties have been identified for redevelopment into a creative community of 30 affordable apartments alongside an array of entrepreneurial resources.



The first floors of the buildings will be developed collaboratively with the City to house a gray box space for entrepreneurial and artistic engagement. This will include: co-working space; space for meetings, instruction & collaboration, and space to house a community art center. The public space will be owned and/or leased by the City of Decatur and managed by Biggs Property Management for a nominal fee. Project and program support will also be given by Connect to Careers, the Adams County Economic Development Corporation, North Adams County Community Schools and the Decatur Cultural Connection.



Project: Archbold-Wilson Park Amphitheater
Location: Archbold-Wilson Park, Ossian, IN
Cost: \$250,000
Lead Organization: Ossian ROLLs

Nestled in the hillside of the Archbold-Wilson Park in the Town of Ossian, the new amphitheater would serve as an interactive and flexible community space designed to house numerous functions and activities.

In a public meeting held as part of the Ossian ROLLs planning process in 2014, an amphitheater was one of the most popular ideas proposed for Archbold-Wilson Park. Although residents of Ossian can travel to Fort Wayne for big, regional cultural events, the amphitheater would add an option for community activities that would be more easily accessible for residents and families. Placing the amphitheater in the park creates a new way to enjoy the outdoors.



AMPHITHEATER PERSPECTIVE



Project: Bluffton Performing Arts Center
Location: Wabash Riverfront, Bluffton, IN
Cost: \$18,000,000
Square Footage: 40,000 sq. ft.
Lead Organization: Bluffton NOW!

The vision for riverfront development in Bluffton begins with redeveloping the southeast bank of the river into a new destination area anchored by a Performing Arts Center (PAC) with accompanying green space, riverfront dining establishments, and a promenade area. The complex will serve as the second half of a grand entryway into the downtown Bluffton area, with the existing Arts, Commerce, and Visitor's Center balancing the gateway.

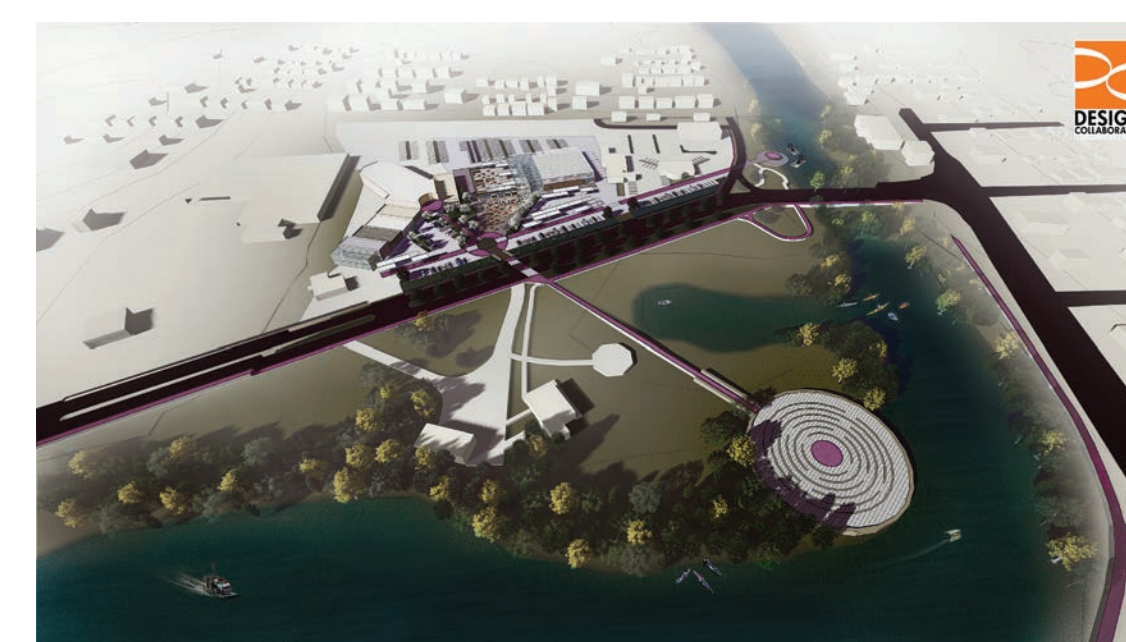


The vision for the PAC is both a venue for live entertainment and a theatre for movies, especially in the cold winter months. The complex would also include a restaurant/grill for patrons to visit both before and after shows. Housed within the PAC would be the Wells County Creative Arts Council, affording the organization additional space for dance and music classes, individualized instruction, and an art gallery.

Long-Term Projects

Project: Quimby Village Redevelopment
Location: Fort Wayne, IN
Cost: \$9,500,000

Building off of the momentum of the Clyde Theatre, Quimby Village's site plan includes a pedestrian walkway connecting Quimby Village to the parks and River Greenway, a Broadway Corridor Gateway, signage and banners, landscaping, public art, and water access points.



Project: Arts United Campus Expansion
Location: Fort Wayne, IN
Cost: \$6,000,000 - \$8,000,000

The Arts United Center will be renovated to ensure that it is accessible to Northeast Indiana residents of all abilities. The renovation will also include extra space to support Greater Fort Wayne's premier local performing arts organizations. Arts United is also working with the City to enhance and redesign the railroad underpass that connects the Arts United Campus, dining destinations, the Landing, and Riverfront sites.

Project: Sower Farmers & Artisans Market
Location: Noble County, IN
Cost: TBD

The Noble County Convention & Visitors Bureau (CVB), in partnership with its Farm to Fork growers and the Gene Stratton-Porter State Historic Site, will establish a year-round farmers and artisan market in the Sower Barn located adjacent to the CVB.

Vision Projects

Fort Wayne Downtown Arena

The feasibility of bringing an arena to downtown Fort Wayne is currently being studied. Sizing with the most opportunity is a facility with 4,500 - 6,000 seats and onsite amenities and parking to activate the streets and enhance success. Given the limited number of well-located and potentially available sites downtown, a facility with nearly 5,500 seats in a basketball configuration is recommended. Estimated cost is \$63 million.

UNITY Center

This 100,000 sq. ft. facility, envisioned on North River property, would provide the space needed to accommodate the full expansion of Unity Performing Arts Foundation. It would include auditorium seating for 1,300 or more people, a recital hall for 200, dance studios, an exercise and weight training room, choir and instrument rooms, music and visual arts labs, a computer lab, multi-purpose and practice rooms, and administrative and office spaces. The estimated cost is \$31 million.

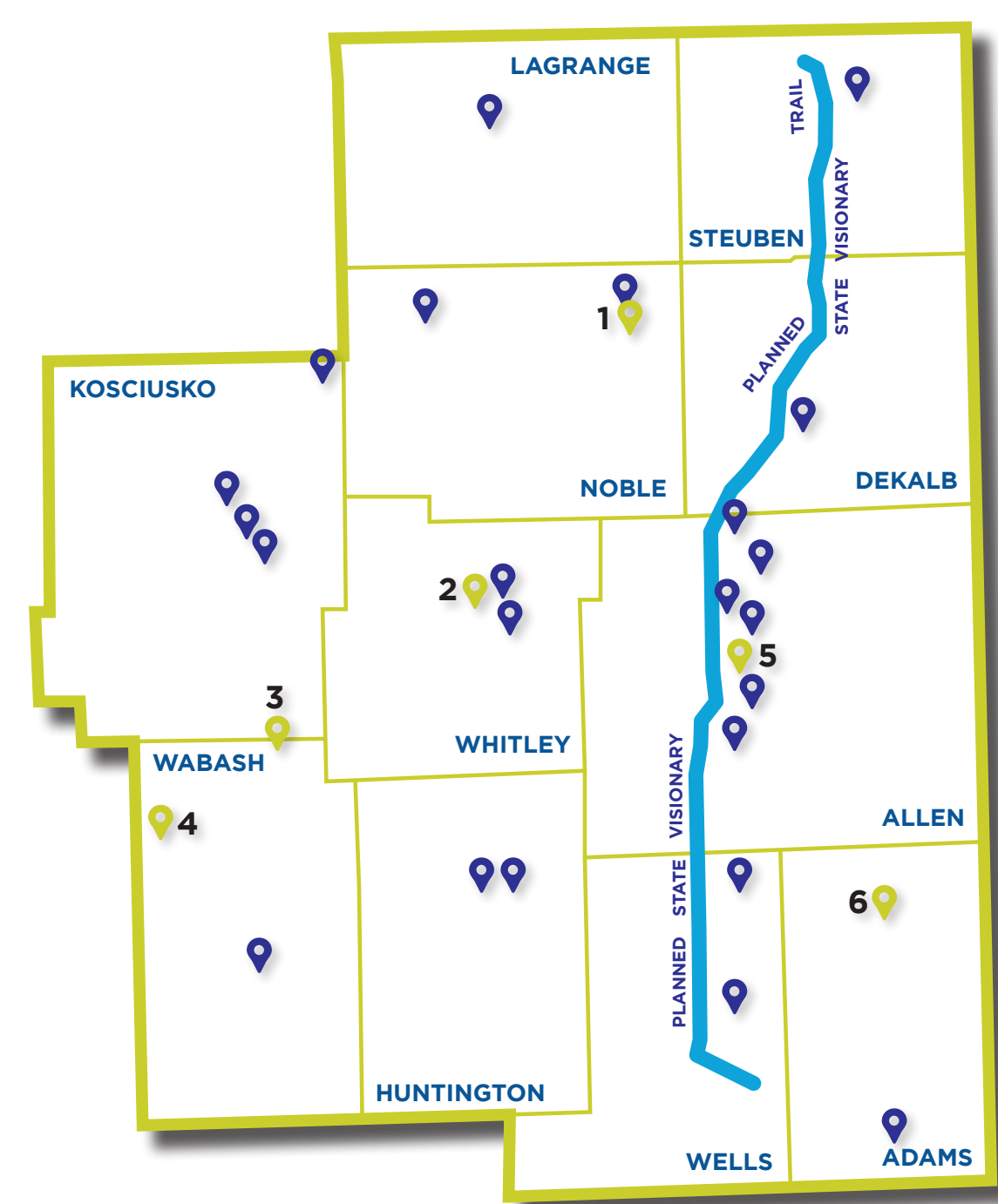
North River Development

North River is 29 acres of former industrial property immediately adjacent to downtown Fort Wayne. Located along the St. Mary's River and North Clinton Street, North River is a primary gateway to the downtown area adjacent to numerous other development opportunities (Old YWCA, Lawton Park, riverfront development area) and is immediately adjacent to Science Central.

THE ROAD TO ONE MILLION: NEAR-TERM PROJECTS

Greenways & Blueways

The following portfolio represents projects that connect our region through its trails, rivers, and other outdoor amenities.



NEAR-TERM PROJECTS: CONNECTING TO NATURE (9)

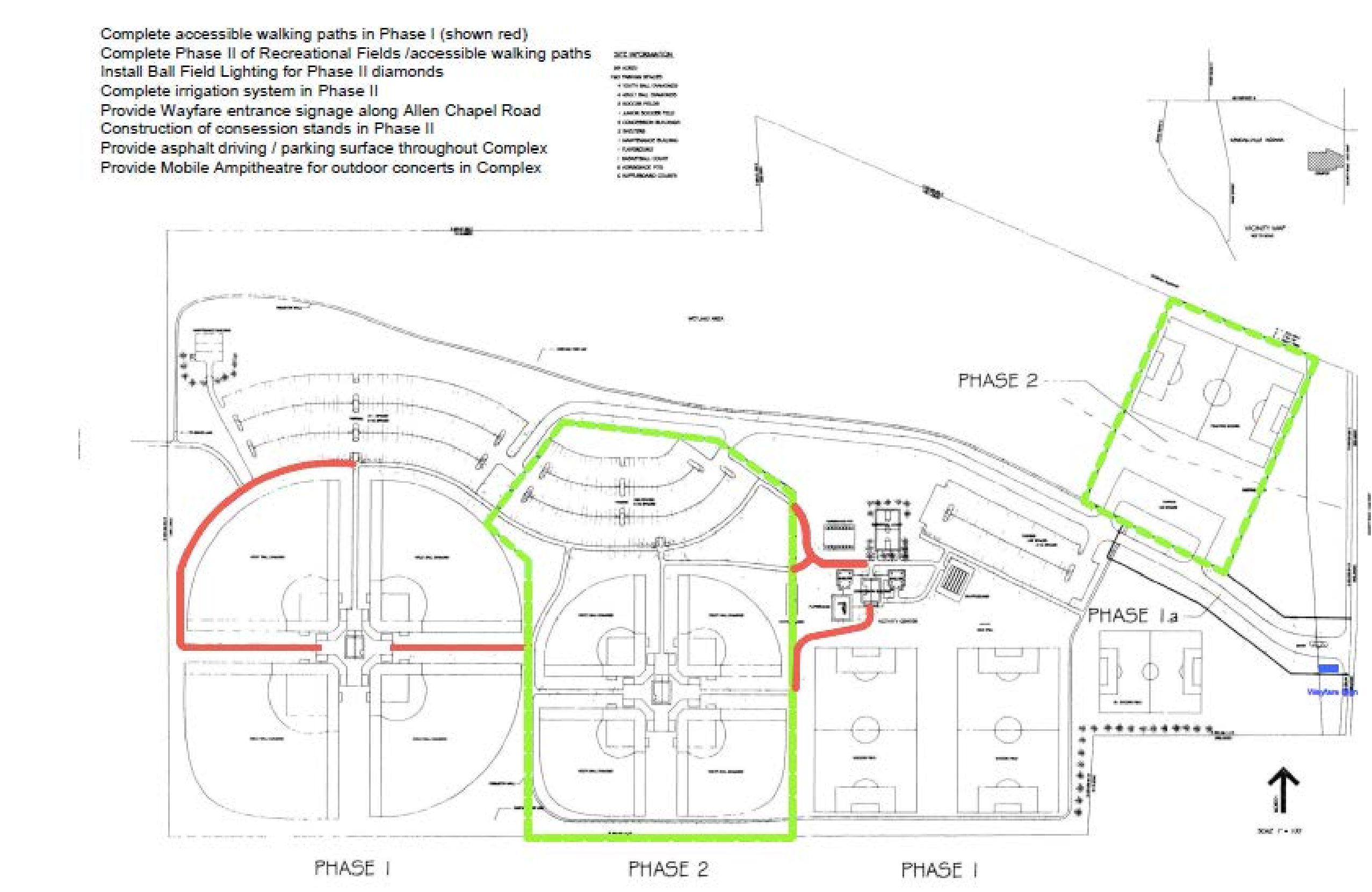
1. Kendallville Outdoor Recreation Complex (Phase 2)
2. Columbia City - Blue River/ Eel River Canoe & Kayak Launch
3. North Manchester - Blue River/ Eel River Canoe & Kayak Launch
4. Roann Covered Bridge Park
5. Fort Wayne Riverfront Development
6. Decatur Nature Preserve and Greenway

REGIONAL TRAIL NETWORK PROJECTS BY COUNTY (9)

ALLEN Pufferbelly Trail Segments: • Lower Huntington Road to Old Trail Road and West Foster Park • Downtown to the Ft Wayne Children's Zoo and Glenbrook Square • Delagrang Ditch to Payton County Park • DeKalb County Connector • Wallen to Washington Center Rd. • Washington Center Rd. to Coliseum Blvd.	HUNTINGTON National Military History Center Little River Trail: Huntington to Wabash Erie Rail Trail: Erie, PA to Chicago, IL	NOBLE Fishing Line Trail: Kendallville to Rome City Strawberry Valley Greenway to Downtown Pier
ADAMS South Adams Trail: Berne to Geneva	KOSCIUSKO Warsaw Trail: Polk Dr. to Sheldon St. Trail connecting Warsaw and Winona Lake Winona Lake Greenway Extension to Robson Rd. Conklin Bay Wetlands Boardwalk on Lake Wawasee	STEUBEN Pufferbelly: Angola to Pokagon State Park
DEKALB Pufferbelly Trail: Waterloo to the	LAGRANGE Pumpkinvine Trail: Shipshewana to LaGrange	WABASH Wabash Riverwalk to Wabash City Park and Cultural Trail
		WELLS Bluffton Rivergreenway to Ossian Ossian Trails System
		WHITLEY Blue River Trail: West and South Extensions

Project: Kendallville Outdoor Recreation Complex (Phase 2) **1**
Location: Kendallville, IN
Cost: \$2,250,000
Square Footage: 1,130 sq. ft.
Lead Organization: Kendallville Parks and Recreation Department

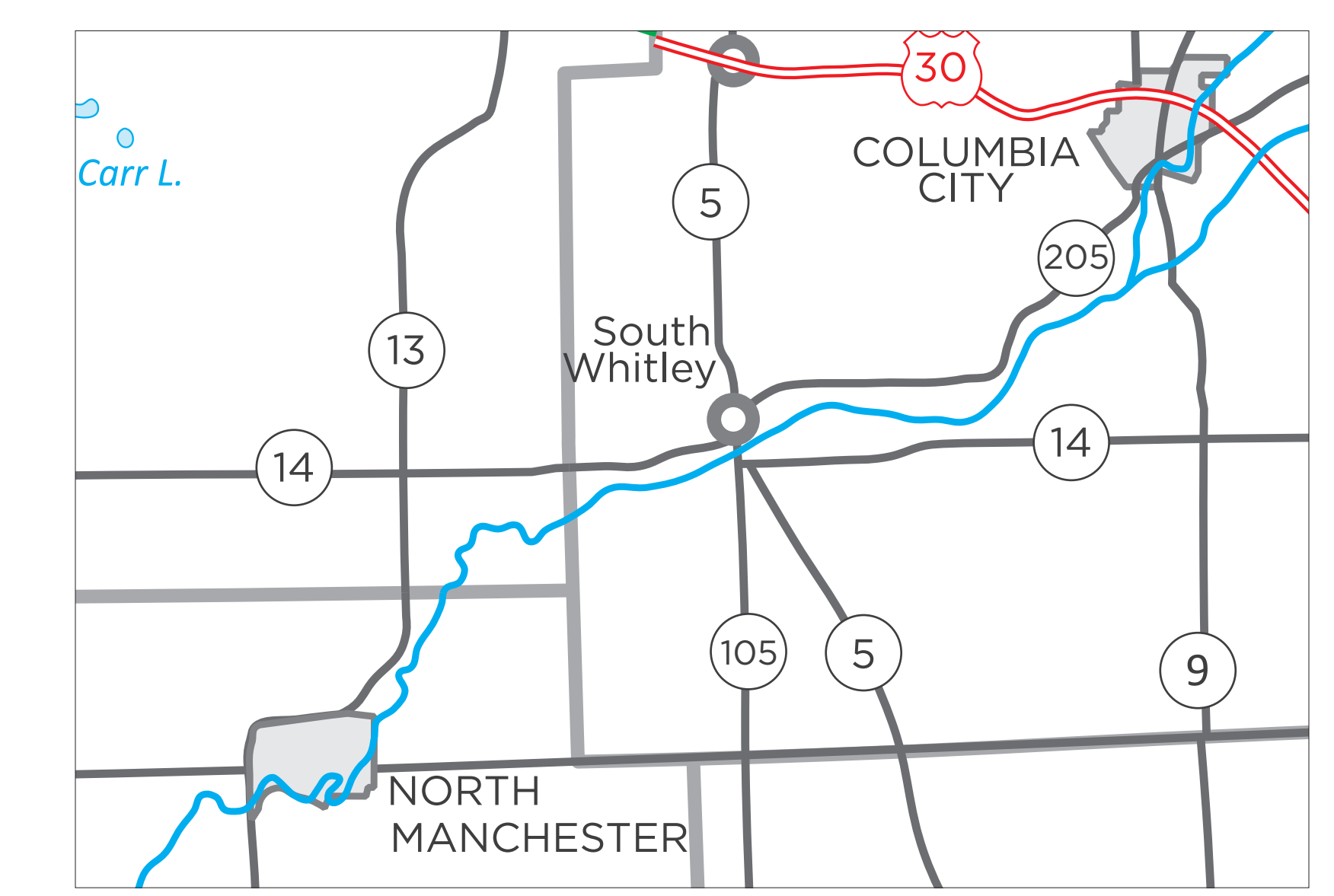
With Phase One completed in 2005, Phase Two will include four additional baseball/softball fields, irrigation, fencing, lighting for the sports fields, concession stands and restrooms, and improved parking. A mobile community stage will also be added to host concerts, movies in the park, and children's theater productions.



Project: Blue River/Eel River Canoe & Kayak Access Points **2 & 3**
Location: North Manchester and Columbia City, IN
Cost: \$245,000 (North Manchester), \$72,000 (Columbia City)
Lead Organization: Town of North Manchester, City of Columbia City, Whitley County Economic Development Corporation

This project would align with Columbia City's goal to encourage river recreation by creating two canoe/kayak launch sites for public access along the Blue River and the Eel River. Following the recent removal of dams in Liberty Mills and North Manchester, this project would allow the public to canoe and kayak from Columbia City all the way to North Manchester in Wabash County and potentially as far as Logansport.

The North Manchester site scope of work includes site clearing and renovation to green space with an accessible canoe launch, a pavilion, a gravel parking lot, and restroom facilities. While generating a sense of community pride for our beautiful historic downtown, we will be creating an outdoor education opportunity, a venue for community events, and an attraction for water recreation enthusiasts.



Project: Roann Covered Bridge Park **4**
Location: Roann, IN
Cost: \$94,620
Lead Organization: Town of Roann

Roann, Indiana is home to one of only two remaining historic covered bridges in Wabash County. The Roann Covered Bridge was built in 1877 and today serves as a point of community pride, inspiring an annual festival organized by a dedicated group of volunteers. In order to celebrate this key historic asset, the Town of Roann plans to transform a plot of vacant land into the Roann Covered Bridge Park.



The park will feature a small waterfall leading to an inlet creek for a fish pond. A miniature replica of the Roann Covered Bridge will provide an opportunity for visitors and history buffs to snap a photo.

The fishpond will measure 8' by 12' and the waterfall will be positioned 12' from the pond with a bridge over the top of the inlet creek. Three concrete tables and two concrete benches will create a tranquil place sit and rest or have a conversation.

Wide sidewalks and grassy areas throughout the rest of the 8,712 sq. ft. park will make this an ideal location for a Farmers Market, Art Festival, or other outdoor community activities.

Project: Fort Wayne Riverfront Development **5**
Location: Fort Wayne, IN
Cost: \$68,710,000
Lead Organization: City of Fort Wayne Riverfront Implementation Committee

Riverfront development in downtown Fort Wayne will help create a vibrant and dynamic metro center for the region. By creating a place where the rivers and the city meet in a way that is unique to our community, this project represents an opportunity to embrace the history and character of Fort Wayne.

Phase one of the project will focus on nature, recreation and development with the construction of a riverfront promenade on both the north and south banks of the St. Mary's River. It would incorporate two levels: one lower to the water and one higher that would connect to shopping, dining and residential areas along Superior Street. Rooftop terraces and pedestrian bridges would also be part of the promenade area, as would Headwaters Junction, a rail-themed attraction and home to the historic 765 steam locomotive.

Another key element of the draft plan includes expanding Lawton Park into an active adventure area for all ages. A beach area would be built to include water features and activities such as sand volleyball. A portion of Fourth Street would be closed and Tennessee Avenue would be extended to provide access to the park, where an adventure playground would take center stage.



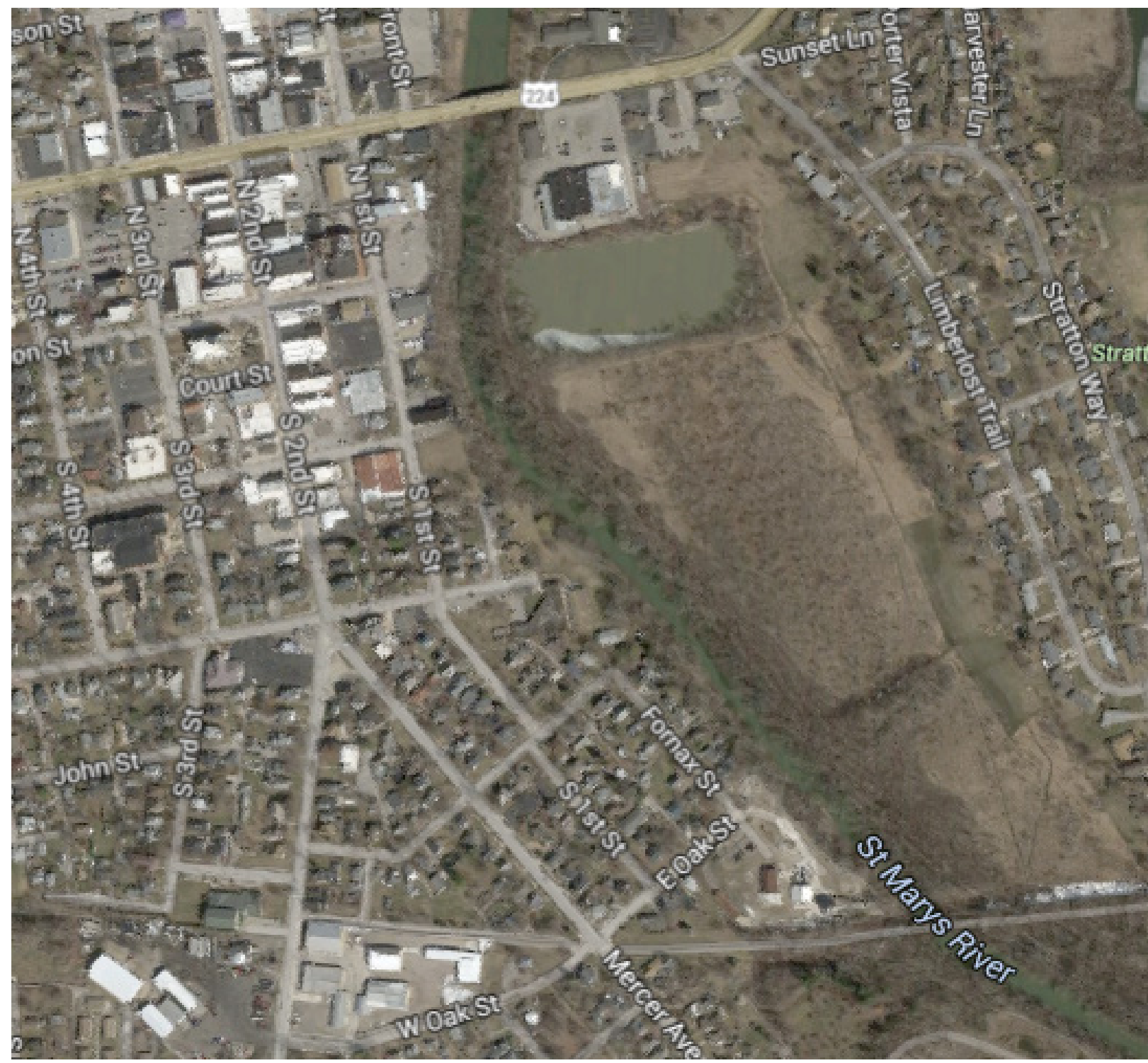
The following portfolio represents projects that connect our region through its trails, rivers, and other outdoor amenities.

Greenways & Blueways

Project: Decatur Nature Preserve and Greenway
Location: Decatur, IN
Cost: \$400,000
Lead Organization: Decatur Parks and Recreation

With a primary focus on preservation, this project would disturb as little as possible while adding a trail to connect the existing Rivergreenway. In addition to the trail, this project may include planting native or other appropriate vegetation to support the existing wetland ecosystem.

Because of its location in the wetland, the area will flood. Asphalt trails will be installed, along with areas where seating can be installed either at the time of trail installation or later. A small fishing area will be incorporated, as well designated spaces for public art, as the sculpture tour could extend to this area.



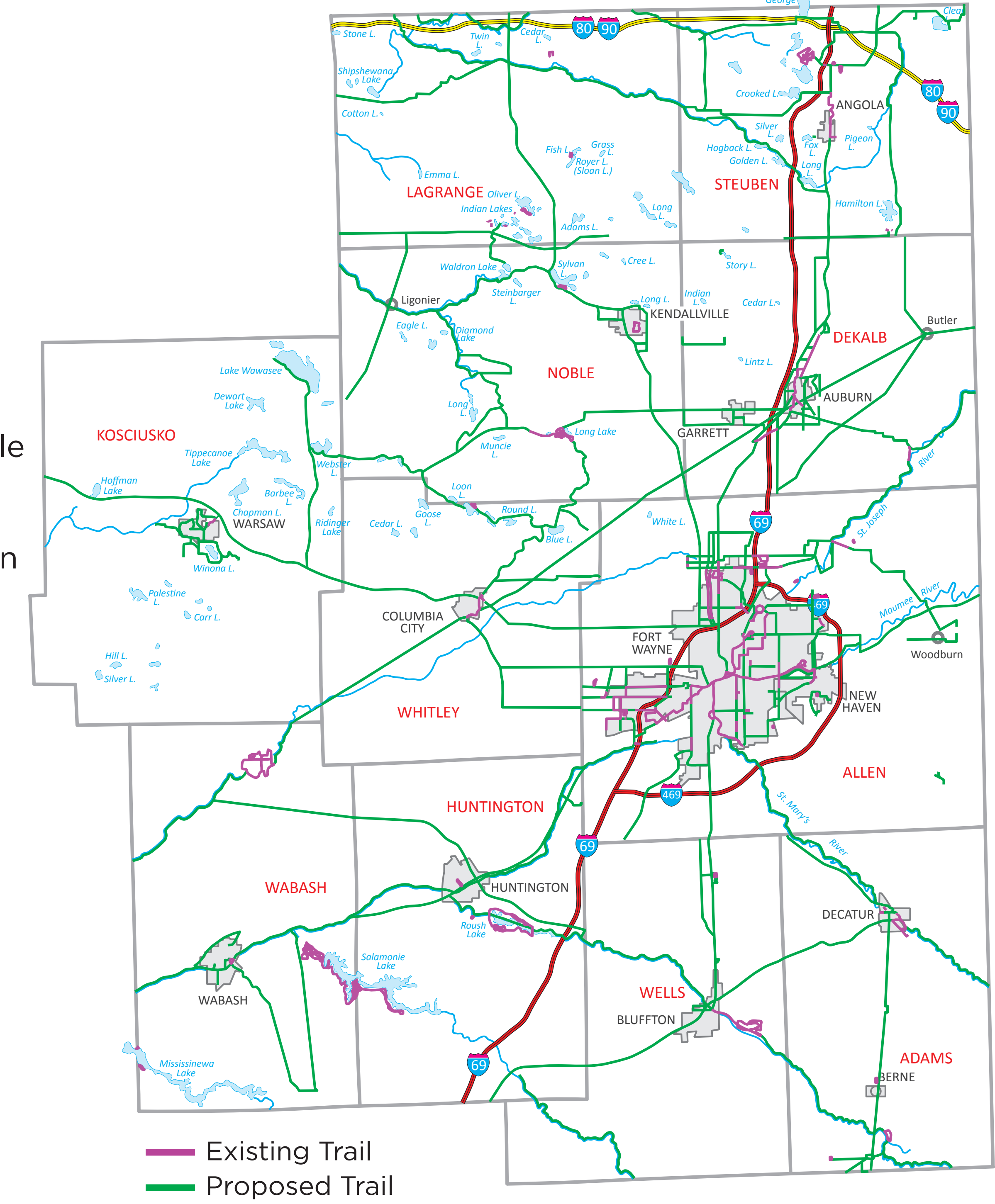
6 Project: Regional Trail Network
Cost: \$72,509,903
Lead Organization: Vision 2020 Greenways and Blueways Committee

Today, Northeast Indiana's 170 miles of trails connect communities across the region and are used by over 750,000 residents annually. Fort Wayne to New Haven; Waterloo to Auburn; Wabash to North Manchester; Warsaw to Winona Lake; Shipshewana to Middlebury. Soon, Berne will be connected to Geneva, Kendallville will be connected to Rome City, and towns in every county in the region will be connected by trails.

The connection that trails provide is more than just physical. Trails provide space for community connection through events. In Allen County, more than 1,700 people participate in the Trek the Trails event. In Adams County, over 2,000 people run 5Ks on the trails. In Huntington and Kosciusko counties, neighbors walk their dogs together on the trails. In Wells, they brave the winter for an opportunity to commune in nature. In DeKalb County, track teams rehearse for victory. In Steuben County, new riders test out their training wheels. In communities across the region, trails are a way for residents of any age, class, or color to connect.

Our Regional Trails Network includes over 100 miles of in-progress and planned improvements in all 11-counties including the north-south Pufferbelly Trail. From north to south, this network spine connects Pokagon State Park through Fort Wayne to Ouabache State Park. Planned projects include:

- Allen, DeKalb, Steuben – Pufferbelly Trail
- Adams – South Adams Trail
- Huntington – Little River Trail and Erie Rail Trail
- Kosciusko – Warsaw, Winona, and Wawasee Trails
- LaGrange – Pumpkinvine Trail
- Noble – Fishing Line Trail, Strawberry Valley Greenway
- Wabash – Riverwalk Trail
- Wells – River Greenway and Ossian Trails
- Whitley – Blue River Trail



Long-Term Projects

Project: Spy Run Bridge
Location: Fort Wayne, IN
Cost: \$3,000,000 - \$4,000,000

While the bridge currently meets standards for vehicular traffic, the bridge is not conducive to pedestrian and bicycle traffic movement. The proposed plan would modify the bridge to have better pedestrian access to the river and greenway but also to provide for a signature gateway in the downtown area.

Project: Van Buren/Sherman Street Bridge
Location: Fort Wayne, IN
Cost: TBD

With the impending reconstruction of a new bridge over the St. Mary's River at Van Buren Street, a new design would help to revitalize the area. As a connector between downtown and the cultural areas north of town, such as the Fort Wayne Children's Zoo and Foellinger Theatre, there is a great opportunity to make a positive impact on this community gateway.

Project: Lock on the St. Joseph River
Location: Fort Wayne, IN
Cost: \$5,000,000

The St. Joseph River connects the northern portions of Allen County with the downtown confluence of the Maumee and St. Mary's Rivers. However, the construction of the water treatment facility in the 1930s severed the connectedness of the rivers. A lock installed near Johnny Appleseed Park would reconnect some parts of the rivers system. Downtown's confluence consists of 8 miles of blueways. The lock would extend potential river travel by 12 miles.

Vision Projects

Both of the leading projects in this section are Vision Projects in and of themselves: the Fort Wayne Riverfront Development and the Regional Trail Network. Due to years of prior investment and planning, phases of both are certainly Near-Term Wins and will in and of themselves show great impact on our goal of retaining and attracting talent; however, they are just that – phases.

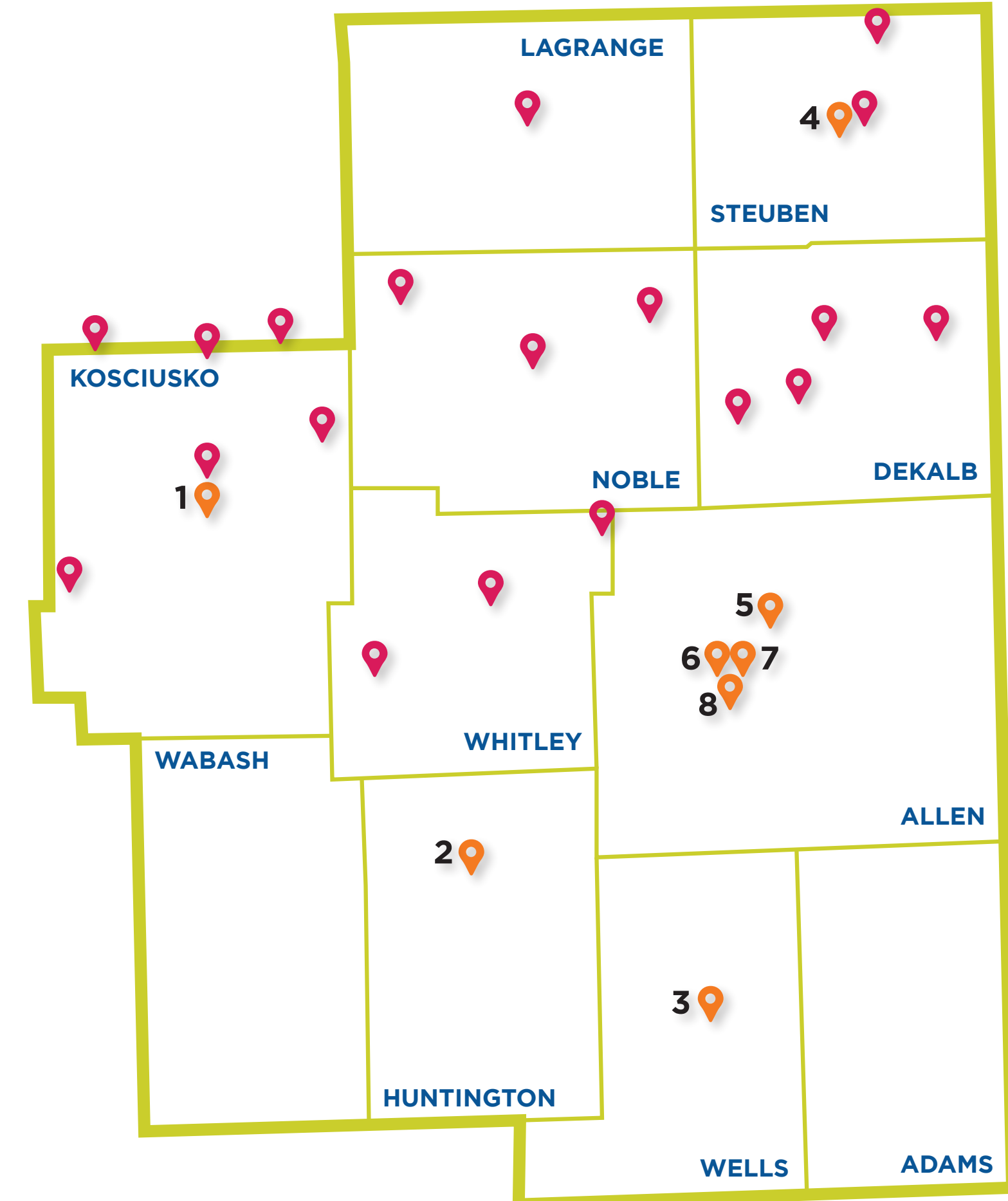
A plan is currently underway to detail the remaining phases of the Riverfront Development, which will likely total over \$200 million when complete. For the Regional Trail Network, the City of Fort Wayne, Fort Wayne Trails, Northeast Indiana Regional Coordinating Council (our Metropolitan Planning Organization), and numerous regional partners have been instrumental in convening regional trails stakeholders and will continue to convene them in order to complete the network.



THE ROAD TO ONE MILLION: NEAR-TERM PROJECTS

Education & Industry

The following projects represent efforts on the part of institutions of higher education, local economic development organizations, and community partners to retain and attract talent by creating opportunities for entrepreneurship and enhancing quality of life in the region.



- NEAR-TERM PROJECTS: CONNECTING TO IDEAS** (📍)
- | | |
|---|---|
| 1 Warsaw – Little Crow Adaptive Reuse | 5 Fort Wayne – IPFW Center for Leadership |
| 2 Huntington University Digital Media Arts Program | 6 Fort Wayne – The Marina Downtown Entrepreneurial Center |
| 3 Bluffton – Food Innovation Center | 7 Fort Wayne – City Campus |
| 4 Angola – Northern Indiana Lakes Country Enterprise Center | 8 Fort Wayne – USF Downtown Campus |
-
- NORTHEAST INDIANA LIBRARY MAKERSPACE PROJECTS** (📍)
- | | | |
|--|--------------------------------|-----------------------------------|
| Angola – Carnegie Public Library | Fremont Public Library | Noble County Public Library |
| Bell Memorial Public Library | Garrett Public Library | North Webster Library |
| Butler Public Library | Kendallville Public Library | Syracuse Public Library |
| Churubusco Public Library | Lagrange County Public Library | South Whitley Public Library |
| Columbia City – Peabody Public Library | Ligonier Public Library | Warsaw Community Public Library |
| Eckhart Public Library | Milford Public Library | Waterloo – Grant Township Library |
| | Nappanee Public Library | |

Project: Little Crow Adaptive Reuse
Location: Warsaw, IN
Cost: \$1,000,000
Square Footage: 89,500 sq. ft.
Lead Organization: City of Warsaw and Kosciusko County Community Foundation

As the Orthopedic industry moves into the future, Warsaw must be proactive to ensure that investment stays in Northeast Indiana. Young professionals in this industry are looking not only for jobs, but also for a high quality of life with attractive housing and amenities.

An orthopedic company has identified the Little Crow Foods building as their target location for moving their business of 40 employees to Warsaw from New Jersey. By retrofitting the Little Crow Foods building for a new orthopedic company, Warsaw will simultaneously breathe life into an aging historic building downtown and continue to support the growth of the Orthopedic industry in the Northeast Indiana. After the company moves in, there will be enough space to lease to additional tenants from support industries.



1 Project: Huntington University Digital Media Arts Program
Location: Huntington, IN
Cost: \$1,000,000
Square Footage: 19,200 sq. ft. + 3,600 sq. ft. of basement
Lead Organization: Huntington University

Professors in the Huntington University Digital Media Arts (DMA) program, a nationally recognized academic program featuring degrees in animation, graphic design, film and fusion media, have expressed interest in bringing parts of their program downtown. University leadership has expressed interested in creating a downtown DMA space, as well as studio art and artistic display areas.



In addition to the DMA and Fine Arts programs, the University's business-related operations, HU Ventures, and student-led Clear Insights program could have downtown space. The Huntington Chamber is interested in partnering to further develop small business and entrepreneurship resources, such as a co-working or incubator space.

Project: Bluffton Food Innovation Center
Location: Bluffton, IN
Cost: \$5,500,000
Square Footage: 45,000 sq. ft.
Lead Organization: Wells County Economic Development

The Bluffton Food Innovation Center will be a 40,000 sq. ft. center dedicated to developing and cultivating food-related entrepreneurs and innovators, educating the food industry workforce, and strengthening the entire Northeast Indiana food network. The facility will house a food and business incubator, food test kitchens, a culinary arts program, a farm-to-table program, warehousing, an expanded farmers market network, and food-related entertainment.



The culinary program will be through the Area 18 CTE (Career & Technical Education) cooperative including Adams, Wells, Jay, Blackford, and Huntington Counties. Ivy Tech Community College, Purdue University, and Indiana Tech will provide professional and institutional support. Several private entities are expected to participate in the farm-to-table program and the food incubator.

This facility will be part of the Northeast Indiana Food Network and will work closely with other food-related organizations and businesses in the region to advance the food processing cluster. This facility will be dedicated to the mission of supporting and growing businesses that add value to agriculture and food products grown and produced throughout the greater Northeast Indiana region.

3 Project: Northern Indiana Lakes Country Enterprise Center
Location: Angola, IN
Cost: \$2,500,000
Square Footage: 70,000 sq. ft.
Lead Organization: Steuben County EDC

The Enterprise Center proposes converting an existing 70,000 sq. ft. complex situated on a 4.5 acre site into a traditional business incubator space, including co-working space and a dedicated industrial training facility complete with welding and CNC machining training equipment. Additional classroom space is planned for basic math, blueprint reading, and computer training.

Partnering with Trine Innovation Launch Pad, the proposal also includes a plan to consolidate offices of local and regional economic development organizations for collaboration and improved efficiency. These offices will provide business basics, business startup activities, outreach to companies, and Business-to-Business services.



4 Project: IPFW Center for Leadership
Location: Fort Wayne, IN
Cost: \$38,000,000
Square Footage: 108,000 sq. ft.
Lead Organization: IPFW

The 108,000 sq. ft. Center for Leadership will serve students, faculty and staff, and Northeast Indiana by providing a technology-driven, collaborative learning environment designed to develop leadership competencies and improve leadership practices in business.

The new facility will house the AACSB-accredited Doermer School of Business, Hospitality Management Program Education Center, Visual and Performing Arts Gallery, and IPFW Center for Leadership. The Center will include an outdoor leadership course, a public café and gallery, and rental space for private and community events managed by the Hospitality Management program. It would also serve as the front door for businesses to engage with IPFW.



The following projects represent efforts on the part of institutions of higher education, local economic development organizations, and community partners to retain and attract talent by creating opportunities for entrepreneurship and enhancing quality of life in the region.

Project: The Marina Downtown Entrepreneurial Center
Location: Fort Wayne, IN
Cost: \$1,000,000
Square Footage: 10,117 sq. ft.
Lead Organization: Northeast Indiana Innovation Center (NIIC) and the University of Saint Francis

The Marina will be a coworking space, business seed accelerator, and space for immersive entrepreneurial programs. Each of the program components contribute to the success of local entrepreneurs: coworking concepts lift up the importance of entrepreneurship and innovation, while seed accelerators are mentor intensive and compress time, money, and resources to create viable products.



The Marina is designed to attract a balanced mix of entrepreneurs ranging from startups to seasoned “solopreneurs” and freelancers influencing a collaborative enterprise culture. Partnering with the Northeast Indiana Innovation Center (NIIC), the Student Venture Lab will be a resource specifically for college students who want to start a business.

The educational entrepreneurship programming will include signature boot camps, short courses, workshops, certificate classes, and seminars modeled after successful programs in peer-sized communities.

Project: University of Saint Francis Downtown Development
Location: Fort Wayne, IN
Cost: \$12,300,000
Square Footage: 116,000 sq. ft.
Lead Organization: University of Saint Francis

Two historic buildings (the former Chamber of Commerce and former Scottish Rite building) will be renovated to host the Keith Busse School of Business and Entrepreneurial Leadership, and the School of Creative Arts' Music Technology program at the University of Saint Francis, downtown Fort Wayne campus.



Recent alignment with large insurance industry partners (Lincoln, Ash Brokerage, Swiss RE, PHP, etc.) led to the introduction of the region's only Risk Management degree starting fall 2015 at the request of the Vision 2020 21st Century Talent Pillar to fill a specialty insurance employment need, a unique strength for Northeast Indiana. This program will be moved to the downtown campus fall 2016 in proximity of the insurance companies.

This campus also features a state-of-the-art music technology program designed in coordination with premier regional employer, Sweetwater Sound. Campus facilities will include a ballroom, auditorium, and other meeting spaces that can be used for community events. The project features a 2,000 seat theater and banquet facilities.

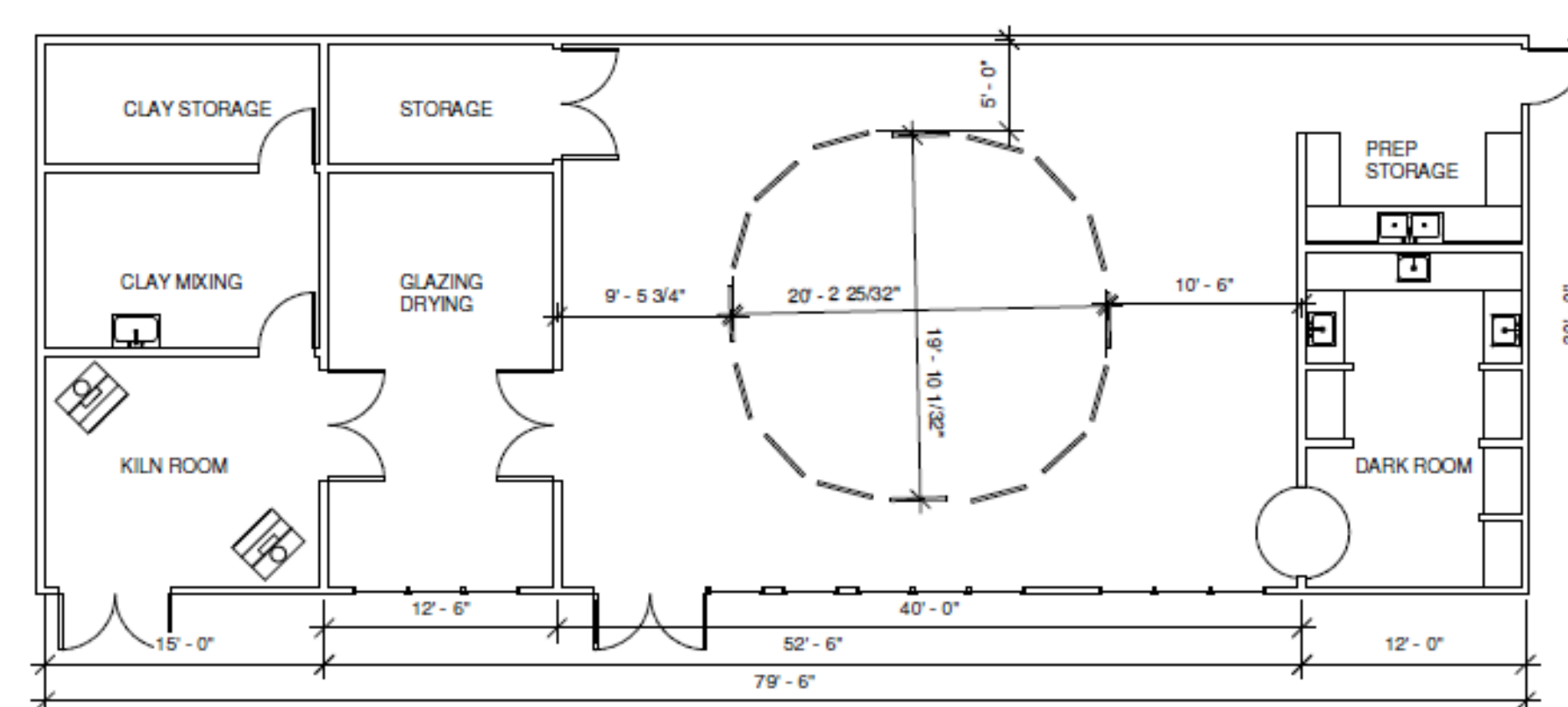
6 Project: City Campus
Location: Fort Wayne, IN
Cost: \$16,100,000
Square Footage: 56,000 sq. ft.
Lead Organization: Wunderkammer Company

Wunderkammer Company's “City Campus” project provides our regional creative economy with a clear support structure, allowing us to develop top talent through a strong public-private partnership with Ivy Tech Northeast. Creative Census, the first regional study of Northeast Indiana's creative economy (produced by Wunderkammer Company and funded by Knight Foundation), concluded that 42% of creative economy employees in the region live in three zip codes (46802, 46805, and 46807).

46802: Fulfilling the talent retention aspect, Wunderkammer Company will purchase a three story building in downtown Fort Wayne to house an “all in one” destination of dining and entertainment highlighting our region's highest creative talent. The first floor will house the Ivy Tech culinary incubator and test kitchen. The middle floor will include seven creative live/work spaces, and the top floor will act as Wunderkammer Company's headquarter office as well as a premier performance and exhibition space.

46805: Fulfilling the talent development aspect, Wunderkammer Company will collaborate closely with Ivy Tech Northeast to develop an open concept community arts space and arts programming on campus, focused on trending needs of the creative economy. The skills being developed here will include “hard skills” like glasswork, ceramics, and a metal foundry, all of which contain high regional and national market potentials, as well as “soft skills” focusing on design concepts (graphic, web, fashion, etc.), which make up 30% of all creative jobs within our region.

FINE ARTS



FA1.1 STUDIO

46807: Fulfilling the talent attraction aspect, Wunderkammer Company's base will be expanded into our region's premiere arts neighborhood with a large low- to moderate-income artist live/work housing project attached to our current facility.



8 Project: Library Makerspaces
Location: Steuben, DeKalb, Noble, LaGrange, Whitley, and Kosciusko counties.
Cost: \$640,000
Lead Organization: Northeast Indiana Libraries Serving Communities (LSC)

The maker-space initiative is a pre-incubator experience that will allow Northeast Indiana residents to explore both high-tech and low-tech activities by working with resources they may not have access to. The types of experiences offered in the library makerspaces will include:

- 3D printing
- Electronics
- Sewing and crafts
- Painting and art
- Legos, wood, other resources to build and create
- Recording
- Graphic design and video editing equipment and software

As shown in the Education and Industry project map, 19 library locations would be enhanced throughout the Northeast Indiana region. These facilities will help Northeast Indiana respond to larger changes within the economy. Currently, 34 million people in the United States work outside of traditional workplaces. By 2020, freelance workers may surpass traditional full-time employees. The library makerspace experiences will help develop talents and skills that can translate into careers or entrepreneurial ventures.

9 Vision Projects

Regional Broadband

Northeast Indiana shares an issue facing many communities in the state - the availability of reliable and affordable broadband. While most communities have some form (wired, wireless) of ‘access’ to high-speed broadband, every community in Northeast Indiana expressed that the cost points to gain access can be prohibitive.

Several communities have sought alternative strategies or new partnerships with the incumbent providers. While each of these models is providing temporary relief in terms of access to specific areas, they do not represent a region wide strategy. In addition, some areas receiving significant investments in redevelopment support do not have the access they need for business and quality of life uses.

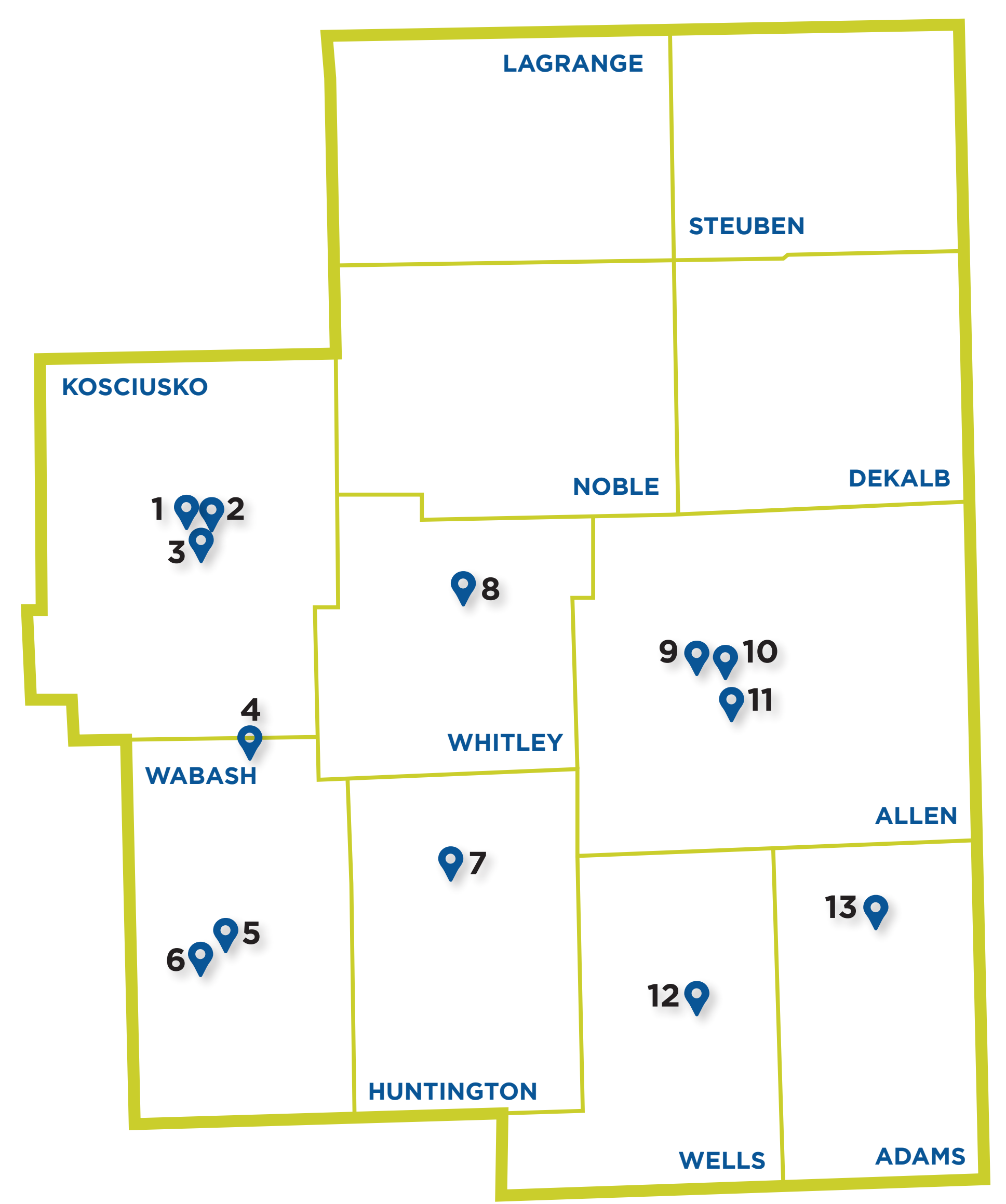
As our online behavior shifts and engagement increases, Northeast Indiana will focus on broadband access as a baseline for quality of life. To tackle this issue and create a strategy to allow our communities to become some of the best connected in the country, we are creating a Broadband Action Committee. This committee will complement the work recently completed by the Lieutenant Governors' Broadband Ready Communities effort.

We are working with Ball State University to assist in creating a higher standard of access at ‘shovel ready’ industrial sites. Additionally, the Partnership's work will focus on the permitting processes and standards that make it easier to pursue broadband infrastructure investments. Ultimately the plan that results from this work should include three key components: (1) the ability for every Northeast Indiana community to become Broadband Ready, (2) an approach for regional collaboration on project prioritization, and (3) access to diverse investors.

THE ROAD TO ONE MILLION: NEAR-TERM PROJECTS

Downtowns & Community Development

The following projects represent investments in downtown redevelopment, community amenities, and facades and streetscapes.



- NEAR-TERM PROJECTS: CONNECTING TO COMMUNITY (9)**
- | | |
|--|--|
| 1 Warsaw – North Buffalo Streetscape and Redevelopment | 8 Columbia City – Aquatics Facility |
| 2 Warsaw – Gatke Power Plant Redevelopment | 9 Fort Wayne – The Landing |
| 3 Warsaw – Winona Gateway | 10 Fort Wayne – 400 E Washington Redevelopment |
| 4 Manchester – Early Learning Center | 11 Fort Wayne – McMillen Park Scholar House and Grand Family Housing |
| 5 Wabash – Rock City Lofts | 12 Bluffton – Community Reinvestment Program |
| 6 Wabash – All-Inclusive Playground | 13 Decatur – Downtown Façade Improvement Program |
| 7 Huntington – UB and Opera Block Redevelopment | |

Project: North Buffalo Streetscape and Redevelopment
Location: Warsaw, IN
Cost: \$23,300,000
Square Footage: 25,000-30,000 sq. ft. Single Family Residential
 32,300-47,500 sq. ft. Row Housing
 42,000 sq. ft. Carriage Housing
 65,000-85,000 sq. ft. Mixed Use Space
Lead Organization: American Structurepoint

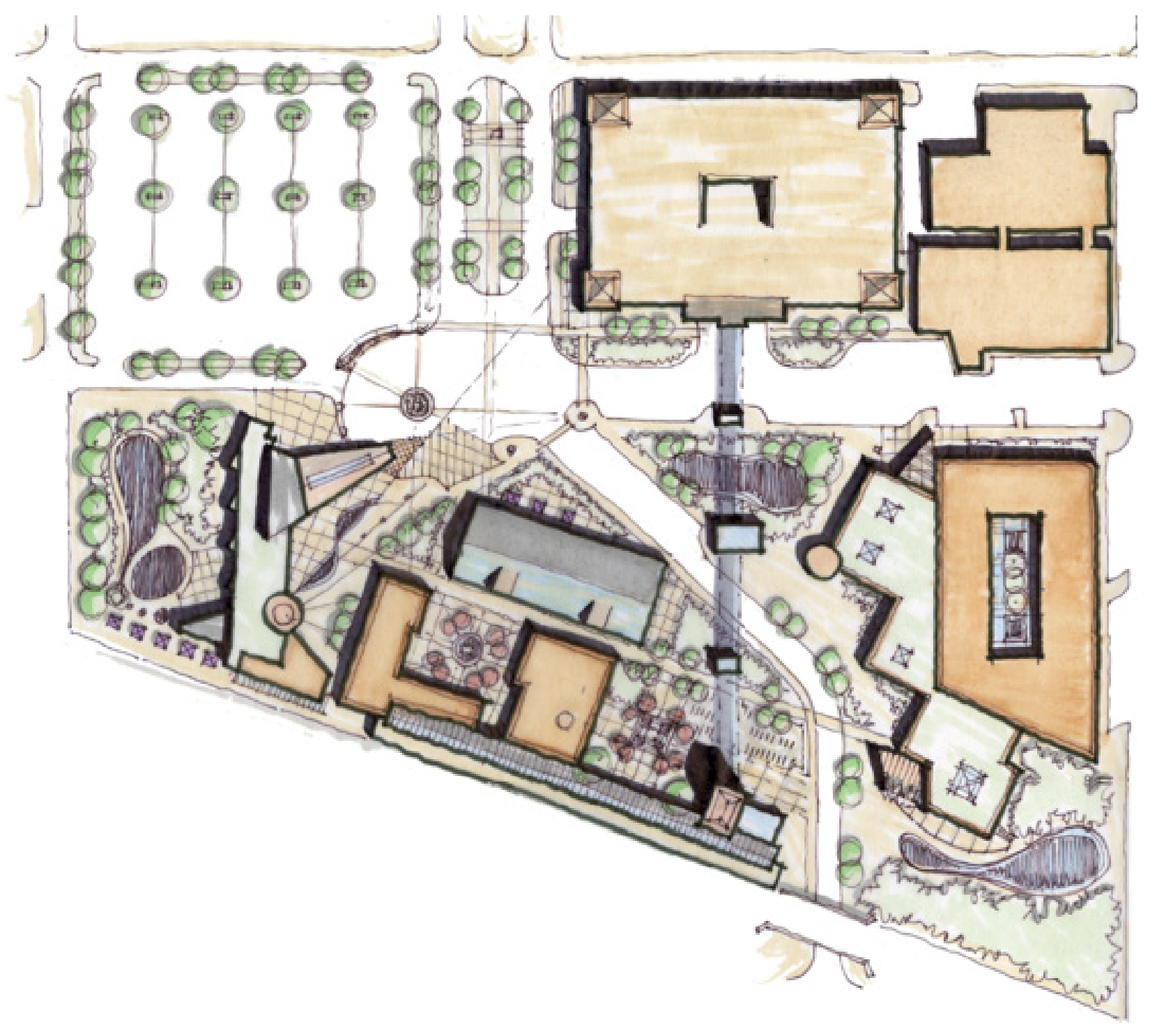
In Warsaw, we experience a unique mix of small town living and white collar job growth. We see Midwest heritage mixing with the global presence of multinational corporations. The desire for high-end urban living is becoming apparent in Northeast Indiana.

The plan includes infrastructure redevelopment and dense urban multi-use residential units that take advantage of the surrounding assets. The nearby Village at Winona is a successful model for reinventing a lakefront residential area into a diverse multi-use livable development. The community has seen this work at home recently and points to the Village as a local treasure. We are ready to make North Buffalo a highlight of Northeast Indiana.



Project: Gatke Power Plant Redevelopment
Location: Warsaw, IN
Cost: \$3,740,000
Square Footage: 59,019 sq. ft.
Lead Organization: City of Warsaw Redevelopment Authority

During its long history, the Gatke Plant has been a power station for the interurban train line, a brake pad manufacturer, and most recently an eyesore. The City of Warsaw Redevelopment Authority has made it a priority to remediate this property to stop the drain it is causing on the surrounding historic neighborhood. They have control of the property, and the next steps in the plan are for renovation and adaptive reuse.



The community has a vision for this property that includes a large meeting space with supporting entertainment and a microbrewery. The Orthopedic Industry in Warsaw and Winona Lake has been searching for a large professional meeting space. The community also lacks a large rental space for gatherings. We envision this building being owned by a private or Orthopedic entity.

Project: Warsaw Winona Gateway
Location: Warsaw, IN
Cost: \$2,574,600
Lead Organization: City of Warsaw and Town of Winona Lake

One of our community's success stories is the Village at Winona. Residents and visitors flock to the beautiful village year-round for the artisans, shops, restaurants, and events. As these visitors travel to Winona Lake, they pass through Argonne Road.



This four-block gateway is presently a dilapidated, semi-vacant prewar industrial sector. Our comprehensive plan identifies this area as a key corridor to strengthen the assets in our community. This plan includes gateway beautification by way of streetscape improvements, a roundabout, and industrial redevelopment.

We will also develop public/private partnerships with property owners for façade renovation and redevelopment of industrial properties. Cost sharing programs will incentivize industrial building owners to further beautify the gateway corridor. Encouraging more effective and productive land use could result in new development.

Project: Manchester Early Learning Center
Location: North Manchester, IN
Cost: \$2,600,000
Square Footage: 11,336 sq. ft.
Lead Organization: Manchester Early Learning Center, the Manchester Church of the Brethren youth group, and the Community Foundation of Wabash County

Currently, the Early Learning Center can accommodate up to 45 children ages eight weeks to twelve years old. In recent years, the Center has had a waiting list of 25-54 children waiting to be enrolled. A local daycare recently closed its doors, which will likely create an even longer waiting list at MELC.

The community of North Manchester very much supports the effort to relocate the Center to a new, state-of-the-art building at the perfect location. The Town of North Manchester's Town Council allocated \$100,000 to purchase the site of the new building and demolish a house on the property. In addition, fundraising efforts have already succeeded in raising cash and pledges over \$900,000 toward a budget of \$2,600,000.



Project: Rock City Lofts
Location: Wabash, IN
Cost: \$9,879,000
Square Footage: 60,000 sq. ft.
Lead Organization: Partnership for Affordable Housing, Inc., AP Development, LLC, R&B Architects, LLC, Wabash Marketplace, the Economic Development Group of Wabash County, and the City of Wabash

Wabash lacks downtown housing. Rock City Lofts solves this issue by creating new senior downtown housing opportunities. Located on the southwest corner of Huntington Street and Market Street, Rock City Lofts involves the renovation of the historic Rock City Building, the addition of a fourth floor, and the construction of 41 apartment units.



Rock City Lofts will be paid for in part by using low income and historic tax credits. The first floor renovation of the building includes adding a senior center, which will be operated by Living Well in Wabash County.

Renovations will include structure and façade repairs, the addition of an elevator, improved use of a surface parking area on an adjacent vacant lot, and development of landscaping and green infrastructure strategies. This rental alternative will provide a quality downtown living option for a range of low- to moderate-income seniors.



THE ROAD TO ONE MILLION: NEAR-TERM PROJECTS

Downtowns & Community Development
The following projects represent investments in downtown redevelopment, community amenities, and facades and streetscapes.

Project: Wabash All-Inclusive Playground
Location: Wabash, IN
Cost: \$910,000
Square Footage: 850 sq. ft.
Lead Organization: City of Wabash

An all-inclusive playground incorporates both conventional playground equipment and modifications for children with disabilities. The nearest all-inclusive playground is currently in Fort Wayne.



A committee to spearhead the plans for the playground has been created. The park will be located on a three-acre tract of land along Carroll Street, across from the Wabash County YMCA. It is connected to the Wabash Pedestrian Trail and River greenway system and is just a block south of the Honeywell Center downtown. About one acre of the land is devoted to the existing John Drook Skate Park.

The new playground will be constructed on a previous brownfield site. The City of Wabash has already contributed funding to purchase, remediate, and cap the facility.

This playground facility will be on the city trails system that we are currently working to connect to the Regional U.S 24/Wabash River Walk Trails that Wabash has already invested in and we have agreed to support as a region.

6 Project: Huntington UB and Opera Block Redevelopment
Location: Huntington, IN
Cost: \$10,000,000
Square Footage: 47,000 sq. ft.
Lead Organization: City of Huntington Redevelopment Commission, Indiana Landmarks, Anderson Partners, LLC, and AP Development LLC.

In the fall of 2014, the City of Huntington was planning to demolish the three buildings in the Courthouse Square Historic District on the National Register of Historic Places. Indiana Landmarks, in partnership with AP Development LLC, responded to a request for a proposal for the block and subsequently entered into a development agreement to assess and redevelop the buildings.

Over the past three months, local partners, including the City of Huntington, the Huntington Chamber of Commerce, and Huntington University, have met to determine the best uses of the buildings. The end use of the buildings will likely include housing. The block also includes a local restaurant and vacant historic Opera House. Between the two sides of the block is an open space large enough to serve as a public plaza.



7 Project: Columbia City Aquatics Facility
Location: Columbia City, IN
Cost: \$4,000,000
Lead Organization: Columbia City Parks Department

In 2012, an assessment was completed on the current 55-year-old Burnworth Pool, which had its last renovation in the early 1990s. In response to the problems encountered in the assessment and the high renovation costs associated with those problems, the City formed an Aquatics Facility Task Force. The task force worked closely with two collaborating consulting firms to create a plan of action for aquatics in Whitley County.

After multiple public meetings and discussions, the task force decided to begin planning a new outdoor aquatics facility that included two water slides, play features for children, a six-lane lap pool, a vortex water feature area, and a grassy area for picnics or other recreation.

The new facility will be next to the Columbia City High School with future visions of an expanded Morsches Park. When the aquatics facility is completed, Columbia City will have a destination for families to spend an entire day together enjoying recreational opportunities that do not currently exist.

9 Project: The Landing
Location: Fort Wayne, IN
Cost: \$20,000,000
Square Footage: 110,000 sq. ft.
Lead Organization: City of Fort Wayne, Downtown Development Trust

The City of Fort Wayne has worked with the Downtown Development Trust, the Community Foundation of Greater Fort Wayne and HUD to acquire seven buildings and two parking lots on West Columbia Street for redevelopment.

The ground levels of the 150-year-old buildings are expected to attract restaurants and shops, with the upper levels earmarked for housing. A total of 110,000 sq. ft. are available for development. There is demand for additional housing downtown, especially in proximity to the rivers.

Despite recognition on the National Register of Historic Places, the block-long strip has not yet developed a consistent identity among occupants. The goal of this development is to create a single theme to tie the businesses together and create a cohesive destination.



10 Project: 400 E. Washington Redevelopment
(Old Iron Mountain Bldg.)
Location: Fort Wayne, IN
Cost: \$18,500,000
Square Footage: 60,000 sq. ft.
Lead Organization: Private Developer

Redevelopment of 400 E. Washington Blvd (the old Iron Mountain building) and the rest of that block would revitalize a busy intersection in downtown Fort Wayne. The project would include housing, retail, and office space with 45 residential units in the existing warehouse and 30 newly constructed units and row houses. The office/retail space would make up 12,500 sq. ft. of the project.

In addition to the mixed-use features to be developed, there are also regional amenities like museums, theaters, and parks within a mile of the site. Residents and employees could take advantage of the trails at Headwaters Park, a 5-minute bike ride or 15-minute walk from the old Iron Mountain building. The site is also located in walking distance to shops, restaurants, cafes, churches, schools, and public transit.



11 Project: McMillen Park Scholar House & Grand Family Housing
Location: Fort Wayne, IN
Cost: \$14,500,000
Lead Organization: Model Group

This project would redevelop 23 acres of land along McKinnie Avenue, starting where McKinnie intersects South Anthony Boulevard. The planned development would replace McMillen Park Apartments at 4209 Plaza Drive, which were demolished in 2011.

The Scholar House would be comprised of 50 housing units specifically designed for families who are pursuing education while raising children, and it would be complemented by an on-site day-care service that also provides Head Start.

The Grand Family housing would be comprised of 22 cottage-style single-family homes for families where children are being raised by grandparents. The project would also include multiple-family housing units such as brownstones, supportive living apartments, a café, and retail or office space.



Project: Bluffton Community Re-Investment Program
Location: Bluffton, IN
Cost: \$1,000,000
Lead Organization: Bluffton NOW!

This program is a partnership between the City of Bluffton, Bluffton NOW!, and property owners in the heart of Bluffton. This program will utilize funds from the City of Bluffton as a match to private funds to achieve the following:

- Exterior façade improvements including but not limited to: paint, awnings, windows, siding, brick repair, roof repair, signage, etc.
- Interior improvements including but not limited to: flooring, paint, carpentry work, water or fire damage restoration, and ceiling repair.
- Demolition work to tear down failing building structures or removal of debris from falling building infrastructure or materials.

The goal of this program is to enhance the heart of Downtown Bluffton and improve the livability of our community.



12

Project: Decatur Downtown Façade Improvement Program
Location: Decatur, IN
Cost: \$500,000
Lead Organization: City of Decatur

The City of Decatur is developing a local façade program to provide 50/50 matching grants to downtown property owners who wish to make improvements to their structures. Decatur Main Street's design committee is working to develop program guidelines, and it will be the recommending body to City Council for approved projects. The cap on the city's match will be \$15,000 per project.



The improvements to the existing mixed-use buildings within the downtown will promote commercial and retail space to locate in the area as well as attract residents to housing on the upper floors. Improvements will enliven downtown Decatur through a combination of architectural details and colors.

This project will happen in tandem with the Downtown Revitalization Plan, which is scheduled to be completed in Fall 2015. The plan will include 2nd Street streetscapes (benches, trees, trash cans, bike racks and other amenities), event space, and a parking plan.

13

Long-Term Projects

Project: Washington/Harrison Mixed-Use Development
Location: Fort Wayne, IN
Cost: \$46,000,000 - \$50,000,000

This property is under municipal control and is a prime development site on Washington corridor. The proposed infill development consists of a nine-story, 235,000 sq. ft. building. The building would contain: 20-25,000 sq. ft. of retail, 75,000 sq. ft. of parking, 50,000 sq. ft. of hotel, and 85,000 sq. ft. of boutique hotel.

Project: YWCA Mixed-Use Project
Location: Fort Wayne, IN
Cost: \$20,000,000

The St. Vincent campus was originally constructed in 1887 and the current structures were completed in 1932. The buildings are situated on 25 acres adjacent to downtown Fort Wayne on N. Wells Street. The campus has operated as a YWCA, a charter school, and most recently as a private school. The property and buildings are available for redevelopment and can accommodate a range of uses.

Project: St. Joseph Hospital Campus Housing
Location: Fort Wayne, IN
Cost: \$4,000,000

St. Joseph Hospital is a 191-bed facility serving the neighborhoods in and around the heart of Fort Wayne. The St. Joseph School of Nursing was built in 1929 to serve St. Joseph Hospital. The school closed its doors in 1988, leaving an underutilized 5-story building with approximately 8,000 sq. ft. per floor. The hospital is considering the renovation of the nursing building into a 30-unit housing development.

Long-Term Projects

Project: Main/Harrison Mixed-Use Development
Location: Fort Wayne, IN
Cost: \$40,000,000

The property is under municipal control and is a prime development site on the corridor. The proposed infill development consists of a six-story, 224,000 sq. ft. building.

Project: New Haven Water Park
Location: New Haven, IN
Cost: \$3,500,000

The existing Jury Pool would be expanded into a broader water park to include a surf machine and a lazy river. This would be an attraction for neighboring counties with 40,000 annual expected users, as the pool already attracts visitors from around the region.

Project: Kendallville Downtown Development
Location: Kendallville, IN
Cost: \$5,700,000

The next step in the Downtown Kendallville plan is to improve streetscapes and add a new green space in the form of a pocket park.

Project: Woodburn Elementary School Redevelopment
Location: Woodburn, Allen County, IN
Cost: \$6,000,000

Shuttered after school consolidation, the Woodburn Elementary School is a 50,000 sq. ft. building that provides an opportunity for community, fitness and residential activities.

Vision Projects

Downtown Vibrancy Initiative

The downtowns throughout Northeast Indiana have many beautiful historic buildings. Nearly every downtown has attempted some level of revitalization, using financing tools such as CEDIT, CIB, and TIF to fund façade improvements and redevelopment of historic buildings. However, more is needed to catalyze redevelopment throughout the region to the point of being able to reach one million residents.

To create positive interest in redeveloping buildings and creating new amenities in the region's downtowns, we are proposing an initiative that seeks to accomplish \$440 million in downtown enhancements over the next eight years, at an average of \$40 million in 11 regional communities. Redevelopment would focus on specific contiguous blocks in downtowns, similar to The Landing concept in downtown Fort Wayne. Each community should pursue redevelopment in a way that aligns with its unique identity and priorities.

This Downtown Vibrancy Initiative is soliciting support from the private sector and philanthropy to launch. We will work with each downtown to identify redevelopment opportunities. These projects would be priority projects for future rounds of Regional Cities matching funds. Many projects within the current portfolio represent initial projects within the Downtown Vibrancy Initiative.

General Electric Campus Redevelopment

The 32-acre General Electric campus dates back to 1911 and once employed over 10,000 people in industrial and administrative positions. Today the iconic General Electric sign along the Fort Wayne skyline is a visible reminder of what once was, and could turn into a beacon of what can be done. A recently formed task force is looking at the possible range of uses of the buildings including the model being launched in South Bend at the former Studebaker manufacturing facility.

The American Tobacco facility in Durham, North Carolina, as highlighted in the IEDC Peer Cities Study, also demonstrates redevelopment as the catalyst that has positioned that community as one of the strongest in the country.

Repurposing and redeveloping the GE campus will cost roughly \$165 per sq. ft. for a total of \$165 million. Although this represents a significant investment, the Fort Wayne community has come together to successfully take on similar projects in recent years, demonstrating both enthusiasm and capacity for a project of this size.