



Choice Neighborhoods Planning Grant

SEFW CNI Transformation Plan Draft



Submission Date
Friday, September 20th, 2024

TABLE OF CONTENTS

Acknowledgements 1

Glossary of Terms 3

PART I – Executive Summary 6

 Why Fort Wayne? Why Now? 6

 Envisioning Southeast Fort Wayne’s Vision 6

 Understanding Southeast Fort Wayne’s Challenges 6

 Our Planning Process 7

 Common Themes..... 8

 Goals and Strategies..... 8

PART II – Modeling a Neighborhood of Choice..... 11

 What is Choice Neighborhoods? 11

 Core Goals 11

 Grant Types 11

 Our Journey to Choice Neighborhoods 12

 Tall Oaks Apartments..... 12

 SEFW CNI Boundary 12

PART III – THEN: Fort Wayne & SEFW Community 14

 Fort Wayne in the 1800s 14

 Fort Wayne in the 1900s 14

 Fort Wayne in the 2000s 14

PART IV – NOW: SEFW’s Existing Conditions 15

 Community Assets 16

PART V – The Planning Process 17

 The Team: How We Organized 17

 Core Members 17

 Advisory Committee (AC) 17

 Steering Committee (SC) 18

 Resident Advisory Committee (RAC) 18

 Focus Groups (FG) 18

 Partnerships 18

 The Planning Process 19

 Community Engagement..... 19

Tall Oaks Resident Engagement Efforts	22
On Going Engagement.....	23
Capacity Building.....	23
PART VI – Amplifying the Community’s Voice	25
Our Community’s Voice	25
Focus Groups (FG).....	26
Visioning Sessions.....	31
Resident Engagement/Needs Assessments	32
Community Surveys	37
Our Community’s Vision	38
PART VII – A Solid Foundation: Plans in Action.....	39
All in Allen	39
Southeast Strategy	39
Common Themes.....	40
PART VIII – Housing Plan	41
Guiding Principles and Lead	41
Lead	41
Accessible and Affordable Quality Housing Goals and Strategies	42
Relocation Strategy.....	48
Accessibility.....	49
Mixed-Income Housing Strategy	49
Financing Plan.....	50
Next Steps	50
Land Use Approvals	51
Site Control	51
PART IX – People Plan	52
Guiding Principles and Lead	52
People Lead.....	53
Education and Youth Goals & Strategies.....	53
Health and Wellness Goals & Strategies	55
Economic Growth & Development Goals & Strategies.....	56
PART X – Neighborhood Plan	58
Guiding Principles and Lead	58

Neighborhood Lead.....	58
Safety & Security Goals & Strategies	59
Mobility & Connectivity Goals and Strategies.....	60
Environment & Sustainability Goals and Strategies.....	61
PART XI – Implementation Plan	63
Implementation Framework	63
Implementation Leads	63
Ongoing Engagement and Capacity Building	63
Partner Roles and Responsibilities	64
Implementation Timeline	66
Performance Tracking and Management	72
Performance Reports and Reviews	79
Finances	79
Leveraging Resources.....	80
Sustainability of Funding	80
Planning Grant Accomplishments	87
Early Action Activities Progress	87
Appendix	88

Acknowledgements

Fort Wayne Housing Authority

Central Office Staff
SEFW CNI Ambassadors
Tall Oaks Apartments Property Management
Tall Oaks Apartments Residents

City of Fort Wayne

Office of the Mayor
City Council
Community Development Department
Public Works Department
Parks and Recreation Department
Police Department

Brinshore Development

Clesia Ventures

Fort Wayne Community Schools

Allen County

Department of Planning Services

East Allen County Schools

Southeast Area Partnership

Fort Wayne Urban League

United Way of Allen County

Ivy Tech Community College

Boys & Girls Club of Northeast Indiana

Come As You Are Community Church

Vincent Villages

Fort Wayne Chamber of Commerce

Adams Township



Wayne Township Trustee

Bridge of Grace Ministries

Petra Solutions

The St. Joseph Community Health Foundation

Fort Wayne Trail

YMCA of Greater Fort Wayne

Greater Fort Wayne

Brightpoint

Martin Luther King Montessori School

Abbott Elementary

Glossary of Terms

Affordable Housing – Housing is considered affordable if a family pays no more than 30% of its household income on housing-related costs.

Anchor Institutions – Anchor institutions are businesses and organizations firmly established within a neighborhood. They have regional significance and serve as economic and cultural drivers, generating jobs, creating local business opportunities, and contributing in significant ways to the development of human, social, and cultural capital.

Area Media Income (AMI) – Area Media Income is the midpoint of a region’s income distribution – half of families earn more than the median and half earn less than the median.

CDBG – HUD’s Community Development Block Grant program provides communities with resources to address a wide range of needs and priorities relating to housing and economic opportunity.

CN – Choice Neighborhoods. Sponsored by HUD, Choice Neighborhoods Planning Grants support the development of comprehensive neighborhood revitalization plans that focus on three goals: People, Housing, and Neighborhoods. To achieve these goals, communities must develop a comprehensive neighborhood revitalization strategy or “Transformation Plan.”

CNI – Choice Neighborhoods Initiative.

Early Action Activity – Up to \$150,000 of CNI Planning Grant funds can be used for limited physical neighborhood improvements during the two-year planning process.

Evidence-based Practice – This term refers to the use of the best available conclusions or findings from research and studies as a basis for determining the best practices and predictions of outcomes in a field.

Extremely Low Income – Households with an income under 30% of AMI.

FQHC – Federally Qualified Health Centers are community-based health care providers that receive funds to provide primary care services in underserved areas. They must meet a stringent set of requirements, including providing care on a sliding fee scale based on the ability to pay.

FMR – Fair Market Rent is the rent amount, including utilities (except telephone), to rent privately-owned, decent, safe and sanitary rental housing of modest (non-luxury) nature.

HCV – Housing Choice Voucher is commonly known as a Section 8 voucher. With a HCV, the participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

Low Income – Households with income between 30% and 60% of AMI.

HUD – U.S. Department of Housing and Urban Development.

IHCDA – Indiana Housing & Community Development Authority is the Housing Finance Agency (HFA) that administers the states’ Low Income Housing Tax Credit (LIHTC) program.

LEED – Leadership in Energy and Environmental Design (a green building and neighborhood certification program).

LIHTC – Low Income Housing Tax Credit program provides a tax incentive to subsidize the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants. These credits are issued by the Indiana Housing & Community Development Authority.

9% Tax Credits – The 9% tax credit is a competitive tax credit allocation for the construction of affordable rental housing. It typically covers most of the cost of new construction. Tax credit units have set rents, and prospective tenants must meet income limit requirements.

4% Tax Credits – The 4% tax credit is not competitive and does not cover the total cost of new construction. As a result, it is typically claimed for rehabilitated affordable housing and new construction affordable units that are financed with tax-exempt bonds or other subsidies.

Market-Rate Housing – Housing units unrestricted by income.

Non-Replacement Housing – New housing proposed by the Choice Plan that is not intended to replace Tall Oaks units.

Part I Violent Crimes – Aggravated assault, rape, murder, and robbery are classified as Part I Violent Crimes.

Public Housing – Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. Rent is 30% of adjusted gross income. All existing units at Tall Oaks are public housing.

PBV – Project-Based Voucher units are part of the Housing Choice Voucher program, also known as Section 8. PBV's are tied to a unit.

RAD – HUD's Rental Assistance Demonstration program supports public housing agencies in preserving and improving public housing and increasing residents' stability and choice by converting public housing properties' regulatory status to become permanent affordable Section 8 housing.

QAP – A Qualified Allocation Plan issued by the Housing Finance Agency that describes the process of distributing LIHTC.

Renewable Energy/Low-Impact Design – Energy from natural resources such as sunlight and geothermal heat that is naturally replenished.

Replacement Housing – This refers to rental housing (public housing and PBV housing) that will replace any Tall Oaks units that are demolished, disposed of, or reduced.

School Readiness – This refers to a set of expectations, guidelines, or developmental milestones that describe what all children need to know before entering kindergarten.

TDC – Total Development Cost.

Section 8 Housing – Section 8 is a common name for the Housing Choice Voucher Program that allows private landlords to rent apartments and homes at fair market rates to qualified low-income tenants. Housing choice vouchers are administered locally by public housing agencies with funds from HUD.

Transformation Plan – Communities that receive a CN Planning Grant from HUD must develop and implement a comprehensive neighborhood revitalization strategy that addresses the three core goals of the Choice Neighborhoods Initiative (Housing, People, Neighborhood). The

Transformation Plan becomes the guiding document for the revitalization of the public and/ or assisted housing units while at the same time, directly transformation of the neighborhood and creating positive outcomes for families.

Wealth Building - Community wealth building aims to address wealth disparities by improving collective and individual asset-ownership and creating a more stable and inclusive local economy. Strategies can include expanding affordable homeownership, investing in the capacity of local businesses, and increasing job training.

Workforce Housing – Rental or homeownership housing that is affordable to households earning between 60 and 120 percent of area median income.

PART I – Executive Summary

Why Fort Wayne? Why Now?

The Southeast Fort Wayne Choice Neighborhoods Initiative (SEFW CNI) Transformation Plan was created with the involvement of the SEFW CNI neighborhood residents, surrounding communities, residents of Tall Oaks Apartments, and community stakeholders in an effort to reinvest in the southeast quadrant. While other quadrants have felt the nudge of development, the southeast quadrant has lagged. The SEFW CNI Transformation Plan stands in the gap of disinvestment and showcases the drive for equitable development within the southeast quadrant of Fort Wayne. The time for positive change and opportunity has come!

With the need for investment at the forefront of Southeast Fort Wayne's community and stakeholders, the Fort Wayne Housing Authority saw the Choice Neighborhoods program as an opportunity to holistically redevelop and revitalize the SEFW CNI neighborhood and support existing collaborative initiatives taking place in the quadrant, like the Village Premier Mixed-Use Development.

In 2022, the Fort Wayne Housing Authority was awarded the coveted Choice Neighborhoods Planning Grant, which focuses on revitalizing the target neighborhood (SEFW CNI) and Public Housing site (Tall Oaks Apartments). Fort Wayne is the first City in Indiana to be awarded the coveted Choice Neighborhoods Grant. The determination to improve the SEFW quadrant is evident in the efforts made to secure federal and local leveraged funding to formulate a Transformation Plan that addresses not only the needs of the targeted neighborhood and its surrounding community but amplifies the voice of the SEFW CNI community to be the pioneers of their community's future. The City of Fort Wayne is well on its way to reinvesting in the redevelopment of the southeast quadrant. The time for Fort Wayne is now!

Envisioning Southeast Fort Wayne's Vision

"Creating a new legacy that promotes community, affordability, accessibility, and opportunity for ALL"

This vision emerged as a powerful, unifying statement from the series of engagement activities and events held within the SEFW CNI Neighborhood. Through open forums, workshops, and interactive sessions, participants shared their experiences and ideas, laying the groundwork for a vision that reflects a deep commitment to inclusivity and progress.

Understanding Southeast Fort Wayne's Challenges

The Southeast has a rich and diverse history built on the back of manufacturing. Like many industrially based areas, over the last half-century, the decline in manufacturing caused a mass exodus to the suburbs of surrounding communities. This caused an increasing prevalence of negative social ills like unemployment, poverty, mobility, and safety challenges that have plagued the Southeast neighborhood.

The SEFW CNI neighborhood has had its share of challenges, particularly in comparison to other Fort Wayne neighborhoods. Demographically speaking, there are seven (7) critical areas of disparity regarding the SEFW community. The seven focus areas include health and wellness, education, housing, poverty, race, disinvestment, and unemployment. The SEFW CNI Transformation Plan aims to address these challenges and use them as a steppingstone to future opportunities.

Our Planning Process

A multitude of engagement tactics and member committees were created to make the SEFW CNI project a success. Below are the integral committees and engagement efforts for the SEFW CNI process.

Core Members

Lead Applicant - Fort Wayne Housing Authority (FWHA)

Planning Coordinator - Clesia Ventures, LLC (CV)

Committees

Advisory Committee (AC)

Steering Committee (SC)

Resident Advisory Committee (RAC)

Focus Groups (FG)

THE PROCESS

The foundation of the SEFW CNI planning process is to strengthen relationships and partnerships amongst the SEFW CNI community members, Tall Oaks Apartments residents and stakeholders. Building these relationships is integral to the work during and after Choice Neighborhoods. By fostering these relationships and partnerships, the outcome of the planning process was a collectively developed transformation plan that is actionable, sustainable and implementable. Community- and resident-centered engagement took place during the entirety of the grant term. The measures in which this engagement took place are listed below.

SEFW CNI Community Engagement Efforts

Choice Neighborhoods Community Office

Town Hall Visioning Sessions

Community Meetings

Committee Meetings

SEFW CNI Community Assessment Surveys

SEFW CNI Ambassadors

Tall Oaks Apartments Resident Engagement Efforts

Needs Assessments

Tall Oaks Community Meetings

Common Themes

The SEFW CNI Transformation plan was built on the solid foundation of existing plans to compile a plan that works in tandem with existing efforts to ensure a streamlined approach to assembling and implementing goals and strategies. The analysis of the *All in Allen* comprehensive plan and the *Southeast Strategy* neighborhood plan reveals several common priorities. The common priorities serve as the interconnected themes that run through this plan. The interconnected themes include:

- Economic Growth & Development
- Community Health & Wellness
- Education & Youth
- Accessible and Affordable Quality Housing
- Safety & Security
- Environment & Sustainability
- Mobility & Connectivity

Goals and Strategies

The SEFW CNI Transformation Plan aims to magnify the change that has occurred and collectively propel and encourage future investment in the SEFW CNI neighborhood. The initiative's goals and strategies were driven by intentional community engagement efforts that addressed the challenges outlined by the SEFW CNI neighborhood. Maintaining ongoing engagement is critical to the success of the SEFW CN Transformation Plan. This transformation plan aims to achieve these goals without disrupting or compromising existing program momentum shared by City officials, developers, and community organizers.

Housing Plan Goals and Strategies

Theme: Accessible and Affordable Quality Housing

1. Provide more diverse housing options
 - a. Substantial rehabilitation of Tall Oaks Apartments using Low Income Housing Tax Credits.
 - b. Develop offsite new construction income-based housing the SEFW Community using FWHA's Project-Based Voucher (PBV) Program.
2. Homeownership program awareness and execution
 - a. Partner with organizations to offer grant assistance to low-income and moderate-income homebuyers.
 - b. Partner with local organizations to offer homeownership education opportunities.
 - c. Develop single-family homes for homeownership.

People Plan Goals and Strategies

Themes: Economic Growth & Development, Community Health & Wellness and Education & Youth

3. Improve Access to Quality Education for All Ages
 - a. Partner with local schools, higher education institutions, and community organizations to enhance early childhood education programs, ensuring that young children have a strong foundation for learning.
 - b. Develop comprehensive after-school and tutoring programs for elementary and middle school students, leveraging resources from local universities to provide academic support, enrichment activities, and mentorship.
 - c. Collaborate with local high schools and higher education institutions to offer college preparation, career readiness programs, and dual enrollment opportunities, helping students transition successfully to higher education or the workforce.
4. Expand Adult Education and Skill Development Opportunities
 - a. Partner with local higher education institutions to offer adult education programs, including GED preparation, computer literacy, and vocational training, tailored to the needs of Southeast Fort Wayne residents.
 - b. Provide financial literacy, small business development, and entrepreneurship workshops in collaboration with local colleges and universities to help residents manage their finances effectively, start new businesses, and achieve economic independence.
5. Provide Positive and Engaging Opportunities for Youth
 - a. Develop after-school programs, sports leagues, and arts/performing arts initiatives that offer constructive activities and build life skills.
 - b. Establish mentoring and leadership development programs to connect youth with positive role models and support their personal growth.
 - c. Implement summer programs and camps that provide educational enrichment and recreational activities during school breaks.
6. Foster Youth Employment and Career Readiness
 - a. Create job training and employment programs for teens, focusing on skills development and work experience.
 - b. Partner with local businesses to offer internships and job shadowing opportunities, helping youth explore career paths and gain real-world experience.
7. Enhance Access to Health and Wellness Services
 - a. Partner with local healthcare providers to offer regular health screenings, mental health counseling, and wellness programs tailored to the community's needs.
 - b. Develop nutrition and fitness programs, including cooking classes and exercise groups, to promote healthy lifestyles and prevent chronic diseases.
 - c. Implement initiatives to improve mental health support, including counseling services and stress management workshops, to address high levels of anxiety and depression reported by residents.
8. Increase Employment Opportunities for Residents
 - a. Partner with local businesses and industries to create job opportunities within the SEFW CNI neighborhood, focusing on sectors such as healthcare, service providers, and manufacturing.
 - b. Establish job training and career coaching programs that equip residents with the skills needed for available jobs, including technology and customer service roles.
 - c. Provide support services such as transportation assistance and affordable childcare to remove barriers to employment.

9. Support Entrepreneurship and Small Business Development
 - a. Offer workshops and resources for aspiring entrepreneurs, including business planning, marketing, and access to capital.
 - b. Promote local small business incubators to support local startups and foster economic growth within the community.

Neighborhood Plan Goals and Strategies

Themes: Safety & Security, Environment & Sustainability and Mobility & Connectivity

10. Improving policing and security efforts
 - a. Increase policing visibility in the SEFW CNI neighborhood
 - b. Offer safety and security-based internships and mentorship opportunities for SEFW Youth.
 - c. Create a SEFW-wide task force to promote safety, facilitate communication around safety issues, and foster stronger relationships with law enforcement
11. Improve access to ability-friendly routes
 - a. Provide ADA-accessible features through the SEFW CNI neighborhood
12. Access to alternative options for mobility and connectivity
 - a. Making the SEFW CNI neighborhood walkable and bikeable
13. Encourage environmentally conscious and sustainable practices
 - a. Reduction of Vacant and blighted lots to form pocket parks to host environmental sustainability programs/events
 - b. Identify opportunities to implement renewable energy for buildings.

PART II – Modeling a Neighborhood of Choice

What is Choice Neighborhoods?

The Choice Neighborhoods (CN), formally known as Choice Neighborhoods Initiative (CNI), is a program implemented by the United States Department of Housing and Urban Development (HUD) under the Obama administration in 2010. Choice Neighborhoods represents the next generation of neighborhood revitalization policy, as it builds upon the HOPE VI public housing revitalization program launched in 1993.

HOPE VI provided funds for local leaders to redevelop some of the nation’s most severely distressed public housing and create stable mixed-income communities. Choice Neighborhoods takes HOPE VI to the next level by broadening the properties and activities that resources can be targeted towards. The goal is to ensure that the redevelopment is an even more robust anchor that spurs neighborhood stability and elevated levels of investment.

While housing was the main objective, experience has shown that this redevelopment (CN) has also been associated with reduced levels of poverty, crime, and unemployment, increased income and property values, and the creation of investment, business growth, and local jobs.

Core Goals

Choice Neighborhoods has three core goals that should be represented in all grant activities. All three goals greatly impact people’s decisions about where they choose to live, play, learn and work.

The three core goals of Choice Neighborhoods are:

- HOUSING
 - Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the surrounding neighborhood's needs.
- PEOPLE
 - Improve the outcome of the households living in the target housing related to income, employment, health, and education.
- NEIGHBORHOODS
 - Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer a variety of amenities and assets, including safety, good schools, and commercial activity, that are important to families’ choices about their community.

Grant Types

Choice Neighborhoods has two types of grants available to applicants: Planning Grant and Implementation Grant.

- *PLANNING GRANT*

- This is a two-year (24-month) grant that supports the development of a comprehensive neighborhood Transformation Plan that focuses on directing resources to address the three core goals: Housing, People, and Neighborhoods.
 - Typical HUD Planning Grants Awards: \$500,000
- *IMPLEMENTATION GRANT*
 - This eight-year grant supports those communities that have undergone a comprehensive local planning process and are ready to implement their “Transformation Plan” to redevelop the neighborhood.
 - HUD Implementation Grant Awards: up to \$50M

Our Journey to Choice Neighborhoods

Fort Wayne’s journey to Choice Neighborhoods has not been the smoothest. It took three attempts at the Planning Grant to secure the award for the southeast Fort Wayne area. Under the Fort Wayne Housing Authority (FWHA) lead, Fort Wayne (FW) finally secured the CN Planning Grant in December of 2022. At the time of the award, Fort Wayne was the first and only City in the state of Indiana to receive a CN grant. With \$500,000 in federal funding and over \$600,000 in pledged leverage funds, FWHA alongside the City of Fort Wayne, their partners and most importantly, the residents of Tall Oaks Apartments (TALL OAKS APARTMENTS) and the Southeast Fort Wayne (SEFW) neighborhood have worked together to revitalize the Southeast Fort Wayne Choice Tall Oaks Neighborhood Initiative (SEFW CNI) neighborhood. The SEFW CNI neighborhood is not only the needed catalyst for the positive and progressive change needed in the Southeast quadrant of Fort Wayne but the epicenter for “*Creating Neighborhoods of Choice.*”

“This award will provide Fort Wayne Housing Authority, the City of Fort Wayne, residents, and stakeholders an opportunity to bring the community and planning partners together to create a viable and actionable Transformation Plan for southeast Fort Wayne.” – George Guy, CEO/Executive Director

Tall Oaks Apartments

Tall Oaks Apartments is the distressed public housing property that forms the foundation for the Southeast Fort Wayne (SEFW) Choice Neighborhoods planning project. It is a seven-story apartment building built in 1970. The building has 105 public housing units (one-bedroom or two-bedrooms) and is currently a family-oriented site. It is located at the intersection of E. Tillman Road and Decatur Road.

SEFW CNI Boundary

The boundary was selected based on the long-term vacancy, poverty, and affordable housing need criteria required for the Planning Grant Application. It had to include a HUD-distressed public housing site, which, in this case, is Tall Oaks Apartments. It is important to note that the boundary is not a hard-cut line where the revitalization efforts stop. The revitalization efforts will be centered in the boundary but will include the surrounding areas to ensure an inclusive rather than exclusive revitalization effort that seamlessly integrates into the existing area.

“The board and staff of Fort Wayne Housing Authority see this as a unique once-in-a-lifetime opportunity to revitalize an important neighborhood in our community through housing investments, enhanced services for our residents, and physical neighborhood improvements.” – George Guy, CEO/Executive Director.

PART III – THEN: Fort Wayne & SEFW Community

The City of Fort Wayne is in Allen County, Indiana. Located in northeastern Indiana, Fort Wayne is 18 miles west of the Ohio border and 50 miles south of the Michigan border. The City's population was 263,886 as of the 2020 census, making it the second-most populous City in Indiana behind Indianapolis, and the 83rd most populous City in the United States. It is the principal City of the Fort Wayne metropolitan area, consisting of Allen and Whitley counties which had an estimated population of 423,038 as of 2021. Fort Wayne is the cultural and economic center of northeastern Indiana.

Fort Wayne in the 1800s

Early settlers and Native Americans referred to Fort Wayne as a crossroads because of its strategic location at the convergence of three rivers - the St. Mary's, the St. Joseph, and the Maumee Rivers. The City of Fort Wayne is named after General "Mad" Anthony Wayne, a bold military leader who established the first American fort at the confluence of the three rivers the area was known originally as Fort Miami, a trading post constructed by Jean Baptiste Bissot around 1706. The modern City was platted in 1823 following its revitalization after the War of 1812 and its siege.

In 1824, the Indiana General Assembly established Allen County, and the 1830s brought about the construction of the Wabash and Erie Canal in Fort Wayne. This famous canal earned Fort Wayne the nickname "Summit City" because it was the highest point above sea level along the entire canal route.

Years later, with the advent of the railroad, Fort Wayne held a key position in the great Pennsylvania Railroad and soon become known as the "Altoona of the West." As the 1800s drew to a close, industry in Fort Wayne continued to flourish as immigrants poured into the area seeking jobs.

Fort Wayne in the 1900s

As the 1900s rolled onto American history, Fort Wayne continued to flourish. Even during the Great Depression Fort Wayne continued its economic boom. Companies like Lincoln National Life Insurance Corporation, Farnsworth Television, Zollner Piston, Central Soya, and the Holsum Bakery all called Fort Wayne home. Notable Fort Wayne landmarks like the Embassy Theatre, the Scottish Rite Auditorium, and the Lincoln Tower were built during these boom years.

Fort Wayne in the 2000s

Once a booming manufacturing town located in what became known as the Rust Belt, Fort Wayne's economy in the 21st century is based upon distribution, transportation and logistics; healthcare, professional and business services; leisure and hospitality, and financial services. The city is a center for the defense industry which employs 1-2% of the population. Fort Wayne was an All-America City Award recipient in 1983, 1998, 2009, and 2021. The city also received an Outstanding Achievement City Livability Award by the U.S. Conference of Mayors in 1999.

PART IV – NOW: SEFW’s Existing Conditions

The Southeast neighborhood has a rich and diverse history. The Southeast neighborhood has traditionally been the location of key industries, commercial areas, and diverse residents, reflected by their neighborhoods and church communities. Over the last half-century, the decline in manufacturing plagued the area, causing an exodus of families to the suburbs of others, thus leaving an ever-widening socio-economic gap. The gap has increased negative community attributes such as unemployment, increased poverty, and disinvestment. The information below provides a contemporary look at the SEFW CNI Neighborhood as compared to the City of Fort Wayne and Tall Oaks Apartments.

CONDITION	SEFW CNI NEIGHBORHOOD	FORT WAYNE	TALL OAKS APARTMENTS
<i>Demographics</i>			
Population	19,553	267,670	122
Median Age	30.1	37.1	50+
Race Composition	Caucasian: 37.7% African American: 40% Asian: 7.6% Other: 14.7%	Caucasian: 72% African American: 15% Asian: 5% Other: 8%	Caucasian: 15% African American: 80% Asian: 1% Other: 4%
<i>Economic</i>			
Median Household Income	\$28,717	\$51,454	\$10,180
Unemployment	11.1%	5.9%	77%
Poverty	40.2%	15.5%	N/A
<i>Transportation</i>			
Main Mode of Transit	Car	Car	Car
Public Transit	Yes (Citilink)	Yes (Citilink)	Yes (Citilink)
Biking Infrastructure	No	Yes	No
Walking Infrastructure	Partial	Yes	Partial
<i>Housing</i>			
Households	6,706	109,507	105
Ownership	49.1%	64.5%	0
Renting	50.9%	35.5%	100%
Median Home Value	\$47,962	\$167,762	N/A
Dominant Zoning	Residential	N/A	N/A

Health & Wellness

Life expectancy in SEFW is significantly lower than in other areas of the city, up to 10 years shorter. This is reflected in the median age of residents, with Southeast residents, on average, being 6 to 8 years younger than other City residents. Diabetes and obesity are both approximately 50% more common in Southeast adults (age 18+) compared to adults elsewhere in the city. A major factor in the higher rate of diabetes and obesity is that most of SEFW is a food desert,

meaning a lack of access to affordable and good-quality foods. Adults in the Southeast are also 50% more likely to smoke, commonly associated with racially targeting advertising.

Education

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

Disinvestment

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

Community Assets

The SEFW CNI neighborhood has considerable assets within the boundary, making the area ripe for investments. Community pride runs deep in this neighborhood and that is reflected by the engagement and drive for a better neighborhood. The physical assets of the neighborhood include:

- McMillen Park
 - Community Center
 - Recreational outdoor Activities
 - Golf Course
- Village Premier Mixed-Use Development
- Academic facilities
 - Abbott Elementary School
- Faith-based institutions
- Downtown Fort Wayne

PART V – The Planning Process

The Team: How We Organized

To make the SEFW CNI project a success, a multitude of member committees were created. All the integral committees and their roles in the SEFW CNI process shall be mentioned below.

Core Members

Fort Wayne Housing Authority (FWHA)

Lead Applicant

Has the fiduciary responsibility for administrating the grant and delivering a Transformation Plan to HUD at the conclusion of the grant term.

In 1937, the Indiana General Assembly adopted enabling legislation giving local government authority to participate in federal low-rent housing programs. Subsequently, on the 8th day of February 1938, the Common Council of the City of Fort Wayne, Indiana, passed a resolution creating the Housing Authority of the City of Fort Wayne, Indiana.

FWHA provides affordable housing programs to families in the Fort Wayne metro area through its Public Housing program, Housing Choice Voucher program, and other rental housing programs. The FWHA owns and manages over 800 units of affordable housing, administers and manages over 3,000 vouchers, and helps provide homes to almost 4,000 families and nearly 9,000 family members.

In addition, FWHA offers supportive services programs to help residents achieve their social, financial, economic, health, or personal goals. The programs offered include Fresh Start Enrichment (FSEP), Youth Build, Family Self-Sufficiency (FSS), Homeownership Assistance, and Jobs Plus.

Clesia Ventures, LLC (CV)

Planning Coordinator

Responsible entity for the coordination and execution of the planning process.

Clesia Ventures, LLC, formed in 2008, is a minority-owned real estate development, consulting, and program management firm based in Atlanta, Georgia. CV and their professional group of consultants have over 75 years of combined experience. CV's diverse pool of experiences allows their team to be sensitive to the rapidly changing PHA environment and helps provide the best solutions for the agency, while conducting transformative work for the community.

Advisory Committee (AC)

The Advisory Committee includes executive leadership from public agencies who guide the implementing team and ensure that a Transformation Plan is developed with a shared vision that

will serve as the blueprint for implementation and identify potential resources and partnerships to support that implementation.

Steering Committee (SC)

The Steering Committee includes local community and grassroots organizations, who ensure that the plan is built on the expertise of people connected directly with the community. The committee vetted the collected information and assisted in streamlining goals/solutions to ensure they were collaborative, feasible, and implementable.

Resident Advisory Committee (RAC)

The Resident Advisory Committee includes residents from Tall Oaks Apartments, who provide organized representation in the master planning process and represent the public housing residents in the final Transformation Plan. The RAC provides a structure so that residents can influence the Transformation Plan directly, including its vision, mission, priorities, and strategies.

Focus Groups (FG)

The Focus Groups include experts on the corresponding field and Tall Oaks Apartments residents who provide information surrounding the eight (8) focus areas. Each FG will take a deep dive into the key topics that feed directly into the development of transformation strategies. The topics are listed below.

1. Housing & Development (Tall Oaks Apartments Housing focus)
2. Neighborhood Housing
3. Economic Development
4. Youth & Education
5. Health & Wellness
6. Environment & Sustainability
7. Mobility & Connectivity
8. Doing While Planning (Early Action Activity focus)

Partnerships

A plan is only as good as its partners, which is evident in other successful transformation plans. The SEFW CNI program chose an inclusive approach to partnership building as mutually beneficial partnerships lead to realistic outputs that can help families. Fort Wayne has multiple organizations with expertise that fall within the core goals of Choice Neighborhoods. Similarly, the SEFW area has numerous community organizations actively working to create positive change in the quadrant. As a result, the SEFW CNI planning process did not start from scratch but instead built on existing relationships and efforts within the SEFW CNI neighborhood.

Our partners have contributed to the SEFW CNI program in many ways. They are active members of the committee groups, host community events, spread the word about Choice Neighborhoods, and have committed to providing both financial leverage and in-kind services to ensure the vision and goals of this plan are carefully aligned.

The Planning Process

The foundation of the SEFW CNI planning process is to strengthen relationships and partnerships amongst the SEFW CNI community members, Tall Oaks Apartments residents and stakeholders. Building these relationships is an integral component of the work during and after Choice Neighborhoods. By fostering these relationships and partnerships, the outcome of the planning process was a collectively developed transformation plan that is actionable, sustainable and implementable.

The path to creating a neighborhood of choice for southeast Fort Wayne is centered around inclusivity. Our planning process was intentional in ensuring that ALL voices from the SEFW CNI neighborhood had an opportunity to be heard, acknowledged and have a seat at the decision-making table. This section shall detail the ways engagement has and will continue to progress.

Community Engagement

Choice Neighborhoods Community Office

The SEFW CNI office opened in the Summer of 2023 and is located at the Tall Oaks Apartments public housing site. The office is a designated place within the SEFW CNI neighborhood where residents can come in and inquire about Choice Neighborhood-related information. The office is open to the public three days a week and operated by the dedicated SEFW CNI Ambassadors. The office will remain functioning throughout the planning grant and beyond.

Town Hall Visioning Sessions

Town Hall Visioning Sessions were meetings where the community could voice their opinions and participate in the data collection process. Each Town Hall consisted of a short presentation and an interactive session. The interactive sessions allowed attendees to actively engage in the planning process and, most importantly, start the conversation about the revitalization of the SEFW CNI. Attendees were able to freely discuss difficult topics and engage with their fellow community members.

Outreach for the initial town hall included email blasts and flyers at partner facilities. To these outreach methods, 45 community members and partners attended the first town hall. With an aim to continually improve, a broader process of outreach was used to ensure the success of the next town hall. The list below shows the SEFW CNI team's intention to ensure community engagement.

- Partnerships
 - o FWHA partnered with City of Fort Wayne's Parks & Recreation department to host the event at their McMillen Park facility within the SEFW CNI boundary.
- Email blasts
 - o Sent to all attendees of the previous town hall.
 - o Sent to all FWHA residents who lived in the boundary or abutting zip codes.
- Flyers
 - o Sent to partners and committee members to encourage participation.
 - o Posted at the FWHA main office and TALL OAKS APARTMENTS.
- Postcards
 - o Placed in carrier of shoppers at the local Walmart.
- Newspaper Ads
- Radio Ads

The additional outreach was as the attendance for the second town hall was over 110. The information gained from both townhall was instrumental in forming an understanding of the community's needs and continuing the Choice Neighborhoods momentum and interest in the SEFW area.

SEFW CNI Town Hall Visioning Session I (November 8th, 2023)

SEFW CNI Town Hall Visioning Session II (February 15th, 2024)

Community Meetings

Community meetings were our version of open houses, where the community could come together to learn more about the SEFW CNI program and review pertinent documents. The community was made aware of the events through email blasts, flyers and postcards.

Draft Review Community Meeting (September 12th, 2024)

The SEFW CNI community and partners reviewed the transformation plan draft at Legacy One. The ten (10) attendees provided valuable feedback and suggestions.

Committee Meetings

The Advisory, Steering, and Resident Advisory committees met on multiple occasions during the planning grant term. The topics of discussion at these meetings included the data collected from the SEFW CNI community and how best to use their expertise in our efforts to revitalize the SEFW CNI neighborhood. Their meetings are listed below.

Advisory Committee

December 14th, 2023

This meeting reviewed the data collected at that time. The outcome was a more robust plan of action to garner more information.

June 18th, 2024

This meeting discussed the suggested themes, vision, and goals for the collected data. The outcome was a clearer understanding of the implementable goals and vision.

September 4th, 2024

The topic of this meeting was finalizing the goals and strategies. The outcome was implementable goals and strategies that would benefit the SEFW CNI community and beyond.

Resident Advisory

The Resident Advisory Committee has met monthly at Tall Oaks Apartments since May 2023. These meetings included Tall Oaks Apartments residents, the Planning Coordinator, the SEFW CNI Ambassadors and the Tall Oaks Apartments Property Manager. These meetings gave a more in-tune understanding of the wants and needs

Steering Committee

December 14th, 2023



This meeting reviewed the data collected at that time. The outcome was a more robust plan of action to garner more information.

June 18th, 2024

This meeting discussed the suggested themes, vision, and goals for the collected data. The outcome was a clearer understanding of the implementable goals and vision.

Focus Groups

From August to October 2023, the SEFW CNI Focus Groups virtually met to discuss a variety of topics. The eight focus groups consisted of field experts and Tall Oaks Apartments Residents who provided their opinions about the topics below.

Focus Group Name	Meeting Date
Housing & Development	August 23 rd
Neighborhood Housing	August 30 th
Economic Development	September 6 th
Youth & Education	September 13 th
Health & Wellness	September 20 th
Environment & Sustainability	September 27 th
Mobility & Connectivity	October 4 th
Doing While Planning	October 11 th

SEFW CNI Assessment Surveys

To garner more detailed information from the SEFW CNI neighborhood, three types of surveys were created. The SEFW CNI community could choose to participate in either:

1. Business
 - a. This is a short ten-question survey that was completed by individuals who owned a business in or abutting the SEFW CNI boundary
2. Community
 - a. This is a thirty-question survey that was completed by individuals who lived in the SEFW CNI boundary
3. Topic survey.
 - a. This survey is divided into seven topic areas, modelled after the focus group concentrations. If a SEFW CNI resident is interested in a specific, they could take the corresponding short survey.

Three surveys were created to cater to the diverse lifestyle types of the population that work and/or live in the SEFW CNI neighborhood and ensure we got the most holistic view of the community's perspective/needs. The surveys were made available to the community electronically (email and webpage), physically (postcards and flyers at partner facilities), and through face-to-face interactions over the course of six months.

Tall Oaks Resident Engagement Efforts

Needs Assessments

Long assessments with over eighty questions can be daunting to assessment takers. That risks the chance of inaccurate or incomplete due to the longevity of the assessment. To avoid assessment fatigue, the SEFW CNI resident 100-question assessment was split into four parts and completed in stages. The population of Tall Oaks Apartments is predominantly elderly; therefore, to further ease assessment fatigue, the assessments were completed quarterly. With the aid of the property manager, SEFW CNI Ambassadors and the Planning coordinator, residents had multiple ways to complete the assessments. Assessments were available through scannable QR codes on flyers in the main foyer and at Tall Oaks Apartments resident events and meetings, as well as postcards with scannable QR codes delivered to each resident via door knocking and printed assessments at the main office. Of the 104 households at Tall Oaks Apartments, 66 households participated in the assessments, which is a sixty-three percent (63%) participation rate.

Tall Oaks Community Meetings

Tall Oaks Apartments Community meetings were our version of open houses, where the residents could come together to learn more about the SEFW CNI program, discuss Choice Neighborhoods-related items such as the Resident assessments and Early Action Activities and review pertinent documents. The community meetings were very welcoming where residents could talk freely. The SEFW CNI team understood that some residents would not take to the meetings; therefore, activity boards were set up in the lobby so they could still participate in the planning process.

Tall Oaks Apartments Community Meeting (September 12th, 2024)

Tall Oaks Residents reviewed the transformation plan draft at Tall Oaks Apartments.

Early Action Activities

Early Action Activities are physical projects completed during the planning grant term that showcase the arrival and presence of a Choice neighborhood. These activities can range from murals to pocket parks. Throughout the SEFW CNI planning process, residents were heavily involved in exploring potential projects, participating in discussions, and providing valuable input.

After thorough consideration, the community collectively agreed that establishing a community garden and enhancing pedestrian safety measures and placemaking would be the most beneficial projects. These projects will improve community health and wellness, community engagement and mixing, and foster social cohesion.

Pedestrian Safety Improvements and Placemaking

It was mentioned that residents do not feel safe crossing the intersection at East Tillman Road and Decatur Road. East Tillman is a main collector road that comes off Lafayette (US Highway 27), which is a main arterial to the west. East Tillman Road has a speed limit of 45 mph; however, that is not followed as residents have accounted stories of near collisions. To avoid reckless driving on East Tillman Road, residents opt to walk down Woodside Avenue (north of East Tillman) to access a grocery store down the block along South Anthony Boulevard. Despite using a less traffic-filled route, residents mention the sidewalks are incomplete and/or unlevelled, thus causing tripping hazards, which can be detrimental to the elderly or those with disabilities. The lack of complete

sidewalks along Woodside Avenue causes residents to walk in the street, thus threatening their safety. By implementing pedestrian safety measures along Woodside Avenue, East Tillman Road and Decatur Road and placemaking signage, Tall Oaks residents and the surrounding community believe the issues stated above will be addressed, thus promoting a safe neighborhood of choice for all road users and pedestrians.

To improve safety and beautification, the following infrastructure enhancements will be completed:

- ❖ Crosswalks and Flashers
 - Well-marked crosswalks with solar-powered flashers will be installed at the East Tillman Road and Decatur Road intersection to ensure safe crossing areas for residents, particularly children and the elderly.
- ❖ Placemaking
 - Implementation of clear and attractive breakaway signage to enhance the SEFW CNI Neighborhood branding and guide residents, visitors and motorists safely around the median and through the neighborhood.
- ❖ Sidewalk Beautification and Extension
 - Sidewalk beautification improvements that include replacing and extending the current sidewalks along Woodside Avenue and adding ADA compliance features/specs.

Community Garden

Most of Tall Oaks' residents are elderly or near elderly. The residents mentioned that there are no senior-friendly community amenities near Tall Oaks for them to use; therefore, most of the residents stay indoors and do not socialize. This has caused a rise in health issues and social alienation. Additionally, Tall Oaks is found in a predominately residential area of southeast Fort Wayne where there are minimal stores nearby offer reliable, fresh and healthy food options, thus causing a food desert. The lack of proximate healthy food options, social interactions and frequent exercise has caused a rise in illnesses such as diabetes, obesity as well as mental health-related issues. By constructing a community garden, Tall Oaks residents and the surrounding community believe the abovementioned issues will be addressed, thus promoting a closer-knit and healthier neighborhood of choice. In addition, a garden community was also formed to ensure the garden is maintained and managed efficiently.

On Going Engagement

Meaningful engagement will continue throughout the implementation of the Transformation Plan. Residents, community members, committee members and partners will remain engaged through online and in-person meetings.

Capacity Building

Considerable effort was made to ensure that residents, community members, stakeholders and partners had multiple opportunities to engage in the planning process as well as to expand their capacity for sustained engagement over time.

SEFW CNI Ambassadors

A SEFW CNI Ambassador is part of the SEFW CNI planning team who is tasked with assisting with the execution of Choice Neighborhoods action items such as community outreach, event planning and, most importantly, a bridge between the SEFW CNI neighborhood and the planning process. The SEFW CNI has three dedicated ambassadors.

PART VI – Amplifying the Community’s Voice

*** The data referenced in this section comes from all the data collection efforts made during the planning process. The appendix of the final plan will clearly display the detailed data (raw and analyzed) gained from the community.*

The SEFW CNI Neighborhood is known for its rich cultural heritage and vibrant community spirit. Residents have shown remarkable resilience and an unwavering commitment to improving their neighborhood despite various challenges. The community is characterized by its diverse population, which brings a wealth of perspectives and experiences. Strengths identified through our engagements include strong local networks, a deep sense of belonging, and a proactive attitude towards collective problem-solving.

The SEFW CNI Neighborhood has a quintessential small-town charm, where a deep sense of familiarity and connectedness permeates everyday life. Despite being part of a larger City, the neighborhood retains a close-knit, almost familial atmosphere that makes it unique. Many residents have deep roots in the area, with families that have lived in the neighborhood for generations. This long-standing presence fosters a strong sense of continuity and pride among community members.

The community’s small-town feel is reflected in the way residents support one another and come together for local events. From neighborhood block parties to seasonal festivals, these gatherings reinforce the bonds between residents and create a warm, welcoming environment. The sense of belonging and mutual support is evident in how neighbors look out for each other, share resources, and collaborate on local initiatives. This familial atmosphere contributes to a high level of community engagement and a collective desire to enhance the neighborhood’s quality of life.

The neighborhood’s commitment to maintaining a family-friendly environment is a key aspect of its identity. Many families choose to reside in Southeast Fort Wayne for its safe, nurturing surroundings, where children can grow up in a supportive and engaging environment. The community’s emphasis on family values is reflected in its various programs and services aimed at supporting parents and children, such as local youth activities, family-centered events, and accessible recreational spaces.

This strong sense of family and community also drives the neighborhood’s desire for positive change and development. Residents are not only invested in their own well-being but also in creating an environment where future generations can thrive. This generational commitment to the neighborhood enhances the collective vision for the future, ensuring that the Transformation Plan aligns with the values and aspirations of the community’s diverse and multi-generational population.

Our Community’s Voice

In crafting the Transformation Plan for the Southeast Fort Wayne Neighborhood, a cornerstone of our approach was ensuring that the voices of the community were not just heard but actively integrated into the planning process. This process involved a series of targeted activities designed

to capture a diverse range of perspectives from residents, partners, and stakeholders. The engagement strategy for this project involved a multifaceted approach. Through focus groups, visioning sessions, resident needs assessments, and community surveys, we sought to create a dialogue that was inclusive and representative of the neighborhood's unique character. These engagements provided invaluable insights into the community's strengths, challenges, and priorities, forming the foundation upon which the Transformation Plan is built. Each engagement method was carefully chosen to address different aspects of community input, allowing for a rich and nuanced understanding of the area's current state and future potential.

Focus Groups (FG)

Focus Groups were instrumental in providing detailed insights into the specific concerns and aspirations of different segments of the community. During these discussions, participants which included residents, stakeholders, and community partners, were able to share their thoughts on various topics/key issues, many of which were derived from residents' assessment results. These sessions allowed residents to voice their opinions in a more intimate setting, fostering open dialogue and nuanced feedback. The feedback from these discussions illuminated some key areas of concern which were not as apparent in broader community surveys. By delving deeply into these topics, focus groups revealed the underlying factors influencing residents' perceptions and priorities.

Additionally, the focus groups facilitated a deeper understanding of the community's strengths and resources. Participants highlighted the family atmosphere and a growing community. This granular approach enabled planners to identify local assets that could be leveraged in the Transformation Plan. The collaborative nature of the focus groups also helped build trust between residents and planners, creating a foundation for ongoing dialogue and collaboration throughout the planning process.

FG Topic: Doing While Planning or Early Action Activity

The focus group for residents at Tall Oaks, specifically discussing Early Action Activities, provided valuable feedback on two proposed initiatives: the establishment of a community garden and the implementation of wayfinding and signage improvements. The data collected highlights a strong community preference for these early action activities, reflecting residents' engagement and interest in immediate, tangible improvements.

Regarding the community garden, a substantial 80% of participants expressed strong support, affirming it as a "good choice." This high level of approval indicates a robust enthusiasm for creating a communal space where residents can grow their own produce and foster community connections. Only 20% of respondents felt somewhat positive about the community garden, suggesting general agreement with the idea but perhaps some reservations or need for further details. Importantly, no participants opposed the community garden, underscoring its broad appeal and potential as a unifying community asset.

In terms of wayfinding and signage, 60% of participants supported this initiative, viewing it as a "good choice." This data suggests that there is a significant recognition of the need for improved navigation and information within the Tall Oaks area. An additional 20% felt somewhat positive about the proposal, indicating a degree of acceptance with some interest in the details. However, 20% of respondents did not support the wayfinding and signage improvements, reflecting a segment of the community that may have different priorities or concerns. Overall, the feedback points to a strong community inclination towards enhancing both green spaces and navigational aids, which could significantly benefit residents' quality of life and sense of place within Tall Oaks.

FG Topic: Economic Development

The Economic Development focus group provided critical insights into the community's priorities and preferences regarding employment opportunities and economic strategies for Southeast Fort Wayne (SEFW). The data reveals a clear consensus on the types of employment sectors that residents feel is most beneficial for their community, as well as their views on the most pressing economic development needs.

When it comes to employment opportunities, the community overwhelmingly prioritized education or training, with 80% of participants identifying it as the most crucial area for development. This strong preference indicates a recognition of the importance of equipping residents with the skills necessary to thrive in various job markets. Following closely, 70% of participants emphasized the significance of developing sectors such as hospitality, transportation, and communication. This reflects a desire to diversify the local economy and create a range of job opportunities that are accessible and relevant to a broad spectrum of skills. Manufacturing was the third-highest priority, with 60% of respondents supporting its development, suggesting a balanced interest in traditional industry alongside newer sectors.

In terms of economic development priorities, there was a notable emphasis on providing resources to grow small businesses and helping retain and expand existing businesses, which was the top priority for most participants. This highlights a community-focused approach that values local entrepreneurship and the sustainability of existing businesses. Investing in infrastructure, including essential services like natural gas and water/sewer systems, was the second-highest priority, indicating a recognition of the foundational role that infrastructure plays in supporting economic growth. The third priority, actively recruiting appropriate business prospects, underscores a proactive approach to attracting new businesses to the area. Together, these findings paint a picture of a community that values both foundational support and dynamic growth strategies, aiming to create a robust and diverse local economy.

FG Topic: Environment & Sustainability

The focus group on Environment & Sustainability provided insightful data on the community's access to recycling services and eco-friendly products. According to the gathered data, access to recycling services is relatively balanced, with 50% of participants reporting that recycling services are easily accessible and another 50% indicating that they are moderately accessible. Notably, no respondents reported that recycling services are hardly accessible or not accessible at all. This

suggests that while recycling services are present in the neighborhood, there might be room for improvement in making these services more readily available and convenient for all residents.

In contrast, access to eco-friendly products and special environmental services presents a different picture. A significant 67% of participants reported that these products and services are hardly accessible, with 33% indicating moderate accessibility. None of the participants felt that eco-friendly products and services are easily accessible. This disparity highlights a considerable gap in the availability of sustainable options within the community. The data reveals a clear demand for improved access to eco-friendly products and environmental services, suggesting that residents are eager for greater availability and variety in sustainable choices.

The story told by these findings is one of relative success in recycling services, but a notable deficiency in the availability of eco-friendly products and specialized environmental services. While recycling programs are functioning, they might benefit from enhancements to increase their effectiveness and reach. The community's strong desire for better access to eco-friendly products and services reflects a growing awareness and commitment to sustainability, pointing to an opportunity for increased support and investment in environmental initiatives to meet these needs.

FG Topic: Health & Wellness

The Health & Wellness focus group provided valuable insights into residents' perceptions of dental care accessibility, community knowledge of health resources, and common health concerns within Southeast Fort Wayne (SEFW). The data collected paints a nuanced picture of the community's health landscape and highlights areas where improvements are needed.

Regarding the adequacy and affordability of dental care, only 33.3% of participants felt that dental services were sufficient and affordable, indicating a significant gap in access or affordability for many residents. A larger segment, 50%, felt that dental care was somewhat adequate, suggesting some level of satisfaction but also a recognition of existing issues. Meanwhile, 16.7% of respondents did not find dental care to be adequate or affordable. This data points to a critical need for improved dental care services and support to ensure broader access and affordability for the community.

When it comes to community knowledge of health resources, 66.7% of participants felt somewhat knowledgeable about available health resources, while 33.3% felt they were not very knowledgeable. This suggests a general awareness but also highlights the need for better dissemination of information about health resources. Common health concerns identified by participants included diabetes as the most prevalent issue, followed by mental health and heart disease. The top 'unhealthy' behaviors reported were a lack of exercise and poor eating habits, with alcohol abuse and insufficient access to routine check-ups also cited as significant issues. The focus group's findings underline a pressing need for enhanced health education and resources, as well as initiatives to address prevalent health concerns and promote healthier behaviors within the community.

FG Topic: Housing & Development

The Housing & Development focus group provided insightful feedback on the future of the Tall Oaks area, including preferences for redevelopment approaches, orientation, and amenities. The gathered data sheds light on community priorities and desired outcomes for the redevelopment process, reflecting both practical needs and aspirational goals.

In terms of redevelopment strategies for Tall Oaks, the most favored approach, chosen by a majority, was demolition and development on-site, with this option receiving the highest level of support. This indicates a strong preference for starting anew rather than modifying existing structures. The second most preferred approach was rehabilitation in place, suggesting that a significant portion of residents value preserving and improving the current site. A hybrid approach involving partial demolition was the third choice, reflecting some support for a mixed strategy that balances new development with existing structures.

For redevelopment orientation, elderly and disabled residents were identified as the primary focus by 6 participants, emphasizing the community's commitment to accessibility and inclusivity. The second highest orientation was near elderly, selected by 4 participants, which highlights a need for supportive housing options close to elderly residents. Mixed-use development emerged as the top choice for the best use of the site, preferred by 10 participants, indicating a desire for a combination of residential, commercial, and community spaces. Other options included residential (2 votes) and community garden, showing interest in integrating green spaces within the development. The data reflects a clear desire for a redevelopment that supports a diverse range of needs and uses, with a strong inclination towards creating a vibrant, mixed-use environment that supports both residential and community-oriented goals.

FG Topic: Mobility & Connectivity

The Mobility & Connectivity focus group provided essential insights into residents' perceptions of the adequacy of various transportation and infrastructure elements within Southeast Fort Wayne (SEFW). The feedback highlights significant areas of concern and suggests where improvements are most needed to enhance overall connectivity and mobility in the neighborhood.

In evaluating public transportation service, only 20% of participants felt that it was adequate, indicating that many residents are dissatisfied with current transit options. A significant 50% described the service as somewhat adequate, suggesting some level of utility but with notable room for improvement. Notably, 30% felt that public transportation is inadequate, pointing to a pressing need for better and more reliable transit options to meet residents' needs.

When considering bike lanes and trails, the feedback was particularly concerning. Only 10% of participants found bike lanes to be adequate, and no one felt that there were sufficient bike lanes overall. Similarly, only 10% rated the trails as adequate, while 50% said trails were somewhat adequate and 40% found them inadequate. This stark dissatisfaction highlights a substantial gap in non-motorized transportation infrastructure. On the other hand, sidewalks received slightly better ratings, with 30% of respondents considering them adequate, though 50% found them somewhat adequate and 50% felt they were inadequate. The most favorable rating was for roads, where 80% of participants considered them adequate. This indicates that while the road

infrastructure is generally satisfactory, significant improvements are needed in other areas to ensure a well-rounded and accessible mobility network.

Overall, the focus group data underscores a critical need for enhanced investment in public transportation, bike lanes, trails, and sidewalks to address connectivity and mobility concerns. While the condition of roads is relatively positive, the overall picture reveals that improvements in other aspects of transportation infrastructure are essential to create a more connected and accessible community.

FG Topic: Neighborhood Housing

The Neighborhood Housing focus group provided critical feedback on residents' perceptions of housing options, infrastructure conditions, and desired improvements within Southeast Fort Wayne (SEFW). The data highlights key areas of concern and preference that are crucial for shaping future housing and infrastructure developments.

Participants overwhelmingly expressed that the neighborhood has limited options for moderate housing, often referred to as the "missing middle," with 9 out of 10 indicating a significant gap in affordable, moderate-density housing options. This feedback underscores a critical need for more diverse housing solutions that bridge the gap between single-family homes and high-density apartments, catering to a broader range of income levels and family sizes.

When asked about the current state of infrastructure, 100% of participants reported that it needs improvement, with unanimous agreement that the existing conditions are poor. This indicates a universal recognition of the pressing need for infrastructure upgrades to enhance livability and functionality within the neighborhood. The focus group identified sidewalks and road conditions as priority areas for improvement. While sidewalks were specifically highlighted as a necessary upgrade, there was also a general call for better road conditions, reflecting a broader need for enhanced infrastructure to support both pedestrian and vehicular access.

The story conveyed by these findings is one of urgent need for increased housing options and significant infrastructure improvements. The focus group's consensus on the inadequacy of moderate housing options and the poor state of infrastructure highlights critical areas for intervention. Addressing these issues will be essential for improving the quality of life in SEFW and ensuring that the neighborhood can meet the diverse needs of its residents effectively.

FG Topic: Youth & Education

The Youth & Education focus group provided a detailed assessment of priorities and perceptions related to educational needs and quality within Southeast Fort Wayne (SEFW). The gathered data highlights where attention is most needed and how well the community feels current educational services and teacher quality are meeting their expectations.

Participants identified K-12 education as requiring the most attention, indicating that this level of education is seen as the most critical area needing improvement. The focus group's strong emphasis on K-12 education reflects concerns about the quality and effectiveness of schooling at

this fundamental stage, which is essential for shaping future educational outcomes for students. Early Childhood Education and Trade School followed as areas needing attention, suggesting that while K-12 is a top priority, there is also significant interest in improving foundational and vocational education.

In terms of quality of education, only 22.2% of participants rated early childhood education as good, and no participants felt that any level of education was great. The majority viewed the quality of education as average (33.3%) or below average (33.3%), with some respondents rating it as poor (11.1%). This mixed feedback reveals a broad concern about the adequacy of current educational services, with a significant portion of the community dissatisfied with the overall quality.

Regarding the ability to recruit and retain quality teachers, the data also shows room for improvement. Only 11.1% of respondents felt the recruitment and retention efforts were good, while 55.6% rated them as average and 33.3% as below average. This indicates a clear need for better strategies and support to attract and keep skilled educators, which is crucial for improving educational outcomes.

Overall, the focus group's findings highlight critical areas for development in education within SEFW. There is a strong call for improvements in K-12 education, early childhood education, and trade schools, coupled with an urgent need for better recruitment and retention of quality teachers. Addressing these issues will be vital for enhancing educational opportunities and ensuring that all students in the community receive a high-quality education.

Visioning Sessions

Visioning Sessions were another key component of our engagement strategy. These sessions were designed to encourage residents to imagine the future of their neighborhood and to articulate their hopes and concerns. Participants engaged in activities such as choosing what amenities they would like to see, which helped to generate a shared vision for the neighborhood. Common themes emerged, including the need for more affordable housing and maintaining a small-town family atmosphere, which highlight the community's aspirations for their future. These sessions were particularly effective in capturing the long-term aspirations of residents, providing a framework for the overarching goals of the Transformation Plan.

The visioning sessions also served as a platform for residents to prioritize their goals and dreams for the neighborhood. Through town hall meetings, focus groups, and community surveys, a diverse range of voices were heard, leading to a comprehensive understanding of the unique challenges and opportunities facing the Southeast Fort Wayne area. This inclusive approach laid the foundation for a vision that truly reflects the community's desires for a vibrant, prosperous, and sustainable future. Through interactive exercises participants were able to rank and discuss their top priorities, which included housing types, amenities, etc. This participatory approach ensured that the plan would align with the community's collective vision, rather than imposing external objectives. The energy and enthusiasm displayed during these sessions underscored the community's commitment to realizing their vision for a better neighborhood.

Resident Engagement/Needs Assessments

Throughout the resident engagement process, residents were not only participants but active contributors. They asked probing questions, offered constructive feedback, and engaged in discussions about potential solutions. This active involvement ensured that the plan would reflect their genuine needs and desires, rather than being based on assumptions or external perspectives. Residents' feedback was instrumental in refining strategies and prioritizing actions, leading to a plan that is both relevant and actionable.

Challenges identified through the engagement process included ongoing, consistent involvement and participation. Addressing these challenges will require targeted strategies and resources. The community's feedback has been invaluable in shaping a plan that is not only aspirational but also realistic and grounded in the lived experiences of its residents. The Transformation Plan will incorporate specific measures to tackle these challenges, ensuring a comprehensive approach to community development.

Resident Needs Assessments provided a structured approach to understanding the practical needs of the residents of Tall Oaks. These assessments focused on housing, safety, health & wellness, amenities, etc. and were broken into 4 short assessments to increase the probability of a higher completion rate. The data collected revealed critical information about current living conditions, areas of dissatisfaction, and specific requests for improvement. For instance, residents reported issues such as lack of operating cameras at the property and onsite safety concerns which highlighted immediate areas needing intervention.

The needs assessments also offered insights into the broader context of residents' lives, including needed services such as healthcare, education, and training opportunities. This comprehensive understanding allowed for a more targeted approach in addressing the identified needs. Furthermore, the assessments helped to identify gaps in existing services and resources, informing strategies to better support the community's requirements. The data from these assessments has been pivotal in ensuring that the Transformation Plan addresses the most pressing needs of the community.

The resident assessments conducted in the SEFW CNI Neighborhood were meticulously structured into four parts to manage the extensive scope of the full survey. This segmentation allowed for a thorough exploration of different aspects of community life, from health and safety concerns to employment, housing preferences, and overall satisfaction with the neighborhood. By breaking the survey into manageable sections, the process ensured that residents could provide detailed and thoughtful responses without feeling overwhelmed. Each part of the assessment focused on specific themes, enabling a comprehensive understanding of the residents' experiences, needs, and aspirations. This approach facilitated in-depth data collection, ensuring that the insights gathered would accurately reflect the community's diverse perspectives and inform effective planning and development strategies.

The first assessment included a demographic breakdown which revealed that a substantial portion of the residents are older adults, with 27% of respondents aged 60-69, and another 19% aged 70-79. This highlights the importance of considering the needs of an aging population in future development plans. Only a small fraction, around 3%, are aged 19-29, suggesting a relatively low

representation of younger adults, which could influence the types of amenities and services prioritized.

Awareness of the FWHA Choice Neighborhoods (CN) planning effort to transform Tall Oaks was high, with 84% of respondents indicating they had heard about it. This demonstrates the success of outreach and communication efforts in keeping residents informed about important community developments. Conversely, 16% of residents were unaware of the initiative, pointing to a need for ongoing communication to ensure all residents are kept up to date.

When asked about the strengths of their neighborhood, 62% of respondents identified housing affordability as a key asset, underscoring the importance of maintaining affordable housing options in future planning. Additionally, access to public transportation was noted by 49% of respondents, highlighting its value as a critical service for residents. The proximity to neighborhood conveniences and services such as banks, restaurants, and post offices was recognized by 43% of residents, indicating that these amenities contribute significantly to the community's quality of life.

On the flip side, crime and violence were the most significant concerns, identified by 49% of respondents as something they dislike about their current neighborhood. The lack of green areas or parks was another prominent issue, mentioned by 46% of respondents, indicating a strong demand for more recreational spaces. Furthermore, poor street lighting and street layout issues were cited by 38% of residents, pointing to safety and infrastructure concerns that need to be addressed.

The assessment also asked residents about their transportation barriers. While 56% of respondents stated they have no problem accessing transportation, 21% reported somewhat big issues due to unreliable access, and 8% indicated transportation is a very big barrier because they have no access at all. This diversity in transportation experiences suggests the need for targeted improvements to support those who face challenges in getting around.

Interest in participating in the CN planning process was mixed, with 24% of residents expressing a definite interest in joining the Tall Oaks Resident Ambassador Group, and 44% indicating they might be interested. However, 32% of respondents were not interested, suggesting that while there is a significant portion of the community eager to engage, there is also a need to address the hesitancy or barriers that may be preventing others from getting involved.

Overall, these percentages provide a quantitative understanding of the residents' perspectives, highlighting both the strengths and areas for improvement in the Tall Oaks neighborhood. These insights are crucial for guiding the Choice Neighborhoods Initiative, ensuring that future developments are closely aligned with the community's specific needs and priorities.

The second assessment of the Tall Oaks Resident Needs highlights various aspects of living conditions, safety concerns, and preferences for future housing in the Southeast Fort Wayne neighborhood. The survey results provide valuable insights into the residents' priorities and challenges, which are crucial for informing future development plans by the Fort Wayne Housing Authority (FWHA).

A significant focus of the survey was on the desired physical improvements for housing units. A notable 79% of respondents expressed a desire for more in-unit amenities, such as dishwashers, microwaves, and washers/dryers, emphasizing the need for modern conveniences that enhance daily living. Additionally, 73% of residents want larger units, and 69% seek more storage space, indicating a demand for more spacious and accommodating living environments. These preferences suggest that future housing developments should consider both the functionality and comfort of the living spaces.

Regarding community safety, 60% of respondents identified better security systems, such as cameras and license plate readers, as a top priority for improving neighborhood safety. The need for more frequent and visible police patrols was also highlighted by 58% of residents, reflecting concerns about crime and a desire for a stronger security presence. Furthermore, 43% of residents cited better street lighting as an important safety measure, indicating that visibility and deterrence are key concerns for the community.

Transportation and mobility issues were also addressed in the survey. While most residents reported no significant transportation barriers, the need for improved accessibility features was noted by 43% of respondents. This includes first-floor units, ramps, and grab bars, catering to an aging population and those with disabilities. These findings underscore the importance of creating an inclusive living environment that meets the diverse needs of all residents.

In terms of future housing preferences, 57% of respondents expressed a desire to return to a revitalized Southeast Fort Wayne neighborhood, demonstrating a strong attachment to the area and a willingness to be part of its transformation. However, 33% indicated that they needed more information before making a decision, suggesting that transparent communication about the redevelopment plans and their potential benefits is essential to gain broader support.

The survey also explored residents' views on crime and their relationship with law enforcement. While 60% of respondents view the police as a resource for assistance, a notable minority (16%) expressed concerns about police being a potential threat to their safety. This mixed perception indicates a need for building trust and improving community-police relations, ensuring that residents feel secure and supported by law enforcement.

Overall, the data from this second assessment reveals clear priorities for housing improvements, safety enhancements, and community engagement. These insights will be invaluable for guiding the FWHA's efforts to create a living environment that not only meets the basic needs of residents but also supports their well-being, safety, and sense of community. By addressing these key areas, the redevelopment of Tall Oaks and the broader Southeast Fort Wayne neighborhood can achieve its vision of fostering a thriving, inclusive community for all residents.

The third assessment of the Tall Oaks Resident Needs focused on understanding the demographics, health, and well-being of residents in the Southeast Fort Wayne neighborhood. This data provides a comprehensive view of the community's current conditions, revealing critical insights into family structures, health concerns, education levels, and access to food and healthcare.

The survey revealed that most households do not have children, with 94% indicating no children under the age of 18 residing in their homes. Only 6% of households reported having children, and just 2% have children aged 0-5 years old. This demographic detail points to a predominantly older population, which may influence the types of community services and programs that are in demand, particularly those catering to older adults or those without dependent children.

Education levels among the residents show that 31% of the heads of households have a high school diploma or GED, and 22% have some college experience but no degree. A smaller portion of the community, 9%, hold an associate's degree, while only 4% have achieved a bachelor's degree or higher. These statistics suggest that while there is a fair level of educational attainment, opportunities for further education and skill development could be beneficial, especially in enhancing employment prospects and community engagement.

Health concerns are a significant issue for residents. A substantial proportion, 41%, of heads of households rate their health as fair, and 9% rate it as poor. Chronic health conditions are prevalent, with 31% of respondents indicating they have diabetes, 28% suffering from depression, 26% with high blood pressure, and 29% with heart disease. These health challenges highlight the need for robust healthcare services, chronic disease management programs, and mental health support within the community.

Access to healthcare is another critical aspect addressed in the survey. While 72% of heads of households reported having health insurance, 17% do not, and the remainder either did not know or did not answer. Many residents rely on local hospitals' emergency rooms (30%) and primary care doctors (35%) for medical needs, indicating a dependency on emergency services and possibly limited access to regular, preventive healthcare. Additionally, 11% of respondents noted that they do not receive health services, which could be due to lack of insurance, affordability, or other barriers.

Food security and nutrition were also assessed, revealing that while 81% of households have access to fresh food, only 76% consume fresh fruits and vegetables regularly. Cost was a notable barrier, with 19% stating that fruits and vegetables are too expensive, and 11% reporting low quality in local stores. These findings suggest that while access exists, affordability and quality issues are limiting healthier eating habits. Most of the food shopping is done at grocery stores (63%), but a notable percentage of respondents also use food banks and corner stores, which may offer limited healthy options.

Overall, the data from this assessment paints a picture of a community with significant health challenges, educational needs, and barriers to accessing affordable, quality food and healthcare. Addressing these issues through targeted programs and services will be essential for improving the overall well-being of the residents in the Tall Oaks and SEFW CNI Neighborhood. These insights can guide future initiatives, ensuring they are aligned with the specific needs and priorities of the residents, fostering a healthier, more engaged, and vibrant community.

The fourth assessment for the Tall Oaks Residents and the Southeast Fort Wayne Choice Neighborhoods Initiative (SEFW CNI) highlights employment, redevelopment preferences, and overall satisfaction with the Tall Oaks Apartments. This data provides essential insights into the

community's perspectives on employment, housing, and future development plans, which can guide decisions to improve living conditions and economic opportunities.

Employment data from the survey shows that a significant portion of the respondents, 36%, are not currently employed. Only 9% of those employed work within the SEFW CNI community boundary, while 55% do not. For those not employed, 9% are actively seeking employment, highlighting a small but present need for job opportunities. The primary challenges cited include disabilities (16%), lack of job experience (11%), and the absence of a high school diploma or GED (11%). These barriers suggest a need for targeted employment support services, such as job training programs, career coaching, and educational opportunities, to help residents overcome these obstacles and gain meaningful employment.

When it comes to potential economic development, 36% of respondents believe service provider jobs would be most beneficial to the SEFW CNI community, followed by 18% for health/medical and manufacturing jobs. This preference aligns with the need for accessible and stable job opportunities that can cater to the local community's skill sets and needs. Additionally, respondents noted the lack of essential people-oriented services in the community, such as homeownership counseling (15%), health and wellness programs (13%), and senior services (8%). These insights indicate a gap in supportive services that could improve residents' quality of life and economic stability.

Regarding the future of Tall Oaks Apartments, 55% of respondents favor demolishing and redeveloping the building on the same site, showing a preference for significant changes rather than minor rehabilitations. In contrast, 36% prefer rehabilitating the existing building, indicating some residents still value the current structure and its history. Additionally, 64% of residents would like to see more apartment-style housing in future developments, reflecting the need for familiar and perhaps affordable housing options. These preferences suggest that any redevelopment should consider both new and improved existing housing solutions to meet the diverse needs of the community.

Concerns about the redevelopment process were relatively low, with 73% of respondents expressing no concerns. However, for the 27% who did express concerns, the primary issues revolved around the relocation process, such as where they would be relocated to and the details of how it would be managed. These concerns emphasize the importance of clear, transparent communication and support throughout any redevelopment process to alleviate fears and ensure a smooth transition for all residents.

Lastly, the overwhelming majority (91%) of residents want to retain the name "Tall Oaks" for any new development, signifying a strong sense of identity and connection to the current community. This preference highlights the importance of maintaining a sense of continuity and honoring the community's history even amid significant changes.

Overall, the data from this assessment highlights the need for job creation, supportive services, and thoughtful redevelopment that respects residents' preferences and addresses their concerns. By focusing on these areas, the SEFW CNI can create a more inclusive, supportive, and thriving community for the residents of Tall Oaks and the broader neighborhood.

Community Surveys

The community surveys in the SEFW CNI Neighborhood (SEFW) were part of an extensive engagement process designed to gather input from a broad spectrum of residents, business owners, partners, and stakeholders. The surveys were conducted to ensure that the voices of those living and working in the community were heard and considered in planning and development efforts. Various outreach methods, including online surveys, community meetings, and direct engagement at local events, were used to reach as many individuals as possible. This inclusive approach aimed to capture diverse perspectives and identify the community's needs, strengths, and aspirations. By engaging directly with the community, the SEFW Choice Neighborhoods Initiative sought to foster a sense of ownership and collaboration, ensuring that future developments align closely with the desires and concerns of those who call Southeast Fort Wayne home.

The survey results provide valuable insights into the strengths, challenges, and needs of the area. A key finding from the survey is the overall health perception, with 45% of respondents rating their family's health as fair, and 5% indicating poor health. This suggests that health services and wellness programs are critical needs in the community. Moreover, mental health counseling and services were identified as a significant unmet need by 10% of respondents, alongside dental services (9%) and weight loss assistance (11%). These areas of need highlight the importance of accessible and comprehensive health and wellness programs to improve the overall well-being of the community.

Employment and economic opportunities are another focal point of the survey. A notable 45% of respondents are not currently employed, and among those employed, only 16% work within the SEFW CNI boundary. The most cited barriers to finding or keeping employment include transportation issues (19%), medical or health restrictions (15%), and disabilities (12%). These barriers underline the need for targeted support services, such as improved public transportation, accessible employment opportunities, and vocational training programs, to enhance job accessibility and economic mobility for residents.

The survey also explored the community's perceptions of education quality and accessibility. While elementary and high school education were rated as moderately to highly accessible by 64% and 66% of respondents respectively, concerns were raised about the quality of education, with only 43% rating elementary education as good or excellent, and even fewer, 36%, expressing satisfaction with high school education. These findings indicate a need for improved educational resources and support, especially at the secondary education level, to ensure that students in the SEFW community receive a high-quality education that prepares them for future opportunities.

Safety and infrastructure issues also emerged as significant concerns. Most respondents, 52%, feel that there are not enough green or open spaces in the neighborhood, and poor street lighting was identified as a major weakness by 13% of respondents. Additionally, 30% of respondents reported hearing gunshots as a prevalent crime issue in the past year, reflecting serious safety concerns. These responses suggest that enhancing public safety, increasing green spaces, and improving infrastructure such as lighting and recreational facilities are crucial steps towards creating a safer

and more livable environment in Southeast Fort Wayne. Addressing these issues will not only improve the quality of life for residents but also foster a stronger sense of community and security.

Amplifying the community's voice has been integral to the development of the Transformation Plan for Southeast Fort Wayne. The diverse methods of engagement have provided a rich tapestry of insights into the community's strengths, challenges, and aspirations. The feedback collected from focus groups, visioning sessions, resident needs assessments, and community surveys has been instrumental in crafting a plan that truly reflects the needs and hopes of the SEFW CNI Neighborhood. Moving forward, the plan will continue to evolve in response to ongoing community input, ensuring that the transformation is both meaningful and sustainable.

Our Community's Vision

The vision of "Creating a new legacy that promotes community, affordability, accessibility, and opportunity for ALL" emerged as a powerful unifying theme from the series of engagement activities and events held within the SEFW CNI Neighborhood. These initiatives brought together residents, community leaders, stakeholders, and organizations to collaboratively discuss the future of the area. The goal was to identify the needs, aspirations, and challenges faced by the community and to collectively define a path forward that resonates with the values and hopes of all its members. Through open forums, workshops, and interactive sessions, participants shared their experiences and ideas, laying the groundwork for a vision that reflects a deep commitment to inclusivity and progress.

The focus on community underscores the desire to build a sense of belonging and mutual support among residents, fostering connections that strengthen social bonds and collective resilience. Affordability is a critical component of this vision, ensuring that everyone, regardless of their economic status, has access to quality housing and services. This element addresses the rising concerns of gentrification and displacement, advocating for a future where people can thrive without being priced out of their own neighborhoods. By emphasizing accessibility, the vision seeks to remove barriers that prevent individuals from participating fully in community life, whether those barriers are physical, economic, or social.

The commitment to opportunity speaks to the aspiration of creating pathways for personal and economic growth for all residents. This involves enhancing access to education, job training, and employment, as well as supporting local entrepreneurship and business development. By fostering a culture of opportunity, the vision aims to empower residents to achieve their full potential, contributing to the overall prosperity and vibrancy of Southeast Fort Wayne. This collective vision, born from the voices and hearts of the community, serves as a guiding principle for future initiatives and projects, ensuring that the legacy built is one of equity, sustainability, and shared prosperity.

PART VII – A Solid Foundation: Plans in Action

SEFW, City of Fort Wayne, and Allen County have a strong history of civic engagement, leading to several neighborhood and county-level plans that identify pressing issues. These plans form a strong foundation for the SEFW CNI planning process. Starting from the *Southeast Strategy* quadrant plan (2022) to the more recent joint City of Fort Wayne and Allen County comprehensive plan ‘*All in Allen*’ (2023), the SEFW CNI transformation plan aims to build upon the previous efforts and expand on the work of the neighborhood’s early champions, visionaries, and dedicated advocates. By collaborating with the organizations that initiated these plans, the SEFW CNI planning process aims to identify synergies and make progress toward shared goals.

All in Allen

“All in Allen” is a comprehensive plan aimed at guiding community growth and development for the next 20 years. The plan was adopted by the City of Fort Wayne and Allen County in December 2022 and became effective on March 13th, 2023. The plan development was guided by feedback obtained from community outreach, analysis of existing conditions, and community visioning to ensure that the comprehensive plan is reflective of the communities it will serve.

Topic Areas of the plan include:

- Land Use and Development
- Agriculture and Food Systems
- Housing and Neighborhoods
- Economic Development
- Transportation and Mobility
- Public Facilities and Infrastructure
- Community Services and Education
- Parks and Environment
- Implementation

Southeast Strategy

In 2021, the City of Fort Wayne's Community Development Division and the Southeast Area Partnership collaborated to create the Southeast Strategy Update. This comprehensive plan aims to reinvest in the southeast quadrant of the city and outlines strategies to foster growth, enhance community, and elevate the overall quality of life for residents in the southeast area.

Topic Areas of the plan include:

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

Common Themes

The analysis of the above-mentioned plans reveals several common priorities for the SEFW CNI neighborhood including:

- Economic Growth & Development
- Community Health & Wellness
- Education & Youth
- Accessible and Affordable Quality Housing
- Safety & Security
- Environment & Sustainability
- Transportation & Connectivity

The SEFW CNI planning process has incorporated these common themes into the plan's focus areas to guide the goals and strategy creation and implementation. The SEFW CNI Committee groups and partners will continue discussions on how to further synchronize our efforts toward an aligned goal.

PART VIII – Housing Plan

*** The data referenced in this section comes from all the data collection efforts made during the planning process. The appendix of the final plan will clearly display the detailed data (raw and analyzed) gained from the community.*

The Housing Plan will enhance the availability of safe and affordable housing that continues to foster a strong sense of community and is sensitive to the surrounding context. The Plan will consider strategies to address isolation, prevent displacement, and explore Homeownership, offsite rental, and homeownership opportunities that round out the neighborhood.

Guiding Principles and Lead

The Housing Plan for the SEFW CNI Neighborhood Transformation is anchored by the following guiding principles:

1. Affordability:
 - a. Housing is a right and not a choice. All residents in the SEFW CNI community must have access to affordable, diverse housing that works for any income background.
2. Health and Safety:
 - a. Every resident of the SEFW CNI community deserves to live in a home that prioritizes health, safety, and comfort.

Lead

Fort Wayne Housing Authority will serve as the 'Housing Lead' for the SEFW CNI Neighborhood Transformation Plan. The Housing Lead is responsible for the coordination and implementation of the Housing Plan, ensuring that all initiatives align with the guiding principles. Fort Wayne Housing Authority will oversee the execution of goals and strategies related to accessible housing. They will work closely with community members, local organizations, and stakeholders to foster collaboration, monitor progress, and adjust as needed to achieve the desired outcomes.

Developer

Brinshore Development, which was competitively procured during the planning grant process, will partner with the Fort Wayne Housing Authority to lead the housing plan. Brinshore is a national real estate company with years of experience. For over 30 years, Brinshore has amassed a portfolio of over 11,000 residential units valued at more than \$1.3 billion in 100 communities located in various regions throughout the country.

Brinshore is experienced in single-family, townhomes, and multi-use buildings, planned communities, and historic restorations and reuse. They have an excellent track record of developing high-quality, mixed-income, and affordable housing communities and revitalizing neighborhoods nationwide. In addition, they have expertise in large-scale redevelopments carried out through public-private partnerships with local, state, and federal governmental entities.

Brinshore has established itself as one of the premier development companies regarding programs like Rental Assistance Demonstration (RAD), Choice Neighborhoods, and low-income housing

tax credits. Using these tools, Brinshore has created quality, new-construction housing that improves neighborhoods and addresses critical needs for reinvestment.

Accessible and Affordable Quality Housing Goals and Strategies

The redevelopment of Tall Oaks Apartments will be a substantial rehabilitation that will result in the same number of existing units onsite. Physically, Tall Oaks Apartments features a single building configured with a mix of one- and two-bedroom units. The architecture reflects the regional style, with exterior finishes that blend with the natural surroundings. Each unit is designed to maximize space, light, and comfort. With over seventy-five percent (75%) of the existing Tall Oaks Apartments residents polled, substantial rehabilitation was the most preferred option. An offsite program for additional multi-family units and up to fifty (50) single-family homes will be developed on various City and privately owned parcels throughout the SEFW area.

A preliminary onsite development program has been created for the rehabilitation of Tall Oaks, the HUD-assisted distressed property.

- Units: 105
- Hard Cost: \$7,828,947
- Cost per unit: \$265,754
- LIHTC Basis: \$24,240,060
- Total Development Cost: **\$27,954,194**

The following is a highlight of the Permanent and Construction Sources of Funds for Tall Oaks:

Construction Sources	Cost
Construction Loan	14,050,000
Federal LIHTC Equity	1,127,145
State LIHTC Equity	521,948
Seller Note	9,045,000
<i>Total</i>	24,744,093

Permanent Sources	Cost
First Loan	2,280,000
IHCDA Dev Fund Loan	500,000
Federal LIHTC Equity	7,773,413
State LIHTC Equity	3,599,640
Deferred Developer Fee	710,478
Seller Note	9,045,000
Income During Construction	600,995
<i>Total</i>	24,509,526
TDC	27,954,194
GAP	3,444,668

With a \$27.9M total development cost. The current modeling shows a gap of \$3.4M. This reasonable gap can be absorbed with Federal Home Loan (AHP) funds, Community Development Block Grant (CDBG), and other grants that experienced developers can accomplish.

The following images highlight the development pro-forma for Tall Oaks:

Development Budget							BRINSHORE	
	Subtotals	Amount	Per Unit	100% Residential	% of Resi. Costs Basis Eligible	LIHTC Basis	Notes	
Acquisition Costs	\$9,045,000							
Land		1,000,000	9,524	1,000,000	0%		not basis eligible	
Building		8,045,000	76,619	8,045,000	100%	8,045,000	Beacon Heights Appraisal 6.11.24	
Legal		-	-	-	100%	-		
Title & Recording Fees		-	-	-	100%	-		
Carrying Costs		-	-	-	100%	-		
Other		-	-	-	100%	-		
Site Improvements	\$0							
Demolition		-	-	-	0%	-		
Sitework & Earthwork		-	-	-	100%	-		
Site Utilities		-	-	-	100%	-		
Streets and Sidewalks		-	-	-	100%	-		
Landscaping		-	-	-	100%	-		
Environmental Remediation		-	-	-	100%	-		
Remediation Contingency		-	-	-	100%	-		
Other		-	-	-	100%	-		
Hard Costs	\$9,817,500						93,500	
Residential Construction Costs	\$78289 psf	7,828,947	74,561	7,828,947	100%	7,828,947		
General Conditions	% of net construction	469,737	4,474	469,737	100%	469,737		
Overhead	% of net construction	156,579	1,491	156,579	100%	156,579		
Profit	% of net construction	469,737	4,474	469,737	100%	469,737		
Owner Hard Cost Contingency	% of total GC budget	892,500	8,500	892,500	100%	892,500		
Other Construction Costs	\$1,051,175							
Contractor P&P Bond (or LOC)	% of total GC budget	98,175	935	98,175	100%	98,175		
FF&E	per unit	\$300,000	2,857	300,000	100%	300,000		
Building Permits		75,000	714	75,000	100%	75,000		
Site Security		20,000	190	20,000	100%	20,000		
Fencing		-	-	-	100%	-		
Construction Period Insurance		350,000	3,333	350,000	100%	350,000	Linda	
Construction Period Taxes		170,000	1,619	170,000	100%	170,000		
Construction Lender Inspection	24	38,000	362	38,000	100%	38,000		
Other		-	-	-	100%	-		
Soft Costs	1,614,731							
Architecture - Design	of Arch costs	314,160	2,992	314,160	100%	314,160		
Architecture - Const. Supervision	of Arch costs	63,540	605	63,540	100%	63,540		
Architectural Reimb. Expenses		15,000	143	15,000	100%	15,000		
Engineering	% of total GC budget	50,000	476	50,000	100%	50,000		
Geotech Soil Borings		-	-	-	100%	-		
Energy Modeling		-	-	-	100%	-		
Commissioning Authority		-	-	-	100%	-		
Surveys		20,000	190	20,000	100%	20,000		
Appraisal		20,000	190	20,000	100%	20,000		
Market Study		20,000	190	20,000	100%	20,000		
Physical Needs Assessment		20,000	190	20,000	0%			
Accounting		40,000	381	40,000	75%	30,000	some portion may be discounted from basis	
Legal - Transactional		175,000	1,667	175,000	75%	131,250	some portion may be discounted from basis	
Legal - Partnership Organizational		100,000	952	100,000	100%	100,000		
Legal - Syndication		-	-	-	75%	30,000	some portion may be discounted from basis	
Phase I ESA		30,000	286	30,000	100%	30,000		
Phase II ESA		15,000	143	15,000	100%	15,000		
Lead-Based Paint Inspection/Clearance		10,000	95	10,000	100%	10,000		
Asbestos Inspection/Clearance		10,000	95	10,000	100%	10,000		
Mold Inspection/Clearance		10,000	95	10,000	100%	10,000		
Radon		10,000	95	10,000	100%	10,000		
Zoning & Other Municipal Fees		-	-	-	100%	-		
Tenant Relocation		500,000	4,762	500,000	75%	375,000	MRM estimate, other IN projects ~500k	
Marketing and Leasing		80,000	762	80,000	0%		not basis eligible	
Title & Recording Fees - Construction		50,000	476	50,000	100%	50,000		
Title & Recording Fees - Post Construction		15,000	143	15,000	0%		not basis eligible	
Soft Cost Contingency	3%	47,031	448	47,031	100%	47,031		
Financing Costs	\$2,345,614							
Construction Loan Origination	% of loan	140,500	1,338	140,500	100%	140,500		
Construction Period Interest	1,749,524	1,749,524.20	16,662	1,749,524	33%	569,434	will need to hard enter this number from draw schedule	
Construction Lender Legal		85,000	810	85,000	100%	85,000		
Perm Loan Origination	% of loan	22,800	217	22,800	0%			
Perm Lender Legal		85,000	810	85,000	0%			
Perm Loan Conversion Fee		-	-	-	0%			
Soft Loan Origination & Fees		-	-	-	100%		may be basis-eligible if a construction loan	
Bond Issuance Fees		70,250	669	70,250	0%		IHCDA	
Bond Counsel		85,000	810	85,000	0%		Garfield	
Trustee Fees		35,000	333	35,000	0%		Garfield	
Underwriter Fees		-	-	-	0%		only applicable if public placement	
LIHTC Application Fees		7,000	67	7,000	0%			
LIHTC Allocation / Reservation Fee	6.5%	63,965	609	63,965	0%			
LIHTC Initial Compliance Fee		1,575	15	1,575	0%			
Working Capital LC		-	-	-	0%			
Other		-	-	-	100%	-		
Other		-	-	-	100%	-		
Reserves and Escrows	\$869,695							
Initial Lease-Up Costs	per unit	200,000	1,905	200,000	0%		Reserves are not basis eligible	
Real Estate Tax Escrow	% of 1st year taxes	46,750	445	46,750	0%			
Insurance Escrow	% of 1st year premium	132,300	1,260	132,300	0%			
Operating Reserves	months of op costs	364,090.71	3,468	364,091	0%			
Debt Service Reserve	months of op costs	89,805	855	89,805	0%			
Replacement Reserve	per unit	36,750	350	36,750	0%			
Other		-	-	-	0%			
Developer Fee	\$3,210,478							
Developer Fee	\$2,967,955	3,210,478.46	30,576	3,210,478	100%	3,210,478	less consultant fees, some portion may need to be deferred	
Other		-	-	-	100%	-		
TOTAL		\$27,954,194	265,754	27,954,194		\$24,240,068		

Figure 1: Tall Oaks Development Budget

Sources
Tall Oaks



LIHTC Calculation

	Federal LIHTC			check
	Dev Credits	Acq. Credits	TOTAL	
Total Calculated Basis	16,195,068	8,045,000	24,240,068	
- Ineligible Costs				
Seller Note Interest	361,800			
= Estimated Eligible Basis	16,556,868	8,045,000		
x Basis Boost	100%	100%		
= Total Estimated Eligible Basis	16,556,868	8,045,000		
x Applicable Fraction	100%	100%		
= Qualified Basis	16,556,868	8,045,000		
x Tax Credit Rate	4.00%	4.00%		
= Eligible Credit Amount	662,275	321,800	984,075	
Requested Tax Credit Amount	662,275	321,800	984,074.72	ok
Tax Credit Allocation	662,275	321,800	984,075	
Total LIHTC Projected	6,622,747	3,218,000	9,840,747	
Investment Partnership Holds	99.99%	99.99%	99.99%	
Investment Partnership Credits	6,622,085	3,217,678	9,839,763	
Credit Price	\$0.79	\$0.79	\$0.79	
Net Equity Raised	5,231,447	2,541,966	\$7,773,413	

State LIHTC

STC Calculation Based on 2025 Form A	
9,840,747	10 year Federal Credits
61%	% ask
600,000,000%	5 year State Credits
1,200,000.00	Yearly State Credits

	Percent ask	
100%	1,200,000	\$1,200,000
1,200,000	-	1,200,000
600,000	-	6,000,000
99.99%	99.99%	
5,999,400	-	5,999,400
\$0.60	\$0.00	
3,599,640	-	3,599,640

Construction Sources

Source Description	Lien Position	Amount During Construction	Interest Rate	Interest Type	Term (months)	Total Paid Interest		
Construction Loan		14,050,000	7.50%			-	13,246,774	13,300,000
Federal LIHTC Equity		1,127,145	0.00%			-		
State LIHTC Equity		521,948	0.00%			-		
Seller Note		9,045,000	0.00%			-		
Cap Funds / Project Reserves		-	0.00%			-		
TOTAL		24,744,093						

Permanent Sources

Source Description	Lien Position	Amount	Interest Rate	Interest Type	Term (years)	Amort (years)	Annual Debt Service	Min DCR Y1-15
First Loan	0	2,280,000	7.25%		17	35	179,609	1.32
IHCDA Dev Fund Loan	0	500,000	3.00%		15	30	25,296	1.15382
Third Loan	0	0						1.15
Federal LIHTC Equity		7,773,413						
State LIHTC Equity		3,599,640						
Deferred Developer Fee		710,478						
Seller Note		9,045,000	3.00%					
Cap Funds / Project Reserves								
Income During Construction		600,995						
TOTAL		\$24,509,526					204,906	
Uses		27,954,194						
Gap		3,444,668						

Figure 2: Sources & Uses

Operating Expenses

BRINSHORE

Tall Oaks

	Subtotals	Amount	Per Unit	Notes
Administrative	\$176,625			
Administrative / Manager Payroll	see detail below	95,000	905	
Employee Benefits, Payroll Taxes, Workers Comp	see detail below	67,500	643	
Administrative Rent Free Unit		-	-	
Office or Model Apartment Rent		-	-	
Office Equipment		4,000	38	
Telephone / Cell		2,000	19	
Internet		2,000	19	
Cable / Satellite		-	-	
Postage & Delivery		500	5	
Staff Professional Development		-	-	
Staff Travel		1,000	10	
Advertising & Marketing		2,000	19	
LIHTC Monitoring	per LIHTC unit	2,625	25	\$25/unit
Bad Debts		-	-	
Professional Fees	\$15,000			
Legal		7,000	67	Linda around 15K
Accounting / Audit		8,000	76	Linda - not less than 8000
Bookkeeping		-	-	
Other		-	-	
Operations & Maintenance	\$191,750			
Operating & Maintenance Payroll	see detail below	50,000	476	
Operating & Maintenance Rent Free Unit		-	-	
Security		16,000	152	
Pest Control		10,000	95	
Trash / Recycling Removal		10,000	95	Check with HA
Snow Removal		10,000	95	Check with HA
Landscaping & Grounds Upkeep		10,000	95	
Janitorial Supplies		15,000	143	
Elevator Maintenance		18,000	171	Linda
HVAC Maintenance		15,000	143	
Plumbing & Electrical Maintenance		15,000	143	
Painting, Decorating & Flooring - Common Space		7,000	67	
Painting, Decorating & Flooring - Units	cost per turnover 750	15,750	150	20% = turnover rate
Other		-	-	Repairs
Utilities	\$36,750			
Gas	PUPY 180	18,900	180	Ask HA
Electricity	PUPY 110	11,550	110	Ask HA
Water / Sewer	PUPY 60	6,300	60	Ask HA
Other Utilities		-	-	
Taxes & Insurance	\$211,000			
Real Estate Tax PILOT		85,000	810	Tax Exempt, ~80k per unit at Beacon, IHCD requires for TC APP
Property & Liability Insurance		126,000	1,200	
Other		-	-	
Management Fees	\$60,306			
Property Management Fee	% of EGI 6%	60,306	574	
Reserves	\$36,750			
Replacement Reserve	per unit per year \$350	36,750	350	Pending e-tool
Operating Reserve		-	-	
Other		-	-	
TOTAL OPERATING EXPENSES		\$728,181	\$6,935	

Figure 3: Operating Expenses

Goal 1: Provide more diverse housing options

Strategy 1.1: Substantial rehabilitation of Tall Oaks Apartments using Low Income Housing Tax Credits.

Any substantial redevelopment plan for Tall Oaks will require low-income housing tax credits. The FWHA and its development partner, Brinshore Development, have extensive experience securing tax credit funding for the redevelopment of multi-family housing.

Once the Transformation Plan has been approved, FWHA, with its development partner, will commence the pre-development process consisting of preparing for an Indiana Housing Community Development Authority low-income housing tax credit submission. To submit an application in the 2025 round, the development team must address the HFA threshold requirements that include the following:

- Development Feasibility – 15-year pro forma
- Notification of Intent to Apply
- Nonprofit Participation
- Market Study (must be within six months of anticipated closing date)
- Development team capabilities
- Readiness to proceed
- Phase 1 Environmental (to be completed during Planning Phase)
- State Historic Review (updated from Planning Phase)
- Appraisal
- Rehabilitation Costs / Capital Needs Assessment
- Tenant Displacement and Relocation

Strategy 1.2: Develop offsite new construction income-based housing the SEFW Community using FWHA's Project-Based Voucher (PBV) Program.

There are currently 105 units at Tall Oaks. The goal of the SEFW CNI program is to double the number of affordable units as a result of this Transformation Plan. Using Project-Based Vouchers, the FWHA will ensure new construction units are developed on existing vacant parcels of land throughout the SEFW neighborhood. These PBV apartments are affordable units where residents only pay 30% of their income. The LIHTC program will provide for moderate-income families ranging from 50%-80% AMI, creating a mixed-income multi-family dwelling. Existing residents of Tall Oaks will have the right of first refusal to return to the newly rehabilitated and new construction on-site and off-site.

Goal 2: Homeownership program awareness & execution

Strategy 2.1: Partner with organizations to offer grant assistance to low-income and moderate-income homebuyers.

Saving for down payment assistance and covering closing costs can be a considerable barrier to homeownership. With rising construction costs resulting in rising home prices and interest rates, the path to homeownership can be challenging for low and moderate-income first-time home buyers. By working with partnering agencies, residents will be informed and have access to down payment and closing cost assistance grants available to homebuyers, as well as opportunities for residents to establish Individual Development Accounts (IDAs).

Strategy 2.2: Partner with local organizations to offer homeownership education opportunities. The transition from renting to homeownership can be overwhelming. Homeownership courses are beneficial for first-time homebuyers. These education courses will inform potential homebuyers about topics such as budgeting, planning for home maintenance and additional costs, how to choose a lender, and credit counseling services. Additionally, by attending first-time homebuyer courses, residents may be entitled to grant assistance and benefits with partnership organizations.

Strategy 2.3: Develop single-family homes for homeownership.

The Fort Wayne Housing Authority currently implements a Homeownership Program for qualifying families. The program is designed so individuals and families can use Housing Choice Vouchers for homeownership, giving many an opportunity to purchase their home. During Town Hall and other community engagement events, residents of the community, along with Tall Oaks' resident expressed interest in homeownership. The FWHA will enhance its existing HO program by including non-FWHA residents in the education and promotion of the HO program.

Relocation Strategy

In implementing the housing plan, all residents of Tall Oaks will not be required to relocate off-site. Prior to beginning relocation, FWHA will retain a relocation consultant with expertise in resident relocation under the Department of Housing & Urban Development Section 18 Rental Assistance Demonstration (RAD) regulations which includes the Uniform Relocation Act (URA). Expertise in the Housing Choice Voucher (HCV) program will be required. The selected consultant or firm will assist FWHA in creating and implementing the relocation plan and working with Clesia Ventures (People Lead) to prepare residents to transition from public housing to their preferred housing option. Residents will receive assistance with moving costs and customized services as necessary, depending on their needs. Families will be relocated in a phased approach, commencing after FWHA secures tax credits for the Tall Oaks project.

The strategy of performing construction while residents are in the building will require the FWHA to create enough vacancies to empty 1/3 (2 floors) of the building. This will be achieved by managing attrition by not re-leasing vacated units and permanently relocating families that do not desire to reside at Tall Oaks. This relocation method will allow construction to take place on the top two floors (floors 6 and 7) while residents continue to reside on floors 2 through 5. Once units have been completed on floors 6 and 7, residents from floors 4 and 5 will move into the new units, thereby creating two floors for the next phase of construction. This process will be repeated a third time for floors 2 and 3. Once construction is complete on floors 2 and 3, the Authority can move residents back that have been temporarily moved offsite and start processing residents from the site-based waiting list. The first floor of Tall Oaks will host office and community space with no residential units.

The relocation plan will specify the relocation processes, eligibility guidelines for residents, and each housing option they will be offered.

Each resident in Tall Oaks may be offered the following housing options:



- **Remain onsite during construction**
 - Many residents may elect to remain onsite during construction with the understanding of the inconvenience that construction will bring. Also, this option may require multiple moves before being permanently assigned a unit.
- **Off-Site Project Based Voucher Units**
 - Residents may opt for a project-based voucher (PBV). This voucher is tied to specific units that continue to be constructed throughout the City of Fort Wayne.
- **Relocating to different Public Housing**
 - A resident may choose to reside in another one of FWHA's public housing properties. The FWHA has completed one RAD development and is currently working on another mixed-finance LIHTC development.

Accessibility

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination against persons with disabilities in all programs receiving federal financial assistance, including housing. The Fair Housing Act prohibits discrimination based on disability, race, color, religion, sex, national origin, and familial status.

In accordance with the Code of Federal Regulations (CFR) Section 8.22 (a) and (b), in new construction, at least 5% of the total dwelling units or at least one unit (whichever is greater), must be suitable for occupancy by people with hearing or vision impairments. With accessibility and anti-discrimination as the program's baselines, FWHA and its development partner, Brinshore, will ensure that protections are in place to exceed the minimum accessibility requirements for housing residents with mobility, hearing, or vision impairments. Ownership and property management will have an affirmative fair housing marketing plan, and all property management staff will be trained in fair housing to ensure the development site is abiding by all federal, state, and local fair housing and anti-discrimination laws.

During lease-up, Tall Oaks residents will have first preference for onsite replacement units. The management company will perform extensive marketing to ensure that the development reaches out to community members who may not otherwise be aware of the rental and for sale opportunities available. Marketing will further be done by contacting supportive and homeless services providers to promote housing opportunities.

Mixed-Income Housing Strategy

The mixed-income housing plan anticipates the one-for-one replacement of the 105 units at Tall Oaks with newly rehabilitated units. While current Tall Residents that were surveyed preferred a demolition/new construction redevelopment, the Authority and its partner understand that Tall Oaks will not score well enough for a demolition on its Section 18 Demo/Dispo application. The next best alternative preferred by the residents was to rehabilitate in place. This current housing strategy and modeling is based on a 4% low-income housing tax credit strategy and currently pencils out to a \$27 million development. FWHA's Project Based Voucher (PBV) program will make the newly rehabilitated units affordable. Additional development will take place offsite with a focus on affordable rental and homeownership opportunities. As supported by surveyed data, the community seeks increased homeownership opportunities.

Modern amenities will be included in newly rehabilitated Tall Oaks units, including washers and dryers, modern appliances and cabinetry, and air conditioning. The Tall Oaks rehabilitation plan is estimated to be completed over the course of three phases over the next three years. In each phase, there will be accessible units for persons with mobility, hearing, or visual disabilities. In accordance with Section 504, in each phase of construction with federally assisted financing, at least five percent (5%) of the dwelling units will be accessible to persons with mobility disabilities, and two percent (2%) of the dwelling units will be accessible for those with hearing or visual impairments. Additionally, phases of construction receiving funding from the Indiana Housing and Community Development Authority (IHCDA) will meet their minimum design and construction requirements.

The phasing approach of the housing plan will not only create a mixed-income community but will also:

- Provide speed of execution for redevelopment
- Incorporate a variety of housing options to meet the needs of current and future residents
- Incorporate high-quality architecture, landscape, and urban design
- Incorporate security strategies to keep residents safe
- Create an infrastructure with access to high-speed internet

Financing Plan

The financing plan will leverage the maximum amount of Federal, state, local and private dollars available for housing financing. The FWHA, Brinshore Development, and the City of Fort Wayne will strategically pursue funding from the following resources:

- Low Income Housing Tax Credits (LIHTC)
- Tax Exempt Bond Financing
- State and local HOME Funds
- National Housing Trust Funds
- Housing in Energy Efficiency (HIEE) Funds
- Green Resilient Retrofit Program (GRRP) Funds
- City HOME and Community Development Block Grant (CDBG) Funds
- Federal Home Loan Bank (AHP) Funds
- Private Construction and Permanent Debt

Tall Oaks will be redeveloped in one transaction. The offsite program, which will be further developed as parcels are acquired, will be developed in a multi-phased approach.

Next Steps

Listed below are the next steps needed in preparation to start the implementation process of the Housing Plan.

Land Use Approvals

Any land use approvals needed to implement this plan will follow the City's process. The City's individual parcels are zoned for residential, and Tall Oaks Apartments will maintain or update its current zoning. Rezoning the land in the neighborhood to make it more amenable to housing and businesses is also a strategy that will be employed, as needed.

Site Control

FWHA owns the public housing site, Tall Oaks Apartments. Many offsite parcels within the boundary are owned by the City of F and private citizens. Once the offsite plan to further crystalized, FWHA will pursue acquisition of contiguous sites for additional development opportunities of multi-family and single-family units.

PART IX – People Plan

*** The data referenced in this section comes from all the data collection efforts made during the planning process. The appendix of the final plan will clearly display the detailed data (raw and analyzed) gained from the community.*

The People Plan section of the SEFW CNI Neighborhood Transformation Plan is a comprehensive strategy aimed at enhancing the quality of life for all residents by addressing critical issues in education, health and wellness, employment, and youth engagement. Based on extensive community assessments, surveys, and focus groups, this plan is tailored to meet the unique needs and aspirations of the SEFW CNI Neighborhood. By focusing on inclusivity, collaboration, and sustainability, the People Plan seeks to empower residents, reduce disparities, and create a thriving, resilient community where everyone has the opportunity to succeed.

Central to the People Plan is the partnership with Clesia Ventures, LLC, which will serve as the People Lead. Clesia Ventures brings extensive experience in supportive services and community development and engagement, making them well-suited to guide the implementation of this plan. Their role includes coordinating efforts among community members, local organizations, educational institutions, and other stakeholders to ensure that the plan's goals and strategies are effectively executed. By leveraging local resources and expertise, Clesia Ventures will help drive initiatives that promote health, education, economic empowerment, and youth development, laying the groundwork for a brighter future for Southeast Fort Wayne.

The People Plan is guided by key principles of inclusivity, health and safety, economic empowerment, lifelong learning, and sustainable development. These principles will shape every aspect of the plan, ensuring that all residents, regardless of age, background, or socioeconomic status, have access to the resources and opportunities they need to thrive. By aligning with these principles, the People Plan aims to create a community where all residents feel valued, supported, and empowered to achieve their full potential. This transformation effort is not just about physical changes to the neighborhood; it's about fostering a sense of belonging, pride, and collective responsibility for a better future.

Guiding Principles and Lead

The People Plan for the SEFW CNI Neighborhood Transformation is anchored by the following guiding principles:

3. Inclusion and Engagement:
 - a. Every resident's voice matters. The plan is shaped by the insights and needs of the community, gathered through comprehensive assessments, surveys, and focus groups. It ensures that all demographics, including children, youth, adults, and seniors, are represented and that their specific needs are addressed.
4. Health and Safety:
 - a. A healthy and safe environment is foundational to the community's well-being. The People Plan prioritizes initiatives that promote physical and mental health,

reduce crime, and enhance overall safety, ensuring that all residents feel secure and supported.

5. Economic Empowerment:
 - a. Employment opportunities and economic development are crucial for the prosperity of Southeast Fort Wayne. The plan focuses on removing barriers to employment, providing job training, and creating pathways for economic mobility and financial independence.
6. Education and Lifelong Learning:
 - a. Access to quality education at all stages of life is essential for personal and community growth. The plan supports educational initiatives that range from early childhood programs to adult education, ensuring that residents have the skills and knowledge needed to succeed.
7. Sustainable Development:
 - a. The People Plan advocates for sustainable practices that enhance the quality of life while preserving the community's natural and built environment. This includes promoting green spaces, energy conservation, and other environmental initiatives that benefit both current and future generations.

People Lead

Clesia Ventures, LLC. will serve as the 'People Lead' for the SEFW CNI Neighborhood Transformation Plan. The People Lead is responsible for the coordination and implementation of the People Plan, ensuring that all initiatives align with the guiding principles. Clesia Ventures, LLC. will oversee the execution of goals and strategies related to education, health and wellness, employment, and youth. They will work closely with community members, local organizations, and stakeholders to foster collaboration, monitor progress, and adjust as needed to achieve the desired outcomes.

Education and Youth Goals & Strategies

Goal 1: Improve Access to Quality Education for All Ages

Strategy 1.1: Partner with local schools, higher education institutions, and community organizations to enhance early childhood education programs, ensuring that young children have a strong foundation for learning.

Data from the resident assessments indicated that only 11% of respondents rated early childhood education as excellent, highlighting the need for improvement in this critical area. Partnering with higher education institutions in Fort Wayne, such as Indiana University–Purdue University Fort Wayne (IPFW) and Ivy Tech Community College, can provide access to resources, research, and student volunteers to support early childhood education. These institutions can contribute expertise and best practices in early childhood development, teacher training, and curriculum enhancement, helping to build a solid educational foundation for the youngest residents.

Strategy 1.2: Develop comprehensive after-school and tutoring programs for elementary and middle school students, leveraging resources from local universities to provide academic support, enrichment activities, and mentorship.

The assessments indicated that 45% of respondents believe the quality of education at the middle school level is mediocre, suggesting a need for additional support. Collaborating with higher education institutions can enhance these programs by involving university students and faculty as tutors and mentors. Programs such as service-learning courses or education majors' internships can provide valuable experience for university students while offering essential academic assistance and role models for younger students. This partnership can also introduce students to college environments early on, encouraging aspirations for higher education.

Strategy 1.3: Collaborate with local high schools and higher education institutions to offer college preparation, career readiness programs, and dual enrollment opportunities, helping students transition successfully to higher education or the workforce.

Survey data revealed that only 36% of respondents feel that high school education quality is good or excellent, highlighting the need for more robust college and career preparation. By working closely with local higher education institutions, such as IPFW, Ivy Tech, and University of Saint Francis, the community can provide college preparation workshops, SAT/ACT prep courses, and dual enrollment opportunities that allow high school students to earn college credits. These initiatives will help students gain the skills and knowledge necessary to succeed in higher education and prepare them for the workforce. Universities can also host career fairs, college tours, and workshops on financial aid and scholarship opportunities to further support students' transitions.

Goal 2: Expand Adult Education and Skill Development Opportunities

Strategy 2.1: Partner with local higher education institutions to offer adult education programs, including GED preparation, computer literacy, and vocational training, tailored to the needs of Southeast Fort Wayne residents.

With 11% of survey respondents identifying a lack of professional training and skills as a barrier to employment, expanding adult education opportunities is essential. Higher education institutions in Fort Wayne can provide access to courses, workshops, and certifications that are aligned with the needs of the local job market. By offering programs on-site in the community or through accessible online platforms, these institutions can help residents gain the skills necessary to secure stable employment and improve their economic prospects.

Strategy 2.2: Provide financial literacy, small business development, and entrepreneurship workshops in collaboration with local colleges and universities to help residents manage their finances effectively, start new businesses, and achieve economic independence.

The survey identified a need for more financial literacy education, with 7% of respondents highlighting this as a missing service. Partnering with business and economics departments at local universities can bring expert knowledge and resources into the community. These workshops can cover topics such as budgeting, credit repair, business planning, and marketing, equipping residents with the skills to manage their finances and start their own businesses, contributing to the economic revitalization of Southeast Fort Wayne.

By involving higher education institutions in the SEFW CNI Neighborhood Transformation Plan, the community can leverage their resources, expertise, and programs to enhance educational opportunities for all residents. These partnerships will not only improve the quality of education

but also foster a culture of lifelong learning, empowering residents to achieve their full potential and contribute to the community's growth and prosperity.

Goal 3: Provide Positive and Engaging Opportunities for Youth

Strategy 3.1: Develop after-school programs, sports leagues, and arts/performing arts initiatives that offer constructive activities and build life skills.

Crime emerges out of a lack of resources and opportunity. Connecting people to programs can help prevent people from committing crimes. With twenty-four percent (24%) of respondents identifying youth violence and crime as significant safety concerns, providing structured, positive activities for youth is critical. After-school programs and sports leagues can offer safe, engaging environments that promote personal growth and reduce the likelihood of youth involvement in crime.

Strategy 3.2: Establish mentoring and leadership development programs to connect youth with positive role models and support their personal growth.

Mentoring was highlighted as an important strategy, with eleven percent (11%) of respondents supporting the development of such programs. By connecting youth with mentors, the community can provide guidance, support, and positive role models, helping young people navigate challenges and make positive life choices.

Strategy 3.3: Implement summer programs and camps that provide educational enrichment and recreational activities during school breaks.

The need for structured summer activities was supported by 11% of survey respondents. Implementing these programs will keep youth engaged during the summer months, providing opportunities for learning, growth, and recreation, which can help prevent summer learning loss and reduce the risk of negative behaviors.

Goal 4: Foster Youth Employment and Career Readiness

Strategy 4.1: Create job training and employment programs for teens, focusing on skills development and work experience.

With 12% of respondents indicating the need for job training and employment programs for youth, these initiatives will provide teens with valuable work experience and skills development. By preparing youth for the workforce, the community can help break the cycle of poverty and set young people on a path to success.

Strategy 4.2: Partner with local businesses to offer internships and job shadowing opportunities, helping youth explore career paths and gain real-world experience.

Offering internships and job shadowing can provide youth with practical insights into various career options. These opportunities allow young people to explore their interests, gain experience, and build professional networks, laying the groundwork for successful careers.

Health and Wellness Goals & Strategies

Goal 1: Enhance Access to Health and Wellness Services



Strategy 1.1: Partner with local healthcare providers to offer regular health screenings, mental health counseling, and wellness programs tailored to the community's needs.

The assessments indicated that 10% of households have unmet mental health needs, and 11% require weight loss assistance. By partnering with healthcare providers, the community can offer targeted health services that address these issues, leading to improved health outcomes and overall well-being.

Strategy 1.2: Develop nutrition and fitness programs, including cooking classes and exercise groups, to promote healthy lifestyles and prevent chronic diseases.

Survey responses revealed that 11% of residents desire weight loss assistance, and 5% reported having unmet needs related to nutrition and health cooking programs. Implementing these programs can help residents adopt healthier lifestyles, reducing the prevalence of chronic diseases and enhancing the quality of life.

Strategy 1.3: Implement initiatives to improve mental health support, including counseling services and stress management workshops, to address high levels of anxiety and depression reported by residents.

With 10% of respondents indicating a need for mental health counseling, this strategy aims to provide accessible support for mental health issues, fostering a healthier and more resilient community. Providing these services will help reduce stress, anxiety, and depression, improving the overall mental health of residents.

Economic Growth & Development Goals & Strategies

Goal 1: Increase Employment Opportunities for Residents

Strategy 1.1: Partner with local businesses and industries to create job opportunities within the SEFW CNI neighborhood, focusing on sectors such as healthcare, service providers, and manufacturing.

Data from the survey shows that transportation issues (19%) and lack of local job opportunities (10%) are significant barriers to employment. By focusing on creating jobs within the community, these barriers can be reduced, providing residents with greater access to employment and economic mobility.

Strategy 1.2: Establish job training and career coaching programs that equip residents with the skills needed for available jobs, including technology and customer service roles.

Eleven percent (11%) of respondents identified a lack of professional training and skills as a barrier to employment. By providing targeted job training and career coaching, the community can help residents develop the skills necessary to secure and retain employment, contributing to economic growth.

Strategy 1.3: Provide support services such as transportation assistance and affordable childcare to remove barriers to employment.

Transportation and affordable childcare were identified as critical barriers to employment for 19% and 12% of respondents, respectively. Offering support services to address these issues will make it easier for residents to find and maintain employment, improving their economic stability and quality of life.

Goal 2: Support Entrepreneurship and Small Business Development

Strategy 2.1: Offer workshops and resources for aspiring entrepreneurs, including business planning, marketing, and access to capital.

The survey identified a desire for more shopping centers and small businesses in the community. Supporting entrepreneurship through workshops and resources will encourage local business development, create jobs, and boost the local economy.

Strategy 2.2: Promote local small business incubators to support local startups and foster economic growth within the community.

By promoting local business incubators, the community can provide the necessary support for startups to thrive, encouraging innovation and economic diversification. This strategy will help create a vibrant local economy that benefits all residents.

Youth Goals & Strategies

This comprehensive People Plan aims to address the diverse needs of the SEFW CNI Neighborhood, ensuring that all residents have the opportunity to thrive in a safe, healthy, and prosperous environment. Through collaboration and targeted strategies, the plan seeks to empower individuals and strengthen the community as a whole.

PART X – Neighborhood Plan

*** The data referenced in this section comes from all the data collection efforts made during the planning process. The appendix of the final plan will clearly display the detailed data (raw and analyzed) gained from the community.*

This section of our Plan addresses a range of quality-of-life concerns, organized under the broad themes of Safety & Security, Mobility & Connectivity and Environment & Sustainability. With the SEFW CNI vision in mind, this section aims to create a new legacy that promotes community and accessibility through carefully crafted improvement projects intended to make the SEFW CNI neighborhood more navigable, safer and sustainability focused.

The goal and strategies for the Neighborhood plan was carefully vetted and crafted by the SEFW CNI residents and committee members to ensure a holistic and collaborative approach to the revitalization of the SEFW CNI area and its surrounding areas.

Guiding Principles and Lead

The SEFW CNI neighborhood plan incorporates the following guiding principles to steer the planning process and ensure an efficient and targeted approach to implementation:

1. Addressing Neighborhood Safety
 - a. Building stronger relationships, expanding and creating local programs, and ensuring safe mobility.
2. Increasing Transport Access
 - a. Expanding affordable, multi-modal transit networks that provide convenient and reliable access, connecting Tall Oaks, the SEFW CNI neighborhood, and the Fort Wayne metro area.
3. Thinking Green
 - a. Expanding sustainability efforts and outdoor recreational spaces to improve community green initiatives awareness and health.
4. Promoting a Thriving Community for All
 - a. Creating opportunities that encourage social, educational, and recreational activities.

Neighborhood Lead

The selection of the lead for the neighborhood plan is still pending. Discussions with potential lead entities are scheduled to occur before the final draft submission. Upon selection, the exact roles and background of the Neighborhood Lead will be included in this section.

[Selected Partner] will serve as the 'Neighborhood Lead' for the SEFW CNI Neighborhood Transformation Plan. The Neighborhood Lead is responsible for the coordination and implementation of the Neighborhood Plan, ensuring that all initiatives align with the guiding principles. [Selected Partner] will oversee the execution of goals and strategies related to successfully revitalizing and redeveloping the SEFW CNI Neighborhood. They will work closely

with community members, local organizations, and stakeholders to foster collaboration, monitor progress, and adjust as needed to achieve the desired outcomes.

Safety & Security Goals & Strategies

According to the SEFW CNI neighborhood feedback, the neighborhood is relatively safe. Overall, there is a positive outlook when asked about safety and how safe the SEFW CNI neighborhood feels in their community. On a scale from one to ten, with ten being the safest, 62% of the residents selected six and above. This feeling of safety is secured by the access to emergency services like Fire, Police and Ambulances in the neighborhood. On a scale from one to ten, with ten being excellent, 61% of respondents rated their access to emergency services at six or above. Despite the overall feeling of safety and security, like many developing communities, the SEFW CNI neighborhood experiences its fair share of criminal activity that promotes residents to highlight a need for safety and security bolstering. This section shall explore the goals and strategies to mitigate criminal activity and improve community safety and security.

Goal 1: Improving policing and security efforts

Strategy 1.1: Increase policing visibility in the SEFW CNI neighborhood

Lighting and police presence are essential factors to consider when moving into a developing and revitalizing community. Minimal lighting and police presence can lead to criminal activities such as drug deals, gunshots, gang-related activity and car break-ins. During the resident assessments at TALL OAKS APARTMENTS, the issues of drug-related activity were profound. The community survey revealed that the most prevalent criminal activity or criminally associated activity in the area are hearing gunshots (30%), gang-related activity (9%) and Car break-ins (9%). This criminal activity was mirrored in the resident assessments, where the three most prevalent crimes or criminally associated activity were Car break-ins (12%) and hearing gunshots (8%).

“Drug activity – a lot of people in and out at different times of day and night.” – Tall Oaks Apartments Resident

“I think there are too many drugs and too much violence” – Tall Oaks Apartments Resident

When asked about the safety improvement strategies, fifteen per cent (15%) of the SEFW CNI neighborhood and Tall Oaks Apartments residents wanted more frequent and visible police patrols within the neighborhood. Additionally, eighteen percent (18%) of the SEFW CNI neighborhood and Tall Oaks Apartments residents wanted better and more street lighting within the neighborhood while seventeen percent (17%) of the respondents want better security systems (i.e., cameras, license plate readers) installed in their neighborhood. Improving lighting by installing solar lighting, adding additional security systems such as cameras, and increasing the frequency of police/security patrols will help deter criminal activity. The criminal activity being mentioned by the residents shall be minimized. Collaborating with local organizations and the City of Fort Wayne will ensure a community effort at improving safety and security in the SEFW CNI neighborhood.

Strategy 1.2: Create a SEFW-wide crime and safety task force to promote safety, facilitate communication around safety issues, and foster stronger relationships with law enforcement.

SEFW CNI residents and their surrounding neighborhoods need to be at the forefront of promoting safety in their community. The community survey showed that fourteen percent (14%) of respondents wanted some form of Community crime watch program and Community policing. Similarly, resident assessments showed that thirteen percent (13%) of respondents wanted some form of Community crime watch program and Community policing. Residents can understand safety issues through a task force and collectively suggest viable solutions. Empowered residents can lead in promoting creative solutions to improve safety and build stronger relationships with law enforcement.

“A lot of criminal activities; willing to provide info to property management, but not police. Police aren't helpful.” – Tall Oaks Apartments Resident

While plenty of ideas exist, from police walking patrols, neighborhood watch programs, and conflict resolution skill building to gun buyback events, residents will take the lead in deciding what will work in their community and making it happen. Collaborating with local organizations and entities programs such as Fort Wayne Police Department Crime Prevention Programming will not only increase the SEFW CNI neighborhood's knowledge about crime prevention and community safety but also reduce the prevalence of crime and violence in the SEFW CNI neighborhood and surrounding area.

Mobility & Connectivity Goals and Strategies

According to the SEFW CNI and Tall Oaks Apartments resident feedback, access to reliable transportation in the neighborhood is relatively good. Sixty-four percent (64%) of respondents mentioned that they always or usually have access to reliable transportation. According to respondents, the most frequently used mode of transport in the SEFW CNI is mainly by personal vehicle (29%) or public transport (27%) through Citilink. Despite access to forms of reliable transportation, gaps in economic and ability status have left some residents without a diverse form of transportation and mobility through the SEFW CNI neighborhood.

Goal 1: Improve access to ability-friendly routes

Strategy 1.1: Provide ADA-accessible features through the SEFW CNI neighborhood

When asked about the conditions of the SEFW CNI sidewalks, trails, roads, bus stops, bike trails and public transportation, sixty-six percent (66%) of the respondents mentioned that sidewalk conditions are either mediocre or poor. Forty-eight percent (48%) of Tall Oaks Apartments residents have at least one family member with a disability. The City of Fort Wayne has and will continue replacing the deteriorating sidewalks and installing pedestrian ramps at intersections to improve ADA access. Sidewalks should be thoughtfully designed to accommodate users of all abilities. By expanding the pedestrian safety project that was initiated through the early action activity, the SEFW CNI neighborhood will have high-quality sidewalks that are accessible to all.

Goal 2: Access to alternative options for mobility and connectivity

Strategy 2.1: Making the SEFW CNI neighborhood walkable and bikeable

According to the Tall Oaks Apartments and SEFW CNI neighborhood, only nine percent (9%) of residents walk, while only three percent (3%) ride a bicycle for transportation. This leads to a community that is automobile-centered rather than pedestrian-centered. When asked about accessibility to sidewalks, trails, roads, bus stops, bike trails/lanes and public transportation in the SEFW CNI neighborhood, forty-two percent (42%) of the respondents mentioned that both trails and bike trails/lanes are not accessible. Forty-seven percent (47%) of respondents believe that trails in the neighborhood are not applicable or non-existent.

There are trails on the north and western edge of the SEFW CNI boundary, but none to the eastern connect end of the boundary. Similarly, no bike lanes or bike-sharing stations are present in the SEFW CNI neighborhood. The need for bike-sharing programs, bike lanes and walking trails is evident in twenty-one per cent (21%) of Tall Oaks Apartments respondents mentioning a need for biking trails and walking/running trails. Collaborating with Fort Wayne Trails, the City of Fort Wayne Public Works department and local transit organizations on the expansion of the extensive trails network and bike sharing program and the introduction of bike lanes/trails to existing streets/sidewalks through the complete street policy will encourage the use of alternative modes of transportation, improve health and mobility while being more sustainably progressive.

Environment & Sustainability Goals and Strategies

Climate change's effects can be felt worldwide, with extreme weather events becoming more frequent. Fort Wayne is no stranger to the negative effects of global warming, with temperatures soaring annually. The relationship between people and the natural and built environment is integral to the sustainability of quality of life. This section shall delve into how Environmental and Sustainability goals can be a pillar of the SEFW CNI community.

Goal 1: Encourage environmentally conscious and sustainable practices

Strategy 1.1: Reduction of Vacant and blighted lots to form pocket parks to host environmental sustainability programs/events.

According to the SEFW CNI neighborhood, sixteen percent (16%) of respondents believe the greatest weakness of the neighborhood is vacant/abandoned property. The number of blighted properties in the neighborhood can be used for future investment; however, as that investment materializes, the land can be used. Fifteen percent (15%) of the SEFW CNI neighborhood believe there are not enough recreational facilities/spaces in the neighborhood, while ten per cent (10%) think there are not enough green areas/parks in the neighborhood. In collaboration with existing efforts of the City of Fort Wayne, the vacant land in the neighborhood can be cleared and converted into pocket parks. These pocket parks can host recreational activities for the youth and act as sustainability hubs by providing wanted initiatives and programs. According to the SEFW CNI neighborhood, forty-one per cent (41%) of respondents believe that access to the environment and sustainability-focused educational programs is hardly accessible. The pocket parks and sustainability hubs can offer programs such as gardening and composting (32%) and water conservation (85%), which the planning process indicated as the most beneficial sustainability efforts.

Strategy 1.2: Identify opportunities to implement renewable energy for buildings.

The environment and sustainability focus group noted that Solar energy would be the most beneficial renewable energy venture for the SEFW CNI neighborhood. This outlook is backed by the City of Fort Wayne’s efforts to be more energy efficient by implementing strategies outlined in Fort Wayne’s Climate Action and Adaptation Plan (CAAP). These strategies include increasing the use of renewable energy sources like solar energy for streetscape improvements.

According to the SEFW CNI community, fourteen percent (14%) of respondents believe that green construction is one of the most beneficial sustainability efforts that could be implemented in the neighborhood. Lower-income communities, renters and small businesses face higher energy burdens. Making existing structures more sustainable by encouraging renewable energy and sustainable design in new residential and commercial development and expanding opportunities for residents to invest in community green energy programs (ex, community solar, submeter future development) will help alleviate energy burdens in the SEFW CNI. Starting conversations with the City of Fort Wayne about modifying zoning regulations to incentivize energy efficiency and green infrastructure will be a landmark tool in increasing sustainable construction.

PART XI – Implementation Plan

"Creating a new legacy that promotes community, affordability, accessibility, and opportunity for ALL"

The SEFW CNI neighborhood and community renewed their dedication to the SEFW CNI neighborhood and collectively put together the community vision above. The goals and strategies outlined in this plan are driven by the community vision as well as the collective efforts of Tall Oaks Apartments residents, stakeholders, and community organizations: the City of Fort Wayne, Fort Wayne Housing Authority, and Clesia Ventures. Together, we now embark on the implementation of this plan. The goals are ambitious, but the strategies have been co-created with the community to be realistic and implementable.

Implementation Framework

The City of Fort Wayne, Fort Wayne Housing Authority and Clesia Ventures will implement the Transformation Plan. Fort Wayne Housing Authority will have primary responsibility for coordinating implementation of the plan.

Implementation Leads

The City of Fort Wayne, Fort Wayne Housing Authority and Clesia Ventures will collaborate with the numerous organizations already working within the SEFW CNI neighborhood. Implementation of this Transformation Plan will rely heavily on their experiences, expertise, and success serving the neighborhood. As required by the Choice Neighborhoods Program, we have identified the following Leads:

Neighborhood Lead: TBD

Housing Lead: Fort Wayne Housing Authority

People Lead: Clesia Ventures, LLC

Ongoing Engagement and Capacity Building

Under the direction of the Fort Wayne Housing Authority, the SEFW CNI Neighborhood Ambassadors will keep their neighbors informed about what is happening with the SEFW CNI Transformation Plan and encourage engagement.

In addition, the Fort Wayne Housing Authority will establish an ongoing SEFW CNI Steering Taskforce to provide advice, ensure implementation, and achieve the project's achievements. This committee will comprise the SEFW CNI Resident Advisory Council, SEFW CNI community members, and community stakeholders. Furthermore, each sub-plan of this transformation plan will have a task force consisting of partners and stakeholders that will manage the implementation process from a micro level. In contrast, the SEFW CNI Steering Taskforce will manage the implementation process from a macro level.

Outside of the steering committee, Fort Wayne Housing Authority, Clesia Ventures and Brinshore Development will meet with Tall Oaks Apartments and SEFW CNI residents to discuss the housing plan. Meetings will be held regularly to cover an array of topics regarding the redevelopment of Tall Oaks Apartments. This will include meetings about the Section 18 process and what it means for residents, relocation with meetings specifically focusing on the Housing Choice Voucher and Project Based Voucher Program, design concept meetings, resident preparedness meetings, and general information and project update meetings.

These meetings will provide the Fort Wayne Housing Authority, Clesia Ventures, and Brinshore Development with continued community insight into implementing the housing plan and offer regular updates to residents regarding the redevelopment plan.

Partner Roles and Responsibilities

Implementation partners for the goals and strategies mentioned in this transformation plan will be finalized before the final transformation plan is submitted. Meetings with potential partners are to be scheduled for the last quarter of the grant term. This section will mention specified partners needed to implement the plan.

Partners are integral to the success of the SEFW CNI transformation plan. Below is a table that identifies the partners and describes how they will play an active role in implementing the SEFW CNI Transformation Plan.

PARTNER	ORGANIZATION FOCUS AREA	CHOICE IMPLEMENTATION AREA	CHOICE IMPLEMENTATION ROLE & RESPONSIBILITY
City of Fort Wayne	City Development	Neighborhood Housing	TBD
Brinshore Development	Housing Redevelopment	Housing	
YMCA of Greater Fort Wayne	Health & Wellness Mentoring	People	TBD
Fort Wayne Community Schools	Education	People	TBD
Allen County	County Development	Neighborhood	TBD
East Allen County Schools	Education	People	TBD
Southeast Area Partnership	Neighborhood Development	Neighborhood	TBD
Fort Wayne Urban League	Economic Education	People	TBD

United Way of Allen County	Economic mobility Education Health	People	TBD
Ivy Tech Community College	Education	People	TBD
Boys & Girls Club of Northeast Indiana	Youth Education	People	TBD
Come As You Are Community Church	Community Building	People	TBD
Vincent Villages	Housing	Housing	TBD
Fort Wayne Chamber of Commerce	Economic Development	People	TBD
Adams Township	Community Development	People	TBD
Wayne Township Trustee	Financial Assistance	People	TBD
Bridge of Grace Ministries	Community Building	People	TBD
Petra Solutions	Community Development	People	TBD
The St. Joseph Community Health Foundation	Health and Wellness	People	TBD
Fort Wayne Trail	Environment Awareness Health and Wellness	Neighborhood	TBD
Greater Fort Wayne	Commerce and Economic Development	People	TBD
Brightpoint	Housing, Education, Economic and Youth services	Housing People	TBD
Martin Luther King Montessori School	Education	People	TBD
Abbott Elementary	Education	People	TBD

Implementation Timeline

The table below displays the timeframe for completing the associated strategy.

Short Term: 1 month – 12 months / Medium Term: 1 year – 3 years / Long Term: 3 years +

THEME	GOAL	STRATEGY	TIME	IMPLEMENTATION PARTNERS
Safety & Security	Goal 1 Improving policing and security efforts	Strategy 1.1 Increase policing visibility in the SEFW CNI neighborhood.	Medium	TBD
		Strategy 1.2 Create a SEFW-wide crime and safety task force to promote safety, facilitate communication around safety issues, and foster stronger relationships with law enforcement.	Short	TBD
Mobility & Connectivity	Goal 2 Improve access to disability-friendly routes	Strategy 2.1 Provide ADA-accessible features through the SEFW CNI neighborhood	Long	TBD
	Goal 3 Access to alternative options for mobility and connectivity	Strategy 3.1 Making the SEFW CNI neighborhood walkable and bikeable	Long	TBD
Environment & Sustainability	Goal 4 Encourage environmentally conscious and sustainable practices	Strategy 4.1 Reduction of Vacant and blighted lots to form pocket parks to host environmental sustainability programs/events.	Long	TBD
		Strategy 4.2 Identify opportunities to implement renewable energy for buildings.	Long	TBD

Accessible and Affordable Quality Housing	Goal 5 Provide more diverse housing options	Strategy 5.1 Substantial rehabilitation of Tall Oaks Apartments using Low Income Housing Tax Credits.	Medium	TBD
		Strategy 5.2 Develop offsite new construction income-based housing the SEFW Community using FWHA's Project-Based Voucher (PBV) Program.	Long	TBD
	Goal 6 Homeownership program awareness and execution	Strategy 6.1 Partner with organizations to offer grant assistance to low-income and moderate-income homebuyers.	Long	TBD
		Strategy 6.2 Partner with local organizations to offer homeownership education opportunities.	Medium	TBD
		Strategy 6.3 Develop Single Family Homes for Homeownership	Long	TBD
Education and Youth	Goal 7 Improve Access to Quality Education for All Ages	Strategy 7.1 Partner with local schools, higher education institutions, and community organizations to enhance early childhood education programs, ensuring that young children have a strong foundation for learning.	Short	TBD
		Strategy 7.2	Medium	TBD

		Develop comprehensive after-school and tutoring programs for elementary and middle school students, leveraging resources from local universities to provide academic support, enrichment activities, and mentorship.		
		Strategy 7.3 Collaborate with local high schools and higher education institutions to offer college preparation, career readiness programs, and dual enrollment opportunities, helping students transition successfully to higher education or the workforce.	Short	TBD
	Goal 8 Expand Adult Education and Skill Development Opportunities	Strategy 8.1 Partner with local higher education institutions to offer adult education programs, including GED preparation, computer literacy, and vocational training, tailored to the needs of Southeast Fort Wayne residents.	Short	TBD
		Strategy 8.2 Provide financial literacy, small business development, and entrepreneurship workshops in collaboration with local colleges and	Short	TBD

		universities to help residents manage their finances effectively, start new businesses, and achieve economic independence.		
Goal 9 Provide Positive and Engaging Opportunities for Youth	Strategy 9.1	Develop after-school programs, sports leagues, and arts/performing arts initiatives that offer constructive activities and build life skills.	Medium	TBD
	Strategy 9.2	Establish mentoring and leadership development programs to connect youth with positive role models and support their personal growth.	Medium	TBD
	Strategy 9.3	Implement summer programs and camps that provide educational enrichment and recreational activities during school breaks.	Short	TBD
Goal 10 Foster Youth Employment and Career Readiness	Strategy 10.1	Create job training and employment programs for teens, focusing on skills development and work experience.	Short	TBD
	Strategy 10.2	Partner with local businesses to offer internships and job shadowing opportunities, helping youth explore career	Medium	TBD

		paths and gain real-world experience.		
Health & Wellness	Goal 11 Enhance Access to Health and Wellness Services	Strategy 11.1 Partner with local healthcare providers to offer regular health screenings, mental health counseling, and wellness programs tailored to the community's needs.	Short	TBD
		Strategy 11.2 Develop nutrition and fitness programs, including cooking classes and exercise groups, to promote healthy lifestyles and prevent chronic diseases.	Medium	TBD
		Strategy 11.3 Implement initiatives to improve mental health support, including counseling services and stress management workshops, to address high levels of anxiety and depression reported by residents.	Medium	TBD
	Goal 12 Increase Employment Opportunities for Residents	Strategy 12.1 Partner with local businesses and industries to create job opportunities within the SEFW CNI neighborhood, focusing on sectors such as healthcare, service providers, and manufacturing.	Long	TBD
		Strategy 12.2 Establish job training and career coaching programs that equip	Medium	TBD

		residents with the skills needed for available jobs, including technology and customer service roles.		
		Strategy 12.3 Provide support services such as transportation assistance and affordable childcare to remove barriers to employment.	Medium	TBD
	Goal 13 Support Entrepreneurship and Small Business Development	Strategy 13.1 Offer workshops and resources for aspiring entrepreneurs, including business planning, marketing, and access to capital.	Short	TBD
		Strategy 13.2 Promote local small business incubators to support local startups and foster economic growth within the community.	Short	TBD

Performance Tracking and Management

To ensure the success of the SEFW CNI Transformation Plan, a robust system for performance tracking and management will be implemented. This will involve collecting both quantitative and qualitative data. Plan Leads, in collaboration with community partners, will be responsible for collecting and analyzing this data to assess the effectiveness of the various strategies.

Key performance indicators will be used for each strategy to ensure a seamless implementation. Potential key performance indicators for each goal area can be found below. The key performance indicators are subject to change after further discussions with responsible partners.

STRATEGY	ACTION	KEY PERFORMANCE INDICATORS
SAFETY & SECURITY		
<i>Goal 1</i>		
<i>Improving policing and security efforts</i>		
Strategy 1.1 Increase policing visibility in the SEFW CNI neighborhood.	<ol style="list-style-type: none"> 1. Installing solar street lighting. 2. Installing security systems such as cameras. 3. Increasing police/security patrols. 	<ol style="list-style-type: none"> 1. Installation of twenty solar lights annually. 2. Installation of and security systems 3.
Strategy 1.2 Create a SEFW-wide crime and safety task force to promote safety, facilitate communication around safety issues, and foster stronger relationships with law enforcement.	<ol style="list-style-type: none"> 1. Create SEFW CNI Crime and Safety task force. 	<ol style="list-style-type: none"> 1. Creation of task force. 2. Induction of five (5) new members annually.
MOBILITY AND CONNECTIVITY		
<i>Goal 2</i>		
<i>Improve access to disability-friendly routes</i>		

Strategy 2.1 Provide ADA-accessible features through the SEFW CNI neighborhood	1. Replace sidewalks with ADA-compliant features.	1. Replacing 1,000 sq ft of sidewalks annually.
<i>Goal 3</i> <i>Access to alternative options for mobility and connectivity</i>		
Strategy 3.1 Making the SEFW CNI neighborhood walkable and bikeable	1. Expand walking trails. 2. Establish bike-sharing program.	1. Connection to eastern boundary to existing trails. 2.
ENVIRONMENT & SUSTAINABILITY		
<i>Goal 4</i> <i>Encourage environmentally conscious and sustainable practices</i>		
Strategy 4.1 Reduction of Vacant and blighted lots to form pocket parks to host environmental sustainability programs/events.	1. Replace blighted/vacant lots with pocket parks. 2. Establish environmental sustainability programs at pocket parks.	1. Turning five vacant/blighted lots into pocket parks. 2. Host quarterly environmental sustainability-related events/programs at pocket parks.
Strategy 4.2 Identify opportunities to implement renewable energy for buildings.	1. Identify actionable renewable energy opportunities 2. Modify the zoning ordinance to allow for incentivized renewable energy measures	1. Installing renewable energy features in two development projects a year in the neighborhood. 2. Adoption of modified zoning ordinance.
ACCESSIBLE AND AFFORDABLE QUALITY HOUSING		
<i>Goal 5</i> <i>Provide more diverse housing options</i>		
Strategy 5.1 Substantial rehabilitation of Tall Oaks Apartments using Low Income Housing Tax Credits.	1. Commence pre-development process by applying for Low Income Housing Tax Credits.	1. Use Low Income Housing Tax Credits to supplement redevelopment of Tall Oaks Apartments.

Strategy 5.2 Develop offsite new construction income-based housing the SEFW Community using FWHA's Project-Based Voucher (PBV) Program.	<ol style="list-style-type: none"> 1. Acquired land for development. 2. Expand FWHA's Project-Based Voucher (PBV) Program. 	<ol style="list-style-type: none"> 1. Secure land for development.
<p><i>Goal 6</i></p> <p><i>Homeownership program awareness and execution</i></p>		
Strategy 6.1 Partner with organizations to offer grant assistance to low-income and moderate-income homebuyers.	<ol style="list-style-type: none"> 1. Identify partners that offer homeownership assistance programs. 	<ol style="list-style-type: none"> 1. Assisting ten (10) homebuyers secure income assistance.
Strategy 6.2 Partner with local organizations to offer homeownership education opportunities.	<ol style="list-style-type: none"> 1. Identify partners that offer homeownership assistance programs. 2. Promote the programs to SEFW CNI community 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in program enrolment annually.
Strategy 6.3 Develop single-family homes for homeownership.	<ol style="list-style-type: none"> 1. Identify additional funding resources for construction and down payment assistance of single-family homes 2. Identify partnering agencies to assist with the application and qualifying process. 	<ol style="list-style-type: none"> 1. Construction of five (50) single-family homes annually.
EDUCATION & YOUTH		
<p><i>Goal 7</i></p> <p><i>Improve Access to Quality Education for All Ages</i></p>		
Strategy 7.1 Partner with local schools, higher education institutions, and community organizations to enhance early childhood education programs, ensuring that young	<ol style="list-style-type: none"> 1. Identify partners specializing in the 0-5 years education category. 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in enrolled students annually.

children have a strong foundation for learning.		
<p>Strategy 7.2</p> <p>Develop comprehensive after-school and tutoring programs for elementary and middle school students, leveraging resources from local universities to provide academic support, enrichment activities, and mentorship.</p>	<ol style="list-style-type: none"> 1. Identify partners specializing in academic support, enrichment activities, and mentorship programs for children 5-13. 2. Collaboratively working with partners to create a comprehensive program. 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in enrolled students annually.
<p>Strategy 7.3</p> <p>Collaborate with local high schools and higher education institutions to offer college preparation, career readiness programs, and dual enrollment opportunities, helping students transition successfully to higher education or the workforce.</p>	<ol style="list-style-type: none"> 1. Identify education partners that provide the needed services. 2. Connect children ages 14-18 with programs promoting post-high school opportunities/pathways. 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in enrolled students annually. 2. Number of high school graduates per year increasing 3. Number of high school graduates finding post-graduation employment. 4. Number of high school graduates enrolling in tertiary education institutions.
<p><i>Goal 8</i></p> <p><i>Expand Adult Education and Skill Development Opportunities</i></p>		
<p>Strategy 8.1</p> <p>Partner with local higher education institutions to offer adult education programs, including GED preparation, computer literacy, and vocational training, tailored to the needs of Southeast Fort Wayne residents.</p>	<ol style="list-style-type: none"> 1. Identify education partners that provide the needed services. 2. Connect participants with programs promoting adult education. 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in enrolled students annually.
<p>Strategy 8.2</p> <p>Provide financial literacy, small business development, and entrepreneurship workshops in collaboration with local</p>	<ol style="list-style-type: none"> 1. Identify education partners that provide the needed services. 2. Connect participants with programs promoting financial independence 	<ol style="list-style-type: none"> 1. Five percent (5%) increase in enrolled students annually.

colleges and universities to help residents manage their finances effectively, start new businesses, and achieve economic independence.		
<i>Goal 9 Provide Positive and Engaging Opportunities for Youth</i>		
Strategy 9.1 Develop after-school programs, sports leagues, and arts/performing arts initiatives that offer constructive activities and build life skills.	<ol style="list-style-type: none"> 1. Identify and partner with organizations that need services. 2. Promote the existing programs. Connect participants with programs promoting after-school initiatives 	<ol style="list-style-type: none"> 1. Five percent (5%) increase youth participation annually. 2. Retention of 50% of participants in programs annually. 3. Reduction in Youth-based violence and crime annually.
Strategy 9.2 Establish mentoring and leadership development programs to connect youth with positive role models and support their personal growth.	<ol style="list-style-type: none"> 1. Identify and partner with organizations that need services. 2. Promote the existing programs and connect participants with programs promoting leadership and mentorship initiatives. 	<ol style="list-style-type: none"> 1. Five percent (5%) increase youth participation annually. 2. Retention of 50% of participants in programs annually.
Strategy 9.3 Implement summer programs and camps that provide educational enrichment and recreational activities during school breaks.	<ol style="list-style-type: none"> 1. Identify and partner with organizations that offer summer programs and camps. 2. Collaborate with identified partners to create programs that address the specified needs of SEFW CNI youth. 	<ol style="list-style-type: none"> 1. Creation of an implementable program 2. Ten percent (10%) annual growth in enrolment numbers
<i>Goal 10 Foster Youth Employment and Career Readiness</i>		
Strategy 10.1 Create job training and employment programs for teens, focusing on skills development and work experience.	<ol style="list-style-type: none"> 1. Identify and partner with organizations that offer teen job training and employment programs. 2. Collaborate with identified partners to 	<ol style="list-style-type: none"> 1. Creation of an implementable program 2. Number of program completions is increasing annually.

	create programs that address the specified needs of SEFW CNI youth.	3. Number of individuals employed post
Strategy 10.2 Partner with local businesses to offer internships and job shadowing opportunities, helping youth explore career paths and gain real-world experience.	<ol style="list-style-type: none"> 1. Identify and partner with organizations that offer internship and job shadowing programs. 2. Promote the existing programs connect participants with programs promoting leadership and mentorship initiatives. 	<ol style="list-style-type: none"> 1. Creation of an implementable program 2. Number of program completions is increasing annually. 3. Number of individuals employed post
COMMUNITY HEALTH & WELLNESS		
<i>Goal 11 Enhance Access to Health and Wellness Services</i>		
Strategy 11.1 Partner with local healthcare providers to offer regular health screenings, mental health counseling, and wellness programs tailored to the community's needs.	<ol style="list-style-type: none"> 1. Identify and partner with health providers. 2. Collaborate with partners to create quarterly health and wellness fairs to bring health services to the SEFW CNI community. 	<ol style="list-style-type: none"> 1. Creation of an implementable program 2. Number of individuals assisted per fair. 3. Reductions in chronic disease prevalence.
Strategy 11.2 Develop nutrition and fitness programs, including cooking classes and exercise groups, to promote healthy lifestyles and prevent chronic diseases.	<ol style="list-style-type: none"> 1. Identify and partner with health and wellness providers. 2. Collaborate with partners to create host programs at their facilities. 	<ol style="list-style-type: none"> 1. Number of individuals enrolled in each program increasing by ten percent (10) annually for five years. 2. Reductions in chronic disease prevalence.
Strategy 11.3 Implement initiatives to improve mental health support, including counseling services and stress management workshops, to address high levels of anxiety and depression reported by residents.	<ol style="list-style-type: none"> 1. Identify and partner with mental health providers. 2. Collaborate with partners to create quarterly mental health workshops to bring health services to the SEFW CNI community. 	<ol style="list-style-type: none"> 1. Creation of an implementable workshops. 2. Number of individuals returning patients increasing annually by ten percent (10%). 3. Improvements in self-reported mental health.

ECONOMIC GROWTH & DEVELOPMENT		
<i>Goal 12</i>		
<i>Increase Employment Opportunities for Residents</i>		
<p>Strategy 12.1 Partner with local businesses and industries to create job opportunities within the SEFW CNI neighborhood, focusing on sectors such as healthcare, service providers, and manufacturing.</p>	<ol style="list-style-type: none"> 1. Identify and partner with employers in identified sectors. 2. Understand partner needs in employment and employment opportunity expansion strategies. 3. Collaborate with partners to create a portal that assists in job advertisements in specified sectors. 	<ol style="list-style-type: none"> 1. Number of individuals employed in identified sectors.
<p>Strategy 12.2 Establish job training and career coaching programs that equip residents with the skills needed for available jobs, including technology and customer service roles.</p>	<ol style="list-style-type: none"> 1. Identify and partner with employers in identified sectors and career training service providers. 2. Collaborate with partners to create a program that assists participants gain employment skills. 	<ol style="list-style-type: none"> 1. Number of individuals employed after program completion. 2. Number of individuals completing programs/trainings.
<p>Strategy 12.3 Provide support services such as transportation assistance and affordable childcare to remove barriers to employment.</p>	<ol style="list-style-type: none"> 1. Identify and partner with organizations that provide the needed services. 2. Establish a supportive services hub in SEFW CNI to ease service access. 	<ol style="list-style-type: none"> 1. Number of individuals served annually increasing by fifteen percent (15%)
<i>Goal 13</i>		
<i>Support Entrepreneurship and Small Business Development</i>		
<p>Strategy 13.1 Offer workshops and resources for aspiring entrepreneurs, including business planning, marketing, and access to capital.</p>	<ol style="list-style-type: none"> 1. Identify and partner with organizations that provide the needed services. 2. Promote the use of existing programs in the SEFW CNI neighborhood. 	<ol style="list-style-type: none"> 1. Number of businesses created after workshops. 2. Number of businesses growing after workshop completion.

<p>Strategy 13.2 Promote local small business incubators to support local startups and foster economic growth within the community.</p>	<ol style="list-style-type: none"> 1. Identify and partner with regional and local incubators for collaboration. 2. Promoting the existence of local incubators. 	<ol style="list-style-type: none"> 1. Number of individuals enrolled in incubator programs 2. The number of individuals who completed incubator programs 3. The number of small businesses created and successfully retained business after the first year.
---	--	--

Performance Reports and Reviews

Regular performance reports will be generated and shared with the community, ensuring transparency and accountability. These reports will highlight successes and improvement areas, enabling stakeholders to make data-driven decisions and adjustments to the plan as needed. Continuous performance tracking will also help identify new challenges and opportunities, ensuring that the SEFW CNI Transformation Plan remains dynamic and responsive to the community's evolving needs.

1. Quarterly Reviews and Adjustments

Each Plan Lead will conduct quarterly reviews of program data, working with partners to analyze results and adjust as needed to ensure continuous improvement.

2. Annual Community Report

A comprehensive annual report will be shared with the community and stakeholders, summarizing achievements, challenges, and adjustments to future strategies for each plan.

The SEFW CNI Transformation Plan will be positioned to achieve lasting, measurable improvements in residents' lives. Through collaboration, sustainability, and accountability, the SEFW CNI community will be empowered to thrive and grow together.

Finances

Financial leverages and costs for the SEFW CNI transformation plan have yet to be finalized. Once determined and finalized, they will be discussed in this section. Financial contributions will be solidified through MOUs. Meetings with existing partners and potential partners will occur in the last quarter of the grant term. Financial information concerning the rehabilitation of Tall Oaks Apartments can be found in the table below.

The financial strategy for the SEFW CNI Transformation Plan will involve leveraging a combination of public and private funding sources. Federal and state grants, such as those from the Department of Housing and Urban Development (HUD), will be critical for initial implementation. Additionally, local foundations, philanthropic organizations, and corporate sponsorships will be engaged to provide supplemental funding.

Leveraging Resources

The financial success of the SEFW CNI Transformation Plan will depend on leveraging a diverse mix of local, state, federal, and private funding sources. All sub-plan Leads will put significant effort into identifying and securing these resources, with strategies including:

- **Federal and State Grants**
 - Actively pursuing grant funding from HUD, the Department of Education, the Department of Health and Human Services, and other relevant agencies to support health, education, and economic initiatives.
- **Philanthropic Contributions**
 - Partnerships with local and national foundations, such as the Knight Foundation or the Lilly Endowment, will be sought to provide funding for community engagement, educational programs, and small business development.
- **Corporate Sponsorships**
 - Local businesses will be approached for sponsorship of key initiatives, such as job training programs, youth sports leagues, or health screenings, ensuring mutual benefit through community goodwill and local economic development.
- **In-kind Contributions**
 - Partners such as educational institutions and healthcare providers will be asked to provide in-kind support, including volunteer hours, facilities for workshops, and materials for training programs.

Sustainability of Funding

To ensure long-term viability, the SEFW CNI Transformation Plan will incorporate sustainability strategies, including:

- Developing a community investment fund, where local businesses and residents can contribute to specific projects.
- Establishing public-private partnerships that generate recurring revenue, such as job training programs that create a local talent pipeline for participating businesses.
- Diversifying funding streams by continually identifying new grant opportunities and establishing long-term relationships with key donors.

By pooling resources from various sectors, the SEFW CNI Transformation Plan will not only secure the necessary funding for its initiatives but also create a sustainable financial model for long-term impact. This multifaceted approach ensures that the financial burden does not fall solely on one entity and encourages broader community buy-in.

THEME	GOAL	STRATEGY	ESTIMATED COST	POTENTIAL FUNDING SOURCE
Safety & Security	Goal 1 Improving policing and security efforts	Strategy 1.1 Increase policing visibility in the SEFW CNI neighborhood.	TBD	TBD

		Strategy 1.2 Create a SEFW-wide crime and safety task force to promote safety, facilitate communication around safety issues, and foster stronger relationships with law enforcement.	TBD	TBD
Mobility & Connectivity	Goal 2 Improve access to disability-friendly routes	Strategy 2.1 Provide ADA-accessible features through the SEFW CNI neighborhood	TBD	TBD
	Goal 3 Access to alternative options for mobility and connectivity	Strategy 3.1 Making the SEFW CNI neighborhood walkable and bikeable	TBD	TBD
Environment & Sustainability	Goal 4 Encourage environmentally conscious and sustainable practices	Strategy 4.1 Reduction of Vacant and blighted lots to form pocket parks to host environmental sustainability programs/events.	TBD	TBD
		Strategy 4.2 Identify opportunities to implement renewable energy for buildings.	TBD	TBD
Accessible and Affordable Quality Housing	Goal 5 Provide more diverse housing options	Strategy 5.1 Substantial rehabilitation of Tall Oaks Apartments using Low Income Housing Tax Credits.	\$27,954,194	TBD
		Strategy 5.2 Develop offsite new construction income-based housing the SEFW Community	TBD	TBD

		using FWHA’s Project-Based Voucher (PBV) Program.		
	Goal 6 Homeownership program awareness and execution	Strategy 6.1 Partner with organizations to offer grant assistance to low-income and moderate-income homebuyers.	TBD	TBD
		Strategy 6.2 Partner with local organizations to offer homeownership education opportunities.	TBD	TBD
		Strategy 6.3 Develop single-family homes for homeownership.	TBD	TBD
Education and Youth	Goal 7 Improve Access to Quality Education for All Ages	Strategy 7.1 Partner with local schools, higher education institutions, and community organizations to enhance early childhood education programs, ensuring that young children have a strong foundation for learning.	TBD	TBD
		Strategy 7.2 Develop comprehensive after-school and tutoring programs for elementary and middle school students, leveraging resources from local universities to provide academic support, enrichment activities, and mentorship.	TBD	TBD
		Strategy 7.3 Collaborate with local high schools and higher education institutions to offer college	TBD	TBD

		preparation, career readiness programs, and dual enrollment opportunities, helping students transition successfully to higher education or the workforce.		
	Goal 8 Expand Adult Education and Skill Development Opportunities	Strategy 8.1 Partner with local higher education institutions to offer adult education programs, including GED preparation, computer literacy, and vocational training, tailored to the needs of Southeast Fort Wayne residents.	TBD	TBD
		Strategy 8.2 Provide financial literacy, small business development, and entrepreneurship workshops in collaboration with local colleges and universities to help residents manage their finances effectively, start new businesses, and achieve economic independence.	TBD	TBD
	Goal 9 Provide Positive and Engaging Opportunities for Youth	Strategy 9.1 Develop after-school programs, sports leagues, and arts/performing arts initiatives that offer constructive activities and build life skills.	TBD	TBD
		Strategy 9.2 Establish mentoring and leadership development programs to connect	TBD	TBD

		youth with positive role models and support their personal growth.		
		Strategy 9.3 Implement summer programs and camps that provide educational enrichment and recreational activities during school breaks.	TBD	TBD
	Goal 10 Foster Youth Employment and Career Readiness	Strategy 10.1 Create job training and employment programs for teens, focusing on skills development and work experience.	TBD	TBD
		Strategy 10.2 Partner with local businesses to offer internships and job shadowing opportunities, helping youth explore career paths and gain real-world experience.	TBD	TBD
Health & Wellness	Goal 11 Enhance Access to Health and Wellness Services	Strategy 11.1 Partner with local healthcare providers to offer regular health screenings, mental health counseling, and wellness programs tailored to the community's needs.	TBD	TBD
		Strategy 11.2 Develop nutrition and fitness programs, including cooking classes and exercise groups, to promote healthy lifestyles and prevent chronic diseases.	TBD	TBD
		Strategy 11.3 Implement initiatives to improve mental health	TBD	TBD

		support, including counseling services and stress management workshops, to address high levels of anxiety and depression reported by residents.		
	Goal 12 Increase Employment Opportunities for Residents	Strategy 12.1 Partner with local businesses and industries to create job opportunities within the SEFW CNI neighborhood, focusing on sectors such as healthcare, service providers, and manufacturing.	TBD	TBD
		Strategy 12.2 Establish job training and career coaching programs that equip residents with the skills needed for available jobs, including technology and customer service roles.	TBD	TBD
		Strategy 12.3 Provide support services such as transportation assistance and affordable childcare to remove barriers to employment.	TBD	TBD
	Goal 13 Support Entrepreneurship and Small Business Development	Strategy 13.1 Offer workshops and resources for aspiring entrepreneurs, including business planning, marketing, and access to capital.	TBD	TBD
		Strategy 13.2 Create a small business incubator to support local startups and foster	TBD	TBD

		economic growth within the community.		
--	--	---------------------------------------	--	--

Planning Grant Accomplishments

During the planning process, Fort Wayne Housing Authority, Clesia Ventures, SEFW Committee members and partners have been taking action steps to begin preparing for the implementation component of the SEFW CNI Transformation plan. These grant term accomplishments include:

Early Action Activities Progress

To date, Fort Wayne Housing Authority has submitted an early action activity proposal for HUD’s review and approval. Once the conceptual approval is given, all necessary actions to start each early action activity. The schedule for each early action activity can be seen below.

EARLY ACTION ACTIVITY	ANTICIPATED TIMEFRAME	ANTICIPATED START DATE
Community Garden	Three to Five Months	October 2024
Placemaking	Two to Four Months	October 2024
Pedestrian Safety Enhancement	Three to Six Months	October 2024

**Dates are subject to change depending on HUD approval notice, environmental reviews and weather affecting construction.*

Appendix

*** The data referenced in this section comes from all the data collection efforts made during the planning process. The appendix of the final plan will clearly display the detailed data (raw and analyzed) gained from the community.*

All study, survey and assessment data summaries shall be displayed in this section. The section shall include

- Market Study
- Resident Assessments
- Focus Groups
- Visioning Sessions
- Community Survey
- Business Survey
- Topic Survey