



**Parkview Field at Harrison Square  
2011 Rudy Bruner Award for Urban Excellence  
Application**



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# 2011 RUDY BRUNER AWARD PROJECT DATA



# PROJECT DATA

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

NOTE: This sheet and a selected image will be sent to the Committee in advance.

Project Name Parkview Field at Harrison Square Location Fort Wayne, IN  
Owner City of Fort Wayne, and various private parties  
Project Use(s) Minor League Baseball, Hotel, Public Park, Conference Center, Parking, Community Events, Entertainment  
Project Size 7.4 acres Total Development Cost approximately \$102 million  
Annual Operating Budget (if appropriate) \_\_\_\_\_  
Date Initiated announced December 2006 Percent Completed by December 1, 2010 86%  
Project Completion Date (if appropriate) The final project piece (\$14million) will likely break ground in early Spring 2011  
Attach, if you wish, a list of relevant project dates \_\_\_\_\_

### Application submitted by:

Name Sharon Feasel Title Community Development Manager - Downtown  
Organization City of Fort Wayne  
Address One East Main Street - Room 840 City/State/Zip Fort Wayne, IN 46802  
Telephone ( 260 ) 427-2107 Fax ( 260 ) 427-1375  
E-mail sharon.feasel@cityoffortwayne.org Weekend Contact Number (for notification): 260-249-5226

### Perspective Sheets:

Organization	Name	Telephone/e-mail
Public Agencies		

Architect/Designer Greg Byrd - The Land Plan Group - 260-422-2522 gbyrd@landplangroup.com

Developer Greg Leatherman - City of Fort Wayne - 260-427-2102 greg.leatherman@cityoffortwayne.org

Professional Consultant Steve Brody - 260-409-5259 brodys11@frontier.com

Community Group Richard Davis - Downtown Improvement District - 260-420-3266 richard@downtownfortwayne.com

Other Mark Becker - Northeast Indiana Regional Partnership - 260-469-3469 mark.becker@chooseneindiana.com

Scott Glaze - Fort Wayne Metals Research - 260-747-4154 scott\_glaze@fwmetals.com

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing     Magazine Announcement     Previous Selection Committee member     Other (please specify)  
 Professional Organization     Previous RBA entrant     Online Notice  
 Bruner/Loeb Forum

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Signature Sharon Feasel Date December 10, 2010

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT**  
**AT-A-GLANCE**



# PROJECT AT-A-GLANCE

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Project Name Parkview Field at Harrison Square

Address Multiple - Roughly 7 square block area City/State/ZIP Fort Wayne, IN 46802

1. Give a brief overview of the project.

Harrison Square is a direct result of the planning, community dialogue and recommendations developed through the Downtown Blueprint (2002), Downtown BlueprintPlus (2005) and BaseballPlus (2006) processes – led by volunteer steering committees and guided by citizen input and participation throughout. Those planning initiatives formed the foundation of our Downtown revitalization action plan, and defined the key elements of this project. The seven square block area represents a signature private-public venture and creates new opportunities for living, working and enjoying the heart of the community. Harrison Square, located in the southwest corner of the downtown core, is a 7.4 acre site anchored by Parkview Field, a new Single A Minor League Baseball stadium. The project also includes a new Courtyards by Marriott convention hotel, a 900 space parking structure, a public park and will soon tout the finishing touch - a new four story retail-office-residential project overlooking the baseball field. The stadium, was built in a Wrigley-like neighborhood setting, with the field set 14 feet below ground level. The concourse has become the new town square, with frequent sell out crowds filling the public area. The ballpark has been recognized repeatedly for its attention to detail in the compact site. Fully integrated into the downtown fabric, Harrison Square is more than the sum of its parts. Overcoming challenges regarding the need, and wisdom of developing a new stadium downtown instead of repairing a simplistic but adequate suburban stadium, Parkview Field, and the entire Harrison Square project has awakened a slumbering sense of community pride. The new inviting public gathering space has been embraced enthusiastically as a modern Midwestern piazza, and is increasingly looked to as a place to celebrate community. Even as this is submitted, the concourse is filled with lighted memorial stars, where families come together to celebrate their personal memories during the holidays.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

On the surface, a downtown ballpark, a new hotel, a parking garage, a small public park, and a relatively small amount of new downtown retail and living space may not seem like something worthy of this award for urban excellence. However, in the context of a rust-belt mid-sized, midwestern city, where suburban sprawl has weakened the downtown to the point where some questioned whether investment in redevelopment of downtown was a wise public priority, this new gem has transformed a weakened neighborhood bordering several important gateway venues into a place of community pride. The new stadium has become a gathering place for all ages, races, backgrounds and socioeconomic levels. The \$100 million investment, roughly half private, half public sits at the edge of downtown, where the view behind home plate rivals any major league stadium in the country. Both physically and symbolically, it has given the community a new view of their city. The urban experience for many of those raised in the suburbs was a difficult sell, but once encountered, the downtown streets are increasingly more active - and not just on the 70 or so game nights each year. The community has reestablished a relationship with its downtown. The restaurants are thriving, and sidewalks are busier. The community has been awakened to the possibilities for their downtown, where before they could not envision the benefits of urban density. While there are likely other very well designed urban projects, the Harrison Square project is a compact project that is fully integrated with the landscape. The new hotel has helped the Grand Wayne Convention Center to reach new markets that will extend the number of overnight stays for conventioners. The walkway from the new Courtyard to the vacant, but Nationally Registered Historic Indiana Hotel has already prompted renovations to one floor, and has introduced new opportunities to revitalize this grand old hotel obsolete upper floors to complement the surrounding uses. The new parking structure serves the downtown's largest employer by day, and provides parking for multiple nearby venues in the evening - from the stadium to the historic Embassy Theatre, home to the Fort Wayne Philharmonic Orchestra and a popular venue for Broadway shows and concerts. The site was a mix of auto-oriented retailers, deteriorating single family rentals and unattractive surface parking lots creating a gulf between downtown and a struggling but historic neighborhood to the west and east. The project has prompted new studies to further improve the walkability and bicycle friendliness of the downtown.

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT DESCRIPTION**



# PROJECT DESCRIPTION

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project?

The community recognized a need to revitalize the downtown over a decade ago, and set about implementing the Downtown Blueprint for the Future. A number of important investments were made in core community assets, such as the doubling in size of the Grand Wayne Convention Center(GWC), and a major expansion of the main library branch in the downtown, which houses the largest public genealogy department in the United States. Still, private sector investment remained stagnant. Since the turn of the century, a mere \$2 million of private sector investment had occurred in downtown Fort Wayne. The over arching goal of the project was to serve as a catalyst for downtown development, both creating and confirming the market for downtown living space, employment opportunities, and a vibrant urban entertainment scene. In setting about to develop the project those involved in the negotiations with the private sector developer and team owner, were constantly challenged to find ways to fill the financing gaps identified. In that sense, there was the opportunity costs associated with the use of tax increment funding, and bonds backed by Community Economic Development Income Taxes used for the project, to the exclusion of other potentially important projects. It was determined that a project with the capacity to serve as a major catalyst was the best use of funding, especially as a private sector partner stepped forth. With a number of gateway venues within two blocks of the site, the development goals included maximizing the potential of the GWC to draw bigger, and longer conventions, increasing tourism. Tradeoffs included the building of a large parking structure to replace the surface parking used by the Lincoln Financial Group employees. However, the structure was built with a 30 foot set-back from Harrison Street in order to accommodate a future veneer building for storefronts and housing overlooking the Botanical Conservatory Park to the east. Additionally, the garage includes a conference center, and the Tree Tops roof-top bleacher seating overlooking right field. Another trade-off involved the building of a skybridge connecting the new Courtyards hotel to the vacant, but historic Indiana Hotel, where another bridge then allows direct indoor access to the GWC. The benefits that emerged from this trade-off include a renewed interest in the redevelopment of the Nationally Registered early 20th century property. While a number of street vacations occurred, it was necessary in order to build the pedestrian friendly stadium with its publicly open concourse.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project?

Affordable family entertainment draws families to game night. Those with young children can spread their blankets in the grassy lawn seating areas, where the children are not confined to rigid seats, and where they can cool off in a nearby splash-pad that is part of the public park. Young adults gather to see and be seen, often strolling the concourse and gathering around the bar-stool type seating in center-field. The below grade field allows for the stadium to retain a modest street-level scale. Some of the amenities that fill every inch of the compact site include, supplemental meeting rooms adjacent to the concourse, roof-top bleacher seating, 16 elegant internal skyboxes, with complete bar and catering services provide a reception and special occasion event venue. Further the stadium provides picnic seating, bar top seating, practice batting cages, children's play area complete with inflatables and climbing wall, and of course the incredibly popular wide concourse that wraps the field. The new hotel overlooks the stadium, and provides a 100% increase in available lodging to the convention center across the street. The new 900 space parking garage serves the daytime working population from the compound of offices buildings of the Lincoln Financial Group (formerly their headquarters), and then by night provides nearby parking for a number of visitor venues within a two block area. These venues include the popular Botanical Conservatory, one of only a few such facilities located in an urban core, the historic Embassy Theatre, wrapped by the unoccupied and obsolete upper floors of the former Indiana Hotel, where regional crowds gather for performances of the local Philharmonic orchestra, nationally touring Broadway shows, and a wide variety of top name performers. The public library plaza is located one block from the north entrance of the stadium, creating a visual connection for pedestrians to navigate around the GWC to the rest of the urban core. On any given day, the one-third mile concourse is active with downtown workers out for a lunchtime walk, and the stadium has been the venue of choice for multiple community activities from sellout concerts to mini-marathons. Each of the two season's now complete, the ball park welcomed record breaking crowds of more than 400,000 visitors for baseball games. Thousands more enjoy Harrison Square and Parkview Field, such as the 7,500 participants in the Fort 4 Fitness annual 10K / 4 mile, with a home-plate finish line. The clusters of locally owned restaurants are posting increases in sales, and there is renewed interest in downtown office space. Parkview Field and Harrison Square represent a convergence of solutions to daunting downtown revitalization issues, but more than that, the development has proved to be a place for all to rediscover their community.

3. Describe the key elements of the development process, including community participation where appropriate.

Harrison Square is a direct result of the planning, community dialogue and recommendations developed through the Downtown Blueprint (2002), Downtown BlueprintPlus (2005) and BaseballPlus (2006) processes – led by volunteer steering committees and guided by citizen input and participation throughout. Those planning initiatives formed the foundation of our Downtown revitalization action plan, and defined the key elements of this project. The new owners of the baseball franchise approached the City before their purchase, having researched the above downtown plans available on the City website. Working closely together the City, the team owners and their related private sector development partners, and the hotel developers announced the project in December 2006. Over 30 public participation meetings were held to solicit public opinion and ideas during the development plan process. Numerous studies and impact analysis' were completed, in order to assure the strength of the investment. The first pitch was thrown on April 16, 2009. The Hotel welcomed its first guests on September 1, 2010, and the final retail-office-residential piece is expected to break ground in early 2011, after overcoming the difficult lending environment of the recessed economy. The City and Redevelopment Commission obtained site control and worked closely with their private sector partners to manage financing challenges and produce adequate safeguards for the public investment while negotiating a fair upside for the private sector risk. In 2007, the Urban Land Institute recognized Fort Wayne in its publication, *The Ten Principles of Public Private Partnerships*, because of the careful preliminary planning that set the stage for this successful partnership.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

Project costs for the initial phase, including land and infrastructure, are about \$100 million. Approximately 50% of the total project cost would come from public sources. The remaining 50% would be privately financed. When all phases of the project are completed, it's expected that the overall costs would be 60% private and 40% public. Property taxes were not used to finance the public sector portion of the development. The public dollars for this project came from funding tools and revenue streams dedicated specifically to Downtown development along with additional funding from economic development resources. Creative sources of funding came from the Parks Commissioners through the development of a new public park within the site, and from a local foundation with interests in the historic Embassy Theatre and obsolete Indiana Hotel. The foundation assisted with the skybridge costs, and renovations to the third floor of the historic building to accommodate the new visitors passing through on their way to the the convention center. Tax increment funding was made available through the innovative redefining of a local TIF district. Because the shopping district and the downtown GWC and other venues are interdependent, the boundaries of a nearby shopping district TIF were expanded along the major arterial right of ways into downtown adjacent to the development site. The original downtown Blueprint plan recognized a foundational need for creative incentive programs to attract private investment. In 2004, the City had worked with the State to establish a Community Revitalization Enhancement District, a special area where investors receive a 25% tax credit for based on the dollars invested in redevelopment within its boundaries. This tool was critical in overcoming the financing gaps associated with the hotel and retail investments. The City created a Community Development Entity and applied for New Market Tax Credits, winning a small allocation that is expected to support additional development in and around the site.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

Harrison Square and Parkview Field are not unique in their concepts. In fact recent predecessors were studied carefully and best practices were incorporated into the development. Significantly, Harrison Square is thoroughly integrated into the physical fabric of the Downtown, contributing to its continuing revitalization. Nearly every inch is used in this compact site, and frontages are staged for future development that will further improve street activity once the economic environment supports them. The finely detailed stadium provides tributes to the rich history of baseball with depiction throughout the stadium of the many baseball 'firsts' associated with Fort Wayne, including the Fort Wayne Daisies, an All-American Girls Baseball team among others. Receptions, concerts, meetings, water play, and power walking illustrate the success of this special place for residents, downtown workers and visitors. The active use of the public concourse, only closed two hours before ticketed events, is an adaptable concept. Others can learn from the thoughtful selection of a naming rights partner - Parkview Health Systems, which provides a plethora of opportunities to reinforce this place as a center for wellness and healthy activities, including healthy menu choices. The new team name - Tin Caps, reflects local heritage, with a nod to Johnny Appleseed, who purportedly donned a metal bucket as hat as he planted apple orchards in the area. 'Johnny' is the team mascot. The metallic industrial look of the team uniform lettering honors the rich history of steel manufacturing in the region. All these concepts can be replicated by others, reaching out to their individual community's sense of communal history. Most importantly though, the extraordinary results are the product of the planning steps taken to set the stage for attracting investment, done well before the actual development opportunity was presented, and can be reproduced in every urban setting

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**2011**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**



# COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or who represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Richard C. Davis	Title	President
Organization	Fort Wayne Downtown Improvement District	Telephone ( 260 )	420 3266 x 302
Address	111 East Wayne Street, Suite 500	City/State/ZIP	Fort Wayne, IN 46802
Fax ( 260 )	467 1606	E-mail	richard@downtownfortwayne.com

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Signature	Date
	December 7, 2010

1. How did you, or the organization you represent, become involved in this project? What role did you play?

The Fort Wayne Downtown Improvement District is a "business improvement district" set up in 1995 under the same premises as over one thousand other such existing districts in the United States. In the late 90's and early 2000's, the Fort Wayne community went through a formative debate regarding the future value and comparative benefit of public investment downtown. The 1950's-era Memorial Coliseum, which had served its purpose as a concert, sports, convention, and events center had been located on a site which in 1952 was at the edge of the city. By the late 90's, it was clear that the facility needed either to be renovated and expanded at its original site, or (alternatively) moved downtown where it could help contribute to building a "critical mass" of public infrastructure serving as an anchor for related private "placemaking" and development. The outcome, by no means a consensus at the time, led to expansion of the existing facility at its original site; in response, downtown advocates realized that in order to build public and private support for future public investment downtown, they needed to develop and market a community vision and plan. Under the decisive mayoral leadership of Graham Richard, the community undertook a "Blueprint Plan" for downtown in 2001 with the participation on the steering committee of the Downtown Improvement District Director at that time (Paula Hughes). In 2004-05, when the opportunity for renovating or replacing the existing minor-league baseball stadium emerged, the DID supported and promoted a plan for, the relocating and expansion of the ballpark into a new location -- creating the landmark, once-in-a-generation opportunity titled "Harrison Square". The Downtown Improvement District directors during those years -- Paula Hughes (1996-2004) and Dan Carmody (2005-07), strongly supported by the DID board -- helped galvanize community support for the planning and development of the Harrison Square project. Dan Carmody, in particular, insisted on a first-class urban / landscape design that would assure that the facility achieved the maximum benefit for the long-term revitalization of downtown. +

2. From the community's point of view, what were the major issues concerning this project?

Suburban ascent vs urban decline: Fort Wayne, like many Midwestern communities, had been enthusiastically suburbanizing since the 1950's. The benefits of suburbanization seemed clear, the costs and trade-offs not so clear; and the benefits of a revitalized city center were entirely unclear to the public at large. The case for major public investment in the center city, in an area long written off by citizens of suburbia, seemed to require an insurmountable burden of proof. A revitalization "narrative" was new, and had yet to be adopted by the public at large.

"Good enough" conservatism vs "Why not the best?" optimism: As citizens of an industrial, rust-belt City that had experienced successive shocks of industrial down-sizing and job losses from the 1970's onward, peoples' expectations of their City diminished to the extent that personal aspirations faded. An existing baseball stadium was still in use, tucked away in the parking lot of the Coliseum -- and for many, a new stadium was difficult to justify. An outdated ballpark seemed quite adequate -- it was a place to drive to occasionally to watch minor league baseball.

Public vs private benefit. The community had shown the appetite for investment in a new downtown convention center as well as a first-class public library - but these were public goods, for public use. A public / private project in which a private partner stood to benefit from the upside to public investment, was a new concept generating significant opposition.

Promise vs performance: skepticism. A counter-narrative to the "downtown renaissance" narrative promoted by civic leaders, was the checkered history of sports stadium projects in other cities that had failed to deliver on their promised, predicted and often quite visionary economic benefits. +

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

### 3. Has this project made the community a better place to live or work? If so, how?

The value of a skyline. Fort Wayne's glaciated geography does not lend itself to dramatic prospects affording appreciation of the downtown skyline. Many approaches to downtown are from a lower, rather than higher, elevation. For many people, the vista of the entire compact downtown skyline--especially lit for opening night on April 16, 2009--made Fort Wayne appear "new" and instantly a more attractive and promising place.

The value of a collective, "place-making" experience. Through the collective experience of publicly debating, committing to development of, and then embracing the new Parkview Field, the Fort Wayne community participated in a common narrative of revitalization and renewal. The value of this collective experience to a Midwestern community which often thought of its best days as being in the past--is incalculable. It is, Fort Wayne found, possible to achieve a common and civic vision.

The value of "the commons"--public space. Fort Wayne has created a remarkable, well-used park system along the course of its river plains. As in most cities, however, the most attractive new architectural spaces created in Fort Wayne in recent times were the regional-scale shopping malls. These, however, were private spaces created for a primarily commercial purpose. For many people native to the area, the first-time experience of visiting Parkview Field, whether for a ball game, a concert, or simply a stroll around the concourse, awakened understanding of the value of common and civic space--owned by the public--in which people could come together simply for the enjoyment of being around other people. Of course that is the experience of "place", multiplied many times over, that endows great cities with greatness. The first-rate, award-winning HOK Parkview Field design--both comfortable and dramatic--with its view of the downtown skyline beyond center field, triggered an immediate "light bulb" experience for many locals making their first visit to see a game or attend an event.



### 4. Would you change anything about this project or the development process you went through?

As a newcomer to Fort Wayne (since 2008, when Parkview Field was already under construction) I have a particular perspective on this issue. The question I ask, is what has been the benefit to the community of the experience of debating, developing, and then adopting the new facility? As suggested above, the collective experience has been transformative in that it has provided a positive narrative focused on the historic civic and commercial center of the city. The new set of questions being asked are not whether there should be further investments--both public and private-- in the downtown core -- but rather, how fast can new projects be envisioned, financed, and achieved?

In a longer-term perspective, it appears the majority of the civic leadership now considers the decision to leave the civic arena in place, and renovate it rather than re-building downtown -- to have been a mistake. That realization, I suggest, was critical to the efforts to locate the new Parkview Field downtown.

There is yet a minority of those in positions of elected leadership, who continue to question the terms of the public / private "deal" leading to the relocation of the ballpark and the construction of Parkview Field, including an adjacent (public) parking garage, and a new Marriott Courtyard hotel. A site fronting on the arterial boulevard bringing downtown visitors past Parkview Field remains undeveloped due to a variety of circumstances, the most serious of which was the Recession beginning in 2008 and resulting inability of the private development partner to obtain commercial commitments for the proposed space. On balance, however, with these caveats, the basic intent of the project to provide an impulse to help revitalize the downtown core, is being continually realized as it provides a platform for future investment and development. The more visionary aspirations for the project -- in terms of changing the community's self-image, refocusing its self - image and re-directing its "narrative" -- seem to this participant / observer to have arrived, in retrospect, as something of a surprise, even to the planners and community leaders who launched the original project!

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**2011**  
**RUDY BRUNER AWARD**  
**DEVELOPER**  
**PERSPECTIVE**



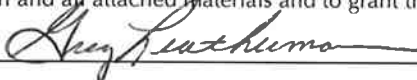
# DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Greg Leatherman	Title	Executive Director
Organization	Fort Wayne Redevelopment Commission	Telephone ( 260 )	427-2102
Address	One East Main Street - Room 840	City/State/ZIP	Fort Wayne, IN 46802
Fax ( 260 )	427-1375	E-mail	greg.leatherman@cityoffortwayne.org

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Signature		Date	December 10, 2010
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1. What role did you or your company play in the development of this project? Describe the scope of involvement.

The Fort Wayne community, through its downtown planning efforts identified an area to the southwest of the Downtown core business area as an opportunity for a major activity anchor development to provide a catalytic effect on the revitalization of Downtown. Community identified preferred options included a variety of sports facilities, such as waterplay, indoor ice sheets, and ball fields. The City learned that new owners of the existing Single A baseball team were real estate developers, and their decision to purchase the team had been influenced by their research regarding the City's downtown planning efforts. Their strategic investment in sports teams in mid-sized cities was planned with an eye toward anchoring multi-use development with sports facilities. The Fort Wayne Redevelopment Commission is the community-based agency that, through the City of Fort Wayne, was given responsibility to oversee the acquisition and development of this area, in partnership with the developer, Barry Real Estate and the related new team owners, Hardball Capital. The Commission oversaw creation of a master plan, acquired the real estate without use of eminent domain, arranged vacation of public streets and alleys, oversaw site clearance, public infrastructure relocations and installations and design and construction of the 900 space parking garage, 8100 person capacity Parkview Field stadium and Meyer Park. The Commission also negotiated a long-term lease and management agreement for the ball field with Hardball Capital. Naming rights to the field were secured with one of the region's largest medical services providers, Parkview Health Systems. White Lodging, a successful hotel developer was attracted to develop the 250 room Courtyard by Marriott hotel and Barry Real Estate entered into an agreement to develop 'The Harrison' an 80,000 square foot mixed use retail, office and residence building overlooking the stadium.

2. What trade-offs or compromises were required during the development of the project?

Although eminent domain is a useful redevelopment tool, the Mayor and the Commission agreed not to use eminent domain to acquire real estate because of the potential to generate ill will and extend the acquisition period to an unworkable length. The majority of the land was used as surface parking lots owned and used by Lincoln Financial Group, which agreed to sell their sites in return for replacement parking in a parking structure, designed to provide complementary space for the various Harrison Square and nearby venues. Remaining parcels were quietly acquired by third parties working for the Commission with no publicity about the coming project. Fair acquisition and relocation packages were developed and accepted by all owners, many of which had run-down rental houses, some already uninhabitable. The few residents who needed to relocate received sufficient compensation to improve their living conditions. Business owners were compensated to cover their moves, including loss of business during relocation. Closing public streets and alleys is not generally desirable public policy, however none of the streets were arterials or collectors, and all had minimal traffic counts. Pedestrian connections through the site were considered vital to retain, with the site design emphasizing the public gathering space and active public uses of the concourse throughout the day. Only ticketed events require restricted access to the stadium and park portions of the site.

Hotel negotiations necessitated the Commission's construction of a skybridge to allow the hotel to provide indoor, direct access to the Grand Wayne Convention Center, across the street. Skybridge access was made through the vacant, but historic Indiana Hotel to an existing skybridge connecting to Grand Wayne Center. In the process, public access and vertical circulation was created that positions the Indiana Hotel for redevelopment of former guest rooms to serve contemporary needs that complement the convention and lodging facilities.

3. How was the project financed? What, if any, innovative means of financing were used?

Commission/City improvements were financed through sale of taxable and non-taxable municipal bonds, funded by County Economic Development Income Taxes (CEDIT), State of Indiana Community Revitalization Enhancement District (CRED) tax credits assisted private developers and a newly created Tax Increment Finance district that includes a regional shopping center two miles away, connected by a transportation corridor to Downtown. Creative boundary making of this TIF district links a powerful retail center that generates significant tax increment to support social and cultural facilities in nearby Downtown, creating a powerful visitor and convention business draw. In addition, present Mayor Henry was instrumental in persuading a consortium of state and local lenders to finance the hotel in the depth of the recession so it could support the recently expanded Grand Wayne Convention Center. Hardball Capital made an initial investment of \$5.0 million into the publicly owned facility.

During the downtown planning process the need for creative tools to overcome financing gaps was recognized as key to attracting investment to the area. The City petitioned the State for the creation of the CRED in the downtown core, to be utilized as a tool to overcome obstacles to urban redevelopment. Previously this tool had been designed for use as an incentive to stimulate revitalization of abandoned industrial sites. Having the designated CRED in place well beforehand created a market advantage for attracting development to the City.

4. What do you consider to be the most and least successful aspects of the project?

**Most Successful:**

- More than 450,000 additional annual visitor trips to Downtown.
- A community wide change in attitude toward Downtown from unsafe and dull, to a lively, safe and fun place.
- More than one third of the license plates on game nights indicate visitors are from outside the county, contributing to regional tourism.
- Doubled the hotel rooms available to support events at the Grand Wayne Convention Center, allowing it to reach its full potential and maximize community investment in the facility.
- Private investment in nearby eating and drinking businesses has leapt with the stream of new visitors to the project. During 2009, in the throes of the deep national recession, sales tax revenues in downtown Fort Wayne increased over the prior year, while county wide, sales tax revenues slumped more than 7% from 2008 levels. The ball park opened on April 16th, 2009.
- Project packed a lot of activities onto a small, 7.4 acre site, yet successfully developed supportive relationships between all the parts. Hotel developer successfully agreed to the project vision and executed their portion.
- Project was the largest single private investment seen in Downtown in more than a decade, built in a recessed economy. In the decade preceding the announcement of Harrison Square, a mere \$2 million of private investment had occurred in the downtown.
- Thoughtful design of the facilities has resulted in the public embrace of the area for many different events. In less than a year it hosted multiple concerts, provided the start and finish line for community wide races, and the one third mile concourse has become a favorite place for lunch time walkers, with concessions open, offering healthy lunchtime choices.

**Least Successful:**

- Economic timing. Project was started just prior to the 2007 financial meltdown, leaving private components: the hotel and Harrison mixed use building, struggling for financing, in the wake of more stringent lending policies. While the hotel managed to arrange financial support from strong local banks, the Harrison is only just now appearing to be supported by investors and lenders, despite a demonstrated demand for retail, niche office and residential space Downtown.

To Sharon Feasel 427-1375 (3 pages)

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## PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a professional who worked as a consultant on the project providing services other than physical design or planning (e.g., legal services).

Name <b>Steve Brody</b>	Title <b>Consultant</b>
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Fax ( <b>260</b> ) <b>489-8480</b>	E-mail <b>brodys11@frontier.com</b>

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Signature *Steven R. Brody* Date *12/2/2010*

1. What role did you or your organization play in the development of this project?

I co-chaired a committee that recommended serious exploration of a mixed use development in downtown Fort Wayne that would include a ballpark. The Mayor subsequently asked me to coordinate the effort and that in turn led to my role as project manager for the Harrison Square development. In that capacity I was responsible for coordination of all of the work leading to development of the project.

2. Describe the project's impact on its community. Please be as specific as possible.

Downtown Fort Wayne has been viewed as clean and safe but has lacked the activity and vibrancy critical to the overall well-being of the city and region. One very tangible result of Harrison Square is that Parkview Field is bringing 400,000 people annually to downtown Fort Wayne to enjoy not only a first-class facility for baseball or other events such as concerts, but also to enjoy Fort Wayne's downtown restaurants, nightspots and cultural venues. Restaurants have consistently reported increases in revenues and have extended their hours of operation.

The opening of the Courtyard by Marriott at Harrison Square has doubled the number of quality downtown hotel rooms. This was critical to the continued success of the Grand Wayne Center, located immediately north of Harrison Square. The Grand Wayne Center can now accommodate convention groups that have wanted to come to Fort Wayne but were constrained by the lack of hotel rooms. Bookings of larger groups have increased significantly.

The addition of a new parking garage as part of the Harrison Square project has also paid dividends, providing more parking options for patrons of the Grand Wayne Center, Embassy Theatre and the Allen County Public Library, in addition to being the primary parking facility for the Courtyard by Marriott and Lincoln Financial Group.

Very importantly, one of the impacts of Harrison Square is that it has led to a renewed enthusiasm and belief that we can accomplish big things. I often hear comments that people can't believe that we were able to do something like this in Fort Wayne! This is an important step as we strive to make the city and region more appealing to companies and employees, whether they are already here or considering us as a location.

## PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

### 3. How might this project be instructive to others in your profession?

A key take-away is the need to be inclusive in a project of this complexity and magnitude. We spent a lot of time reaching out to dozens of organizations and community groups describing the project and soliciting feedback. In addition, there were opportunities for the public to participate in charrettes that encouraged thinking outside the box, dreaming about the possibilities for downtown Fort Wayne.

We also knew that in order for Harrison Square to become a reality, a working team needed to be assembled that recognized the significant commitment involved and was prepared to make that commitment.

Another lesson learned is that controversy comes with the territory on a large project like this. It is best not to get defensive, but recognize that there will be differing views and have good, open dialogue regarding the issues.

The public/private nature of the project was also very important. While significant public dollars are usually going to be required to get a project like Harrison Square done - especially when it the first downtown project of this scale in decades - the commitment of many millions of private sector dollars was critical to its development. Our expectation is that the success of Harrison Square will lead to an even greater proportion of private dollars in the next project.

### 4. What do you consider to be the most and least successful aspects of this project?

The completion of Parkview Field and its annual lure of more than 400,000 people annually to downtown Fort Wayne is certainly the most tangible success of Harrison Square to this point. However, the completion of the Courtyard by Marriott is perhaps the most critical component of the development due to its impact on our convention, business and leisure travel business to the region. The fact that the hotel was developed in a period when lender appetite for hotels was minimal adds to the magnitude of success.

The one disappointing aspect of Harrison Square to date has been the inability to see construction begin on the retail/residential part of the project. The delay is understandable. We have been through an extraordinarily difficult economic period in which retailers curtailed their expansion plans and lenders became exceedingly conservative. We are optimistic that the environment is improving and that we can complete the last piece of this very successful mixed-use development.

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**2011**  
**RUDY BRUNER AWARD**  
**ARCHITECT**  
**OR DESIGNER**  
**PERSPECTIVE**



# ARCHITECT OR DESIGNER PERSPECTIVE

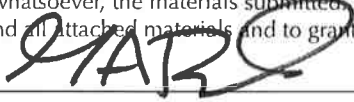
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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services.

Name	Gregory A. Byrd	Title	Vice-President
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Signature



Date 12-6-2010

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

The ballpark is located just southwest of the downtown business district. The ballpark itself is surrounded by a new hotel and parking garage to the east, surface parking lots to the south, downtown residential neighborhood to the west and a proposed retail/condo project to the north. Therefore, the design concept was very urban. It was important to continue the use of existing downtown streetscape elements and materials such as wide sidewalks, street trees, pavers, concrete scoring, light fixtures, benches, trash receptacles and bicycle racks to enhance pedestrian access to the ballpark. Just as important was creating easy access for vehicular traffic to encourage fans to come downtown to a game. Surface parking lots south of the ballpark are all within a 5 minute walk and shared with daytime businesses to help reduce paved surface. The new parking garage located adjacent to the right field concourse is visually compatible to the ballpark and so close that it houses the large electronic scoreboard, additional bleachers and conference rooms. Entries to the ballpark consist of two large pedestrian plazas, one at home plate (near the parking lots) and the other in center field (adjacent to downtown). Creating a fun family atmosphere was important. A 2.5 acre public park located between the center field concourse and the new hotel included a terraced amphitheater with a stage, a large fountain/splash pad and a landscaped green space. Not only is this a popular space during games, but it is also utilized for concerts, family gatherings and lunch time patrons. The playing field is located 16' below the surrounding street elevation allowing for a fantastic view of the downtown skyline thus enhancing the overall game experience. This also reduces the exterior scale of the ballpark, especially where adjacent to the residential neighborhood to the west. Finally, a large amount of plant material was used for seasonal enhancement.

2. Describe the most important social and programmatic functions of the design.

Two of the most social and programmatic functions of the site was to get people to and from the ballpark in a safe and timely manner and to create a fun family atmosphere that will make people want to come back. When the project first was discussed, the public view was fairly negative. Public opinion was that we already have a ballpark so why build another? If you build it downtown the traffic will be a nightmare plus there will not be enough parking. They were also concerned that downtown would not be safe for families. To address the parking issues a parking garage was built adjacent to the ballpark housing 900 cars and the shared existing surface lots just south of the ballpark allow people move to and from their cars without leaving the site. People's perception now is that is safe. The old ballpark was located next to Glendale Shopping Mall along one of the major thoroughfares in the city causing severe traffic congestion for each game. Being centrally located downtown provided several entry and exit options. Traffic flow around the new ballpark has not been an issue at all. More people are coming to games now because it is actually easier to get to the ballpark. To enhance the family-fun atmosphere, a large playground was built along the third base side and a fountain/splash pad was built in the public park in center field. The playground, public park and ballpark are open all day for use by walkers, families and lunch time patrons. By being able to use the park for other activities during the day people feel more at home and excited to bring the entire family to the games at night.

## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

From our perspective, there were three major challenges. First, as the site designers' the task funneling all of the programming issues, design wishes and varying agenda from the Owners, City Officials, Consultants and for the most part, a negative public was difficult. As the first large scale downtown development in many years, this project would significantly shape not only the skyline of downtown Fort Wayne, but the direction future development would take. Therefore, the feeling was that this project had to satisfy to everyone. Second, there were in excess of ten different design consultants working on adjacent projects to the ballpark. Once again, as site designers' we had to coordinate design issues, building materials, project interface and drawing packages from the various consultants. The challenge was designing the 'negative space' between the ballpark and the adjacent uses in a way that created a seamless transition. Finally, near the end of the design process budgetary issues arose as they do with all projects. The task was to keep the integrity of the design while cutting 15% of the budget.

The biggest design trade-offs came during the budget reduction process. In the outfield concourse adjacent to the Jefferson Street Plaza entry and the public park the use of colored concrete pavers were being used to tie these areas together. Due to budget reasons the pavers were removed. As a solution we varied the scale of the scoring pattern and used colored concrete. The solution saved money yet visually tied the three areas together.

4. Describe the ways in which the design relates to its urban context.

The ballpark is located such that it serves as a transition between the taller buildings of downtown and the nearby southwest residential neighborhood. The Home Plate Plaza entry and the third base line side of the park are less than 75' from two-story homes. By lowering the playing field 16' below street grade it brought the scale of the ballpark down to the residence's level. Rather than being in the shadows of of the ballpark, the nearby neighborhood feels as if it is an integral part of the design. This will also help future development, whether it be single family, multi-family or retail use due to the neighborhood feel.

The ballpark is also located within three City blocks from two hotels, four parking garages, the Embassy Theater, the Grand Wayne Convention Center, the Allen County Library, Lincoln Financial Offices, and several restaurants and bars. This makes access to the ballpark easy for downtown business people, visitors attending conventions and other events, restaurant patrons, and those traveling from outside the downtown area to the ballpark. Due to the close proximity to downtown, we were able to continue the current downtown streetscape design to and around the ballpark. Thus extending the current downtown fabric in a cohesive manner.

Probably the most significant way that the design of the ballpark relates to it's urban surroundings is the view of the downtown skyline from inside the ballpark. Most people who drive through downtown or experience downtown on foot do not realize the size or the beauty of the City's skyline. From the ballpark one can see six church steeples, the County Courthouse, the Lincoln Tower, the Grand Wayne Center, the new Marriott Hotel and various other notable downtown buildings. Every time I talk to someone who just went to the ballpark for the first time has commented "I never realized downtown Fort Wayne looked so beautiful."

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**2011**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



## OTHER PERSPECTIVE

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Signature



Date

December 9, 2010

1. What role did you play in the development of this project?

I served as Deputy Mayor of the City of Fort Wayne from 2005-2008. During this time, I acted as Mayor Graham Richard's primary point person on the the Harrison Square project. Responsibilities included oversight of the project management team with our lead consultant; coordination among contributing City departments, City Council and project partners; serving as chief project spokesperson on behalf of the Mayor, and; advising the Mayor on key decisions related to the full scope of the project.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

Harrison Square and Parkview Field have provided a much-needed catalyst for downtown revitalization. The success of the ballpark -- touted by Ballpark Digest as "one of the most intricately conceived and immaculately designed ballparks to come down the pike in years" -- has attracted thousands of our region's residents back to enjoy downtown Fort Wayne, not only for baseball, but also the many other assets downtown has to offer. In its inaugural season in Parkview Field, the Fort Wayne TinCaps (a minor-league affiliate of the San Diego Padres) won the 2009 Midwest League Championship, and broke team attendance records in 2009 and again in 2010.

These accomplishments, combined with an award-winning development in the heart of downtown, generated increased pride in our community and an increased confidence in our ability to accomplish a bold vision for our future. The ballpark was designed as a "public park" that is open to the public everyday, regardless of whether there is a ballgame scheduled -- a very unique feature of Parkview Field. Residents are able to walk/jog on the concourse that circles the ballfield, enjoy a sandwich purchased from a vendor and sit/eat in one of the many seating venues in the park, or just sit and enjoy the City skyline from an unmatched perspective.

Parkview Health, our largest health care provider and naming rights sponsor, also uses the venue for health screenings and advised on healthy menu options in the ballpark. Among other things, the park is also the destination point for "Fort for Fitness", an annual walk-run mini-marathon, and; the destination for fireworks on the "Night of Lights", marking the beginning of the Thanksgiving/Christmas Holiday season. As such, Harrison Square/Parkview Field have been fully integrated into long-standing community traditions.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Harrison Square actually accomplished several notable "win-wins" that were the by-product of compromise. Included among these:

- 1) The new Courtyard by Marriott Hotel, built as part of Harrison Square, had a requirement for a pedestrian bridge to connect directly to the Grand Wayne Convention Center. This requirement, which emerged late in negotiations, was potentially a deal-breaker because of the damage it would cause to the architecture of the newly expanded Grand Wayne. The City was able to broker a compromise resulting in linkage with the Grand Wayne through the historic Embassy Theater/Indiana Hotel and an existing bridge to the convention center, resulting in improvements that position the long-vacant upper floors of the Indiana Hotel for re-use. A significant -- and very creative -- win-win.
- 2) The Montessori School was located in a relatively new building in the center of the site proposed for Harrison Square -- literally where home plate is today. This building was donated to the school by Lincoln National Corporation and was one of the only day care/education facilities in downtown Fort Wayne. The City was quietly (and aggressively) securing options on land in the area, and was operating under the premise that all property would be secured through "willing buyer/willing seller" negotiations and without the use of eminent domain. Our fear was that the City would be successful in securing all the other properties (50+), and that the Montessori School would not want to leave their new facility. A project killer! Before the City approached the school, representatives of the school called to arrange a meeting with the City -- it turned out, even though the property had been donated to the school, they could not sustain the revenues needed to maintain and operate the facility, resulting in a threat to the school's viability. The City was able to acquire the property, enabling the Montessori School to purchase and renovate a facility that matched its resources and needs. Another significant win-win.

4. What do you consider to be the the most and least successful aspects of this project?

Harrison Square/Parkview Field has become an exciting community gathering place -- particularly for families and young professionals. The integration of the ballpark and its wrap-around concourse, development of Meyer Park/ampitheater/splashpad within the ballpark, and a wide price range of seating venues -- from lawn seats to Fenway-style "monster wall" seating in left field -- has created an environment that is second-to-none for enjoying a nice evening, regardless of whether you want to watch baseball or simply enjoy the company of family or friends. Parkview Field is the place to be on a beautiful summer evening. The Fort Wayne TinCaps, who actually have responsibility for operating and managing the ballpark facility, have also done an excellent job in scheduling non-baseball events in the ballpark -- not only including the afore-mentioned mini marathon and Night of Lights, but also concerts and special fireworks on the Fourth of July.

From the moment you enter the ballpark and are greeted, to the moment you leave and are thanked for being there, Parkview Field is a tremendous experience every time I have been there. As with any project of this scale, there were many challenges in bringing it to fruition, but you only have to attend one game to know that every challenge was worth it. The project has been a great success in every dimension.

I honestly cannot think of one "least successful" aspect of the project. The retail/condo component of the project was delayed because of the downturn in the national economy, but I am absolutely confident that this piece of the project will be completed as soon as the economy rebounds. Quite simply, Harrison Square/Parkview Field is the most exciting entertainment venue in Northeast Indiana. The development is well integrated into downtown, and exceeds any expectation I had for achieving our vision. As the project is fully realized, I am convinced that it will continue to grow in popularity and have a continuing positive impact on the continuing revitalization and vitality of downtown Fort Wayne.

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2011  
RUDY BRUNER AWARD  
OTHER  
PERSPECTIVE



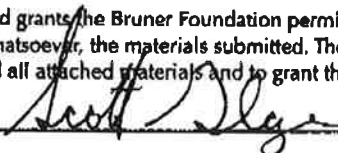
## OTHER PERSPECTIVE

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Name	Scott Glaze	Title	Chairman & CEO
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Signature



Date December 10, 2010

1. What role did you play in the development of this project?

I participated in charettes to look at possible investments in the downtown. Although they did not support the building of a baseball stadium, they helped to galvanize support for significant projects to make our downtown a more vibrant environment. The Harrison Square project consisted of the construction of a premium baseball stadium, a Courtyard Hotel, a parking garage and a retail/condominium complex. It created strong responses among both supporters and opponents. The business community as well as the Young Leaders of Northeast Indiana spoke out very loudly to the community and the City Council in support of this investment.

2. Describe the impact that this project has had on your community. Please be as specific as possible.

The Harrison Square project was a turning point in the development of our downtown. By moving the baseball venue from a large parking lot on the edge of the city to the city centre, fans have changed their patterns. They come to the area earlier and leave later. They are becoming used to walking a few blocks and having food or drinks outside the ballpark. The activity level in the downtown has increased, not only on game days but as a result of people being reintroduced to the attributes of our downtown.

## OTHER PERSPECTIVE (CONT'D)

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3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The Hotel was built as a Courtyard rather than a higher level Marriott property because of low revenue projections and economic conditions. A connection bridge from the hotel to the Embassy Theater complex was added to improve access to the hotel. The Harrison Square condominium project was first downsized then indefinitely postponed because of higher than expected cost projections and poor economic conditions.

4. What do you consider to be the the most and least successful aspects of this project?

The successful aspects of the Harrison Square project include the impact that the stadium has had on the attitude of the citizens of Fort Wayne. There is a growing sense of pride in our downtown and a resurgence of interest in living and playing here. Also, the Courtyard Hotel has helped to attract larger events to the Grand Wayne Center by doubling the number of available rooms.

The failure of the Harrison Square Condominiums has provided a target for the opponents of the overall project. The unfinished construction site remains a reminder of this failure. However, the overwhelming popularity and success of the stadium and the hotel continue to spur plans for further development downtown.



**Parkview Field at Harrison Square**  
**2011 Rudy Bruner Award for Urban Excellence**  
**Application**



# Harrison Square

A Downtown Development Initiative



## Fact Sheet



**City of Fort Wayne**  
Mayor Tom Henry

City-County Building  
One Main Street  
Fort Wayne, IN 46802-1804

[www.cityoffortwayne.org](http://www.cityoffortwayne.org)

### The PROJECT Multifaceted & Mixed Use

The City of Fort Wayne has announced detailed plans that will create a new community gathering place, spark significant economic growth and new jobs, and enhance our role as a regional leader.

The proposal with the working title of "Harrison Square" represents a signature private-public venture in the community's efforts to energize Downtown Fort Wayne and create new opportunities for living, working and enjoying the heart of our community.

### The SCOPE—Initial Phase

- Courtyard by Marriott Hotel: \$35 million
- 60 Residential Condominium Units/30,000 Square Feet of Street Level Retail: \$14.5 million (Future phases anticipated to provide an additional 120 condominium units and 60,000 square feet of retail)
- Ballpark: \$30 million
- 900 Space Parking Garage: \$12.6 million



## Downtown Investment is Important

We're building a new Downtown, because it is the heart of the community, the economic hub of the region, and our image to the world. It is where we come together. It belongs to each of us. And we want it to reflect the best of us.

We're building a new Downtown Fort Wayne. With the Blueprint in one hand and a public-private commitment to action in the other, we're energizing Downtown for a new century of living, working and playing. We're building a new Downtown full of projects and people and promise – true to our character and history, but with a fresh take on tomorrow.



## Our Private Sector Partners

### Downtown Hotel

The City of Fort Wayne has reached hotel agreements with White Lodging Services. Summary highlights of the definitive agreement are as follows:

- White Lodging will build a minimum 250-room, full-service Courtyard by Marriott with a signature restaurant, bar, and coffee shop. Room service will be available during restaurant hours. An indoor pool and fitness center will be included.
- Cost estimate for the hotel is \$35 million.
- White Lodging will have an option to acquire additional land for hotel expansion.
- The City of Fort Wayne will work with White Lodging to provide connectivity from the hotel to the Grand Wayne Center.



### Retail, Condominiums, and Ballpark Contribution

The agreements with Hardball detailed how the developer would participate in building a new \$30 million stadium. Barry Real Estate of Atlanta, Georgia will construct \$14.5 million worth of new condominiums and retail to go along with the project. Hardball will contribute \$5 million toward the construction of the stadium and will be responsible for operating the stadium. As part of the agreements, the city will receive a portion of ticket and naming rights revenues to be saved for major capital improvements to the ballpark.

## The Project Costs

Hardball Capital, the owner of the Fort Wayne Wizards, will be helping fund a large portion of the project by putting up \$5 million for the \$30 million ballpark and proposing another \$14.5 million for condominiums and street-level retail within the boundaries of Harrison Square. Approximately 50% of the total project cost will come from public sources. The remaining 50% would be privately financed. In the end, \$56.1 million of the project's cost will come from private developers Hardball Capital, Barry Real Estate, and White Lodging Services. The remaining \$64.3 million will come from public money. **General property taxes won't be used and tax rates won't rise because of the project.**

The bonds and interest will be paid with the Jefferson Pointe TIF, CRED, a project TIF from the retail and hotel spaces, and CEDIT funds.

Of the public's portion, 20 percent will come from economic development income tax revenues, which can be used anywhere in the city, while the remaining public money is either derived from the project itself or can be used only in specific parts of the city. Property taxes will not be used to finance the public sector portion of the development, and public dollars for the project will come from funding tools and revenue streams dedicated specifically to Downtown development along with additional funding from economic development resources.

## Timeline

Ballpark construction has begun and will be ready for play opening day 2009.

## The Community Leads the Way

The Harrison Square proposal is a direct result of the planning, community dialogue and recommendations developed through the Downtown Blueprint (2002), Downtown BlueprintPlus (2005) and BaseballPlus (2006) processes – processes led by volunteer steering committees and guided by citizen input and participation throughout. Those three planning initiatives formed the foundation of our Downtown revitalization action plan, and defined the key elements of this project.

## The Location

The location for the initial phase of the development will be the area bounded by **Jefferson Boulevard and Harrison, Brackenridge and Ewing streets**. The City has acquisition options or agreements to acquire the properties that would allow the initial phase of development to occur.



NOTE: While this is an older conceptual site plan, the image helps show how Harrison Square would incorporate the rest of downtown as a whole.

# DOWNTOWN BLUEPRINT PROGRESS REPORT

The Downtown Blueprint was completed and adopted in the City of Fort Wayne's Comprehensive Plan in late 2002. In the short time since adoption, a significant number of the Plan's recommendations have either been started or completed. Following is a summary of these accomplishments.

## Foundational Tools

One of the most important aspects of the Blueprint was the creation of a financial implementation strategy. The plan called for \$3 to \$5 million annually in public investment in order to leverage and encourage private sector involvement. Now, through a number of initiatives, the downtown is well positioned for emerging opportunities.

- **Community Revitalization Enhancement District (CREED)** – the establishment of the district will allow the City to capture up to \$11.25 million in increased sales and income taxes from new development that occurs within the district. It can also bring multi-million dollar tax credits to private investors who choose to develop within the district. Some planned projects have already earned tax credits, and more are earmarked as eligible projects are completed.
- **\$10 million CEDIT Bond for downtown infrastructure** – The CEDIT backed bond was issued in order to support the smaller public projects such as the 2006 Downtown Block Face enhancements, as well as be ready to support larger catalytic public-private partnership projects, as identified in the update to the Blueprint undertaken in 2005 – aptly called BlueprintPLUS.
- **\$500,000 (+ city match of \$160,000) Federal Transportation Enhancement Grant for Urban Trails** – currently being engineered, Spring 2007 will bring enhancements to the Barr Street cultural corridor, including public art and streetscape richness.
- **Increased operational funding for the Downtown Improvement District and creative programs for downtown business development in collaboration with the Downtown Improvement District** – the 2006 re-authorization of the DID and its renewed partnership with the City of Fort Wayne has strengthened the opportunity for public-private cooperation. With the flexible Downtown Incentive Pool and the DID's free design assistance, storefronts are receiving makeovers to create the unique walkable experience downtown you just can't get anywhere else. Total new public funding over a three-year period for both increased DID support and the grant program equals roughly \$825,000.

## Projects Identified in the Blueprint either Accomplished or Underway & Scheduled for Completion in 2007:

- New Arts Plaza (Winter 2003) – \$1,000,000
- Embassy Centre Marquee & Blade (Spring 2003) – \$240,000
- Grand Wayne Center Expansion (May, 2005) – \$46,000,000
- Library Expansion (Winter, 2006 Completion) – \$65,000,000
- New Webster Street Plaza (Part of Library Expansion) – included above
- Scottish Rite Center Renovation (2004) – \$3,000,000
- Civic Center Parking Garage Renovation (2004) – \$1,100,000
- Headwaters Park Ice Skating Facility (2005) – \$200,000
- Headwaters Park Festival Plaza Improvements (2005) – \$1,000,000
- Downtown Wayfinding Signage (2005) – \$300,000
- Downtown Parking, Information Kiosks, Corridor Wayfinding (2006-2007) – \$350,000
- Phased Streetscape Improvements
  - Main Street Median Project (2004) – \$50,000
  - Embassy Theater Streetscape (2003) – \$150,000
  - Landing Streetscape (Fall 2002) – \$350,000
  - Grand Wayne Center Streetscape (May 2005) – \$1,000,000
  - Library Streetscape (Fall 2006) – included in 2006 Downtown Block Faces below
  - Clinton Street Lane Reduction and Streetscape Project at Superior (2006) – \$230,000
  - Calhoun Street Conversion to Two Way and New Streetscape (2006-2007) – \$2,250,000
  - Barr Street Streetscape (engineering: 2006, construction: 2007) – \$660,000
  - Downtown Block Face Streetscape Improvements – 8.5 block faces (2006) – \$1,300,000

The Blueprint included a number of projects calling for initial Feasibility Studies and/or Market Analysis. While several of these studies were commissioned and can be found on the City of Fort Wayne's Redevelopment website, they are not sited here.