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4 **AN ORDINANCE** approving a Professional Services  
5 Agreement for development of a downtown plan for the  
6 City of Fort Wayne between the City of Fort Wayne  
Community Development Division and Interface Studio

7 **WHEREAS**, in 2003, Fort Wayne Common Council adopted the Downtown  
8 Fort Wayne Action Plan: Blueprint for the Future as an amendment to the City's  
9 Comprehensive Plan to guide public and private investment in the City's downtown;  
10

11 **WHEREAS**, the City of Fort Wayne Community Development Division  
12 (Community Development) has prepared additional plans that complement, refine  
13 and expand policy and program guidance for areas in and around downtown Fort  
14 Wayne, including but not limited to Blueprint Plus (2005), North River Now (2007),  
15 Around the Square (2007), Riverfront Conceptual Plan (2015), Blueprint Update  
16 (2016), Downtown Fort Wayne Public Realm Action Plan (2019) and the Riverfront  
17 Development Implementation Framework (2021);  
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19 **WHEREAS**, the portfolio of plans for downtown Fort Wayne have been  
20 effective tools for envisioning the future and guiding downtown development toward  
21 the growing and thriving place it has become over the past two decades;

22 **WHEREAS**, the future success of downtown Fort Wayne requires thoughtful  
23 and creative planning to ensure continued investment in world-class development;

24 **WHEREAS**, the City of Fort Wayne Community Development Division  
25 (Community Development) desires to use funds budgeted for professional planning  
26 and design services to prepare a new Downtown Plan that will build upon the policy  
27 guidance and successes of previous plans and studies to establish a community  
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1 supported vision and goals for the downtown area along with actionable,  
2 implementable strategies that will guide future investment, growth and development  
3 for the next 10+ years;

4 **WHEREAS**, Community Development has secured funding commitments  
5 from the following organizations (“Funding Partners”) to participate in the costs  
6 associated with preparing the Downtown Plan – New Markets Tax Credit  
7 Revitalization Fund, Greater Fort Wayne Inc., Community Foundation of Greater  
8 Fort Wayne, Summit City Entrepreneur and Enterprise District (SEED), Downtown  
9 Fort Wayne (DID), and the County of Allen, Indiana; and  
10

11 **WHEREAS**, Community Development received thirteen responses to a  
12 request for proposals (RFP) to prepare a Downtown Plan and a selection  
13 committee chose Interface Studio, an full-service planning and urban design  
14 practice, based on evaluation of their proposal (including their approach to the  
15 work, relevant experience, and comparative cost effectiveness), and a subsequent  
16 interview.  
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18 **BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF FORT**  
19 **WAYNE, INDIANA:**

20 **SECTION 1.** The Common Council finds, determines, ratifies and confirms  
21 that a new downtown plan for the city of Fort Wayne is in the best interest of the  
22 citizens and tax payers of the city of Fort Wayne and aligns with comprehensive  
23 planning goals of the City of Fort Wayne.  
24

25 **SECTION 2.** The Common Council hereby finds and determines that the  
26 Professional Services Agreement between the City of Fort Wayne Community  
27 Development Division and Interface Studio to prepare a downtown plan for the city  
28 of Fort Wayne (the “Agreement”), attached hereto as Exhibit A, involving a total  
29  
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1 cost of not to exceed THREE HUNDRED THIRTY THOUSAND SIX HUNDRED  
2 FIVE and 00/100 DOLLARS (\$330,605.00), is hereby confirmed and approved.

3 **SECTION 3.** That this Ordinance shall be in full force and effect from and  
4 after its passage and any and all necessary approval by the Mayor.  
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6  
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8 \_\_\_\_\_  
Council Member

9 APPROVED AS TO FORM AND LEGALITY

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Malak Heiny, City Attorney  
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# CITY OF FORT WAYNE

SHARON TUCKER, MAYOR

Community Development

## Downtown Plan for the City of Fort Wayne

This Professional Services Agreement ("Agreement") is entered into by and between:

**Interface Studio LLC, a Pennsylvania Limited Liability Corporation** ("Consultant")

Project Principal: **Scott Page**, Principal  
Project Manager: **Jamie Granger**, Senior Associate  
Address: 340 N. 12<sup>th</sup> Street  
Philadelphia, PA 19107  
Phone: 215.925.5595  
Email: [scott@interface-studio.com](mailto:scott@interface-studio.com)

and

**CITY OF FORT WAYNE COMMUNITY DEVELOPMENT DIVISION** ("FWCD")

Project Manager: **Sherese Fortriede**, Senior Planner, Planning & Policy  
Address: Community Development Division  
200 East Berry Street, Suite 320  
Fort Wayne, Indiana 46802  
Phone: 260-427-2153  
Email: [Sherese.Fortriede@cityoffortwayne.org](mailto:Sherese.Fortriede@cityoffortwayne.org)

Consultant and FWCD are sometimes referred to herein individually as a "Party" and collectively as the "Parties".

**1. SCOPE OF SERVICES: CONSULTANT**

A. Consultant will complete the work described in this Agreement and in the Scope of Services attached hereto as Exhibit A, ("Consultant Services") for the development of a Downtown Plan for the City of Fort Wayne (the "Project").

**2. SCOPE OF SERVICES: FWCD**

A. FWCD will provide the services identified in this Agreement and such services, if any, specified as the responsibility of FWCD in Exhibit A.

**3. NOTICE TO PROCEED; PROJECT COMPLETION**

A. FWCD's approval of this Agreement constitutes notice to Consultant to proceed with Consultant Services.

B. Following the notice to Consultant to proceed, Consultant Services under this Agreement shall continue until the earlier of (i) completion of the performance and delivery of the Consultant Services or (ii) May 30, 2027 (the "Term")

**4. TERM OF AGREEMENT; MODIFICATIONS; TERMINATION**

- A. FWCD and Consultant will advise the other Party of any proposed modification to this Agreement that may improve the performance and delivery of Consultant Services and/or FWCD Services or may be required by applicable legal or regulatory requirements.
- B. Any modifications to this Agreement shall be made only by a written instrument signed by FWCD and Consultant.
- C. Consultant shall maintain accounting records of all costs incurred by Consultant in connection with the performance and delivery of the Consultant Services in accordance with generally accepted accounting practices, and shall provide FWCD access to such accounting records upon reasonable advance notice during normal business hours during the Term and for a period of the three (3) years following the expiration of the Term.

**5. COMPENSATION**

- A. FWCD will compensate Consultant for the Consultant Services performed and delivered by Consultant in accordance with this Agreement in the not-to-exceed amount of THREE HUNDRED THIRTY THOUSAND SIX HUNDRED FIVE 00/100 Dollars (\$330,605).

**6. INVOICES AND PAYMENT**

- A. Consultant shall invoice FWCD not more frequently than monthly during the Term for Consultant Services performed and delivered, which invoices shall include an itemized description of Consultant Services performed and delivered and the documented direct expenses incurred by Consultant during such invoice period. If FWCD objects to any invoice submitted by Consultant, FWCD shall so advise Consultant in writing giving reasons therefor within seven (7) days of receipt of such invoice. If any invoice submitted by Consultant is disputed by FWCD, only the portion so disputed may be withheld from payment by FWCD, and the balance of the invoice shall be paid as provided in this Agreement. The Parties shall attempt in good faith to resolve the disputed portion of such invoice, failing which the disputed portion of such invoice shall be referred to the City of Fort Wayne Department of Administration and Finance for resolution.
- B. Invoices submitted by Consultant will be in a form acceptable to FWCD and will be supported by such documentation as FWCD may reasonably require.
- C. Except as otherwise provided herein, FWCD will pay Consultant within thirty (30) days following receipt of each approved invoice.

[Signatures appear on following page]

Consultant and FWCD accept, approve and agree to be bound by the terms and conditions of this Agreement, as evidenced by the signatures of the parties below.

**APPROVALS**

**CONSULTANT:**

**Interface Studio LLC**

By

  
\_\_\_\_\_  
Scott Page, Principal

ATTEST

\_\_\_\_\_  
Signature

NINA LIU  
\_\_\_\_\_  
Printed Name

3/18/26  
\_\_\_\_\_  
Date

**FWCD:**

**CITY OF FORT WAYNE COMMUNITY DEVELOPMENT DIVISION**

By

\_\_\_\_\_  
Patricia Roller, City Controller

ATTEST

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

*Prepared by Paul Spoelhof, Deputy Director, City of Fort Wayne  
Community Development Division, 200 East Berry Street, Suite 320, Fort Wayne, Indiana 46802.*

## **PROFESSIONAL SERVICES AGREEMENT**

### **STANDARD TERMS AND CONDITIONS**

1. **STANDARD OF CARE. PERFORMANCE OF EMPLOYEES.** Consultant will perform the Consultant Services timely, competently and consistent with generally recognized industry standards and practices for similar services. Consultant will comply with all applicable federal, state and local laws, rules and regulations in the performance of Consultant Services. Consultant understands and accepts the nature and scope of the Consultant Services to be performed under the Agreement and all schedules of performance. The employees and agents of Consultant assigned to the performance and delivery of the Consultant Services possess the skill, knowledge, training and experience to competently perform the Consultant Services so assigned. Consultant's employees and agents (including contractors, subcontractors and licensees) shall maintain such licenses, permits, qualifications and approvals as are required to perform the Consultant Services under this Agreement and shall provide copies thereof to FWCD upon request.
2. **CHANGE IN SCOPE.** Any change in the scope of the Consultant Services by Consultant will be subject to approval by FWCD and the negotiation of a change in compensation resulting from such change in the scope of Consultant Services. Consultant shall not be required to perform additional or modified Consultant Services unless such additional or modified performance is memorialized in a written amendment to this Agreement.
3. **COMPLIANCE WITH LAWS.** Consultant shall comply with all applicable federal, state and local laws, ordinances, and codes, rules and regulations in connection with this Agreement and the performance and delivery of the Consultant Services including, without limitation, non-discrimination in employment practices, safety in the work place (including the Occupational Health and Safety Act of 1979, as amended.) any copyright, patent or trademark law, and the laws, ordinances, codes, rules and regulations of all governmental units and agencies having jurisdiction over the scope of Consultant Services. Non-compliance with any of the foregoing by Consultant shall constitute a breach of this Agreement. Consultant shall indemnify, defend and hold harmless the City of Fort Wayne, Indiana, ("City"), FWCD and their respective officers,

directors, employees, members, representatives, agents, departments and divisions from any and liabilities, fines, penalties and consequences arising from and violation of or non-compliance with any of the foregoing laws, ordinances, codes, rules and regulations.

4. **FORCE MAJEURE.** Consultant shall not be liable for delays or failures in performance as a result of acts beyond Consultant's control including, without limitation, acts of God, acts of war or terrorism, shortage of supply, acts of civil or military authority, national emergencies, work stoppages, fires, floods, interruption or malfunction of computer facilities, loss of data due to power failures or mechanical difficulties with information storage or retrieval systems, labor disputes or shortages, which could not have been prevented by Consultant by the exercise of reasonable care (each, a "Force Majeure Event"). Within twenty-four (24) hours of an occurrence of a Force Majeure Event, Consultant shall notify FWCD by e-mail which notice shall include a description and explanation of the factors causing the Force Majeure Event. The time for the performance and delivery of the Consultant Services will be delayed by the period of such delay caused by the Force Majeure Event, provided Consultant diligently and in good faith proceeds to avoid or remove the cause for such delay in performance and resumes the performance and delivery of the Consultant Services hereunder with reasonable dispatch. In the event such Force Majeure Event shall have occurred and continues for a period of sixty (60) days, FWCD shall have the option to terminate this Agreement, effective immediately, upon written notice to Consultant.
5. **CONFIDENTIALITY.** Consultant understands and agrees that in the performance of the Consultant Services under this Agreement, Consultant may have access to or be provided confidential information that is owned, in the possession of, or controlled by the City or FWCD, and that such information may contain confidential or proprietary data, discussion, documents or other information, the disclosure of which by Consultant could be damaging or detrimental to City or FWCD. Consultant's use of Confidential Information shall be limited to the performance and delivery of the Consulting Services. Consultant shall not, during the Term or at any time, thereafter, disclose to any third party any Confidential Information without the written consent

of FWCD and, if consent is so provided, such disclosure by Consultant shall be only within the express limits and to the extent of FWCD's written consent.

6. SUBCONTRACTING. The Consultant shall retain subcontractors for basic professional services as identified in subsections A – D. No portion of the Consultant Services to be performed will be subcontracted without the prior written consent of FWCD, unless expressly permitted under this Agreement. The performance and delivery of the Consultant Services by any subcontractor shall not relieve Consultant from primary liability for the performance and delivery of the Consultant Services.

- A. Subcontractor retained for economic consulting.

Ninigret Partners, LLC  
Kevin Hively, President  
11 South Angell Street  
Providence, RI 02906  
401.276.2618

- B. Subcontractor retained for community engagement and marketing.

All Together  
Marisa Schultz, Principal  
2625 Park Place  
Evanston, IL 60201  
847.261.4047

- C. Subcontractor retained for landscape architecture.

Merritt Chase  
Chris Merritt, Principal  
825 Massachusetts Avenue  
Indianapolis, IN 46204  
317.319.2460

- D. Subcontractor retained for engineering.

TYLin Group  
Alex Hanson, Director  
200 South Wacker Drive  
Chicago, IL 60606  
312.777.2900

7. **WORK PRODUCTS.** All materials, data, information and written, graphic or other work produced under the Agreement (together, the "Work Product") shall be the sole property of FWCD. If any portion of the Work Product is subject to copyright, trademark, service mark or patent, Consultant hereby grants to FWCD a perpetual, royalty-free, non-exclusive and irrevocable license to use, reproduce, publish, use in the creation of a derivative work, display and perform the Work Product, and any portion thereof. Any use or reuse of the Work Product which has been altered or modified by FWCD or others without written verification or adaptation by Consultant for the specific purpose intended, will be at the user's sole risk.
8. **RELATIONSHIP OF PARTIES.** At all times during the Term, Consultant shall be deemed to be an independent contractor and shall be wholly responsible for the manner in which Consultant performs and delivers the Consultant Services under this Agreement. Consultant shall be liable for its own acts and omissions and the acts and omissions of its employees, contractors, subcontractors, representatives and agents. Nothing contained herein shall be construed as creating an employment, agency or partnership relationship between FWCD or City and Consultant. Consultant shall have no claim hereunder or otherwise against FWCD or City for vacation pay, paid sick leave, retirement benefits, social security, worker's compensation, health, disability, unemployment or any other insurance benefits, or other employee benefits of any kind.
9. **NO AGENCY.** Except as specified and permitted in writing by FWCD, Consultant shall have no authority, express or implied, to act as agent on behalf of FWCD or City; nor shall Consultant have any authority, express or implied, to make any representations or warranties on behalf of FWCD or City or to bind FWCD or City to any obligation whatsoever.
10. **PAYMENT OF TAXES AND OTHER EXPENSES.** Payment of any sales, use or other taxes to which this Agreement or the Consultant Services are subject shall be the obligation of Consultant.
11. **LIABILITY OF CITY/FWCD.** Notwithstanding any provision of this Agreement to the contrary, neither City nor FWCD shall be liable, in connection with any claim based in contract or tort, for

any special, exemplary, consequential, indirect, incidental or punitive damages, including but not limited to lost profits or revenues, arising out of or in connection with this Agreement or the Consultant Services performed and delivered in connection with this Agreement.

12. E-VERIFY AFFIDAVIT Pursuant to Indiana Code 22-5-1.7, Consultant agrees to enroll in and verify the work eligibility status of all newly hired employees through the E-Verify Program, unless such Program no longer exists. E-Verify means the electronic verification of work authorization program of the Illegal Immigration Reform and Immigration Responsibility Act of 1996, as thereafter amended. The undersigned, on behalf of Consultant being first duly sworn, deposes and states that Consultant does not knowingly employ any unauthorized alien.
13. INSURANCE. Consultant will maintain insurance coverage for Professional Liability, Comprehensive Liability, Worker's Compensation and Automobile Liability in amounts which are the greater of (a) legal requirements, (b) Consultant's business requirements or (c) FWCD's requirements for each such form of coverage. Such insurance coverage shall be primary and any self-insurance or insurance maintained by FWCD or City shall be in excess of Consultant's insurance and shall not contribute to Consultant's insurance coverage. All such insurance shall name FWCD and City as additional insureds thereon and shall require thirty (30) days prior written notice to FWCD from the applicable insurer in the event of termination, modification, cancellation or non-renewal. Consultant shall provide FWCD with Certificates of Insurance evidencing Consultant's compliance with the foregoing insurance coverage requirements prior to or upon the execution of this Agreement and annually thereafter (or more frequently if requested by FWCD) during the Term.
14. INDEMNITY. Consultant's covenants of indemnity hereunder shall be limited to the indemnification of FWCD and City for direct damages suffered or incurred and shall exclude modifications for special, exemplary, consequential, indirect, incidental, or punitive damages. To the fullest extent permitted by law, Consultant releases, discharges and acquits City and FWCD and agrees to indemnify, hold harmless City and FWCD from and against all liability, losses, damages, costs and expenses (including, without limitation, legal costs and reasonable

attorneys' fees) to the extent caused by the Consultant's acts, errors or omissions in the performance and delivery of the Consultant Services and Consultant's failure to perform or comply in all respects with any of Consultant's covenants and obligations under this Agreement, except to the extent such damage or loss is directly and proximately caused by the sole gross negligence or willful misconduct of FWCD or City hereunder. The covenants of indemnity made by Consultant hereunder shall survive the expiration or earlier termination of this Agreement. To the fullest extent permitted by law, the cumulative aggregate liability of Consultant and its employees, contractors, subcontractors and authorized agents of Consultant, if any, for all judgments, losses, damages, and expenses resulting in any way from the performance of the Consultant Services shall not exceed the total compensation actually received by Consultant under this Agreement.

15. **NON-DISCRIMINATION.** In the performance of this Agreement, Consultant shall not discriminate against any person on the basis of race, color, religion, creed, gender, age, disability or medical condition, national origin, veteran status and all other categories protected by federal, state and local anti-discrimination laws.
16. **ASSIGNMENT.** Neither this Agreement nor the performance of any of Consultant's rights or obligations hereunder may be assigned by Consultant without the prior written consent of FWCD. This Agreement shall be binding upon and inure to the benefit of any permitted assign.
17. **TERMINATION.** At any time during the Term, with or without cause, FWCD may hereunder terminate this Agreement upon seven (7) days advance written notice to Consultant. FWCD may also terminate this Agreement upon written notice to Consultant in the event Consultant fails to cure any material breach hereunder to the satisfaction of FWCD, such breach being identified in a written notice to Consultant which shall provide Consultant a period of fourteen (14) days to cure such breach. In the event of any such termination FWCD's obligation to Consultant shall be limited to payment of the Consultant Services performed and delivered by Consultant and permitted costs incurred prior to the effective termination date.

18. **AUTHORITY.** The person signing this Agreement on behalf of FWCD and Consultant represent and warrant that he/she is duly authorized and empowered to execute this Agreement and to bind FWCD and Consultant to its respective obligations hereunder.
19. **TRADEMARKS AND LOGOS.** Consultant shall not use any of City's trademarks, tradenames or logos in any manner without FWCD's prior written consent. Any such consent by FWCD shall terminate upon the expiration of the Term or the earlier termination of this Agreement unless extended in writing by FWCD. Any such consent shall be limited to the use of such trademark, tradename or logo as expressly approved in writing by FWCD.
20. **INDIANA ACCESS TO PUBLIC RECORDS ACT.** Consultant acknowledges that City is subject to the Indiana Public Records Act (I.C.I.C. 5-14-3 et seq) (the "Act") and that the Act requires City to disclose certain records if requested by the public. Nothing contained in this Agreement shall prevent City from fully and completely complying with the Act. City reserves the right to disclose any information that City, in its sole discretion, believes is subject to the Act or from complying with any public records request under the Act. The terms of this Section 20 shall survive the expiration or earlier termination of this Agreement.
21. **INVALID PROVISIONS.** If any of the provisions of this Agreement are held to be invalid, illegal or unenforceable, the provisions shall remain in full force and effect to the extent allowed by law and the remaining provisions shall in no way be affected or impaired thereby.
22. **COUNTERPARTS.** This Agreement may be executed in one or more counterparts, each of which may be deemed to be an original, but all of which together will constitute one and the same instrument.
23. **GOVERNING LAW.** This Agreement shall be governed by and construed in accordance with the laws of the State of Indiana.
24. **VENUE.** Any legal action or proceeding arising out of or related to this Agreement shall be instituted exclusively in a court of competent jurisdiction located in Allen County, Indiana, and each party irrevocably submits to the exclusive jurisdiction of such courts.

25. HEADINGS. Headings used in this Agreement are for reference purposes only and shall not be considered in construing this Agreement.
26. CONFLICT OF INTEREST. Consultant represents that no conflict of interest will be created under federal or state law by entering into this Agreement or in the performance and delivery of the Consultant Services hereunder.
27. NOTICES. Any notice or other communication required or permitted under this Agreement ("Notice") shall be in writing and given at the party's address first appearing in this Agreement. Either party may change the names of those to receive Notices by providing a Notice to the other party clearly providing the modified contact information. Notices shall be deemed given when: (a) personal service of the Notice is made on the party to be notified; (b) the Notice is mailed to the party to be notified by means of certified or registered U.S. mail, return receipt requested, postage prepaid; (c) or Notice is sent to the party to be notified by nationally recognized express courier guaranteeing next day delivery, fees prepaid.
28. ENTIRE AGREEMENT; MODIFICATION; WAIVER; SEVERABILITY. This Agreement and all exhibits and schedules attached hereto contain the entire agreement of the parties with respect to the subject matter hereof and shall supersede and replace any and all other written or oral discussions, negotiations, understandings or agreements between the parties regarding the subject matter hereof. No waiver, amendment or modification of any provision of this Agreement shall be effective unless in writing and signed by the party against whom such waiver, amendment or modification is sought to be enforced.

### \_INTERFACE STUDIO

340 N 12th Street # 419  
Philadelphia, PA 19107

## DOWNTOWN FORT WAYNE - SCOPE OF SERVICES

### Task 1: Research, Analysis, and Project Kick-off

#### **1.1 - Hosting and moderating a kick-off meeting:**

In person meeting with tours of Downtown.

#### **1.2 - Project Coordination:**

Regular project team and client meetings to manage the workflow. We expect bi-weekly meetings throughout the work.

#### **1.3 - Data Request:**

Our team will coordinate with relevant partners to gather necessary data from sources such as the DID and the City and identify any gaps that need to be addressed.

#### **1.4 - Review of Key Materials and Existing Plans:**

Graphic analysis of previous plans. Evaluate past plans and current regulatory documents for context and effectiveness.

#### **1.5 - Stakeholder Interviews:**

Conduct one-on-one or small-group interviews with DTFW leadership, city and county officials, neighborhood associations, employers, property owners, and residents. Information gathered may result in a revised scope of work or approach.

#### **1.5 - Downtown Analysis:**

- > Demographic trends analysis, with comparisons to peer and aspirational cities
- > Analysis of Downtown Fort Wayne's economy and its role within the broader region
- > Context maps illustrating local and regional connections, including public transit, trails and bicycle facilities, multimodal circulation, and overall connectivity

- > Analysis of existing land use, zoning, building densities, residential unit types, and character and urban design features, based on a parcel-by-parcel and building-by-building survey
- > Property ownership and tax status
- > Mapping of street conditions, street typologies, and active frontages throughout downtown
- > Inventory of designated historic properties and districts
- > Inventory of downtown assets
- > Review of Placer and CoStar data provided by the City
- > Identification of community assets, including institutions and employment centers
- > Inventory of parks, open space, and other public spaces
- > Identification of vacant land and underutilized spaces throughout downtown
- > Assessment of climate-related challenges, including stormwater flooding, urban heat, pavement conditions, tree canopy, and biodiversity
- > Review of existing infrastructure
- > Analysis of crime trends
- > Assessment of quality-of-life issues, including trash, vandalism, panhandling, and related concerns

**Deliverables:** A graphically sophisticated existing conditions report that summarizes Downtown yesterday, today and highlights opportunities for tomorrow.

## Task 2: Community Engagement and Visioning

### **2.1 - Community Engagement Plan:**

To clearly articulate how we will engage, when and who is responsible for different aspects of the engagement.

### **2.2 - Communications Materials:**

We will design communication packets with graphics and messaging for sharing with the City and communications partners at key engagement waves. We will also develop "How Downtown Works" educational graphics to build understanding of Downtown's context and promote the project. Materials will include implementation success stories highlighting completed projects and will be produced as both digital and print collateral for multiple touchpoints. All messaging will feature strong calls to action and clearly articulate how input will be incorporated throughout the process.

### **2.3 - Pop-ups:**

Set up temporary booths at popular community events to reach a wider audience. We will work together to design engagement activities that are interactive and approachable. Once a strategy is outlined, we will prepare materials for the pop-ups, including interactive exercises and games.

### **2.4 - Visioning Workshops / Open Houses:**

We will design two separate events that are interactive, fun and educational. Our process is to use our graphic ability to welcome people of all backgrounds and ask meaningful questions about Downtown today and potentially tomorrow.

### **2.5 - Survey:**

Design and administer a survey through Engage Fort Wayne for downtown residents, business owners, and the broader community. Formatted paper copies will be provided at public events to further expand participation.

### **2.6 - Focus Groups:**

Smaller discussions around critical topics with local experts in the space. Focus group discussions may include housing, homelessness, retail, public space, the arts and more.

### **2.7 - Online Engagement:**

Mirror our engagement tools through the Engage Fort Wayne website for those that could not attend a meeting or open house.

### **2.8 - Engagement Summary:**

We view public engagement as a critical source of qualitative and quantitative data. We carefully cull through the responses and feedback along the way to reveal the stories and values of the community. These are translated into easy-to-understand infographics and shared with the public to reinforce the transparency of the process and reveal participants' priorities. This rigorous approach to not just engaging the public but also in capturing and illustrating the findings is essential in moving ideas and policies forward.

### **2.9 - Theme Development:**

The analysis of the engagement process as well as our own data review will result in a series of key themes that will guide the Downtown Plan.

### **Deliverables:**

- > *A community engagement plan*
- > *Community engagement materials including digital and print collateral, notes, monthly progress reports and, summary graphics that summarize concerns and ideas.*
- > *Community Engagement Summary detailing input received, key findings, and validation of the proposed planning themes.*

## Task 3: Draft Plan Development and Strategic Framework

### **3.1 - Vision & Goals:**

Based on the themes, these will be specific and measurable.

### **3.2 - Regional Investment Strategy:**

To encourage continued visitorship and investment that reaffirms Downtown's critical economic role in the region. The team will utilize several data elements including any internal data collected by the city, DowntownFortWayne, VisitFortWayne, The TinCaps and other major draws. Other data such as cell phone data and commuting data if not already available through the city, will also be used to understand the current reach of the downtown as an employment center and cultural/entertainment hub. This information will help create a context for the value of downtown to the region, downtown's value proposition, and positioning in the Greater Fort Wayne area. Strategies will include tactics to boost local economic development, marketing, communications and other initiatives that reinforces downtown's regional role. This regional positioning will be threaded across the different elements of the plan.

### **3.3 - Land Use and Development Plan:**

Development of a future land use plan for downtown and key catalyst sites, including guidance on where to concentrate retail activity, recommended zoning approaches, and policy goals that support and incentivize downtown investment.

### **3.4 - Catalyst Sites Investment Approach:**

Analysis of critical sites for investment, and identification of new sites in the Southeast focus area. This analysis will include:

- Site/area profiles, including challenges and opportunities for new development, structure reuse, placemaking, connectivity and public infrastructure/amenities.
- Recommendations on catalyst site potential use types, densities and parking needs.
- Determination of top 3-5 priority catalyst sites for further economic and market analysis
- Visualizations of potential build out scenarios for priority catalyst sites

### **3.5 - Downtown Economic Development Plan:**

In addition to economic analysis outlined in Task 1.6, our team will:

- Assess the current "districts" of downtown to understand their market positioning;
- Examine the current mix of ground floor businesses, concepts and price points for retail and restaurants;
- Review credit card data to identify any seasonality issues that impact the viability of businesses and;
- Examine sociodemographic trends across the region to identify age and lifestage shifts as well as the current office tenant mix (with a focus on types and size of users compared to existing space) that may impact downtown activity.
- Evaluate existing programs, their utilization and hold discussions with program "customers" to understand their ease of use and appropriateness.
- Understanding of any seasonality factors and the market reach described in Task 3.2.

Recommendations will include:

- Modifications to existing programs as well as potential new programs to encourage continued downtown investment and support for existing businesses
- Where to focus retail and restaurant activity in the downtown study area and ideas on attracting pedestrian focused businesses
- Potential reuses for empty office buildings/spaces.
- Incorporate the recommendations from the Fort Wayne / Allen County Tourism Master Plan and the findings regarding hotels into the downtown plan as appropriate.

### **3.6 - Public Realm and Downtown Experience Plan:**

Recommendations that build on the Downtown Public Realm Action Plan and the Downtown Design Manual, with a focus on activating streets, improving parks, enhancing downtown programming, and greening downtown. Expanding trail access and strengthening connections are also central to this effort.

### **3.7 - Downtown Circulation:**

Our team will develop a circulation and connectivity strategy for Downtown that prioritizes safety and comfort for people of all ages and abilities and encourages walking and biking as primary modes of travel to and within Downtown. This work will identify opportunities to enhance safety, pedestrian connections and expand bicycle networks throughout the area, with particular attention to connecting with nearby neighborhoods and improving access to key destinations and the southeast focus area. Recommendations will also address circulation and connectivity improvements that may emerge as catalyst sites are developed or redeveloped. Recommendations may include identifying locations for new potential bikeways, enhanced sidewalks and crossings, streetscape improvements, traffic calming, intersection improvements, and transit enhancements. All circulation and connectivity recommendations will be developed at a conceptual planning level to inform policy direction, investment priorities, and future capital planning. This scope does not include additional data collection, detailed feasibility analyses, traffic modeling, cost estimating, or preliminary engineering. Recommendations will be presented as planning-level frameworks and implementation strategies suitable to guide subsequent engineering, design development, and funding applications.

In addition, our team will review data collected from the previous parking study around Downtown parking needs. Utilizing this information we will develop recommendations for parking management strategies for downtown overall, as well as parking needs for catalytic investment sites—including the need and potential location for new parking structures.

### **3.8 - Downtown Housing Plan:**

Building off of ZVA's market potential and the density study our team will develop an understanding of current housing types and availability. Our work will apply the market findings to catalyst sites and determine annual goals and a housing mix across sites. Attention will be paid to diversifying housing in terms of type and income. In addition, our team will work with local providers to understand and advocate for new initiatives to address concerns around homelessness.

### **3.9 - Public Safety Strategies:**

Assess the real versus perceived challenges facing downtown through analysis of local data and public engagement. Based on this understanding, develop actionable strategies to address both the perception and the reality of crime.

### **3.10 - Historic Resources Plan:**

In close coordination with Fort Wayne staff, identify downtown historic assets; recommend properties and districts for historic designation; and develop specific strategies for the adaptive reuse of underutilized properties. Ninigret Partners will support this effort by evaluating incentives and financial resources to help facilitate adaptive reuse, including opportunities for older office and commercial buildings.

### **3.11 - Implementation Strategy & Funding:**

Our team will create an implementation strategy that reflects the local context of how projects are delivered in Fort Wayne, establishing a clear "line of sight" between recommended strategies and on-the-ground action. This will include a behind-the-scenes implementation tool to manage and track downtown initiatives. The tool will feature case study examples; identification of priority projects (10–15 key action items); designated lead organizations (including nonprofits and private organizations aligned with the strategy); partners; funding sources; and clear, step-by-step actions for priority projects to sustain momentum over time.

### **Deliverables:**

- > *Summary presentation of strategies, including graphics and illustrations to help communicate Downtown's story and next steps to both local leaders and the public.*
- > *Implementation tool / matrix that identifies partners, priority projects, funding, lead agency / organization and action steps.*

## Task 4: Final Plan Production

### **4.1 - Draft Action Strategy:**

All of the analysis and recommendations will be organized into one well-tailored, place-specific, graphic-heavy end product that describes the policies, goals and action steps developed during the planning process.

We are not assuming the final Downtown Plan is a traditional book. We feel the final product should be designed to best reach the multiple audiences for this work. Whether that ends up as a book, online presentation, posters, short document or some combination of these (or other ideas) will be based upon our discussions with you and how you will use the strategy after completion.

### **4.2 - Final Downtown Plan Document:**

Final, high-quality product for both print and web use.

### **4.3 - Plan Adoption:**

Support adoption of the plan through an amendment to the Comprehensive Plan, including two trips to present to the Planning Commission and Common Council.

Additional presentations to relevant organizations can be coordinated as part of the adoption process.

### **Deliverables:**

- *Completion of the first draft of the Downtown Plan*
- *Presentation to leadership and key stakeholders, including support for plan adoption*
- *Final Downtown Plan delivered in PDF format*
- *Executive Summary and final summary slideshow*
- *Delivery of GIS data files, the Existing Conditions Report, and final plan document design files*

# COUNCIL DIGEST SHEET

## RFPs , BIDS, OTHER PROJECTS

Bid/RFP#/Name of Project	RFP #9996649 Downtown Plan for the City of Fort Wayne
Awarded To	Interface Studio
Amount	\$330,605.00
Number of Registrants	
Number of Bidders	13
Required Attachments	PSA and Tab Sheet

## EXTENSIONS

Date Last Bid Out	N/A
# Extensions Granted To Date	

## SPECIAL PROCUREMENT

Contract #/ID <i>(State, Federal, Piggyback--Authority)</i>	N/A
Sole Source/Compatibility Justification	

## BID CRITERIA *(Take Buy Indiana requirements into consideration.)*

Most Responsible, Responsive Lowest	Yes    X No <i>If no, explain below</i>
If not lowest, explain	After review of the proposals and interviews with the top 3, Interface Studio was found to be the most responsive firm.

# COUNCIL DIGEST SHEET

## COST COMPARISON

<i>Increase/decrease amount from prior years For annual purchase (if available).</i>	N/A
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## DESCRIPTION OF PROJECT / NEED

<i>Identify need for project &amp; describe project; attach supporting documents as necessary.</i>	<p>This project seeks a new Downtown Plan that will build upon the policy guidance and successes of previous plans and studies to establish a community supported vision and goals for the downtown area along with actionable, implementable strategies that will guide future investment, growth and development for the next 10+ years.</p> <p>The current vision for a vibrant downtown was first presented in the Downtown Blueprint for the Future (2003) and subsequent updates in 2005 and 2016. The Development of the Downtown Public Realm Action Plan in 2019 led to the successful activation of a portion of our downtown alley way system through programming, public art and seating amenities. The evolving vision is supported, in part, by a Downtown Design Manual and related design review process that has been in effect since 2011 and was updated in 2023. With guidance from these plans, significant private and public investment has delivered residential, employment center, mixed use and public space growth and development throughout the City's core.</p>
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## REQUEST FOR PRIOR APPROVAL

<i>Provide justification if prior approval is being requested.</i>	N/A

## FUNDING SOURCE

<i>Account Information.</i>	Community Development Division funds budgeted professional planning and design services and funding from the following community partners: New Markets Tax Credit Revitalization Fund, Greater Fort Wayne Inc., Community Foundation of Greater Fort Wayne, Summit City Entrepreneur and Enterprise District (SEED), Downtown Fort Wayne (DID), and the County of Allen, Indiana - \$330,605.00.

## RFP #9996649 Downtown Plan for the City of Fort Wayne

The following 13 firms submitted proposals

Firm Name
Houseal Lavigne
Interface Studio
Stantec
MKSK
MIG
PUMA
UDA
BBB
WXY
Kimley Horn
Toole
McKenna
GWA

**RFP Published: December 18, 2025**

**Proposals Due: February 2, 2026**

**Interviews: February 17-19, 2026**

**Selection: February 24, 2026**

<b>Administrative Proposal Review</b>			
Firm	Reviewer 1	Reviewer 2	Average
Houseal Lavigne	87	86	87
Interface Studio	85	88	87
Stantec	81	85	83
MKSK	79	80	80
MIG	80	78	79
PUMA	77	79	78
UDA	71	83	77
BBB	68	78	73
WXY	67	76	72
Kimley Horn	62	74	68
Toole	65	71	68
McKenna	60	53	57
GWA	58	50	54
<b>The top 6 scoring firms were forwarded to the Proposal Review Committee</b>			

Proposal Review Committee Scores						
Firm	Reviewer Scores					
	1	2	3	4	5	6
Houseal Lavigne	87	86	93	74	78	90
Interface Studio	85	88	67	71	79	78
MIG	80	78	59	59	75	95
MKSK	79	80	61	75	67	87
PUMA	77	79	85	60	77	94
Stantec	81	85	83	80	78	96

	1st
	2nd
	3rd

Proposal Review Committee Top 3 Scores							
Firm	Reviewer Top 3						Total
	1	2	3	4	5	6	
Houseal Lavigne	3	2	3	1	2	0	11
Stantec	1	1	1	3	1	3	10
Interface Studio	2	3	0	0	3	0	8
PUMA	0	0	2	0	0	1	3
MIG	0	0	0	0	0	2	2
MKSK	0	0	0	2	0	0	2

The top 3 scoring firms moved on to the Interview Phase

	1st = 3pts
	2nd = 2pts
	3rd = 1 pt

**Interview Phase**

A 10-member Interview Committee which consisted of the Proposal Review Committee and 4 additional members conducted virtual interviews with the top 3 firms on February 17, 18, and 19, 2026. The consensus of the committee was that **Interface Studio** was the overall most responsive firm.



# CITY OF FORT WAYNE

SHARON TUCKER, MAYOR

Community Development

## MEMO

**TO:** Fort Wayne Common Council Members  
**FROM:** Sherese Fortriede, Senior Planner, Community Development  
**DATE:** March 19, 2026  
**RE:** Professional Services Agreement for Downtown Plan  
**CC:** Jonathan Leist, Director, Community Development  
Megan Flohr, City Council Administrator

The Community Development Division is requesting approval of a professional services agreement between the City of Fort Wayne and Interface Studio to develop a new Downtown Plan that will guide future investment, growth and development for the next ten years. A new plan for Downtown will build on the foundation of prior planning and development that has effectively transformed the City's core over the past two decades.

The new Downtown Plan will examine several topics and themes including policy guidance for future land use and development, expanding economic development opportunities, preserving historic buildings, improved circulation and connectivity among downtown destinations and expanding housing options. The plan will focus on several sites identified by Community Development as Catalyst areas where development potential is high. The planning area is expanded to reflect the growing boundaries of downtown development; north of the river and east of Lafayette St.

After reviewing thirteen proposals in response to an RFP issued in December, a selection committee with members from Community Development, found the proposal from Interface Studio and their team of subconsultants to be the most qualified and responsive. Interface Studio is a planning and urban design practice based in Philadelphia and has been recognized with nine American Planning Association national planning awards.

Several community partners have committed funding for this project, including the Community Foundation of Greater Fort Wayne, Greater Fort Wayne Inc., the Fort Wayne New Markets Revitalization Fund, and Downtown Fort Wayne. Community Development has negotiated a not-to-exceed contract price of \$330,605 with Interface Studio. The project, which will be led by the Community Development Division, is expected to begin in April and be completed by May 2027.

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