Action Matrix

The Action Matrix presents a complete list of all goals, strategies and action steps included within the All In Allen Comprehensive Plan. The Action Matrix should be used as a resource by City and County staff, as well as partner organizations, to monitor implementation progress and facilitate coordination.

Implementation Category

To assist with implementation, the Action Matrix is organized by plan chapter. The recommendations are categorized into the following 5 categories.

Capital Improvement & Funding (CIF)

Recommendations that could impact future capital improvement programs or budgetary processes.

Policy Guidance (PG)

Recommendations that are intended to guide decision making by boards, commissions, legislative bodies, city and county staff, and other stakeholders.
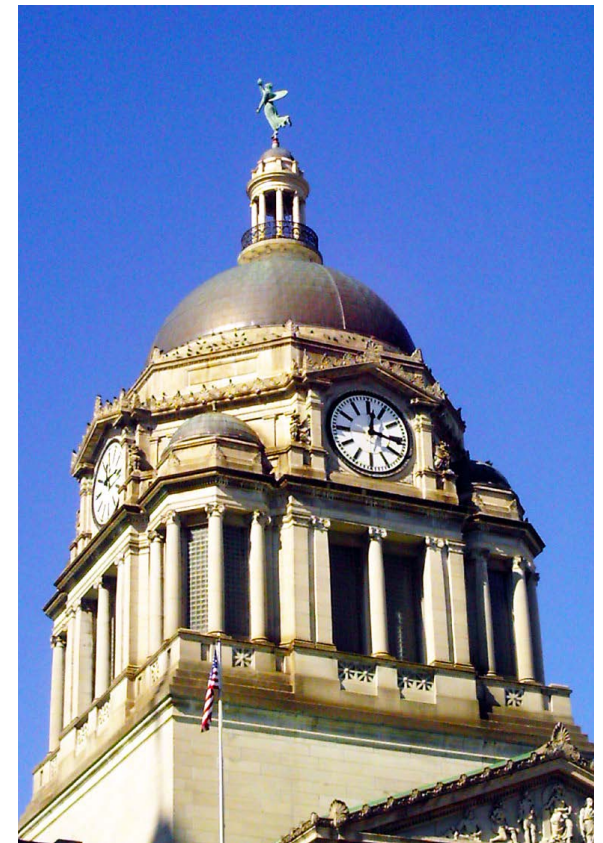
Planning Initiative (PI)

Recommendations that require further investigation or planning efforts to determine next steps.

Partnership Opportunities (PO)

Recommendations that encourage collaboration with other community organizations and/or governmental entities.

Regulatory Updates (RU)

Recommendations that encourage review and updates to community ordinances, standards, and other requirements.

Land Use & Development

Goal	Strategy	Implementation Category				
		CIF	PG	PI	PO	RU
Goal 1. Encourage compatible infill development and redevelopment in the Urban Infill and Priority Investment Areas	1.1. Explore new zoning classifications, updated development regulations, and other tools to encourage compatible infill development and redevelopment.					RU
	1.2. Explore modified development review processes to facilitate compatible infill development and redevelopment proposals.			PI		RU
	1.3. Encourage compatible higher density residential and mixed-use development in infill areas that are near public transit routes, employment centers, institutions, and other amenities.		PG			
	1.4. Focus development and redevelopment initiatives and incentives in the Priority Investment Area to address market gaps and build momentum among private sector property owners and developers.	CIF	PG			
Goal 2. Encourage carefully planned, monitored, and compatible outward growth in the Targeted Growth Areas.	2.1. Encourage new development within the Targeted Growth Areas that are contiguous to existing development.		PG			
	2.2. Encourage rezoning petitions for properties that are within the Targeted Growth Areas and are contiguous to existing development.		PG			
	2.3. Encourage development and redevelopment in areas within the Targeted Growth Areas that are served by adequate water, sanitary sewer, and transportation infrastructure.		PG			
	2.4. Discourage development in Targeted Growth Areas that cannot be adequately served by public municipal or private corporate sanitary sewer facilities.		PG			
Goal 3. Encourage carefully planned and monitored growth in the Potential Economic Development Growth Areas	3.1. Encourage strategically planned economic development investment within the Potential Economic Development Growth Areas that is contiguous to existing development, or that is supported by the Economic Development Chapter and the Allen County Together Economic Development Plan.	CIF	PG			
	3.2. Support the development of high impact economic development projects within Potential Economic Development Growth Areas that have the ability to serve as catalyst projects for additional economic growth, with additional consideration given to the overall economic benefits of the new development, such as significant levels of investment, average wages, and job creation.		PG			
	3.3. Encourage development and redevelopment in areas within the Potential Economic Development Growth Areas that are served by adequate water, sanitary sewer, and transportation infrastructure.		PG			
	3.4. Discourage development in Potential Economic Development Growth Areas that cannot be adequately served by public municipal or private corporate sanitary sewer facilities.		PG			
Goal 4. Encourage protection and preservation in the Rural and Agricultural Areas	4.1. Carefully consider rezoning and use variance requests in Rural and Agricultural Areas, and discourage requests that are not contiguous to existing development and not served by public municipal or private corporate sanitary sewer facilities.		PG			
	4.2. Encourage the development of zoning along with other tools and incentives to encourage the preservation of floodplains, wetlands, and other environmentally sensitive areas.	CIF			PO	RU

Agriculture & Food Systems

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. **Encourage the preservation and stewardship of productive agricultural land**	**1.1. Establish Agricultural Preservation Tools and Incentives**	Consider establishing an agricultural land trust with a broad coalition of farmers, researchers, and community leaders collaborating with individual landowners, with a focus on preserving the most productive farmland as identified on the adjacent Productive Agriculture Land map.			PI	PO	
		Promote the Indiana State Department of Agriculture (ISDA) Hoosier Homestead Award Program, which recognizes families with farms that have been owned by the same family for 100 years or more.				PO	
		Investigate a local agricultural heritage program, which would provide a voluntary, incentive-based process for permanently preserving small farms and agricultural lands as farms are sold.			PI	PO	
		Promote the adoption of sustainable practices to mitigate impacts to surface water and groundwater quality, prepare for a changing climate including drought and extreme weather, and address pest and disease threats.					RU
		Work directly with farmers and private landowners to identify and apply for federal funds in conservation and preservation programs.			PI	PO	
Goal 2. **Provide additional support for rural and urban agriculture**	**2.1. Encourage regulatory support for rural agricultural uses**	Review and update agricultural related regulations and standards to support farms, farm-supporting businesses, and low-intensity agribusinesses.					RU
		Explore additional standards and best practices to continue to encourage the conservation and protection of existing agricultural operations.			PI		RU
		Continue to limit industrial farming operations, such as CFOs, through Board of Zoning Appeals Special Use approvals to mitigate the environmental impacts of these uses.		PG			
	2.2. Encourage regulatory support for urban agriculture uses	Review and update applicable regulations and standards, including permitted use provisions, to better support urban agriculture and other potential food related uses.					RU
		Review and update standards for community gardens, including current Fort Wayne City Utility standards for connecting community gardens to municipal water lines.					RU
Goal 3. **Promote sustainable agricultural production and innovation**	**3.1. Encourage agricultural innovation**	Consider hosting a regular agricultural innovation roundtable, offering a forum for discussion and collaboration regarding the Community's agricultural research and innovation.				PO	
		Continue to support regular events such as the Fort Wayne Farm Show, showcasing the County's agricultural technology, resources, and opportunities.				PO	
		Promote technical assistance in coordination with Purdue Extension, Ivy Tech Community College Agriculture Program, and the Allen County Soil and Water Conservation District for implementing sustainable practices.				PO	
	3.2. Support local and small-scale agriculture	Work with local farmer's market organizers to encourage additional markets in the Community.				PO	
		Work with the Greater Fort Wayne Inc. and other business organizations to encourage restaurants, supermarkets, and co-ops to offer local produce and meat.				PO	
		Publicize regulatory updates and best practices widely to civic, environmental, and neighborhood organizations to encourage new community gardens and promote growing fresh food throughout the County.			PI		

Agriculture & Food Systems

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 4. **Expand and promote agritourism**	**4.1. Engage farmers and community partners to expand agritourism opportunities**	Expand community outreach and collaboration by facilitating partnerships with non-traditional audiences and organizations.				PO	
		Investigate community grants to assist farmers with agritourism-related property improvements.	CIF		PI	PO	
		Create a toolkit for bringing tourism to a farm, with recommendations and best practices for necessary facilities, programming and activities, and assistance with marketing.			PI	PO	
	4.2. Establish regulatory support for agritourism	Review and update community agricultural related regulations for urban and rural agritourism.					RU
Goal 5. **Attract new agribusiness that supports local agricultural production**	**5.1. Support agribusiness operations**	Review and update regulations regarding small and large agriculture-related businesses.					RU
		Explore possible incentives for new agribusinesses.	CIF		PI		
		Work with higher education programs such as the Ivy Tech Community College Agriculture Program and the Purdue Extension to establish and promote a skilled local agricultural-related workforce.				PO	
Goal 6. **Expand access to local, fresh, healthy, and nutritious produce and food by improving the local production and distribution systems**	**6.1. Work with partner organizations**	Work with Purdue Extension to create a list of desirable locations for fresh food markets in food desert areas.				PO	
		Partner with local food co-ops, grocers, and existing markets to document and explore ways to mitigate potential barriers.				PO	
	6.2 Establish programmatic Food Access partnerships	Publicize the Double Up Indiana program, a local initiative of the national nonprofit Fair Food Network that matches SNAP or food stamps dollars spent on fresh fruits and vegetables.				PO	
		Continue to support and expand the Healthy Eating Active Living (HEAL) summer markets, which accept SNAP Electronic Benefits Transfer and WIC.				PO	
		Partner with hospitals and health care organizations to support incentives and investments that improve food access and healthier lifestyles.				PO	
		Leverage partnerships with hospitals, schools, and local food banks to connect with local farmers and increase the supply of fresh, healthy, local food for families in need.				PO	
		Support connections between local food producers and the local school systems to promote fresh food in schools.				PO	
	6.3 Support local cooperatives and community-supported agriculture	Collaborate with partner organizations like the Northeast Indiana Local Food Network to provide local farmers with training to assist in starting a CSA farm business or participating in a co-op.				PO	
		Promote participation in the online Northeast Indiana Local Food Guide, and Indiana Grown and Indiana Grown for Schools Resource Guides.				PO	
		Investigate partnerships to sponsor CSA and co-op membership reimbursement for low-income/low-access residents.	CIF			PO	
	6.4 Improve transportation for food access	Work with Fort Wayne Citilink and other transportation agencies to improve public transportation services in urban and rural food desert areas.				PO	
		Work with local supermarkets, co-ops, and farmers' markets to incentivize and provide shuttle service and low-cost fresh food delivery in low-access areas.	CIF			PO	

Housing & Neighborhoods

Goal	Strategy	Action Step	CIF	PG	PI	PO	RU
Goal 1. Support and Strengthen Complete Neighborhoods	**1.1. Promote the creation of complete neighborhood areas through compact development, increased density, and infill**	Identify and facilitate mixed use redevelopment opportunities on vacant or underutilized properties within Priority Investment and Urban Infill Opportunity Areas on the Future Growth and Development map.	CIF		PI		
		Encourage smart growth development practices to support efficient use of land and resources.			PI		RU
		Encourage the development of an integrated network of sidewalks, trails, and bike routes within existing and new neighborhoods that will provide safe access to community amenities.			PI		RU
		Promote residential development with compact block structure, a mix of uses and housing types, and active transportation access to nearby jobs, recreation, fresh and nutritious food, and schools as well as connections to nearby neighborhoods.			PI		RU
		Identify sites and prioritize strategic areas, such as commercial corridors with underutilized retail, college campuses, and areas with high public transportation access, for mixed-use and higher density housing, single-family attached homes, duplexes, and multifamily housing.			PI		
		Collaborate with stakeholders to coordinate the future locations of public facilities and social infrastructure such as schools, libraries, and services such as public transportation to strengthen complete neighborhood areas.			PI	PO	
	1.2. Support historic preservation efforts	Encourage the maintenance and rehabilitation of historic homes and structures.			PI		
		Support the establishment of National Register and local historic districts.		PG	PI		
		Prioritize regular review and updates to preservation guidelines and building codes.		PG			RU
		Investigate, develop, implement, and promote federal, state, and local financial incentives to encourage property owners to maintain, preserve, and rehabilitate historic properties.	CIF		PI		
		Explore establishing a county-wide historic preservation ordinance.			PI		RU
	1.3. Encourage adaptive reuse	Review and update zoning regulations to encourage appropriate adaptive reuse of historic, institutional, and other non-residential buildings within neighborhoods.					RU
		Promote education on and incentives for adaptive reuse, preservation, and green retrofitting of existing buildings.	CIF		PI	PO	
	1.4. Strengthen existing neighborhoods and revitalize declining and middle- and low-income neighborhoods	Review and update incentives and provide coordinated planning assistance to revitalize declining and middle neighborhoods and address vacancies, such as home repair, rental rehabilitation, and homebuyer programs.	CIF		PI		
		Pursue opportunities for residential lot and land consolidation to improve buildability and support higher density housing including missing middle housing types.			PI		
		Improve property maintenance by prioritizing code enforcement, updating maintenance standards, and developing landlord education programs.			PI		RU
		Consider the development and use of a neighborhood-focused equity index in the development of neighborhood plans, reviewing proposed development, considering requests for incentives, and prioritizing infrastructure investment.		PG	PI		

Housing & Neighborhoods

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. **Support and Strengthen** **Complete Neighborhoods**	**1.5. Enhance a neighborhoods sense of place**	Beautify neighborhoods and enhance a sense of place with investments such as gateway signs, street trees, pedestrian-scaled street lighting, and other public infrastructure improvements.	CIF		PI		
		Support established residential neighborhoods by facilitating investments in neighborhood commercial areas, parks, and community gathering spaces that sustain and build on local identity.	CIF		PI		
	1.6. Encourage neighborhood activation and planning	Foster neighborhood organization and partnerships with residents and associations to promote activation and inclusive and shared decision making.			PI	PO	
		Support and foster the development of action-oriented and asset-based plans for declining and middle neighborhoods.			PI	PO	
		Support and foster the creation of sub-area plans that promote and sustain complete neighborhood areas.			PI	PO	
	1.7. Increase Downtown housing	Consider financial and other incentives to support a mix of housing types in Downtown Fort Wayne, building off the recommendations of the Zimmerman and Volk 2021 Analysis of Residential Market Potential.	CIF		PI		
Goal 2. Enable sustainable, diverse, and accessible housing choices along with creative design and development solutions throughout Allen County to meet the needs of all residents	**2.1. Promote diverse and creative housing solutions**	Identify zoning and subdivision regulation updates, zoning tools such as form based overlay districts, and policies, including form-based overlays, to support and promote a greater range of housing types and sizes (single-family detached, single family attached such as duplexes and multi-family housing) for rent and sale within individual neighborhoods.			PI		RU
		Review and update land use regulations to allow opportunities for creative, innovative, context-sensitive housing solutions such as accessory dwelling units (multi-generational housing), lofts, live-work spaces, and manufactured/modular housing to increase housing diversity and affordability.			PI		RU
	2.2. Promote the use of renewable energy resources and green infrastructure	Promote policies and update regulations that encourage environmentally responsible construction techniques and renewable energy in new and rehabilitated housing development.			PI		RU
		Encourage the inclusion of green infrastructure and the use of low-impact design to reduce environmental impacts.			PI		RU
		Review code requirements to determine if there are barriers that make implementation of sustainable design difficult.			PI		RU
	2.3. Promote accessible, attainable, and stable housing	Identify barriers and examine updates to development regulations to incorporate universal design principles.			PI		RU
		Identify incentives for the development of visitable housing for people with disabilities and those considering aging in place.	CIF		PI		
		Revise development regulations as needed to permit and encourage home renovations and expansions that increase accessibility.			PI		RU
		Evaluate the creation of land trusts and cooperative housing, including identification of regulatory or financial barriers, to restore existing housing stock, increase homeownership, and preserve affordability as redevelopment occurs.			PI	PO	RU
		Work with community organizations, non-profits, and municipalities to ensure affordable housing for individuals recovering from substance abuse and aid entry into the workforce.				PO	RU

Economic Development

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. **Ensure all areas of Fort Wayne and other Allen County communities can prosper and meet the projected employment demand**	**1.1. Prioritize the creation of development-ready employment sites**	Strategically identify and prepare land and redevelopment areas for development-ready employment sites in alignment with the Future Growth and Development map, the Generalized Future Land Use map, and the Allen County Together Economic Development Action Plan.			PI	PO	
		Identify and support catalyst projects for high-impact economic development opportunities within Potential Economic Development Growth Areas on the Future Growth and Development map that support the priorities of the Allen County Together Economic Development Action Plan.		PG	PI		
	1.2. Support equitably-balanced economic investment and reinvestment	Identify and address barriers to development and redevelopment opportunities, such as regulatory barriers, functional obsolescence, and development finance gaps.	CIF		PI		RU
		Continue to foster public/private partnerships to offer development assistance and other incentives, giving priority to opportunities within the priority investment area on the Future Growth and Development map.	CIF			PO	
		Identify gateways and corridors to target for proactive land use planning, beautification efforts, and appropriate context-sensitive development and redevelopment.			PI		
		Consider the use of an equity index in reviewing proposed development and redevelopment, considering requests for incentives, and prioritizing infrastructure investment.			PI		
		Facilitate and incentivize the remediation and redevelopment of brownfields into tax-generating uses that increase local employment opportunities.	CIF		PI		
	1.3. Support business development and expansion, and new business attraction	Facilitate collaboration among local governments and economic development partners to leverage existing resources, assistance programs, and incentives.				PO	
		Identify barriers to the development and expansion of businesses and explore the creation of new incentives and programs to address identified barriers.	CIF		PI		RU
		Support the establishment and expansion of rural businesses in areas with sufficient infrastructure capacity and enforce performance standards to mitigate potential negative impacts on the rural environment.		PG			
		Increase accessibility to support services for local-serving businesses including financial institutions and non-traditional loan providers, such as CDFIs (Community Development Financial Institutions) and SEED (Summit City Entrepreneur and Enterprise District).	CIF			PO	
Goal 2. Continue to invest in Fort Wayne and outlying communities to improve the quality of place	**2.1. Support vibrant activity centers**	Enhance Downtown Fort Wayne, Town Centers, and other community commercial nodes as vibrant activity centers by identifying areas for placemaking strategies and targeted improvements to the public realm.	CIF		PI		
		Identify areas for public-private partnerships which provide public spaces for gathering and socializing.	CIF		PI	PO	
		Develop a cohesive branding and marketing strategy to promote Downtown Fort Wayne and Town Centers in Allen County communities.			PI		
		Encourage additional investment in mixed-use and urban residential development in and around downtown Fort Wayne, along urban corridors leading to and from downtown, and in Town Centers.		PG	PI		

Economic Development

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 2. Continue to invest in Fort Wayne and outlying communities to improve the quality of place	**2.2. Identify and enhance key community, sports, and tourism assets**	Enhance key community and regional assets such as the Arts United Campus, Embassy Theater, the County Fairgrounds, the Allen County War Memorial Coliseum, and Fort Wayne Children's Zoo that define local community identity and support arts, culture, and entertainment to complement private investment and encourage tourism.	CIF		PI	PO	
		Explore the use of a countywide Fort Wayne-Allen County sports commission to identify and address barriers to enhancing local youth sports, attracting new events, and promoting Fort Wayne and Allen County's regional sports brand.			PI	PO	
		Evaluate the potential for developing new multipurpose spaces for high-profile sporting events, concerts, and other events/festivals.			PI		
	2.3. Enhance the use of the three rivers, especially in the Fort Wayne urban core	Support continued implementation of the Riverfront Conceptual Plan and the Riverfront Development Implementation Framework Plan.	CIF	PG			
		Encourage additional appropriate river-related development in the downtown Fort Wayne area.	CIF	PG			
	2.4. Enhance the appearance and unique identity of the Community's towns and cities	Support the implementation of the New Allen Alliance Regional Development Plan.	CIF	PG			
		Explore updated development regulations and other tools to encourage "main street" commercial development and redevelopment in and around Town Centers, and additional investment within Allen County's incorporated areas and unincorporated communities.			PI		RU
Goal 3. Coordinate key infrastructure and transportation improvements with local economic development efforts	**3.1. Ensure sufficient infrastructure and transportation capacity**	Maintain and expand infrastructure (including electric, natural gas, water, sanitary sewer and telecommunications/broadband) and transportation capacity to facilitate economic development.	CIF		PI		
		Invest in transportation corridors and infrastructure that increase mobility and transportation choices (including bike, pedestrian, and public transit) while providing greater access to existing and planned centers of employment.	CIF		PI		
	3.2. Maintain and expand key transportation assets	Continue to work on plans for the expansion of the U.S. 30 corridor to promote and enhance travel between Allen County and the Chicago area.			PI		
		Facilitate community collaboration to identify opportunity sites along the eastern portion of the U.S. 24 corridor to leverage the "Fort to Port" project.			PI	PO	
		Support the restoration of passenger rail service to better connect Allen County to cities throughout the Midwest and support regional economic development and tourism.		PG			
		Continue to improve and protect the FWA and SMD as economic assets.	CIF	PG			

Economic Development

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 4. Support efforts to continue to create a welcoming, business-friendly, and inclusive community that fosters entrepreneurship, innovation, and business growth	**4.1. Support targeted business attraction**	Work with economic development partners and entities, including universities, Greater Fort Wayne Inc., Northeast Indiana Regional Partnership, and the Indiana Economic Development Corporation (IEDC) to market to target industries for recruitment and attraction.				PO	
		Support Greater Fort Wayne Inc. and other economic development partners in business attraction efforts as part of the implementation of the Allen County Together Economic Development Plan.		PG		PO	
		Support preparation for and cultivation of a competitive environment for innovations in technology adoption in targeted industries.			PI	PO	
	4.2. Develop and support innovation hubs where anchor institutions and companies are concentrated and support new business start-ups, business incubators, and accelerators	Continue to position Electric Works as an entrepreneurial hub for business innovation alongside established companies in partnership with local entrepreneurial support organizations.			PI	PO	
		Attract and grow high-wage jobs in research and development, advanced manufacturing, skilled trades, and engineering-focused and technology-driven growth industries.		PG		PO	
		Explore additional opportunities to attract and expand research institutions and campuses.			PI	PO	
	4.3. Collaborate on workforce support and development	Foster partnerships between area schools, colleges and universities, and employers to increase access to and awareness of internships, vocational training, and education in skilled trades in alignment with economic opportunities.				PO	
		Facilitate expanded access to daycare and early childhood education.			PI	PO	
	4.4. Support and facilitate the development of workforce and student housing	Identify appropriate areas and incentives for the development of housing that is affordable to middle-income workers and students within walking distance of major employment centers or with high-quality transit access.	CIF		PI		
		Collaborate with higher education institutions in the creation of strategic plans to identify sites, financial incentives, and public-private partnerships to facilitate the development of on and off-campus student housing.	CIF		PI	PO	
	4.5. Support inclusivity and diversity	Promote equitable access to economic opportunities by targeting investments and incentives in employment centers, significant mixed-use development, commercial corridors and nodes, and small business support, with a focus on diverse communities and historically underrepresented groups.	CIF		PI	PO	
		Work with community partners (nonprofits, philanthropic organizations, etc.) to identify and support business formation among women, Burmese, Black, Hispanic, and other underrepresented groups.			PI	PO	
		Encourage diversity in business leadership that is reflective of the Community.				PO	
	4.6. Strengthen the entrepreneurial ecosystem	Support the implementation of an entrepreneurial ecosystem strategy.	CIF			PO	
		Expand access to entrepreneurial training and mentorship programs such as the SEED Build Institute, the Northeast Indiana Innovation Center (NIIC) Breakthrough Program and the Greater Fort Wayne Bridge Program.	CIF			PO	

Transportation & Mobility

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. **Support high-quality infrastructure and systems for all transportation modes that align with community needs and facilitate economic development**	**1.1. Improve connectivity and capacity**	Prioritize the development and implementation of transportation plans that reflect best practice models to address transportation capacity needs across all transportation modes.			PI		
		Explore updated development regulations to require interconnected street networks to increase public and private street, sidewalk, bike, and trail connections between and within developed areas.					RU
		Coordinate planning efforts with local land use and zoning, working with housing agencies to offer adequate access across all neighborhoods.		PG	PI	PO	
	1.2. Plan for and coordinate transportation improvements with economic development priorities	Support advocacy, planning, and implementation efforts for the expansion of the U.S. 30 corridor into an interstate highway.	CIF	PG	PI		
		Support the investment and improvement opportunities along the I-469 corridor with specific emphasis on the Adams Center Road Interchange.	CIF	PG			
		Engage in planning and implementation efforts to enhance the image and appeal of highway interchanges, major gateways, and key corridors into downtown Fort Wayne and town center areas.			PI		
		Consider changes in functional class to higher capacity classifications to improve freight movement along roadways serving production centers and the airport.			PI		
	1.3. Support Fort Wayne International and Smith Field Airports	Continue to support the Fort Wayne International Airport Master Plan and the Smith Field Airport Layout Development Plans as tools for guiding development in and around the airports.		PG			
		Continue to use the Airport Overlay District as a tool for guiding development in and around the airports.		PG			
	1.4. Support efforts to restore passenger rail service to enhance regional multimodal connectivity	Continue to support the efforts of the Northern Indiana Passenger Rail Association (NIPRA) to work with area stakeholders, northern Indiana communities, and surrounding states on a comprehensive Midwest passenger rail initiative.			PI	PO	
	1.5. Increase public transparency and collaboration	Facilitate collaboration between municipalities, transportation agencies, and organizations to facilitate the expansion of existing transportation systems and make information available to all.			PI	PO	
		Utilize a variety of tools to foster better education and awareness of transportation usage and improvement projects.	CIF			PO	

Transportation & Mobility

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 2. Plan for and integrate new transportation technology and emerging best practices into the transportation network	**2.1. Improve and establish regulations, design standards, and policies**	Regularly update transportation policies, design guides, and standards to reflect current technology.		PG			RU
		Establish context-sensitive design standards and policies for all transportation improvement projects.		PG			RU
		Identify and prioritize active transportation gaps and encourage improved connectivity in new developments in addition to expanding transit service areas.	CIF		PI		
	2.2. Prioritize the inclusion of renewable energy technologies and low environmental impact transportation modes in infrastructure planning	Investigate installation of electric vehicle (EV) charging stations at high-traffic public and community nodes into transportation infrastructure planning.	CIF		PI		
		Investigate the purchase of EV and alternative fuel vehicles for public transportation and other municipal vehicle needs.	CIF		PI		
		Work with transportation agencies to encourage multimodal infrastructure expansion that reduces environmental impacts.		PG	PI	PO	
		Investigate the incorporation of renewable energy generation and connections into transportation projects.			PI		
Goal 3. Increase safe, attractive, multimodal transportation opportunities across the entire Allen County area	**3.1. Prioritize the development of safe, attractive "Complete Streets"**	Encourage the development of complete street policies for each Allen County community to encourage safe pedestrian, vehicular, and bicycle connectivity	CIF	PG	PI		
		Prioritize the integration of landscaping, green stormwater features, street trees, and streetscape elements into transportation improvement projects to enhance the attractiveness of infrastructure and surrounding areas.	CIF	PG			
		Review Vision Zero principles for potential incorporation into complete streets and other transportation policies.		PG	PI		
		Continually monitor and address safety perceptions and hazards, especially where multimodal systems are adjacent to or intersect with one another.			PI		
		Identify and prioritize multimodal transportation gaps and require connectivity in new developments.			PI		RU
		Consider the use of an Equity Index to identify and prioritize streets in low-income areas for complete street improvements that provide for and encourage safe active transportation.	CIF		PI		

Transportation & Mobility

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 3. Increase safe, attractive, multimodal transportation opportunities across the entire Allen County area	**3.2. Prioritize public transportation**	Work with community stakeholders to increase public transprotation use by identifying private and public incentives, partnershiops, and sustainable funding sources.	CIF		PI	PO	
		Address sidewalk gaps, enhance ADA accessibility, and provide bus amenities to foster increased transit use.	CIF		PI		
		Include public transportation access and passenger amenities in the planning and development of transportation projects along public transit routes.	CIF		PI		RU
		Encourage the review and update of regulations to require the incorporation of public transit facilities and pedestrian connectivity within and between development projects.					RU
		Conduct neighborhood walk audits for walk-to-bus times, assess bus stop quality, and location frequency, and increase route frequency to hospitals, healthcare campuses, mental health and wellness centers, and medical offices.			PI	PO	
		Enhance transit connections to employment centers and service hubs by reevaluating route locations, service times, and frequencies.	CIF		PI		
		Connect transit and healthcare providers to encourage collaboration in facilities planning, and prioritize transit at hospitals, clinics, and medical campuses.			PI	PO	
		Plan for and promote the use of innovative technologies and evolving modes of public transportation to improve connectivity opportunities.			PI		
	3.3. Develop consistent and sustainable funding sources for an integrated multimodal transportation system	Coordinate with local public and nonprofit transportation agencies to promote the establishment of a broad advocacy coalition that includes key businesses and stakeholders.			PI	PO	
		Improve communication with area employers on needs for multimodal transportation options.				PO	
		Support broader collaboration opportunities for identifying projects and addressing funding constraints and securing sustainable funding.	CIF			PO	
		Prioritize the provision of adequate staff support to implement multimodal transportation plans and projects.	CIF				

Public Facilities & Infrastructure

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. **Prioritize coordinated public and private utility systems planning**	**1.1. Improve collaboration between public and private utility providers and stakeholders to better plan for strategic growth and development**	Work with public and private utility providers to organize regular meetings focused on proactive community-wide systems planning.			PI	PO	
		Continue to hold and expand participation in City Utilities Local Advisory Group meetings.			PI	PO	
		Encourage the regular review and alignment of regulations and standards for utility infrastructure design incorporating new technologies and sustainable solutions.			PI		RU
		Improve education about available utility systems in the development of the Community.			PI	PO	
		Collaborate with public and private utility providers in the regular review and update of the infill and targeted growth areas as shown on the Future Growth and Development map in the Land Use and Development chapter.		PG	PI	PO	
		Discourage on-site wastewater treatment systems.		PG			RU
Goal 2. **Encourage community sustainability and infill development opportunities through continued maintenance and improvement of existing water, sanitary sewer, and stormwater systems**	**2.1. Coordinate existing utility infrastructure maintenance and improvement plans with infill development goals and strategies**	Increase infrastructure maintenance and investment in areas that have experienced economic disinvestment.	CIF		PI		
		Create utility-based financial incentives to encourage infill.	CIF		PI		
	2.2. Promote equitable infrastructure development	Increase infrastructure maintenance and investment in areas that have experienced economic disinvestment.	CIF		PI		
		Consider the use of an equity index in reviewing and prioritizing infrastructure investment.	CIF		PI		
	2.3. Promote wellhead protection and stewardship	Encourage and support efforts to identify and protect wellhead areas and enhance wellhead-based drinking water systems.			PI		RU
	2.4. Encourage watershed management	Address stormwater improvement needs through effective watershed management and drainage system standards updates.			PI		RU
	2.5. Explore additional funding options for utility improvements	Develop funding strategies to address funding gaps and ratepayer commitments.	CIF		PI		

Public Facilities & Infrastructure

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 3. **Expand and improve broadband access across underserved areas of the Community**	**3.1. Improve existing broadband systems**	Collaborate with broadband providers and review regulatory processes to expand service while balancing potential aesthetic impacts.				PO	RU
		Improve broadband access across underserved areas of the Community by addressing barriers to implementation and affordability and promoting efficient infrastructure investment.	CIF				
		Encourage the inclusion of additional capacity as part of future system development and improvements.	CIF		PI	PO	
	3.2. Improve disaster resilient broadband infrastructure	Explore climate impacts on broadband equipment and infrastructure.			PI		
		Continue efforts to strengthen, harden and increase redundancy of wired and wireless infrastructure needed to deliver reliable broadband services during severe weather and other emergencies.	CIF		PI		
		Identify broadband services to receive emergency notifications.			PI	PO	
		Incorporate E-Resilience and Readiness concepts into broadband initiatives focusing on connection, quality, stability, and resilience.			PI		
Goal 4. Encourage collaboration between stakeholders, organizations, and governmental entities to strengthen environmental resiliency and reduce the impact of future infrastructure	**4.1. Encourage green infrastructure and low impact design**	Encourage the inclusion of green infrastructure low impact design in new developments to reduce environmental impacts, through efforts like advocating for developments to work towards LEED or SITES certifications.		PG	PI		
	4.2. Facilitate environmental stewardship collaboration	Collaborate with community partners and stakeholders on environmental stewardship strategies to protect environmental assets and preserve environmentally sensitive lands, open spaces, forested lands, and wildlife habitats.			PI	PO	
	4.3. Encourage environmentally responsible and sustainable infrastructure construction	Develop and promote policies and regulatory incentives that encourage environmentally responsible infrastructure construction techniques and sustainable development.		PG			RU
	4.4. Support environmental resiliency outreach and education	Collaborate with community partners and stakeholders to educate the public on the importance of environmental resiliency.				PO	
		Support recommendations from Fort Wayne Climate Action Plan.		PG			

Public Facilities & Infrastructure

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 5. Ensure adequate public safety services through increased collaboration as part of planning for new growth and development	**5.1. Encourage expanded public safety input in development**	Explore the inclusion of additional Public Safety groups in new project planning and review.			PI	PO	
	5.2. Promote property maintenance and crime prevention techniques to improve perceptions and reduce crime risks	Endorse and support community-led property maintenance efforts to improve perceptions of safety in both residential and non-residential areas.	CIF			PO	
		Identify and promote crime prevention development design techniques, such as CPTED standards for new development.			PI		
	5.3. Promote prepared and resilient communities	Support community-wide preparedness planning efforts.				PO	
		Encourage resiliency efforts for private residences.			PI		
		Support Hazard Mitigation Plan updates, including adding mitigation strategies to upcoming plans.			PI		
		Conduct an audit of public safety facilities including location review.			PI		
Goal 6. Improve public safety outcomes	**6.1. Support public safety community outreach**	Work with the Community and public safety agencies to strengthen existing programs and create new opportunities for public outreach and relationship-building initiatives.			PI	PO	
	6.2. Strengthen public safety collaboration	Encourage intra-jurisdictional cooperation between public safety departments and agencies.				PO	
		Support Community Risk Reduction, by identifying hazards and impacts on critical infrastructure, and developing actions to mitigate the hazard to build a better-prepared, more-resilient community.			PI		
	6.3. Support procedural justice	Promote neutral decision-making best practices to resolve disputes and allocate resources.		PG		PO	

Community Services & Education

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. Support school districts and higher education institutions to ensure access to high quality, responsive education for all within the Community	**1.1. Encourage collaboration with schools and service providers to promote sufficient early childhood development and education programs**	Fund expanded training for new and established early childcare workers.	CIF			PO	
		Evaluate creative solutions, such as combined education and job training initiatives, to minimize barriers to parents utilizing early childcare programs.			PI	PO	
		Support efforts to work with primary and secondary schools to raise awareness of available high-demand career paths including skilled trades.				PO	
	1.2. Improve transportation and digital access to education services and facilities	Continue to work with the Indiana Safe Routes to School Program to identify ways to increase safety to promote biking and walking to school.			PI	PO	
		Continue working with Citilink and other community transportation providers to identify ways to expand access to transit services from schools.			PI	PO	
		Support access to online educational resources by working with service providers to expand broadband coverage in underserved areas.			PI	PO	
		Support continued modernization of existing facilities to promote accessibility and meet education needs.		PG		PO	
Goal 2. Foster education and employer partnerships to build a skilled workforce	**2.1. Expand access to workforce training**	Collaborate with educational institutions to ensure workforce preparation and continuing education/training opportunities.				PO	
		Partner with public transportation providers to capitalize on Indiana Department of Workforce Development funding for transportation to workforce training opportunities.				PO	
	2.2. Encourage school-employer collaboration to expand employment opportunities	Support collaboration efforts between primary and secondary schools and employers to raise awareness of available high-demand career paths including skilled trades.				PO	
Goal 3. Encourage collaboration with education and community or social service providers to increase communication and participation in community decision making	**3.1. Encourage regular communication among education and community or social service providers**	Create an informal task force among business leaders, educators, and community or social service providers that meet regularly to facilitate partnerships.			PI	PO	

Community Services & Education

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 3. Encourage collaboration with education and community or social service providers to increase communication and participation in community decision making	**3.2. Encourage increased outreach and participation in decision-making processes by education and community or social service providers**	Explore opportunities to add representation from education and community or social service providers to city and county decision-making bodies.		PG		PO	
		Encourage targeted outreach to education and community or social service providers as part of ongoing planning projects.			PI	PO	
Goal 4. Ensure collaboration with community and social service providers to support vulnerable populations and improve quality of life outcomes	**4.1. Capitalize on existing services**	Promote expanded use and access to existing community and social service organizations.				PO	
	4.2. Support public/private collaboration across jurisdictions to support vulnerable populations throughout the Community	Facilitate partnerships between municipal departments, county departments, and local nonprofits to determine service and program needs.				PO	
	4.3. Better connect vulnerable populations to community or social services	Continue to locate community facilities such as libraries, medical centers, and schools near residents to serve as neighborhood centers to enhance accessibility to vulnerable populations.		PG		PO	
		Identify strategies to expand financial services in underbanked areas, including financial counseling and tax preparation services.			PI	PO	
		Seek funding through partnerships and grants to provide care services and shelter accommodations that meet the objectives stated in the Fort Wayne Consolidated Plan.	CIF			PO	
Goal 5. Promote equitable healthcare access across socioeconomic barriers by building on and improving the community's existing system of care	**5.1. Improve healthcare access for non-English-speaking populations**	Conduct an audit with healthcare providers and service organizations in the County's non-English speaking populations to determine the level of comfort with the healthcare system.			PI	PO	
		Work with community organizations and service providers to provide interpretation and translation services in all healthcare facilities.				PO	
	5.2. Expand equitable access to physical and mental health services	Support community-based mental health centers to provide a variety of free or subsidized services.	CIF			PO	
		Work with health providers to host physical health and mental health screenings at community events.				PO	
	5.3. Support outreach for substance abuse prevention	Develop and implement educational programs to prevent substance abuse and equip individuals to make healthier lifestyle choices.				PO	

Parks & Environment

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 1. Ensure all residents have equitable access to parks, open spaces, and trails to meet increasing current and future demand	**1.1. Support an increase in parkland**	Identify and prioritize underserved areas that need new parks.			PI		
		Collaborate with private landowners and organizations to strategically acquire new parkland.	CIF			PO	
		Explore options for the provision of parkland as part of new residential development proposals.			PI		
		Facilitate collaboration among property owners, developers, and land conservancies for more connected access to natural areas and trails.			PI	PO	
	1.2. Prioritize the maintenance and improvement of existing parks	Continue to regularly assess park facilities for necessary upgrades.			PI		
		Ensure community and neighborhood engagement as part of planning for park improvements.			PI	PO	
	1.3 Continue to promote and strategically activate existing parks and riverfront areas with active and passive recreation opportunities	Support and promote the continued activation of parks in the community through active and passive recreation programming.	CIF		PI		
		Identify areas and strategically plan for the development of river-oriented active and passive recreation spaces and tourism opportunities			PI		
		Promote community outreach and education regarding recreation opportunities along with the importance of conservation and stewardship.			PI	PO	
	1.4 Identify resources needed for park, trail, and natural area maintenance, activation, improvement and expansion.	Investigate and actively pursue opportunities for grants and other creative funding options.	CIF		PI		
		Study potential staffing increases needed to adequately maintain and expand park, trail and natural areas	CIF		PI		

Parks & Environment

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 2. Provide accessible and connected trails that offer high-quality local and regional opportunities for recreation and multimodal transportation	**2.1. Collaborate with area communities and trail organizations to expand and enhance the trail and greenway systems to create a well-connected and comprehensive local and regional system**	Support local and regional growth of existing trail systems.	CIF	PG		PO	
		Prioritize improvements to existing trails and greenways in key recreation/activity areas, such as along the riverfronts.	CIF				
		Create partnerships to connect private trails to the larger public trail and greenway network.			PI	PO	
		Explore the creation of standards to integrate trail design into existing infrastructure projects.			PI		RU
	2.2. Improve trailhead and trail recreation amenities	Assess and improve lighting and enhance trail connections between parks, neighborhoods, and key destinations.	CIF		PI		
		Identify opportunities to enhance trailhead amenities.	CIF		PI		
		Add loop trails or trail extensions to existing parks and add fitness stations and outdoor exercise equipment where suitable.	CIF		PI		
	2.3. Support community education on the benefits of trails	Work with parks department, trail organizations, and stewardship groups to engage and educate the Community regarding the benefits of trails.				PO	
Goal 3. Encourage community stewardship of natural and environmentally sensitive areas	**3.1. Facilitate community stewardship partnerships**	Collaborate with organizations, educational institutions, and municipalities countywide to conserve natural areas and environmentally sensitive land.				PO	
	3.2. Support wetlands, and river and riverbank restoration and protection	Identify areas for strategic property acquisition and preservation efforts for wetlands, creeks, rivers, and riverbank areas.	CIF		PI		
		Promote wetland restoration initiatives and investigate local wetland protection regulations.			PI		RU
		Collaborate with municipal, education, businesses, and nonprofit organizations to devise strategic actions to protect and restore natural areas.			PI	PO	
	3.3. Encourage tree canopy expansion and protection	Investigate ways to preserve and maintain existing stands of trees.			PI		
		Review and update policies for subdivision street trees.			PI		RU
		Determine and Implement best practice strategies for managing invasive species and enhancing tree cover.			PI		RU

Parks & Environment

Goal	Strategy	Action Step	Implementation Category				
			CIF	PG	PI	PO	RU
Goal 4. Reduce or mitigate impacts of new development on environmentally sensitive areas	**4.1. Promote sustainable development practices**	Develop and promote information on green and low-impact development practices.			PI	PO	
		Encourage conservation design and green and low-impact development practices to protect environmentally sensitive areas.		PG		PO	
Goal 5. Improve awareness of outdoor passive and active recreation and local and regional tourism opportunities within our parks, trails, riparian and natural areas	**5.1. Encourage additional outreach and engagement to support local and regional recreational and tourism opportunities**	Increase efforts to promote existing parks, trails, riverfront amenities, and natural areas in the Community as an active and passive outdoor recreation destination for residents and visitors.			PI	PO	