



# Town of Redkey, Indiana

Downtown Revitalization Plan  
April 7th, 2018

DRAFT



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# Acknowledgements

The project officially began in December 2017. The Town of Redkey and consultant developed a strategy to obtain public input on the Downtown Revitalization Plan that includes the following:

Four Steering Committee Meetings  
A Community Attitude Survey  
One Public Open House Presentation with Q & A  
One Town Council Meeting Presentation

## Primary Plan Development Participants

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# **Executive Summary**

## **Section A**



# Executive Summary

## Introduction

The Town of Redkey has initiated this Downtown Revitalization Plan to expand quality of life offerings for local residents and businesses while also incentivizing private investments in downtown real estate. Redkey must compete for new businesses, industries and residents to remain economically competitive and viable in today's economy. Quality of life offerings are a top consideration for business relocations and new facility investments, particularly when a business relies upon attracting talent to remain viable. Vibrant, appealing and thriving downtowns consistently rank high in business decision making when considering new or relocated operations.

## Purpose of the Plan

At the outset of an urban planning project, it is wise to spend time discovering and understanding the roots of local history which has given rise to the form of the present day town. The Town of Redkey has a rich and varied history, for a small Indiana community: railroad corridors bifurcating the town, great historic building stock including, at one point, a nationally respected dining and entertainment venue, two bustling railroad stations and four very active outpost fraternal lodges. Efforts by communities to educate and inform their local citizens about the town's historical roots will serve the community well. The rich tapestry of history and events, when understood and appreciated, builds local interest and pride in one's own community while also adding to the local tourism experience.



Gas Boom Days 2017

Within the study area, this planning effort has identified public infrastructure improvements, that when paired with private investments in downtown real estate through public/private partnerships, will bring new life and economic activity. The public investments recommended herein cover requisite elements of streetscape improvements from decorative lights to comfortable seating, landscaping to wayfinding, bike racks to downtown features and safe pedestrian crossings to accent paving. Plan recommended public investments will bring new attractions to the town; providing downtown spaces where ample opportunities to share the rich historic tapestry of Redkey's evolution, personalities and events abound.

These enhancements will add to the experience and interest of visiting tourists while also improving the everyday life for the local public. Private investments, incentivized with public/private partnerships through grants and loans, will breathe new life into underutilized historic downtown structures, further embellishing the appeal and ambiance of the downtown life in Redkey.

Further development and adoption of the detailed design standards for public improvements in downtown is critical to creating a positive Town of Redkey experience for visitors and residents alike. These standards will add yet another layer of appealing fabric to the historic downtown in addition to providing increased safety for pedestrians and motorists. The creative development of design standards and the effective application of them will further burnish the downtowns uniqueness, ultimately becoming part of the Town of Redkey experience.

# Executive Summary

## Vision Statement

Strong local leadership is critical to successfully deliver the public infrastructure investments and requisite private property revitalization implementation to produce an economically sustainable downtown vibe. The Town Administration and downtown stakeholders are to be commended for pursuing the development of this Downtown Revitalization Plan. This Downtown Opportunities Team is very optimistic that this plan will be realized and breathe new life and energy into downtown Redkey. Our optimism is bolstered by the engaged community and downtown stakeholders actively interested in revitalizing the downtown merchant scene, the care that has and currently is being given to downtown historic structures and the support of local leadership for this effort. This local leadership has successfully applied for grant funding to make this plan become reality. This same local leadership will pursue implementation of this vision.

## Primary Goals and Objectives

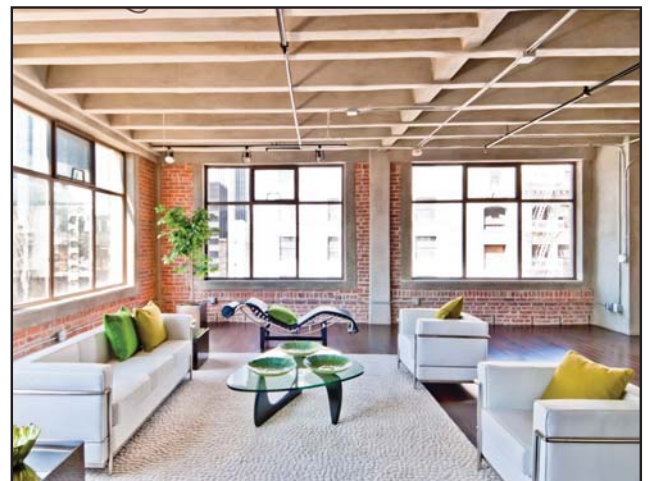
The goals and objectives of this Downtown Revitalization Plan are an extension of the Town's quality of life and quality of place efforts:

- To promote economic growth and private investments in retail, dining and entertainment offerings
- To expand quality of life amenities and wellbeing through improved pedestrian friendly Living Streets
- To utilize creative "Place-Making" focused on community gathering points and connectivity
- Building community pride through strategic community investments
- To harness the energy of Redkey's community of volunteers

Redkey is fortunate to have retained a large percentage of its historic urban fabric. Place-Making begins with preserving, restoring and repurposing these resources, as historic buildings intrinsically connect a town to its rich past, historic events and local leaders. Façade enhancements and adaptive reuse of interior space will improve the economic viability of the downtown core – not only by improving existing business activity, but also in attracting new business activity. This Downtown Revitalization Plan and the ensuing implementation will breathe additional life into the downtown commercial core awhile making certain existing local businesses are retained and emboldened throughout the process.



*Building Utilization Example*



*Building Utilization Example*



# Executive Summary

## Improve Sense of Place Through Quality Life Enhancements

Every fully successful downtown revitalization effort pays critical attention to how the pedestrian experience is enhanced. Studies show that the more appealing the pedestrian experience, the further a person will walk from their car, thereby increasing the opportunities of discovering a merchant one can patronize. Appealing walkable downtowns are complimented with Living Streetscapes that cool the summer experience with shade and welcome beams of sunlight in the winter. The pedestrian experience can be further embellished with place-making improvements such as:

- Building façade enhancements that embellish these highly unique local resources
- Connectivity to parks and trails that promote active living habits
- Effective wayfinding that improves the visitor experience
- Public art and features that create interest and spawn dialogue

In order for Redkey to achieve its downtown goals, the Town must invest in public improvements that prompt a noticeable number of travelers passing through the Town to spontaneously visit downtown merchants. State Route 67 and State Route 1 combined average daily traffic consistently exceeds 7,500 cars per day. Gateways at the SR 1 & SR 67 north of intersection downtown and the State Route 1 bridge crossing over Redkey Run Creek on the south side provide opportunities to convey to those travelers the message that new things are afoot in Redkey.

The four way stop at the intersection of High and Meridian Streets provides another opportunity for traveler messaging. Here an investment in street trees along Meridian Street and Living Streetscapes along High Street will improve the pedestrian experience, enhance merchant success and support downtown community events. Living Streetscapes will be designed to support vendor booths for Main Street events and a Farmers Market. These changes will prompt those pausing at the downtown four way stop to consider exploring new offerings in Redkey.

Redkey's downtown historic buildings hold great promise for a downtown resurgence. Although there is much work to be done, several building owners have plans or have initiated improvements to breathe new life into these historic structures. Over 50 per cent of the community attitude survey respondents indicated an interest and willingness to consider living downtown. This plan identifies buildings deserving attention and adaptive reuse that are critical to expanding downtown offerings and building a critical mass of businesses and residents to sustain downtown Redkey.

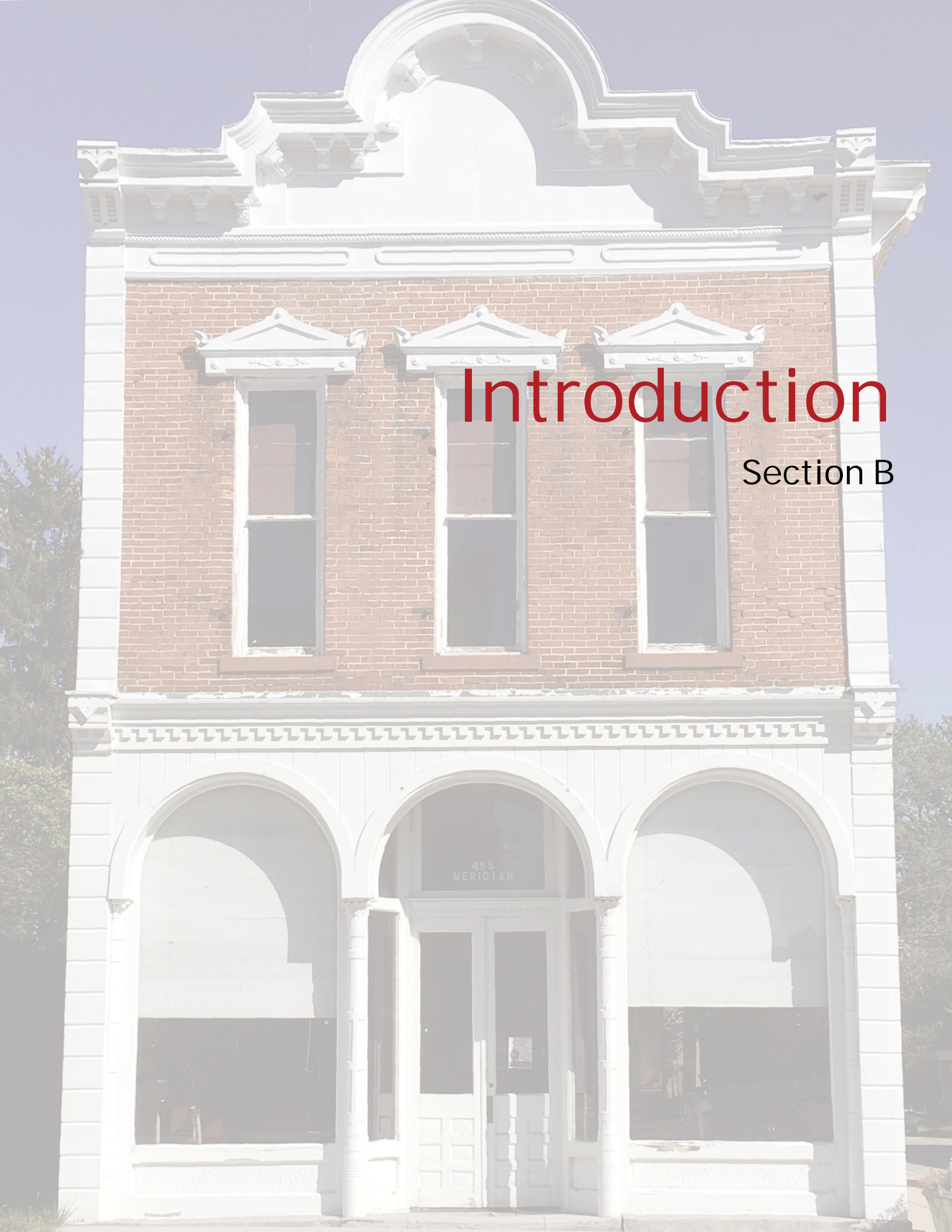
Bicycle and pedestrian connectivity is a basic need for thriving communities. The afore mentioned abandoned railroad corridor provides a unique opportunity to expand upon Redkey's existing trail by connecting northwest neighborhoods to southeast neighborhoods through downtown and the planned SR 1 Highway gateway.

Finally, it is important for Redkey to formally establish a State recognized Main Street program in order to access state funds to support the vision for downtown. Redkey leadership and downtown stakeholders active in this plan development are already well positioned to successfully meet this challenge and carry this plan forward.

## Create a Destination for Growing Tourism

Promotions and collaborations are to be encouraged between the Town, County, Jay County Tourism Bureau and Main Street. Community gatherings are essential to sustaining and potentially bringing back fun and engaging events for local residents and tourists to enjoy, such as the Circus, Tractor Pull, Ghost Tours, Blues & BBQ Festival, Quake Car Show, Back to School Street Dance and the Halloween Flashlight Candy Craze. An encouraging sign is the fact that downtown merchants are already pooling funds to co-promote their businesses successfully. Redkey's efforts to invest in downtown amenities and quality of life/quality of place attractions can only add to the success of downtown and the utilization of local historic buildings.





# Introduction

Section B

# Introduction

## Planning Process

### Current Plan Review and Existing Conditions

The Redkey Downtown Opportunities Team routinely reviews planning and zoning ordinances, documents and code enforcement measures that govern types of property uses within the community, new construction activities, public safety measures and parks planning. The Team soon discovered that Redkey has no jurisdictional requirements such as a zoning code, comprehensive plan nor parks master plan. Therefore a review of such has not been completed.


### Streetscape Design Guidelines

This plan recommends the continued development and adoption of streetscape design guidelines and standards to improve the pedestrian experience in downtown Redkey. The combination of Living Streetscape elements within the public right of way offers significant opportunity to create a unique Redkey experience for both visitors and residents, while also facilitating community events and downtown merchant success. As implementation of this unified streetscape design progresses over time, from decorative lights to comfortable seating, landscape to wayfinding, bike racks to signage and accent paving to street furnishings, the Redkey Brand will emerge.

### Sign Regulations

Sign regulations have a noticeable impact on downtown appearance and functionality. Employing a new Redkey Sign Standards can be an effective way to add local color and interest to the downtown experience. Blade signs utilizing visual graphics to convey merchant activities will add an artistic flair to the downtown experience. Effective sign standards can be very effective in creating a balanced system of signs to facilitate easy and effective communication between people and the environment they are navigating. Sign standards can also be employed to avoid the visual clutter that can reduce traffic and pedestrian safety, property values and community appearance.





# Introduction

## Existing Conditions Analysis

The Redkey Downtown Opportunities Team conducted 'boots on the ground' field studies to gather information and review conditions that influence the success of downtown. This task included an inventory and analysis of local businesses, redevelopment opportunities, existing streetscape conditions, pedestrian connectivity, and parking. In addition, a public attitude survey of residents and visitors of the community and county quantifies local perceptions regarding the strengths, weaknesses and opportunities that the downtown has to offer.

## Meeting: Steering Committee

Four steering committee meetings were programmed to gather comments and input from local stakeholders to discuss project development and solicit local input regarding development options to be included in the Downtown Revitalization Plan.

## Preparation of Draft Plan

The draft plan was prepared based upon public input and discussions between the Advisory Committee and the consultants. The plan includes the findings of the analysis task along with recommendations for programs and infrastructure improvements. An outline of streetscape standards and redevelopment options are included as part of this document.

## Meeting: Public Open House

A Public Open House was conducted at the Key Palace Theater on April 16th, 2018 to review the results, design ideas and implementation strategies developed by the design team and in concert with steering committee members input. Members of the public were solicited for requisite input that is so crucial to prioritizing plan recommendations. A timeline was presented with details regarding plan adoption, funding options and concept designs.

## Develop Plan Priorities & Prepare Final Plan

The recommendations of the plan are prioritized based upon the input gained in public meetings and a subsequent steering committee meeting where plan priorities were finalized prior to the production of the final plan.

## Adoption

The Town will formally adopt the final plan as an amendment to the official Redkey Comprehensive Plan pursuant to State of Indiana code.

## Implementation

Once adopted into the Town's Comprehensive Plan, the stage is set for implementation. Project funding will come from a variety of sources and will likely include most or all of the following: local funds, tax increment financing funds, private funds, State grants, Federal grants and the local community foundation.



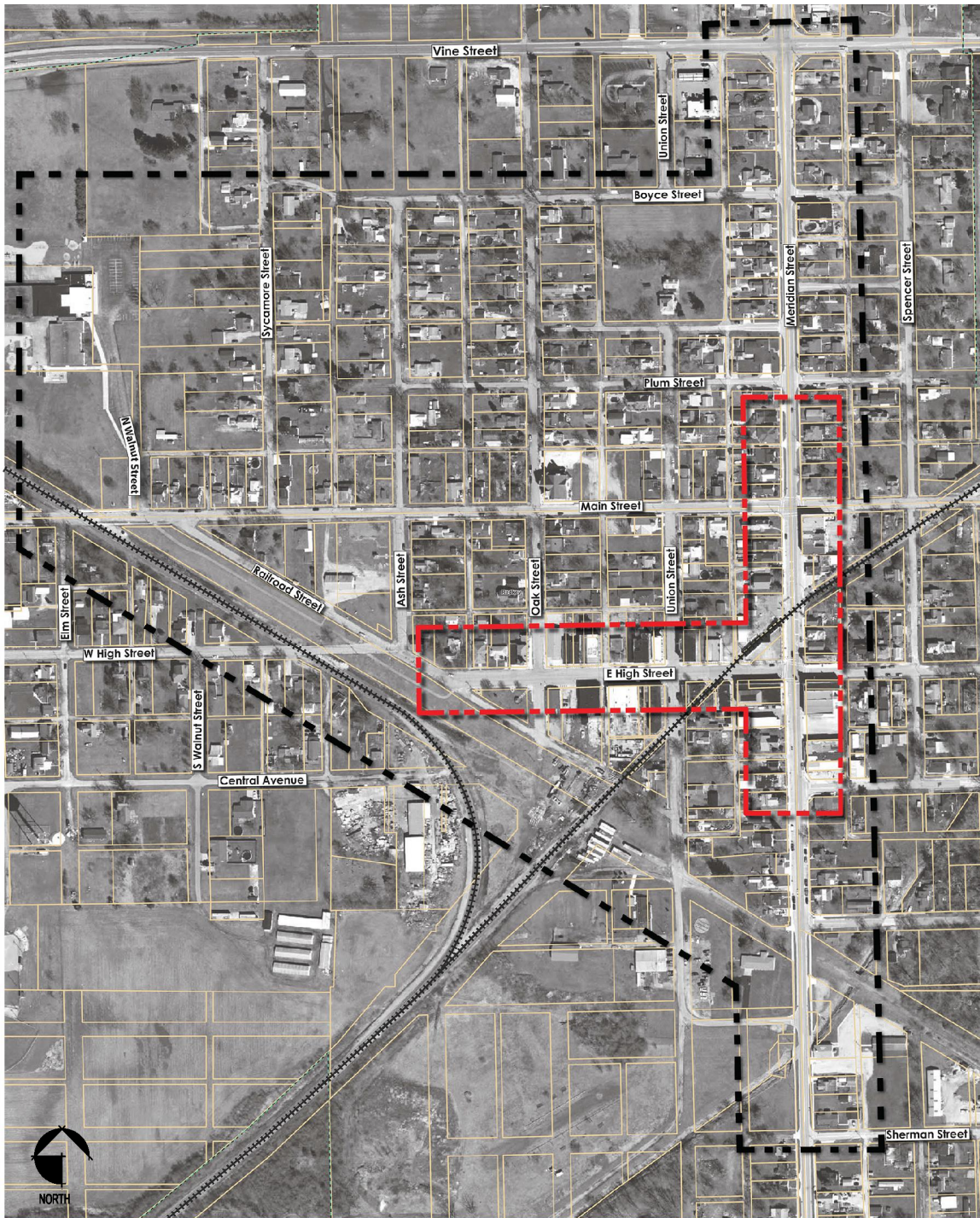
# Introduction

## Study Limits

The study area expands east from intersection of Elm Street and Main Street to one half block past Meridian Street. It is bounded on the north by Vine Street and extends south to Sherman Street.

### Key

- Study Boundary
- - - Focus Area



Downtown Study Limits

# Introduction

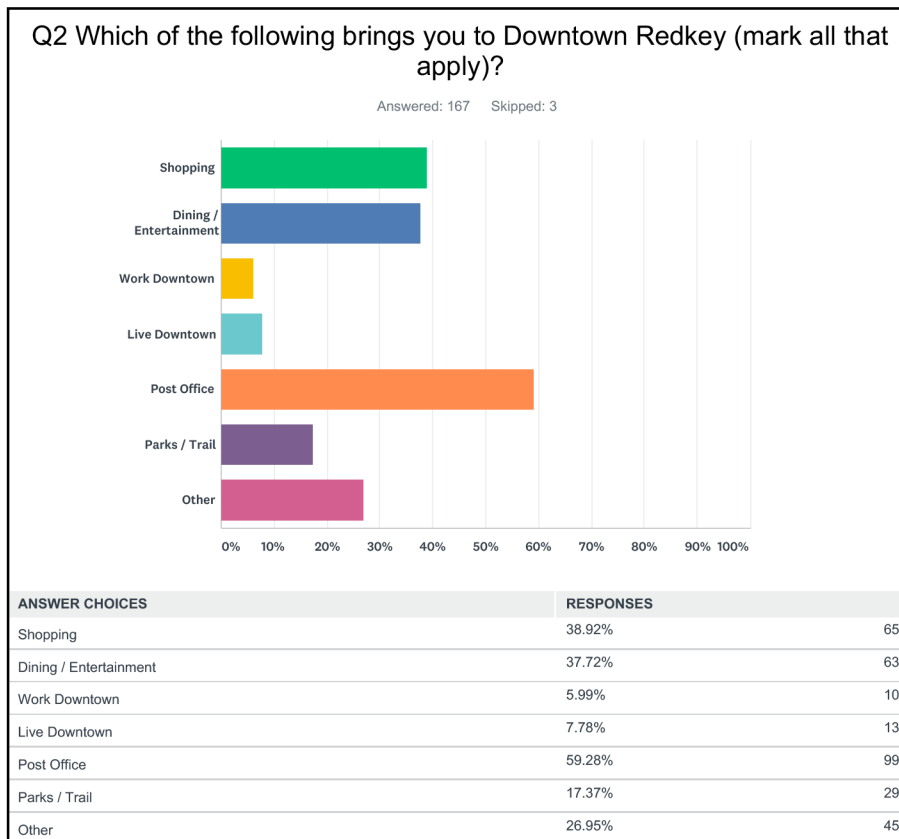
## Community Attitude Survey

The consultants developed a community attitude survey in cooperation with Town staff, resulting in a high level of public input from 170 respondents. A copy of detailed survey feedback is in the appendix. Most people completed the survey electronically, with a small percentage being collected in hard copy.

This was not a randomized survey. This survey's intent was to solicit responses from as many stakeholders as possible, instead of garnering a statistically valid representation of the community. Since it is unknown how many people were made aware of the survey opportunity, it is difficult to calculate a response rate. The survey effort is considered to be highly successful, based upon the level of participation and the amount of written comments at the end of the survey.

Most of the respondents were "locals", living and/or working in Redkey or Jay County. 10% of the respondents live in downtown, 47% live in the Town outside downtown, 31% live in the County and 12% of the respondents were from outside Jay County. Also of interest are the respondents who are stakeholders in downtown: 3 are downtown business owners, 16 are downtown property owners, 5 are both and 7 are retired downtown employees or business owners.

Other responses worthy of mention: Nearly 2.5 women responded to the survey for every man that participated, which is typical for this type of survey. Just over 71% of respondents consider Dynamites Antiques to be a part of downtown. 64% would patronize a farmers market if located downtown. Over 66% would like to see new retail with upper level housing within new development on underutilized downtown parcels and 48% would consider living in new downtown housing, either now or sometime in the future.



Community Attitude Survey Question



# Introduction

## Shopping and Events

The survey confirmed that downtown shopping options can be improved and the amount of recreational time that local residents spend in downtown Redkey has room for growth. Locals want to be spending their free time shopping, dining and attending public events and are seeking more opportunities for such. Other shopping related survey highlights include:

- Over 26% shop or eat downtown more than three or more times per month
- Dining/entertainment, shopping and Post Office are top 3 reasons to visit downtown
- 62% indicated that food service at Key Palace would increase their patronage



A word cloud graphic featuring various terms in different colors and sizes. The words include: 'tourism' (small, orange), 'businesses' (large, blue), 'revitalize' (large, red), 'hospitality' (large, red), 'clean' (medium, blue), 'events' (medium, blue), 'thrive' (large, orange), 'preserve' (large, red), 'restaurants' (large, orange), and 'kid-friendly' (small, orange).

*Community Attitude Survey: Hopes and Wishes for Downtown*

## Cleanliness and Safety

Survey results indicate that the vast majority of respondents feel either comfortable or somewhat comfortable while crossing busy streets within downtown, yet also agree that pedestrian crossings could be more accommodating. While 60% rate cleanliness at good to excellent, only 46% rate general attractiveness at good to excellent.

## Parking

Over 75% consider parking to be either readily available or sufficient to suit their downtown needs.

## Survey General Conclusions

The survey illustrated that people are generally satisfied with the functionality of downtown Redkey, but not necessarily thrilled about it. Desired improvements not only include an increase in public parking, public gathering spaces and expanded downtown events, but also improvements to the attractiveness of downtown properties and streetscapes. Pedestrian safety and access is also important to downtown users, suggesting that new public facilities could improve connectivity from residential areas into downtown.



A word cloud graphic featuring various terms in different colors and sizes. The words include: 'parade' (medium, orange), 'art' (medium, red), 'gallery' (medium, blue), 'family-oriented' (large, blue), 'concerts' (large, red), 'food' (medium, orange), 'markets' (large, blue), and 'fairs' (large, orange).

*Community Attitude Survey: Social and Cultural Activities*



# Introduction

## Steering Committee Meeting #1

The first steering committee meeting was held on October 2, 2017 at the park pavilion in Morgan Redkey Park. The consulting team members and respective plan development role responsibilities and project timeline were reviewed. The work plan, community attitude survey and the importance of engagement with businesses, organizations and the general public were reviewed.

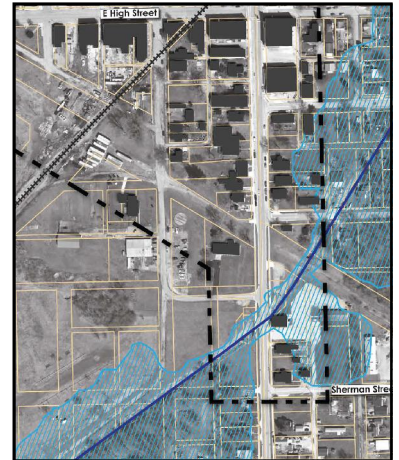
A set of existing conditions maps were presented including recreational open spaces, street network, pedestrian walks, surface parking and potential façade renovation projects. Previous work examples of historic building renovation projects were presented highlighting restoration work and newly occupied formerly vacant spaces.

## Steering Committee Meeting #2

The second steering committee meeting was held January 31, 2018 at the park pavilion in Morgan Redkey Park. This meeting began with the results of the Community Attitude Survey. Some compelling results showed a high level of interest in a Farmers Market, downtown community events, more downtown dining options and downtown housing in renovated historic buildings or mixed use structures. The meeting then focused on demographics, highway traffic counts through town, cultural and social resources and a retail trade analysis. The Indiana Main Street Program application process was reviewed with emphasis on the need for an active Main Street Program in order to be able to access grant funds from the Indiana Office of Community and Rural Affairs. The concept plan for Redkey was then reviewed highlighting streetscapes, gateways, connectivity and wayfinding. The meeting concluded with a review of potential façade restoration projects worthy of further study. The committee then voted upon which building façades should be studied in detail for restoration and schematic design construction estimates.

## Steering Committee Meeting #3

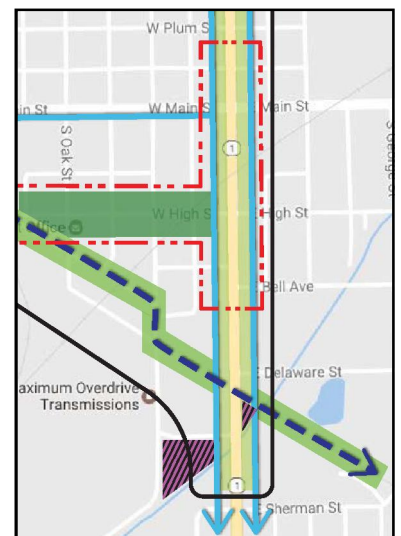
Morgan Redkey Park pavilion was again the site of the third steering committee meeting held April 2, 2018. Further development of the downtown concept plan was reviewed. Street trees on Meridian Street and Living Streetscapes along High Street were presented with photographs of existing examples, both historical and contemporary. A High Street plan and cross section illustrated how the streetscape would function on a day to day basis. Illustrative examples of the vacated railroad corridor being used as a local trail and for community events were also presented. Gateway examples from other communities also illustrated the potential for Redkey merchants to capture revenue from through traffic. Wayfinding examples were also shown to illustrate options for branding the community. Four architectural elevations for buildings selected for façade renovations at Steering Committee Meeting #2 were presented, prompting much interest and discussion.



Existing Conditions Map



Catalyst Project



Concept Plan

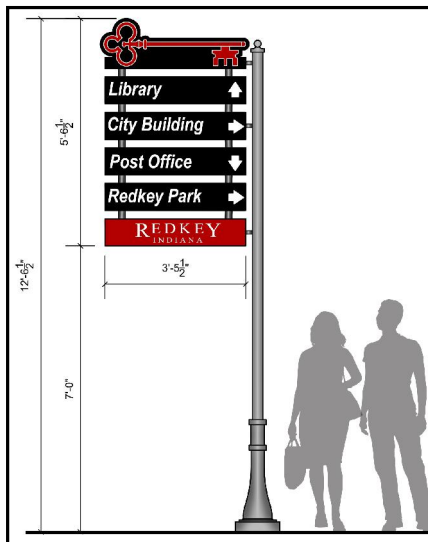
# Introduction

## Public Open House

The public open house was held in downtown Redkey's event center, the Key Palace Theater, located on SR 1, just south of High Street. The project scope, community engagement, attitude survey and timeline were reviewed. Immediately following this introduction, the architectural renderings of the façade projects were presented. As in the steering committee meeting, the potential of these four historic buildings generated a fair amount of interest from the public. The community attitude survey results with 170 respondents were then reviewed. This was followed with the concept plan studies showing the Living Streetscapes designed to support downtown merchant activities, trail and greenway connectivity, wayfinding, gateway locations and gateway design options demonstrating Redkey branding opportunities.



January 16th, 2018 Public Open House - Ken Remenschneider presents to members of the Redkey community



Proposed Wayfinding Signage

## Steering Committee Meeting #4 - Pending

This steering committee meeting will take place in June 2018 after Draft Plan submittal.

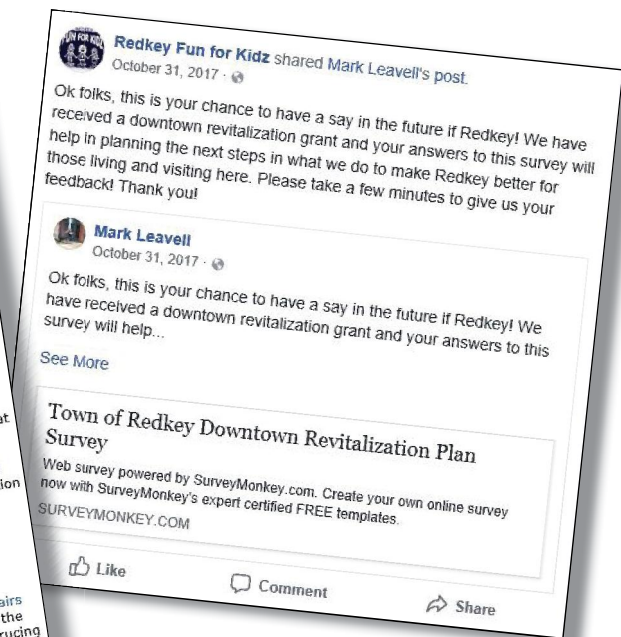
## City Council Engagements and Adoption Proceedings

The formal public meeting and Town Council adoption proceedings are planned for July 2018.

# Introduction

## Community Engagement

The Town of Redkey community has been engaged on multiple levels during the course of this effort. The Community Attitude Survey garnered a valid response at 170 participants. Three of the four planned steering committee meetings have been conducted with valid and crucial input and feedback from steering committee members. The April 16th public meeting attracted over 40 attendees to the Key Palace Theater on a week night. Although the meeting was long and packed with information and details, the vast majority of the attendees stayed for the duration and participated in the Questions and Answers session at the end of the formal presentation.



## Community Engagement Events

- Community Attitude Survey
- 4 Steering Committee Meetings
- Public Open House
- Social Media Coverage
- Commercial Review - Local Newspaper Coverage

Photo Credits: Indiana Economic Digest Website  
Redkey Fun for Kidz Facebook Page



DRINK  
Coca-Cola



# Analysis

Section C

Welcome  
To

HISTORIC

Redkey

# Analysis: The Public Realm

## On-Site Existing Conditions Analysis

### General Structural Issues and Observations

*As observed during Field Study*

#### High Street

The primary street through downtown Redkey is High Street where all of the 1890's fraternal lodges and the Gray Hotel had their operations. Most of the historic buildings from that era still exist today. High Street supports two travel lanes with parallel parking along both East and West bound traffic. The asphalt surface is generally in serviceable condition, showing some cracking of the asphalt surface.

The concrete curbs are in good condition from the last street reconstruction project. Dry set brick paver panels laid into the concrete sidewalks on both sides of the street are mostly serviceable, with some areas of uneven settlement. Storm water management is collected via curb inlets located at various intersections.

#### Meridian Street/SR 1

State Route 1 through Redkey has been recently constructed and is in excellent condition. Beginning at Main and Meridian intersection and heading north toward SR 67 intersection, the highway cross section on either side of the roadway centerline supports one travel lane, a concrete curb, a park strip and a public sidewalk. It is at the intersection of SR 1 and SR 67 that this plan proposes the northern gateway to Redkey.

Heading south from Main Street toward High Street, the SR 1 corridor has a relatively new pavement cross section that includes these elements on both sides of the highway centerline:

- Integral curb and gutter sidewalks
- Parallel parking
- North and South travel lanes

There is one railroad crossing before arriving at the High Street four-way stop. Fully accessible and ADA compliant ramps are throughout the highway corridor in Redkey. On the south side of town, the parallel parking ends at Delaware Street where the highway cross section transitions into two travel lanes, a park strip and a 4 feet wide walk. This pavement cross section continues south through the proposed southern gateway and on to the outskirts of town. This plan proposes a southern gateway, due to land in Town ownership at the Redkey Run bridge crossing near the proposed rail trail.



*Cracked Sidewalk*



*Decorative Sidewalk Paving*



*High Street Pavement*



# Analysis: The Public Realm

## Historical Resources Structural Issues and Observations *As observed during Field Study*

- Numerous historic buildings of great interior / exterior detail and importance to the surrounding community
- Some buildings have lost historic features: windows, awnings and facade detail
- Several storefronts have been removed or altered and upgrades should be considered
- Underutilized retail spaces have needs and could benefit from better use of space, mixed-use development and economic viability
- There is a lack of features and focal points to draw pedestrians into a space or down a street



Lil Bistro



The Kindred Spirit



Corner Store Antiques



Lil Momma's Rummages



Redkey Banquet Hall



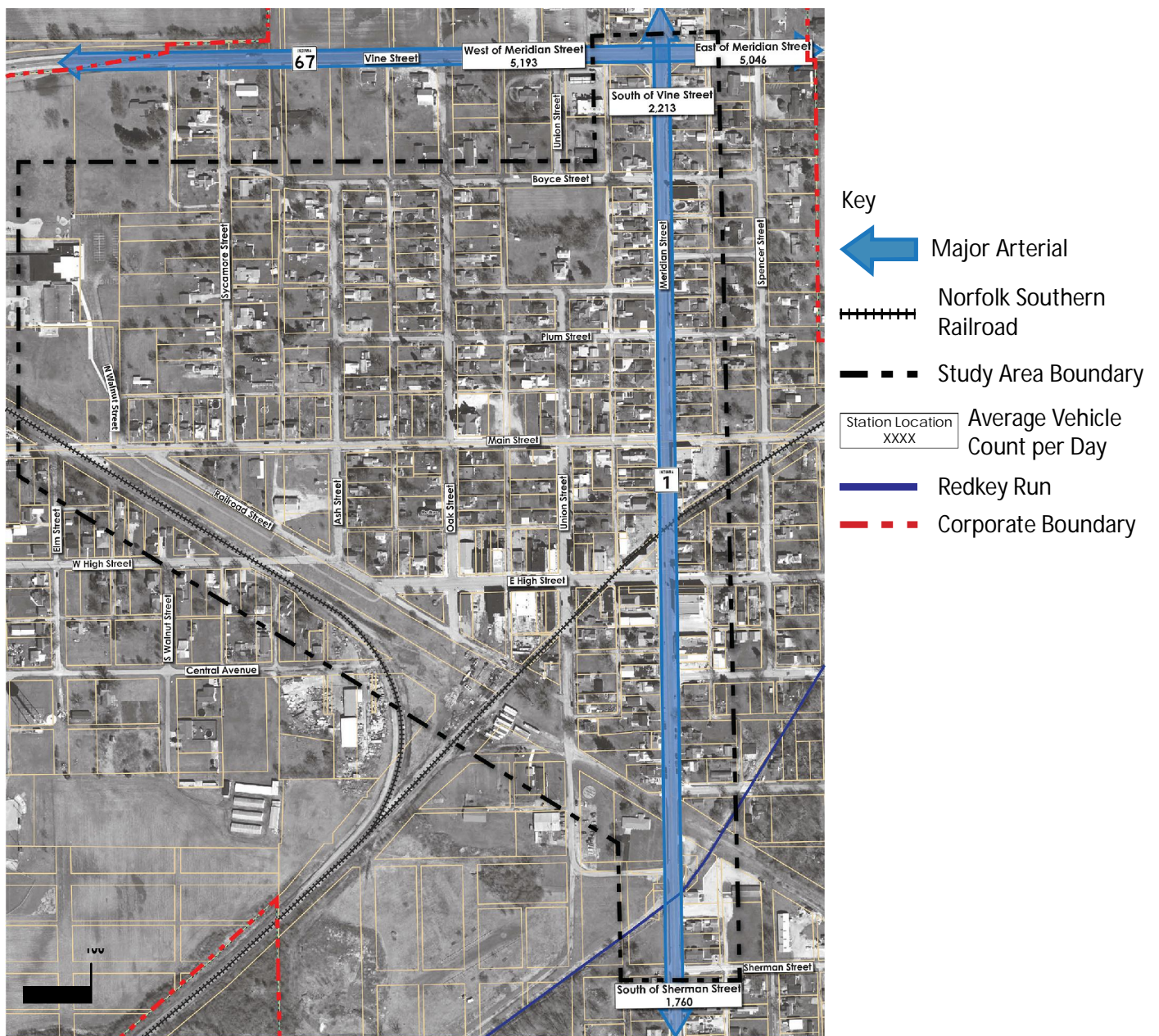
# Analysis: The Public Realm

## Vehicular Traffic

Vehicular traffic is an important factor for retailers, as it demonstrates access to customers and the opportunity to be seen by them. Redkey is fortunate to benefit from the traffic of State Road 1, as well as traffic from State Road 67. The Indiana Department of Transportation (INDOT) tracks this data on a number of state-owned roadways. Below is a summary of findings utilizing 2017 data. Counts are made along SR 1/Meridian Street north and south of downtown.

- North: Meridian and SR 67/Vine Street = 5,046 vehicles daily on Vine Street, according to a 2017 INDOT report. About half of those vehicles – 2,213 – were counted on Meridian entering downtown.
- South: At Meridian and E. Logan Street, counts show that 1,760 vehicles enter the downtown from the south.

The takeaway is for downtown to capture more of the local SR 67 traffic, as well as increase visitors from the region.



Traffic Counts - Downtown Redkey

# Analysis: The Public Realm

## Community Facts and Figures

### Demographic Profile

The town of Redkey is located in Jay County, Indiana. With a population on of approximately 1,353 as of the 2016 estimate, the town has experienced a slight decrease since the 2000 Census. However, when compared to the growth rate of the State of Indiana from 2010-2016, Redkey has a faster growth rate by 10%.

The following table looks at community vitality indicators as defined by OCRA, which is funding this planning process and oversees many community grants. The agency suggests tracking the indicators annually for at least five years to chart progress.

### OCRA Community Vitality Indicators

Topic	Redkey, IN	Comparison Year/State	Difference
Assessed value <sup>1</sup>	<b>\$12,150,663</b> Budget Year 2017 Redkey	<b>\$12,082,659</b> Budget Year 2018	<b>-0.5%</b>
Population <sup>2</sup>	<b>1,353</b> 2010 Census	<b>1,490</b> 2016 estimate	<b>+10%</b> Change '10-'16
Per capita income level <sup>3</sup>	<b>\$16,645</b> Redkey 2016	<b>\$26,117</b> Indiana 2016	<b>-37%</b>
Educational attainment <sup>4</sup>	<b>90.5%</b> H.S. Diploma or More '16 Redkey	<b>88.1%</b> H.S. Diploma or More '16 Indiana	<b>+2</b>
	<b>7.2%</b> Bachelor's or More '16 Redkey	<b>24.6%</b> Bachelor's or More '16 Indiana	<b>-17</b>
Public School Enrollment	<b>163</b> Redkey Elementary 2015	<b>157</b> Redkey Elementary 2016	<b>-3%</b>

Understanding the demographic characteristics of the market area is paramount, as retailers want locations near their customers. OCRA demographics use a classification system to help pin-point potential consumer spending and market demand. The top two classifications in the Redkey community are Country Strong and Big Sky Families.

#### Country Strong

- Lower middle-class
- Age: <55 years
- Mostly Home-owners
- Below Average Interest in Technology
- Rural
- Family-focused
- Interests include hunting, outdoor activities, country music

#### Big Sky Families

- Upper middle-class
- Age: 35-54 years
- Mostly Home-owners
- Average Interest in Technology
- Rural
- Family-focused
- Interests include team sports, outdoor activities, country music

# Analysis: The Public Realm

## Business Inventory

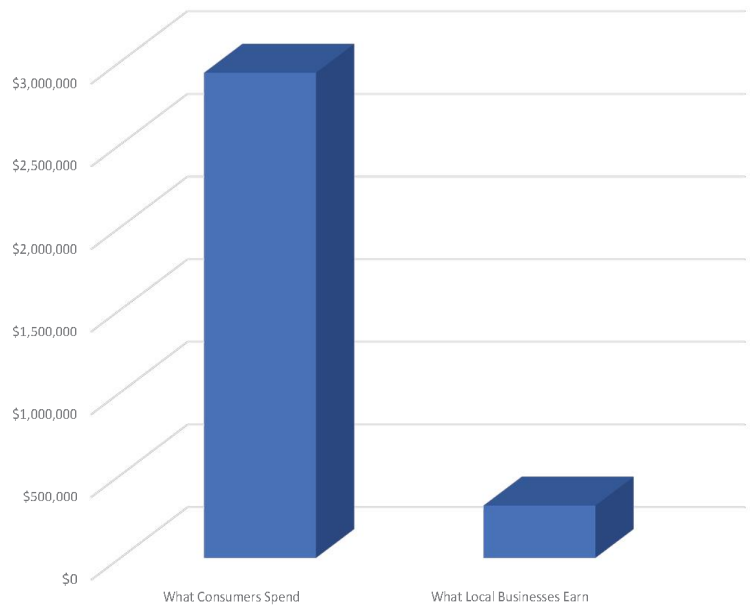
There are 38 business establishments in Redkey, according to the Indiana Department of Workforce Development (IDWD). The Indiana State Police Department is the largest employer with 48 employees, followed by Redkey Elementary School which has 30. The largest non-government employer is Hatzell Brothers Standing Seam with 20 employees.

## Retail Trade Analysis

The Retail Trade Analysis studies data collected within a 15 mile radius of Redkey.

As of 2017, the largest regional expenditure is for full-service restaurants, with sporting goods and home furnishings ranking second and third. The graph to the right evaluates hardware store spending which demonstrates that there is a market for such consumerism, however, only a small percentage is retained by local businesses. There is additional opportunity in other retail categories for local businesses to attract consumer spending.

Hardware Stores: 10-Mile Radius



Item	Consumer Spending (Stores) 2017
Clothing - Men's	\$1,192,462
Clothing - Women's	\$6,239,438
Full-Service Restaurants	\$49,568,947
Hobby, Toy & Game	\$3,004,900
Home Furnishing	\$8,400,326
Jewelry	\$2,699,299
Nursery & Garden	\$6,827,563
Sporting Goods	\$9,549,830
Used Merchandise	\$2,874,375



# Analysis: The Public Realm

## Existing Plan Review

The Town of Redkey has no jurisdictional requirements such as a zoning code, comprehensive plan, historic building resource protections or parks master plan – most of which are typically found in cities and towns. This Downtown Revitalization Plan proposes the preservation of Redkey’s historic buildings and is making detailed façade restoration recommendations based upon the Secretary of Interior guidelines for historic preservation. A concerted effort by all historic building owners to maintain and restore their building facades is a worthy pursuit for the future of this town.

It has been proven that retaining and embellishing historic building resources, such as one can experience in downtown Redkey, is a foundational step toward economic resiliency, not only for downtown, but also for the community as a whole. The amount of restoration and reconstruction work already underway in downtown is encouraging. The steering committee has wisely chosen buildings that deserve attention for detailed study in this report in the hopes that this plan will draw more interest in this important work.

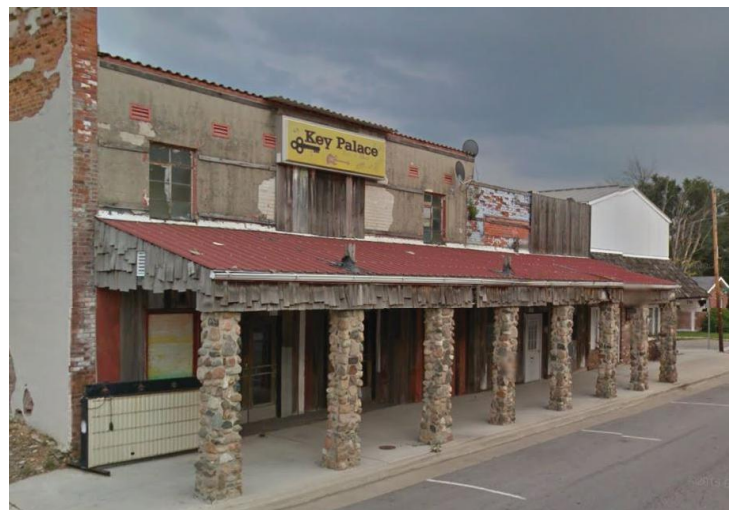
Finally, the Town may want to consider utilizing the services of the Jay County Planning and Zoning Office to establish a local zoning ordinance, a comprehensive plan, a parks master plan and/or an historic buildings resources preservation plan. The primary purpose of these local ordinances is to protect private property owners from having their property devalued due to the lack of proper building maintenance and care by one or more of their neighbors. It is also true that nearly all businesses that consider a community for business operations come to the table with an expectation that their investments will be protected by a zoning code to which all others operating in the community must comply.



*Historic Gray Hotel Building*



*High Street Railroad Crossing*



*Key Palace Theater*

# Analysis: The Public Realm

## Sign Regulations

Sign regulations are a very important part of local ambiance and have a major impact on the appearance and functionality of a downtown. The purpose of this Section is to create a framework for a system of signs to facilitate an easy and pleasant communication between people and their environment, while avoiding visual clutter that is potentially harmful to traffic and pedestrian safety, property values, business opportunities and community appearance. It is the intent of this Code to authorize the use of signs which are:

- Compatible with their surroundings;
- Appropriate to the activity that displays them;
- Expressive of the identity of individual activities and the community as a whole;
- Legible in the circumstances in which they are seen; and,
- Cognizant of the need for adequate business identification while promoting an attractive appearance through use of quality control, maintenance / inspection, and guidelines developed to minimize clutter.



A-Frame Sign Example



Mural Sign Example



Blade Sign Example

## Sign Band Guidelines:

1. Fit signs within the original space of the sign band. Avoid extending beyond the band area.
2. Attach awnings to the building at or below the lower edge of sign band.
3. Where building detail does not include a traditional sign band, locate signs in a consistent location on adjacent storefronts.

## Sign Guidelines:

1. The scale of a sign should consider the design of the storefront, building and neighboring buildings.
2. Graphics and lettering should be well designed and easily legible.
3. Place signs in clear, architecturally defined areas on windows, awnings, or wall spaces such as the sign band.
4. Blade signs or projecting signs perpendicular to the sidewalk, are very effective when scaled for pedestrian use.
5. Iconic, graphic, or three-dimensional signs are great variations when scale is appropriate.
6. Wall signs should be painted on surfaces other than the natural building material when possible. Paint signs on a durable sign material that mounts directly to the wall.
7. Restore historic signs if they are adaptable to the business image.
8. Iconic neon signs are acceptable and encouraged when they reinforce the historic identity.
9. Window signs should not be excessive as to obscure transparency into the store

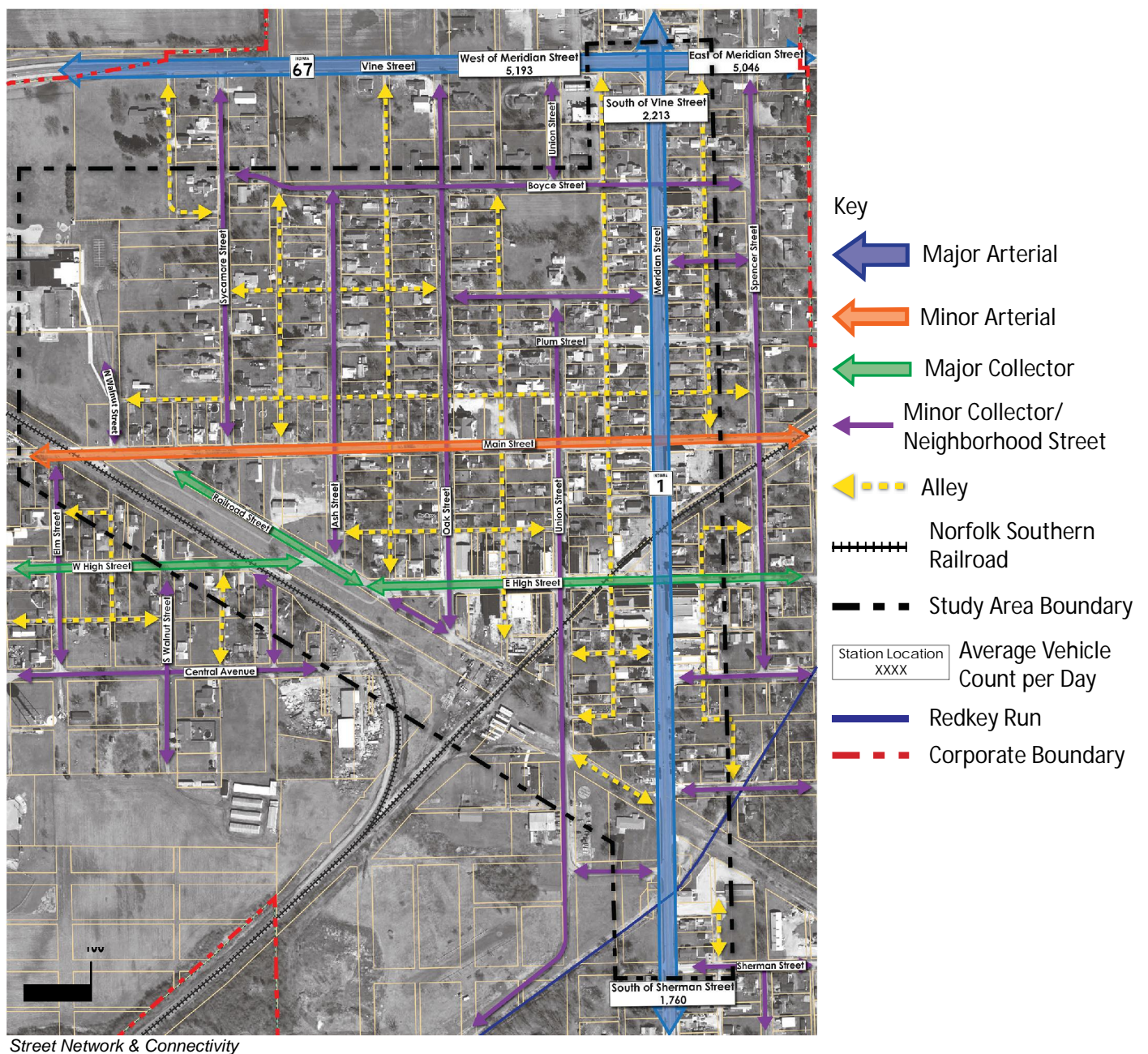


# Analysis: The Public Realm

## Site and Corridors

Within the study boundaries, Meridian Street (SR 1) and Vine Street (SR 67) are the main thoroughfares feeding into and through downtown. The commercial core at High Street and Meridian Street along with surrounding properties offer unique local opportunities to capture merchant and community event dollars due to high-visibility on the main thoroughfare.

Public improvements being proposed within this report will employ "Place-Making" measures to raise downtown's appeal.





# Analysis: The Public Realm

## Site and Corridors

The application of Living Streetscapes within the commercial core along street corridors will change the pedestrian experience dramatically. Street trees will provide shade relief in the summer and allow the warmth of sunlight in the winter. The combination of new street trees and placing local streets on “road diets” has been shown to slow traffic passing through downtown, thereby increasing public safety.

Connected sidewalk / trail networks and improved pedestrian crosswalks will also increase personal safety. These improvements will bolster the heart and soul of downtown Redkey by creating a welcoming and attractive atmosphere to residents and visitors alike.



*Main Street Corridor Looking West*



*High Street Corridor Looking West*



*High Street Corridor Looking East*



*Meridian Street Corridor Looking South*



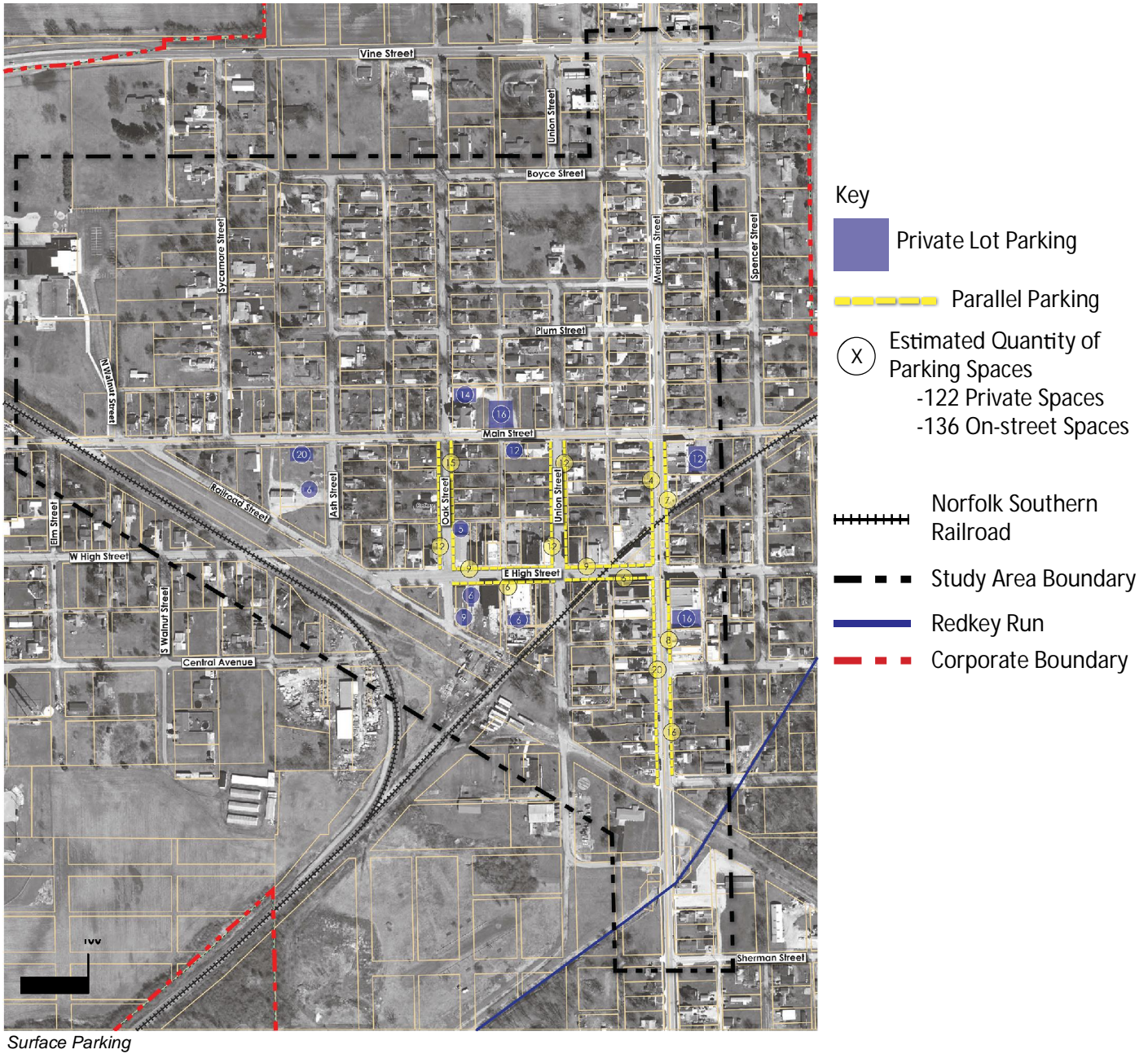
*Meridian Street Corridor Looking North*



# Analysis: The Public Realm

## Parking

The accompanying map highlighting private and on-street parking illustrates an abundance of surface parking in and around downtown. The majority of available parking is on-street, with private parking lots a close second in terms of overall parking stalls. Generally, on street parking meets many resident and visitor needs. Overall, survey results indicate that local residents consider downtown parking to be sufficient.

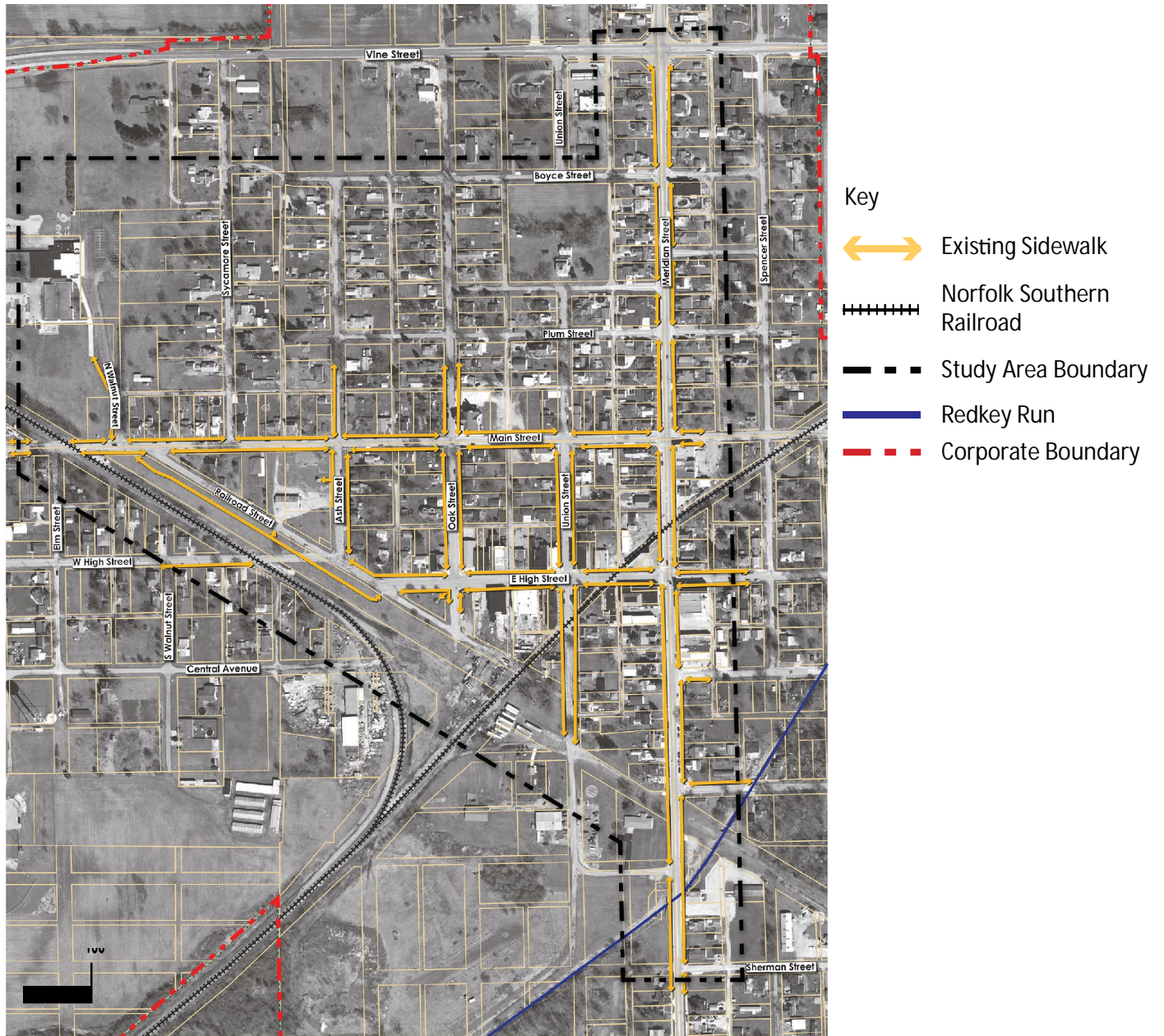




# Analysis: The Public Realm

## Pedestrian Connectivity

The compact nature of downtown provides an opportunity for improved walkability and pedestrian access from adjacent neighborhoods which will benefit all downtown stakeholders. The current existence of pedestrian infrastructure is good with sidewalks existing throughout the downtown. Statute compliant accessibility and maintenance are current needs.

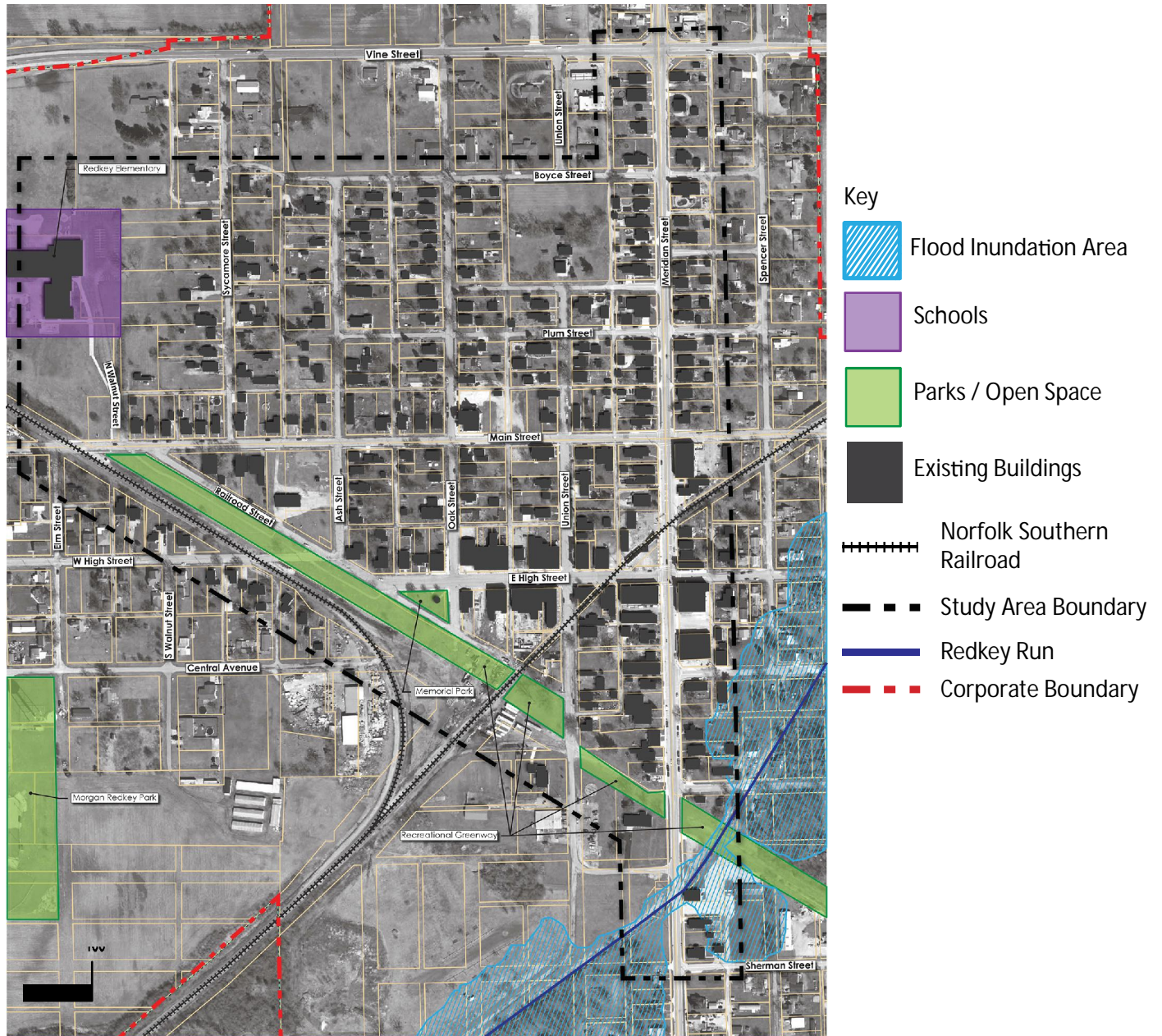




# Analysis: The Public Realm

## Natural Areas and Recreational Open Spaces

Morgan Redkey Park and Redkey Elementary are nearby destinations that attract people who then could patronize the commercial downtown. The abandoned railroad corridor offers Redkey residents the opportunity to create a linear park and rail trail easily accessed from downtown. There is an abundance of impervious hardscape within the downtown that rapidly feeds storm water into the watershed, however, most of Redkey Run's flood inundation area is outside of the study boundary. Building footprints are primarily surrounded by parking lots, roads and alleyways. Opportunities to introduce landscape and pervious surfaces should be encouraged within the study area. This plan has identified an opportunity for Living Streetscapes along the High Street commercial corridor.



Recreational Open Spaces & Building Footprints



# Analysis: Downtown Events

## Cultural / Social Resources

Redkey enjoys festivals, parades and downtown events throughout the year largely due to the efforts of Redkey Festival Committee and Redkey Fun for Kidz. *Gas Boom Days* is one of the largest festivals that attracts many locals and visitors to downtown during the summer. Community events like these give local and county residents reasons to gather and celebrate community, sharing these events with friends and family year after year. Just as important, when downtown is designed to support and embellish events, more tourists and visitors will come to spend their disposable income locally and more vendors will come to take part.

Annual Events (some ongoing, some worthy of resurrection)

- Ghost Tours
- Circus (May)
- Truck & Tractor Pull
- Blues & BBQ Festival (May)
- Quake Car Show (June)
- Gas Boom Days (August)
- Back to School Street Dance (Sept.)
- Flashlight Candy Kraze (October)
- Fall Festival (October)

Culpepper and Merriweather Circus, 2016



Gas Boom Days, 2017



Fall Festival Costume Contest, 2017



Back to School Street Dance, 2016



Flashlight Candy Kraze, 2016



Photo Credits: Redkey Fun for Kidz Facebook Page; Redkey Festival Committee Facebook Page



# Recommendations

Section D





# Recommendations: Public Realm

## Concept Plan



Key

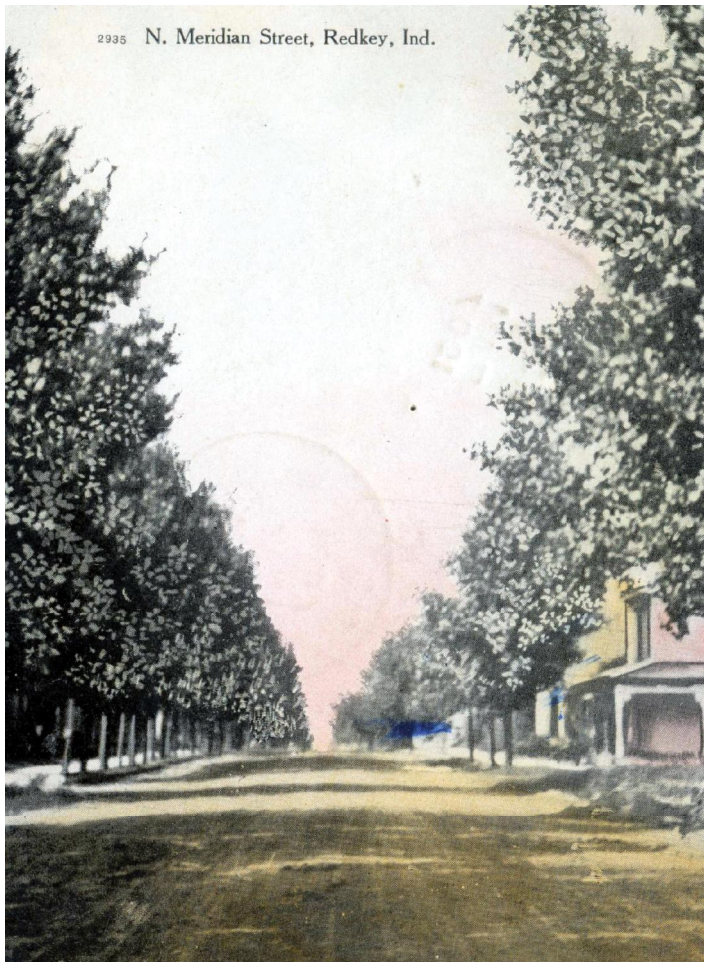
- |  |                         |  |                                |
|--|-------------------------|--|--------------------------------|
|  | Study Area              |  | Meridian Street Trees          |
|  | Focus Area              |  | Living Streetscape             |
|  | Existing Trail/Sidewalk |  | Open Space / Greenway Corridor |
|  | Proposed Trail/Sidewalk |  | Gateway                        |

# Recommendations: Public Realm

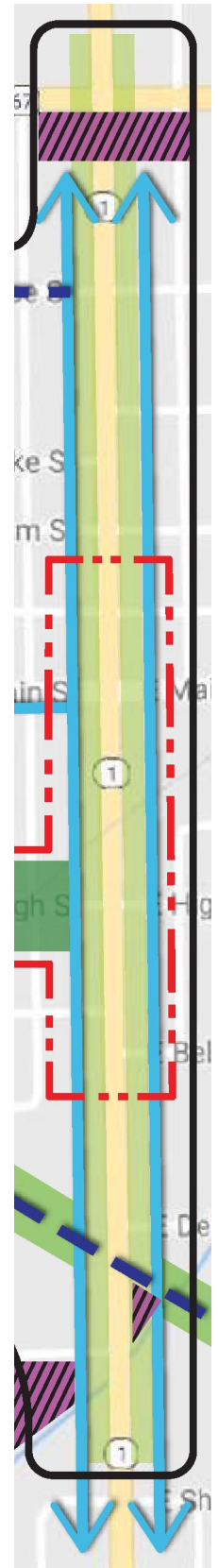
## Meridian Street Trees

At the turn of the century Meridian Street (S.R. 1) was framed with a row of street trees on both sides, accentuating the thoroughfare through town. The architectural structure of the trees create a boundary between the pedestrian and vehicular zones, promoting safer walking environments and encouraging slower vehicular speeds. Since then, most of those trees have been cut down. One of the goals of Redkey's master plan is to recreate an active and attractive downtown. When Meridian Street (S.R. 1) is reconstructed, it is important include columnar street trees between the curb and sidewalk as part of this goal. In the meantime, the Town should encourage Arbor Day plantings along Meridian Street with columnar trees to begin re-establishing the beautiful street corridor that used to exist along this highway. Numerous benefits include a more pleasurable walking experience resulting in increased foot traffic, business attraction due to curbside appeal, and more efficient air and water filtration systems as roots and leaves absorb and filter environmental emissions.

It is encouraged that future projects incorporate new street trees. In commercial areas Princeton Sentry Ginkgo trees are recommended, while in residential areas Armstrong Maples and Crimson Spire Oaks should be used. At both the north and south gateways where additional land allows, Shumard Oaks may be used to create a gateway portal effect, enhancing the downtown entry experience.



- Key
- Study Area
  - Focus Area
  - Existing Trail/Sidewalk
  - Proposed Trail/Sidewalk
  - Meridian Street Trees
  - Living Streetscape
  - Open Space / Greenway Corridor
  - Gateway





# Recommendations: Public Realm

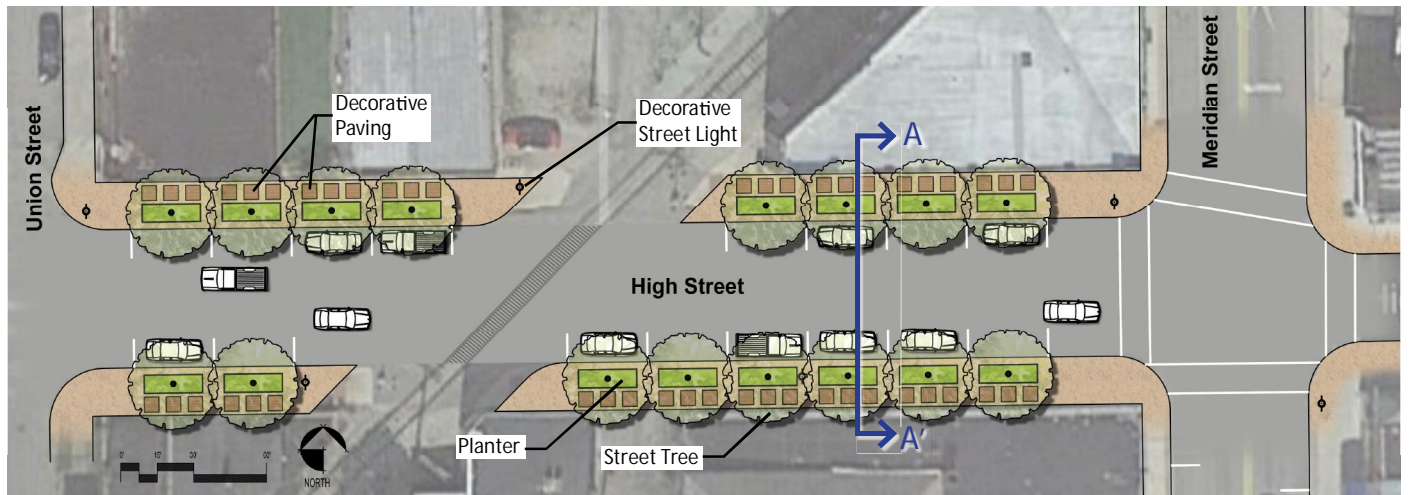
## Living Streetscape

Parallel parking spaces will be aligned with the Living Streetscapes and in between street tree planters will be street lights. The street lights will each have an access panel at the base where street vendors can access power during parades, street fairs or other local gatherings. The landscaped tree beds and benches, street lights, waste receptacles, wayfinding signs, meter pits, etc. will all reside in the appurtenance zone, providing an attractive pedestrian buffer to automobile traffic. Street trees contribute to an amicable environment for outdoor activities as the canopies cast shade in summer while allowing sunlight to reach the sidewalk in winter. As the proposed enhancements approach the railroad crossing, a clearance of 15 feet is observed between above-grade improvements and the nearest rail.

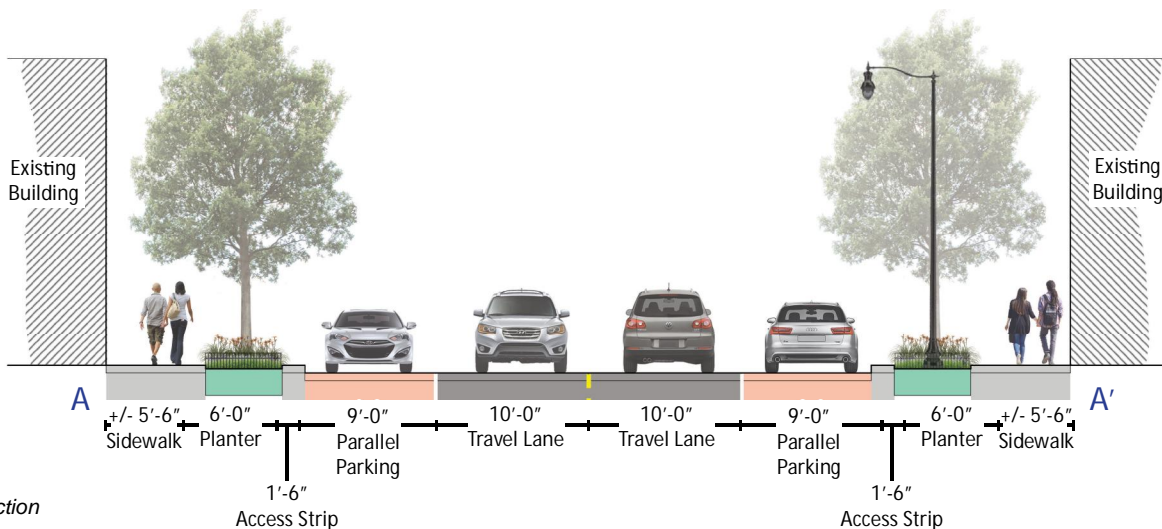
Such Place-Making investments in public infrastructure increases the linger and wander time of downtown patrons which translates into higher revenues for downtown merchants.



Living Streetscapes, Franklin, IN



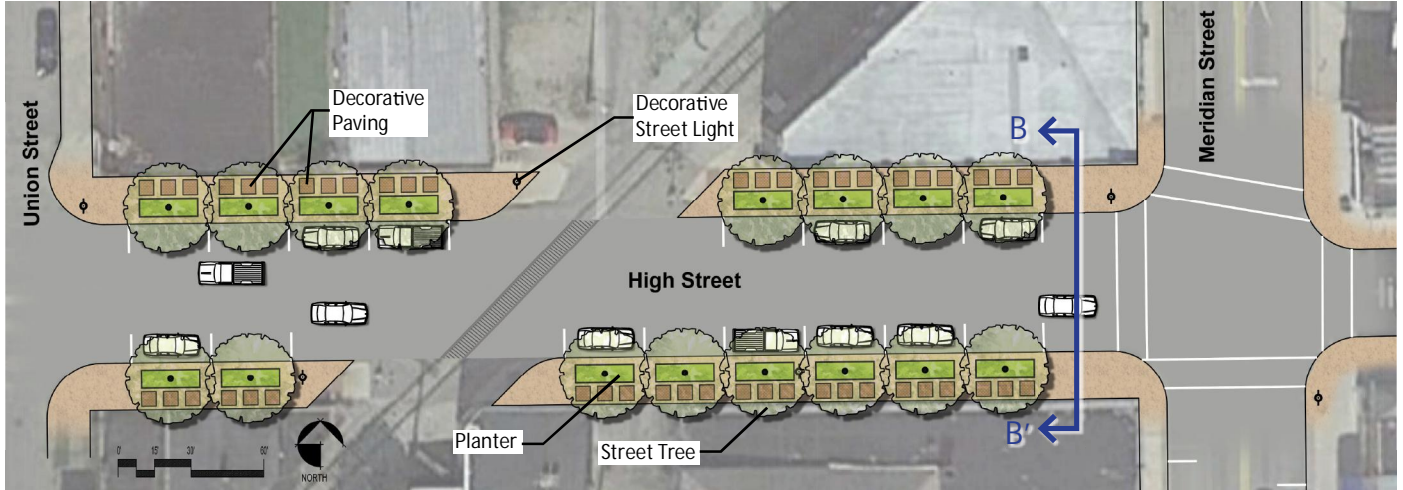
Plan



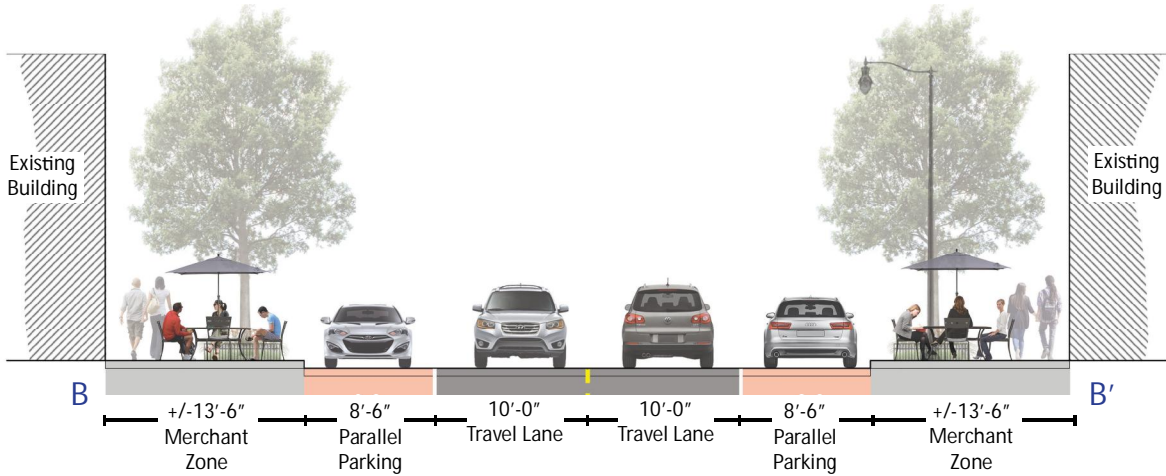
Typical Section

# Recommendations: Public Realm

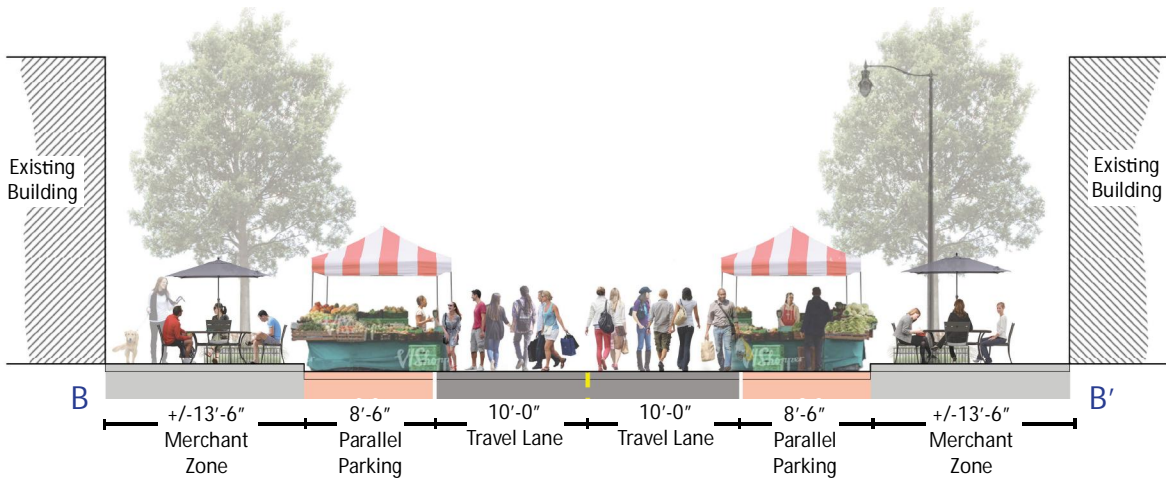
## Living Streetscape



Plan



Typical Section



High Street on Farmers Market and Main Street Festival Days



# Recommendations: Public Realm

## Pedestrian Connectivity

Rail trails, greenways and sidewalks provide an opportunity to celebrate local history and culture, and Redkey has both. Four fraternal lodges in a town the size of Redkey is rather unusual. A nationally known and flamboyant restaurateur operated here for decades, and reservations routinely were 6-9 months out. Infamous bank robber, John Dillinger stayed rather regularly at the Gray Hotel and never robbed the local bank – apparently even a bank robber needs banking services. Using monuments and local history signs to tell this unique history and culture along the Town's alternative transportation corridors is a great way to celebrate local history and culture.



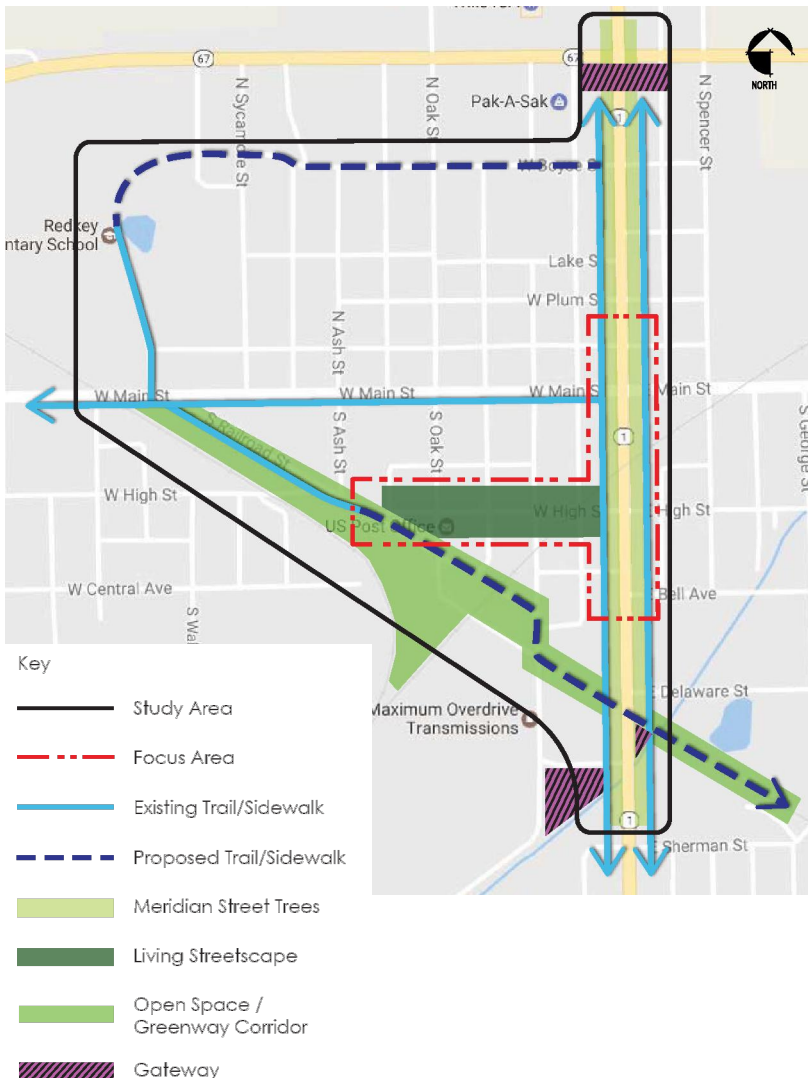
*Pedestrian Trail Crossing*



*Rail Trail*



*Festival Venue*





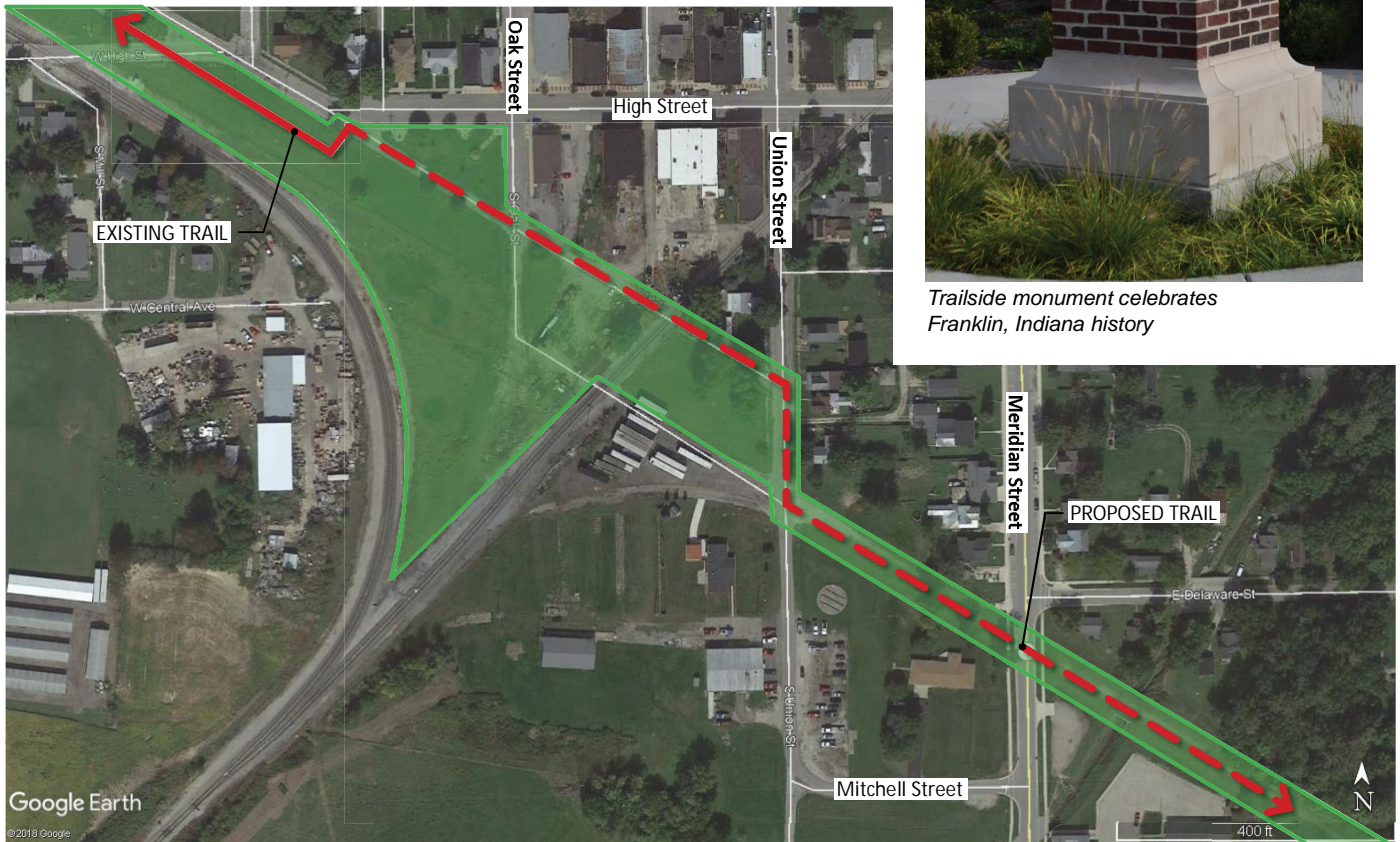
# Recommendations: Public Realm

## Pedestrian Connectivity


Local history monuments and signage also enhances the visitor experience and encourages them to wander and discover more of the Town's offerings. These history markers can be successfully designed to further Redkey's brand by complimenting the local wayfinding system. In addition, it has been proven that when a community invests in alternative transportation facilities, local residents become more active, achieve better health metrics and become more attached to, and interested in the success of the community at large. This plan recommends building connectivity loops around the downtown and into Redkey neighborhoods, making it convenient to walk and bike to downtown.



*Trailside monument celebrates Franklin, Indiana history*







# Recommendations: Public Realm

## Streetscape Design Guidelines and Standards

The intent of the following Site Design Guidelines and Standards is to continue to establish a uniform set of design principles and site elements for development occurring within specified corridors and districts throughout the Town of Pendleton. The overall goal is to define basic site design criteria as well as to enhance the existing local zoning codes and regulations.

### General Conditions

#### Accessibility

All development within the defined downtown district shall be accessible to all people, including those with disabilities. New design features and site improvements shall comply with the requirements of the Americans with Disabilities Act for Accessibility Guidelines (ADAAG).

#### Historic Character

Historic character adds community value. The Site Design Guidelines and Standards aim to highlight and enhance the characteristics, features, and symbols of historic Redkey. Historic connections will be established through period-style site furnishings and materials options. Modern style furnishings and materials will not be acceptable for use throughout the gateway feature areas and downtown redevelopment district.

#### Environmental Issues

These Design Guidelines and Standards address sustainable design and management where possible. The following design principles are intended to promote a healthy and sustainable framework for the Town of Redkey.

#### Alternative Transportation

Where feasible, this project expands and improves pedestrian corridors throughout the town. These corridors will provide residents and visitors with alternative transportation options such as walking, running, and bicycling. Use of alternative transportation routes encourages reduction of automobile use and carbon emissions, improved air quality, and a more active lifestyle for community residents.

#### Stormwater Management


Stormwater distribution and water quality are a community responsibility that can be improved with site design features. Vegetated bio-swales capture and slow water while removing particulate matter. Pervious pavement also allows stormwater infiltration and reduces stormwater runoff. These techniques can be employed where feasible in order to enhance stormwater best management practices (BMPs) within the town.

#### Native Vegetation

Native plant material typically requires less maintenance once established, thus requiring less energy and costs associated with maintenance. New plantings shall utilize native plant materials to meet design requirements where feasible. (See Landscape and Plantings for a detailed list of recommended plants)

#### Choice of Materials

High quality, durable materials shall be specified in order to reduce long-term maintenance costs. Preference shall be made for recycled content materials that are sourced locally where feasible.



# Recommendations: Public Realm

## Energy Conservation

Design standards shall seek to implement energy efficiency, such as:

- Low energy site lighting (LED, compact fluorescent, sensor controls for night lighting, etc.)
- Use of native groundcover instead of lawn to reduce high maintenance costs
- Planting trees strategically to reduce urban heat island effect and cooling costs

## Utilities

All new major utility lines and building connections shall be sub-surface. There should be further study to determine feasibility to bury existing electric and communication utilities throughout downtown. If feasible, this work should be done in conjunction with corridor improvements outlined in these guidelines.

## Vehicular Circulation

### Guidelines

- INDOT design guidelines and standards shall be followed for lane widths, design speeds, horizontal and vertical alignment, cross slopes, side slopes, lateral clear zones, curbs, roadway pavement, pavement markings, drainage, traffic signals, lighting and utilities
- Safe pedestrian routes and crossings shall be provided
- Enhanced traffic signals shall be incorporated into corridor development
- New traffic signals style shall conform to the style of proposed light fixtures and sign standards

## Pedestrian and Bicycle Corridors

Pedestrian corridors exist throughout the downtown study area. These corridors are the means by which residents and visitors experience downtown. A network of paths connected to community activity nodes promotes accessibility and active living. This plan proposes sidewalk / trail loops to provide direct pedestrian and bicycle access from neighborhoods into downtown. System navigation will be facilitated by corridors that are well defined, aesthetically attractive, safe and easily accessed. Further study and design will be necessary to determine detailed design specifications at precise locations throughout the downtown area.

### Guidelines

- Monument features shall be integrated into the trail designs at appropriate locations (See Landscape)
- Landscape treatments shall reflect different corridors (See Landscape)
- Streetscape elements shall be consistent throughout the pedestrian corridors
- Emergency call boxes shall be strategically located to provide safety and security for users
- Lighting fixtures shall be incorporated throughout the system
- Wayfinding signs shall orient pedestrians and drivers to trail accessibility, local attractions, landmarks and safety (See Wayfinding)



# Recommendations: Public Realm

## Intersections

- Incorporate traffic signal arms and signage (See Vehicular Circulation)
- Use ornamental landscape treatments (See Landscape)

## Pedestrian Crosswalks

- Minimum 6' – 0" width
- Color and pattern to be determined



*Intersection Corner Example*



*Ladder Pattern Example*



*Stripes Pattern Example*

## Landscape

### Guidelines

- Include a variety of plants that support biodiversity and wildlife habitat
- Utilize aesthetic values of plants – texture, form, scale, visual and seasonal qualities shall all play a role in plant selection
- Utilize plant functionality – use appropriate plant species that capture and filter runoff, provide shade and microclimate, contribute to building energy efficiency, buffer and provide scale for pedestrian spaces buffer areas between public and private property
- Match plant species with local micro-climate and soil conditions – use plants native to USDA hardiness zone 5, which typically have the best suitability to regional climate characteristics
- Evaluate plant maintenance characteristics during plant selection – do not select plants that are invasive, prone to pests or disease, or have messy fruit or seeds
- Limit the use of turf grass lawn to minimize the maintenance and energy costs of mowing
- Amend soils prior to planting – use a mixture of topsoil and compost integrated into the existing local soils for proper cultivation

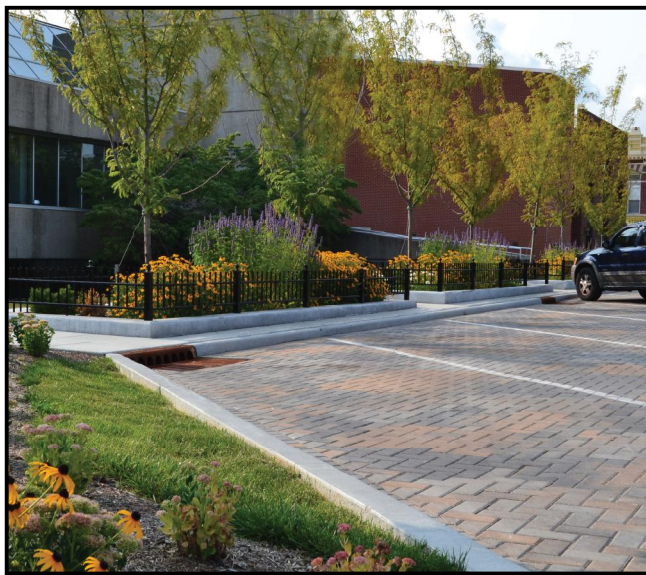
# Recommendations: Public Realm

## Landscape Beds

A landscape bed with a raised curb and decorative aluminum fencing will be utilized within the High Street Living Streetscapes and will include street trees and perennial landscaping. Existing landscape beds shall be generally maintained and widened where feasible to allow landscape plantings.

## Guidelines

- Tree planter width 3'-0" minimum
- Tree planter curb height 6" minimum
- Planting material shall include a low groundcover and columnar shade trees spaced at 20'-0" on center (See Landscape)
- Site lighting in this area shall be mounted to match existing roadway scale lights
- Where 3'-0" minimum width for tree planters cannot be achieved, upgrade sidewalk with benches, litter receptacle, bike racks or planters



*Street Planter Example - City of Franklin*



*Naturalistic Planting Example*



# Recommendations: Public Realm

## Urban Corridor Planting Principles

### Location

The urban corridor shall be defined as all landscape areas along the urban trail and urban streetscape, on both sides of the street within the public right-of-way.

### Street Trees

Street trees enhance visual streetscape characteristics and help to mitigate urban heat island effects by contributing to the town's urban tree canopy. Include urban tolerant shade tree species along street corridors at the required spacing, depending on land use (refer to Town Zoning Code for requirements). Street trees shall be located within the public right-of-way and be maintained by the Town of Redkey.



*Street Trees Example*

- Districts shall be identified by using a single tree species
- Typical spacing shall not be greater than one (1) shade tree per fifty (50) linear feet
- Plant trees in prepared tree pits with minimum 3' – 0" width and 12' – 0" length, larger where possible
- Use continuous planting strips where feasible
- Areas beneath trees shall require a vegetated groundcover or a pervious tree grate

### Ornamental Plantings

Ornamental planting design shall be formal in style, and shall incorporate more geometric shapes and forms into the landscape patterns. Plant groupings are highly structured and maintain hard line edges. Simple, rhythmic patterns shall create balanced order within the urban corridor areas, and provide visual interest and ecological functionality.



*Street Trees and Ornamental Plantings Example*

### Rain Garden Plantings

Rain gardens should be considered along urban trail and urban streetscape corridors, and would incorporate runoff into vegetated basins located in the public right-of-way that collect and filter water from storm events. Rain garden plantings integrate a mix of native species that can tolerate periods submerged in water as well as drought. Perforated underdrains and overflow systems then are incorporated into the rain garden design where necessary to prevent long-term standing water and flooding.



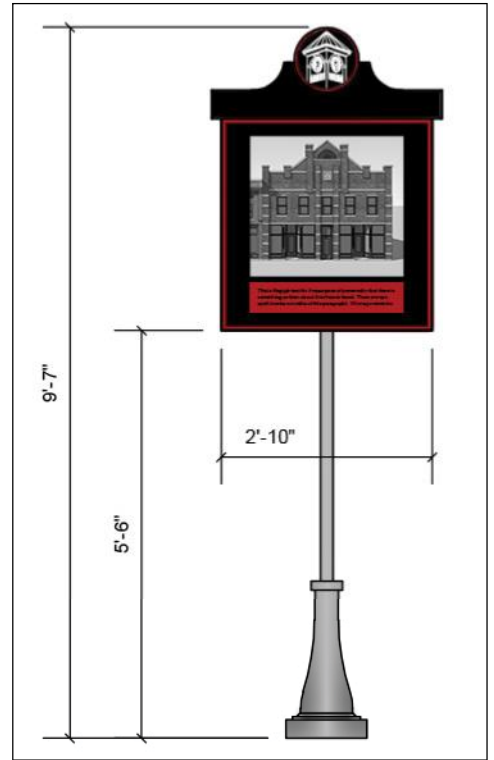
*Raingarden Example*

# Recommendations: Public Realm

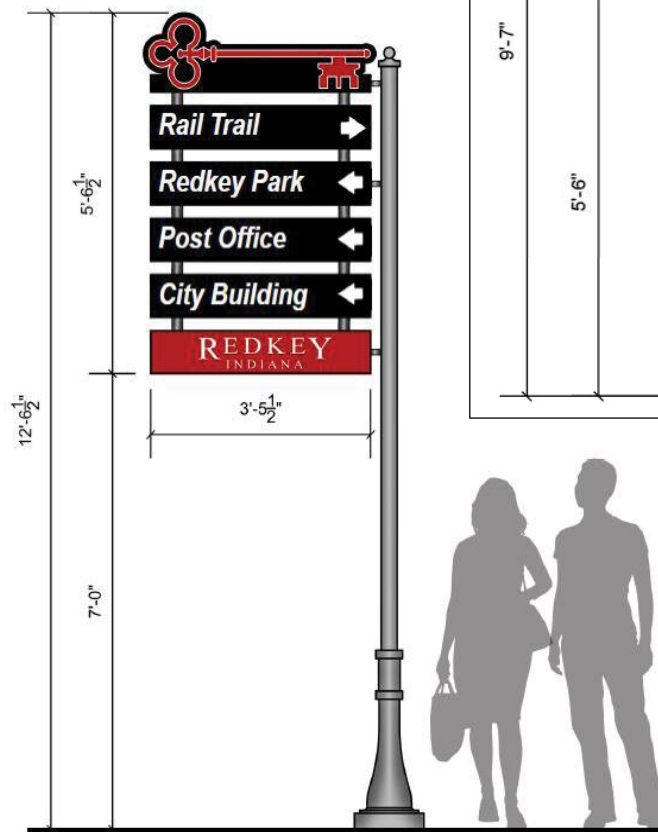
## Gateways & The Redkey Brand

As outlined earlier in this report, a key to downtown success is capturing the interest and business of those who travel through Redkey on a daily, weekly or even monthly basis. Gateways serve an important purpose in signaling to the passersby that this is a place that celebrates its existence and might well be worth investigating further. This plan proposes two gateways: one at SR 67 intersection with SR 1 and another at SR 1 south side bridge crossing over Redkey Run.

A fully developed Redkey brand, that is reflected in gateway design elements, wayfinding signs, street signs, history and culture signs and monuments will go a long way in enticing travelers to turn onto High Street, park their car and wander the Town of Redkey, soon to discover their own *Key to Adventure!*



Local History Signage



Wayfinding




Decorative S



Gateway Monument Sign





# Recommendations: Public Realm

## Signage


### Wayfinding Signage

For the benefit of local residents and those visitors and tourists navigating the town, clearly marked attractions and public necessities are key to a favorable visitor experience. By using properly designed and standardized wayfinding signage, the downtown will be more accessible and safe for all users. The design standards for signage will address text color, background color, sign size, post materials, directional graphics and user graphics. Guided by current MUTCD standards, uniform text and graphics are effective means to increase the efficacy of the wayfinding system.

Wayfinding signage incorporated within downtown and gateway corridors provide ease of navigation for residents and visitors of the town. It increases awareness of cultural and recreational opportunities, and allows users to easily locate and access points of interest within the community. The signage style shall feature similar colors, styles, and forms as other streetscape elements located within the major corridors.

### Guidelines:

- All metal shall be cast aluminum with black powder coated finish
- Sign, pole, base and finial components supplied by 'The Streetscape Company, LLC' (317.913.1906) or sign fabricator with equivalent quality and craftsmanship standards
- All street, regulatory, warning, guide and ADA signs shall be located and mounted per required ordinances and codes
- Smaller regulatory, guide and ADA signs shall be mounted on a 2" diameter round smooth post with ball finial



# Recommendations: The Public Realm

## Downtown Revitalization Strategies

The secret to Redkey's continued revitalization rests with its social capital, which refers to the goodwill, creative energy and cooperation of town leaders. The ability of local people to work together on new enterprises is evident, such as antique shop owners pooling their money to advertise in a statewide shopping guide. Additionally, business owners have recruited friends to open shops in town and new enterprises were announced regularly during the planning process, including an aquaponics greenhouse, The Blind Tiger Coffee House, Key Palace Theater diner, Everything's Coming Up Roses Antique Shop, a pizza & subs restaurant and a bakery.

Will these businesses be successful? What type of store or service should come next? Approaches to answering these questions were discussed in the Economic Development Analysis section of this report, but we can summarize here by saying that the grand opening of new stores is terrific, but it's more important to the long-term vitality of downtown to create a system that helps new businesses succeed.

The first goal is to create an environment where existing and potential businesses recognize that the community is serious about supporting downtown. They see for themselves a steady stream of new ideas and a toolkit for assistance coming from the Main Street group, local government and action teams of fellow business owners.

What kind of support? An entrepreneur's chances of success increase along with their mastery of three skills:

- Providing items or services that people want at a price they're willing to pay.
- Marketing themselves, not only through ads and social media but also by setting the right store hours, strategic partnerships with other local businesses, etc.
- Managing the money, including raising capital, balancing debt, knowing when to hire new staff, etc.

Those are a lot of skills to master and, unfortunately, very few people possess all of them. Because the cost of rent is relatively low in Redkey, people may be willing to take a chance on opening a business even if they don't have much experience with the necessary skills. Almost always, they can use some help, sometimes, whether they know it or not.

While Redkey's greatest revitalization challenges will not be answered by the arrival of a few new stores, those smaller wins are a crucial step in moving forward. They build momentum as the town develops a two-pronged approach to revitalization:

1. Creating an environment that supports local entrepreneurs.
2. Restoring existing buildings so business owners can move into them without major renovation costs.

With those two pieces in place town leaders will be in position to recruit a mix of complementary shops and services that primarily serve local people but may also appeal to out-of-towners driving through, and could include:

- Other small restaurants with different specialties (BBQ, ethnic, etc.).
- A catch-all gift shop that includes books, stationery, etc.
- A specialized sporting goods/outdoor equipment store
- A bed & breakfast
- A specialty store to serve as destination retail

Every small town has a different mix of assets, capacities and problems. Consequently, a revitalization plan must be carefully tailored to local conditions. Following are a set of catalyst projects for each of the three revitalization categories: economic development, the public realm and buildings. These tasks - large and small, immediate and long-term - present a systematic approach to the town controlling its own economic growth.



# Recommendations: The Public Realm

## Catalyst Projects: Economic Development

### Complete Application for Main Street Status

The Historic Redkey group already acts as the town’s revitalization engine, and could form the nucleus of an Indiana Main Street (IMS) charter, as supported by the Indiana Office of Community and Rural Affairs (OCRA).

Below is the IMS suggested first 18 steps towards forming a new Main Street group. Establishment of a local Main Street Program has already begun, having been initiated with assistance from Jay County Community Development Director. Due to work already underway, the establishment of a Redkey Main Street Program can be expedited. Once formed as an IMS group, the town can be eligible for specific Main Street grants.

1. Contact Indiana Main Street Program (IMS) through OCRA Community Liaison, Andrea Kern
2. Put together a core team of people
3. Hold a town hall style meeting
4. Identify board members and supporters
5. Choose a name for the organization
6. Determine your organization’s boundaries/primary focus area
7. Draft Bylaws and Articles of Incorporation (ask Liaison for examples)
8. File as an Indiana Nonprofit Corporation
9. Once incorporated, prepare an agenda and hold an “official” first meeting
10. File form SS-4 with the Internal Revenue Service
11. Check with your local governing agencies to see if you need to file anything locally
12. Reserve an Internet domain name for your organization
13. Purchase appropriate insurance coverage
14. Create a 12-18 month work plan.
15. Create a draft first year budget.
16. Get press releases out to the media for free publicity.
17. Apply for Indiana Main Street designation
18. After IMS designation – hold a celebration!

### Develop a Main Street Workplan

As detailed above, there are plenty of procedural steps needed to incorporate as a Main Street group. While it’s important to follow the steps, be careful not to run out of energy while reviewing sample bylaws and pondering a mission statement. One way to achieve balance is mixing projects that are easy, inexpensive and highly visible with those that are more complex, more expensive and require additional capacity.

The Main Street Four Point Approach suggests simultaneously working on organization, design (of the physical environment), promotion and economic restructuring. They recommend tackling projects which touch on all four approaches, as in this example:

WORKPLAN: IMPROVE VARIETY OF LOCAL BUSINESSES				
PROJECT	ORGANIZATION	DESIGN	ECONOMIC	PROMOTION
Improve competitiveness, selection, and quality of local businesses	Establish a “Merchant Mixer”	Facade Improvement Grant	Business Training Program	Establish Retail Advisory Committee

# Recommendations: The Public Realm

Following is an 18-month sample workplan divided across the four areas.

## Organization

- Establish the program with appropriate legal and financial accounting structures
- Raise funds for local operation
- Establish the board of directors and four committees
- Recruit 40-60 board and committee members
- Establish a website
- Develop printed/social media informational pieces about the program
- Establish a mission statement
- Design and publish a quarterly newsletter
- Hold six educational events about the Main Street program

## Design

- Train the design committee
- Hold 1-2 clean up events in the downtown district
- Coordinate design assistance to 6-8 property owners
- Facilitate 2-4 simple design improvements, such as storefront paint/awnings
- Inventory the buildings in the district
- Evaluate condition of public amenities and streetscape
- Educate property owners about appropriate maintenance practices
- Develop a plan for design improvements
- Begin to develop design guidelines

## Economic Restructuring

- Analyze existing market data from this report
- Gather baseline statistics about jobs, income, businesses, and sales
- Survey 100% of business operators in the district to determine their needs
- Provide 2-4 educational seminars for business operators
- Create new financial incentives for building rehabilitation and/or business development
- Market existing technical and financial resources to business operators

## Promotion

- Develop a promotional calendar
- Produce one new special event
- Produce 2-3 new retail/business promotions
- Produce one image-enhancing event
- Involve 50% of businesses in promotional activities
- Target specific markets to attract through promotions

To keep things simple in the early stages, this plan suggests starting Redkey's new group with a series of foundation-building activities. These include projects that don't cost any money and others that are designed to inspire.

## Road Trip!

Nothing fires up the imagination and optimism like seeing success stories from other small Indiana towns. For example, Converse (population 1,148), landed the new Jefferson Street BBQ Restaurant, which draws people from around the region. Farmland (population 1,317), offers a virtual playbook on downtown restoration, including websites and live webcasts to promote their many projects (learn more at [www.farmlandindiana.org](http://www.farmlandindiana.org)). Kirklin (another new Main Street community) reinvented itself as an antique center and attracted a great new restaurant.

Another great resource is OCRA's Main Street Exchanges. These gatherings allow various community leaders to learn from their peers about best practices.

Four additional Main Street exchanges are planned for 2018:

- May 18: Francesville (Winamac County)
- July 13: Hope (Bartholomew County)
- September 28: New Albany (Floyd County)
- November 16: Frankfort (Clinton County)



# Recommendations: The Public Realm

## Create an Entrepreneurial Roundtable

This is a first and crucial step in supporting all new local businesses. Nurturing the entrepreneurial spirit - already at work in Redkey - is vital to the town's continued success. Expert advice is often used to assure new business sustainability.

Tom Steiner of the Indiana Small Business Development Center has agreed to work with both existing and new business owners in Redkey to sharpen their planning for the future. Steiner, a former owner of the Blue Bottle Coffee Shop, knows what it takes to run a small business. "Grass roots takes a lot of effort, but it's not impossible." He's also very familiar with small town revitalization efforts. Steiner helps owners commit to paper what they want their business to look like, and then provides strategies to help them get there.

Mr. Steiner can be reached at [tsteiner@isbdc.org](mailto:tsteiner@isbdc.org).

## Build Regional Partners into Your Future

State agencies have been pushing a regional approach to economic development, including the Regional Cities Initiative and their recent decision to switch the Stellar program from single city to grouped communities. This relatively new State initiative is logical. Joining forces with other communities maximizes limited resources associated with small rural communities. Collaborating and working together increases everyone's chance of prospering. Regionalism can take many forms, from promoting each other's events to pooling money for projects.

## Lead Community Discussions

As revitalization efforts pick up steam in Redkey, there are several topics worth discussing with a wider cross-section of the community. The Main Street group will need buy-in from the town council and others to really make progress. For example, the pros and cons of creating design guidelines and standards are spelled out in the chapter Analysis: Economic Development. Further community discussions on this subject and how best to implement design guidelines in Redkey are warranted.

The Main Street group is a natural candidate for initiating these talks, which might include representatives from Indiana Landmarks, OCRA or consultants. It is difficult to reach everyone in town, but it is possible to have a set of meetings, starting with committed leaders and then widening the audience to include most of the town's influential groups. Possible topics for discussion include:

- How can design standards to achieve our downtown revitalization goals?
- Are Secretary of Interior Standards appropriate for Redkey façade renovations?
- Would a Historic Preservation Commission be of benefit?
- Should Indiana Landmarks become an advisor to downtown building renovations?





# Recommendations: The Public Realm

## Learn About Public-Private Partnerships

In small towns across America, large, idle buildings present significant barriers to new investment and revitalization. When the private sector can't or won't act, but the community cherishes an iconic historic building, local leaders must act to preserve the cherished asset. Controlling real estate gives a community control over its assets. Often, this means that local leaders (Main Street, town council) must assume the role of property owner/developer and then work with the private sector to transition keystone properties into sustainable business enterprises.

The town-owned firehouse on W. High Street is a prime example of an attractive, historic – one could even say beloved – building whose revitalization probably hinges on some sort of public-private partnership. For example, suppose entrepreneurs expressed interest in opening a micro-brew and restaurant in the firehouse, but lack the funds to both buy and restore it. Although municipalities are usually loath to become long-term landlords, there are many examples where they work with new businesses on terms that will allow them to get off the ground, Oftentimes, with the goal of buying the building later. In the meantime, the town collects lease payments from the business enterprise.

These are complex transactions requiring the services of architects, accountants, lawyers and funders, but they are routinely being done. This is particularly true in Redkey if the programs listed above (fully formed Main Street, entrepreneurs roundtable, etc.) are already in place. While those factors are lining up, more information on these partnerships (along with a treasure trove of other guides) can be found on the National Main Street group's member site, [www.mainstreet.org](http://www.mainstreet.org).

## Pursue Smaller Grants

Redkey most likely will pursue a Main Street Revitalization Program (MSRP) grant from OCRA to tackle big ticket items such as streetscapes, façade renovations and downtown infrastructure rehabilitation. The OCRA liaison and the Jay County Community Development Director can guide the Town through that process. However, there are also smaller grants that can help keep things moving forward, including local trail construction and Meridian Street Arbor Day tree plantings. The grants include:

- Downtown Enhancement Grants
- Historic Renovation Grant Program
- Place Based Investment Fund
- CreatINg Places
- Efromyson Family Endangered Places Grants

For eligibility requirements and a detailed description of these funding programs, refer to page E-2.

## Explore Creation of a TIF District

Tax Increment Finance (TIF) districts have been successfully used to augment downtown revitalization. It is one of the few ways local governments in Indiana can finance discretionary development projects. Because the legal and financial advice needed to create districts is considerable, and because they divert new property tax money away from public schools and other institutions, a wider public discussion is needed before going forward with this recommendation. Roads trips to some of the many Indiana town which have TIF districts, as mentioned above, would be beneficial in advising this decision.



# Recommendations: Buildings

## Proposed Building Use for Downtown Core

There are 38 business establishments currently in operation in Redkey. Occupied street level storefronts in the focus area are to be retained and encouraged to remain in operation. Unoccupied storefronts should be encouraged to pursue commercial retail activity, attracting local spenders to invest in the downtown core.

## Facade Enhancement Selection

Redkey has a respectable stock of historic buildings remaining in the commercial core, providing ample opportunity for breathing new life into downtown. The design team is confident that a local resurgence in redeveloping and re-purposing the historic downtown is possible with a two pronged strategy: a prudent public investment plan for phased improvements to downtown streetscapes and public spaces, simultaneously paired with a public/private plan for building renovations and adaptive reuse to incentivize private investments in downtown real estate. The design team has identified catalyst projects worthy of preliminary assessments that will be key in prompting this resurgence.

Key facade enhancement recommendations range from maintenance items such as cleaning and patching brickwork to the construction of missing / modified architectural details that will restore downtown Redkey's character and charm. Most importantly, when bricked-up openings are replaced with windows and doors, the street-level transparency welcomes foot traffic and window shopping, further establishing a lively and active downtown.



*Downtown Facade Example*



*Downtown Facade Example*



*Downtown Redkey 1960*



# Recommendations: Buildings

## City Building (Fire Station with Tower)



City Building is the marquee piece of architecture in Downtown Redkey. However, the brick facade is in poor repair and requires extensive tuckpointing. Careful removal of bricks covering doors and windows and reconstruction of the historic storefront is recommended, including restoration of existing doors and windows. It is recommended to restore the clock face as it is the historic icon of the building. The suggested new metal roofing is complimentary to the historic nature of this design.





# Recommendations: Buildings

## Masonic Lodge +2

Over several decades, almost all architectural detail on the Masonic Lodge that is shown in the supplied historic photograph has been lost. This design incorporates key historical elements while bringing the facade up-to-date. This rendering conveys the full restoration, which can be pared back if necessary.



Recommendations for the two adjacent facades include restoration / reconstruction of existing storefronts and tuckpointing. The middle building historically had corbels at the top of the building, which is replicated in this design.



# Recommendations: Buildings

## SE High & Union

To bring back the original integrity of this building, it is recommended to remove poor quality additions. The replacement / restoration of windows and doors in existing openings as well as selective tuckpointing is recommended. This design shows a simple railing on the 'balcony' of this building complementary to the historic character.





# Recommendations: Buildings

## NE High & Union

Recommendations for this building include tuckpointing, replacing missing windows and reconstructing missing architectural elements. The storefront restoration incorporates historic character into the present-day facade, while introducing a welcoming street-level transparency for pedestrians and drivers alike.





# Implementation

Section E



# Implementation

## Action Plan

### Streetscapes and Connectivity

- Block off High Street once a month during gardening season to:
  - Stage a Farmers Market
  - Host Food Trucks
  - Host a booth promoting the benefits of your Redkey Downtown Revitalization Plan
- Establish Living Streetscapes design standards for High Street construction to include:
  - Sidewalk/Merchant Zone at buildings for outdoor dining, sidewalk sales, blade signs
  - Appurtenance Zone for street trees, living landscapes, wayfinding, street lights
  - Parking Zone for parallel parking
  - Travel Lanes Zone
- Establish Columnar Street Tree design standards for Meridian Street Arbor Day plantings
  - Tree plantings within park strips between curbs/walks where park strips exist
  - Tree plantings on private property next to walk where park strips do not exist
- Design and implement walking/biking trail connectivity to the downtown
  - Establish a Redkey Trails and Greenways Group to which locals can donate funds
  - Organize a local walking group to build resident interest in rail trail potential
  - Conduct a communal dining fundraising event along abandoned trail corridor

### Downtown Businesses and Buildings

- Apply for applicable grant funding related to building façade enhancement and streetscape implementation projects identified.
- Further develop business owner relationship with downtown festivals and events by promoting and creating active downtown offerings attractive to customers and local residents. Invite local businesses to participate in downtown festivals and events.
- Scout and attract successful small businesses within surrounding communities that would like to expand their operations in an historic downtown environment.

## General Project Costs

### Streetscape

The cost to implement the design ideas for the downtown enhancements and streetscape projects are currently under development for inclusion in the final report.

### Building Facade Renovations

See individual sheets: Pages D-20 to D-23





# Implementation

## Funding

The Town of Redkey Downtown Revitalization Plan is a broad vision that logically lays out a process to strengthen economic viability as well as enhance historic structures and infrastructure. As such, local resources will be required to implement the plan over time. Funding for the redevelopment of the downtown can be separated into a few different categories:

- The Main Street Revitalization Program (MSRP) is administered by the Indiana Office of Community and Rural Affairs. Funded by Community Development Block Grants from the U.S. Department of Housing and Urban Development (HUD), it encourages communities with eligible populations to focus on long-term community development efforts. Eligible applicants have a designated active Indiana Main Street group in their community and the project must be a part of the Main Street's overall strategy. MSRP projects include streetscapes, façade renovations, and downtown infrastructure rehabilitation. Maximum award is \$400,000 with 20% local match of which up to 5% may be in-kind.
- The goals of the Public Facilities Program (PFP) are to improve the Quality of Place and to generate jobs and spur economic revitalization through improving community facilities or historic preservation projects. Eligible community facilities include community centers, daycares, libraries, museums, senior centers, and performance spaces. Funds can not be used on or within a government building.
- Highway Safety Improvement Fund (HSIP) is for pedestrian safety related projects.

## Downtown Enhancement Grants

The Downtown Enhancement Grant (DEG) program is designed to foster innovative approaches to activities, which support and promote community based planning, pre-development, and research initiatives. The goal of these projects is to improve the quality of life and opportunities for increasing private investment and employment in Indiana Main Street (IMS) communities. Qualifying projects are ones which promote economic development in the downtown areas and will enhance the quality of life in the community. Ideal projects could include, but are not limited to: façade renovations

or rehabilitations, creation of wayfinding signage, streetscape, landscaping, mural restoration and other more permanent initiatives as they relate to the grant purpose. Eligible projects must have a 1:1.5 match with a minimum of 1:1 being cash match and the other 0.5 comprised of eligible in-kind and/or cash. Federal and other state funds may not be used as a local match. Grant requests between \$5,000 and \$10,000 will be accepted.

## Historic Renovation Grant Program (HRGP)

The goal of this programs is to preserve and rehabilitate the exterior of historic properties in order to further incentivize downtown economic development. Funding is available until all funds are awarded. In December 2017, Indiana Legislature allocated over \$1 million to this grant program for distribution to qualified projects. Eligible applicants must meet the following requirements:

- Building must generate revenue
- Located in Indiana within a designated Main Street city or Town AND/OR Non-entitlement community in accordance with HUD listing
- Building is at least 50 years old and is listed or eligible for listing in the Indiana Register of Historic Sites and Structures
- Eligible requests must be no more than 35% of eligible project costs
- Local match must be greater than or equal to 65% of total eligible project costs
- Those applying under the Main Street community eligibility must have the properties located within their defined downtown district
- Grant requests between \$10,000 and \$100,000 will be accepted





# Implementation

## Funding

### Place Based Investment Fund

The PBIF program is a competitive matching grant program administered as a partnership between OCRA and the Indiana Office of Tourism Development that supports community and economic development projects across the state. Initiatives that promote quality of life, improve tourism experiences and develop multi-purpose gathering places are specifically targeted for this grant program.

Performance-based quality of place initiatives that maximize investment and collaboration by local governments, economic development organizations, convention and visitor bureaus, Indiana Main Street organizations, public or private schools and community foundations are the intended recipients of these grants. The aim of the program is to provide funding opportunities for unique projects and programs that seek to create jobs and further establish a diverse local, regional and state economy.

If interested in PBIF, contact your Community Liaison, as they can be great resources in helping you to achieve your goals for community and economic development.

### Efroymsen Family Endangered Places Grants

Indiana Landmarks awards Efroymsen Family Endangered Places Grants to nonprofit organizations for professional architectural and engineering studies and restoration cost estimates—often the first step in saving a historic structure—as well as for organizational development. The grants may not be used for brick-and-mortar restoration work. For more information, contact the Indiana Landmarks regional office nearest you.

The grants offer a favorable four-to-one matching requirement—four dollars from Indiana Landmarks matches each local cash dollar up to 80% of the total project cost or a \$2,500 maximum or \$3,500 for affiliate organizations.

### CreatINg Places

The Indiana Housing and Community Development Authority (IHCDA) in conjunction with Patronicity.com, launched “CreatINg Places,” a place-based crowdfunding grant program. CreatINg Places employs a donation and reward-based method of crowdfunding called “crowdgranting”. In crowdgranting, citizens actively support projects and activities through web-based donations which, if the fundraising goal is reached within a set time, are matched by a sponsor.

CreatINg Places helps generate public involvement in selection of creative improvements within their communities, provide funding to see the project through completion, and instill community pride when citizens become invested in their surroundings. The CreatINg Places program is available to projects located in communities or neighborhoods which contain a traditional downtown or traditional neighborhood commercial node. Projects may include but are not limited to streetscape beautification and walkability, public plaza development/activation and park enhancements.

For more information about CreatINg Places, please email Veronica Watson at [veronica@patronicity.com](mailto:veronica@patronicity.com) or Carmen Lethig at [CLethig@ihcda.IN.gov](mailto:CLethig@ihcda.IN.gov).



# Implementation

## Funding

### Home Investment Partnership Program

<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

HOME funds are awarded annually as formula grants to participating jurisdictions (PJs). The program's flexibility allows States and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits.

The program was designed to reinforce several important values and principles of community development:

- HOME's flexibility empowers people and communities to design and implement strategies tailored to their own needs and priorities.
- HOME's emphasis on consolidated planning expands and strengthens partnerships among all levels of government and the private sector in the development of affordable housing.
- HOME's technical assistance activities and set-aside for qualified community-based nonprofit housing groups builds the capacity of these partners.
- HOME's requirement that participating jurisdictions match 25 cents of every dollar in program funds mobilizes community resources in support of affordable housing.

### Indiana Housing and Community Development Authority (IHCDA):

#### Community Loans

A Community Development Financial Institution (CDFI) provides capital, credit, and financial services to markets and populations that are under served by traditional financial institutions. Communities can rebuild their physical environments and help businesses create jobs by accessing the capital and services of a CDFI.

CDFIs provide a unique range of financial products and services in economically distressed target markets, including mortgage financing for low-income and first time home buyers and non-profit developers, flexible underwriting and risk capital for community facilities, and technical assistance, commercial loans and investments to start-up or expanding businesses in low-income areas.

In order to capitalize better places and brighter futures, the Community Investment Fund of Indiana, Inc. (CIFI) provides development services and loans in qualified investment areas and to low income individuals that lack access to financial products or services throughout the state. Its purpose is to generate positive change by increasing financial and social capital flows across the state by directly financing projects, assisting in leveraging additional capital, and facilitating access to program services. CIFI's primary customers are individuals, businesses, not-for-profit organizations, community service providers and affordable housing developers.





# Implementation

## Funding

### Future Public Works Projects

Following adoption of the Downtown Revitalization Plan, upcoming road construction projects should reference this plan and address facilities proposed for those routes. Sidewalks and street trees are easily programmed into these construction projects. New bridge or bridge upgrade projects should consult this plan and ensure the proposed facilities will meet future alternative transportation needs. Streetscapes should be constructed along with new or sewer/utility upgrades projects providing synergy and therefore cost efficiencies for the city.

### Future Development Projects

The Downtown Revitalization Plan also should be used to guide private development activities and provide guidance to Plan Commission members and City Planning staff regarding facilities along the frontage or within a project site. New development can have a positive role in constructing segments of the master plan.

### Philanthropy and partnership with the Jasper Foundation

Community based funding has proven successful in many communities. A local non-profit provides fundraising services collecting donations from local businesses and individuals who see a benefit in having these quality of life facilities in their community. Typically the non-profit will work with the City Public Works, Street or Parks Departments to collectively design and construct the facilities.

### Economic Incentives

#### Low-Income Housing Tax Credits (LIHTC)

The LIHTC program is a dollar-for-dollar tax credit in the United States for affordable housing investments and gives incentives for the utilization of private equity in the development of affordable housing aimed at low-income Americans. The LIHTC database contains information on 45,905 projects and 2.97 million housing units placed in service between 1987 and 2015. Created by the Tax Reform Act of 1986, the LIHTC program gives State and local LIHTC-allocating agencies the equivalent of nearly

### Recreational Trails Program (RTP)

The RTP grant program is administered by the Indiana Department of Natural Resources through its Division of Outdoor Recreation. Funds received are a portion of the Federal Highway Trust Fund revenue. The program's goal is to provide all people with universally designed public access to trails. Facilities, programs and events funded through this program must be open to the public without discrimination. Eligible projects include trail and support facilities, multi-use trails, acquisition of easement or property for trail use, operation of educational programs promoting trail safety and environmental protection, stream and river access sites, bridges/boardwalks/crossings, and signage.

- All units of government and agencies incorporated as not-for-profit corporations are eligible to apply
- Project sponsor will be reimbursed up to 80% maximum of eligible project expenses
- Project sponsor must have at least 20% of total project cost available through local funds
- Grant requests between \$10,000 to \$200,000 will be accepted

\$8 billion in annual budget authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households. The online HUD database includes project address, number of units and low-income units, number of bedrooms, year the credit was allocated, year the project was placed in service, whether the project was new construction or rehab, type of credit provided, and other sources of project financing.



# Implementation

## Economic Incentives

### New Markets Tax Credits (NMTC)

The NMTC program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax, in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39% of the original investment and is claimed over a period of seven years. The NMTC program can help finance commercial, industrial, retail, mixed-use and other real estate developments, historic rehabilitations, and loans to small businesses in low-income communities.

### Economic Improvement Districts (EIDS)

Economic Improvement Districts, also known as business improvement districts (EIDs), are public-private partnerships in which local property and business owners elect to make a collective contribution to the maintenance, development and promotion of their property.

### Historic Rehabilitation Tax Credits

A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures." The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary's Standards for Rehabilitation. The Internal Revenue Service defines qualified rehabilitation expenses on which the credit may be taken. Each year, Technical Preservation Services approves approximately 1200 projects, leveraging nearly \$6 billion annually in private investment in the rehabilitation of historic buildings across the country. Federal Historic Investment Rehabilitation Tax Credits are utilized for rehabilitation of commercial, mixed-use and residential rental property.

The 10% tax credit is available for the rehabilitation of non-historic buildings placed in service before 1936. The building must be rehabilitated for non-residential use. In order to qualify for the tax credit, the rehabilitation must meet three criteria: at least 50% of the existing external walls must remain in place as external walls, at least

75% of the existing external walls must remain in place as either external or internal walls, and at least 75% of the internal structural framework must remain in place. There is no formal review process for rehabilitations of non-historic buildings.

## Tax Benefits for Historic Preservation Easements

A historic preservation easement is a voluntary legal agreement, typically in the form of a deed, that permanently protects an historic property. Through the easement, a property owner places restrictions on the development of or changes to the historic property, then transfers these restrictions to a preservation or conservation organization. A historic property owner who donates an easement may be eligible for tax benefits, such as a Federal income tax deduction.

More information can be found in a document produced by the National Park Service's Technical Preservation Services entitled "Easements to Protect Historic Properties: A Useful Historic Preservation Tool with Potential Tax Benefits. It can be found by doing an online Google search for that title.

For Indiana, the state's "Guide to State Preservation Services," produced by the Indiana Department of Natural Resources, can also be found by doing an online Google search for that title.





# Implementation

## Tax Increment Financing Districts (TIFs)

Tax increment financing dedicates tax increments within a certain defined district to finance the debt that is issued to pay for the project. TIF was designed to channel funding toward improvements in distressed, underdeveloped, or underutilized parts of a jurisdiction or public works projects where development might otherwise not occur.

Expanding the existing TIF Districts would help in the financing of:

- Pay expenses of Redevelopment Commission for public improvements
- Pay principal and interest on bonds or leases
- Roads, streetscapes, and sidewalks for access to new development
- Construction of water and sewer lines
- Acquisition of real estate
- Parking facilities
- Street lights