

■ Town of Pendleton, Indiana

■ Downtown Revitalization Plan

September 2015



Acknowledgements

Downtown Revitalization Plan Adoption Resolution

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The project officially began in the middle of April 2015. The Town of Pendleton and the consultants developed a strategy to obtain public input on the Downtown Revitalization Plan that included the following:

- Four Steering Committee Meetings
- One Public Open House
- One Town Council Meeting Presentation
- A Community Attitude Survey
- A Downtown Business Owner Survey

Town of Pendleton

Tim McClintick, Town Manager
Rachel Christenson, Planning and Zoning Coordinator (AICP)
Mike Guard, Building and Public Works Project Coordinator

Steering Committee

Rachel Christenson	Bob Post	Joshua Ring
Jeanette Isbell	Connie Rector	Carol Street
Tim McClintick	Luke Renner	Amy Turner
David Neidert		Jack Wilson

Town Council

Robert Jones, Council President
Chad Wolfe, Council Vice President
Jeanette Isbell, Council Member
Chet Babb, Council Member
Jessica Smith, Council Member
Paul Wilson, Clerk/Treasurer

Opportunities Team Members

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Danielle Smith





RESOLUTION NO. R15-05

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PENDLETON, INDIANA AUTHORIZING THE APPROVAL OF THE DOWNTOWN REVITALIZATION PLAN CONTINGENT UPON APPROVAL FROM THE INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS AND THE CONSIDERATION OF ALL COMMENTS AND FEEDBACK.

WHEREAS, the Town of Pendleton, Indiana had identified adequate reason to analyze the downtown area of the community, and

WHEREAS, the Town of Pendleton, Indiana has hired Remenschneider Associates, Inc. to define and describe the issues, advise us of our options, and make recommendations to address this issue in the near future, and

WHEREAS, the Town of Pendleton, Indiana has received federal Community Development Block Grant dollars from the Indiana Office of Community and Rural Affairs to fund this study and has contributed \$4,400.00 as local match for this project, and

WHEREAS, the Town of Pendleton, Indiana has reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied;

WHEREAS, the Town of Pendleton, Indiana has received copies of this document for our records and will keep them on file in the town offices for future reference, and

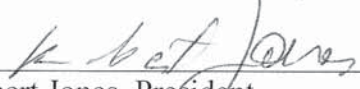
NOW THEREFORE BE IT RESOLVED by the Council of Pendleton, Indiana that:

1. The final document is hereby approved, contingent upon comments and approval received from the Indiana Office of Community and Rural Affairs.
2. The Town of Pendleton, Indiana will fully consider all comments and feedback received from the Indiana Office of Community and Rural Affairs and will direct its consultant to provide amended copies of this plan reflecting all said comments.

Passed and adopted by the Town Council of the Town of Pendleton, Indiana this 10th day of September 2015.




THE TOWN COUNCIL OF THE
TOWN OF PENDLETON, INDIANA



Robert Jones, President



Chad Wolfe, Vice President



Jeanette Isbell




Jessica Smith



Chet Babb

ATTEST:



Paul Wilson, Clerk-Treasurer
of the Town of Pendleton, Indiana



■ Section A

■ Executive Summary



Introduction

Main Street Pendleton, in concert with the Town of Pendleton, initiated this Downtown Revitalization Plan to expand quality of life offerings while also preserving and embellishing historic resources for town residents and businesses. Main Street Pendleton was first recognized as an Indiana Main Street community in December of 2012. Operating as a non-profit organization within the South Madison Community Foundation, their mission is “to encourage revitalization and restoration in downtown Pendleton resulting in positive and sustainable change for the community.”

The initial board consisted of the following members: Jack Wilson, Tim McClintick, Jeanette Isbell, and Lisa Floyd. Today, the Board has grown to a seven member board that meets the fourth Tuesday of each month at 6:30PM at the South Madison Community Foundation Office. The organization focuses on the four pillars of the Indiana Main Street Approach, which include Design, Organization, Promotion, and Economic Restructuring.

In 2013, the Board and the Town began taking steps to prepare an application for a downtown revitalization planning grant through the Indiana Office of Community and Rural Affairs. The two entities have worked closely together and funds were awarded to the Town in February of 2015. Members of Main Street Pendleton Board of Directors have been actively engaged in the planning process of the Downtown Revitalization Plan and are committed to helping carry the plan forward to fruition.

The Town of Pendleton and Madison County must compete for new businesses, industries and residents to remain economically 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.



Odd Fellows Building



Opera House



Knights of Pythias and The Bank Restaurant



State Street

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 form to the present day town. The Town of Pendleton has a rich and varied history, appealing topography, great historic building stock and one of our state's most pristine riparian corridors; Fall Creek. In addition, this town has attracted and produced citizens that have influenced local history and the community's land development patterns. In 1825, Thomas Pendleton moved to the area and laid out the town plan, giving the community his name. In 1843, noted abolitionist, Frederick Douglas, came to Pendleton to speak. Through the valiant efforts of local residents, Douglas averted would-be assassins and escaped unharmed. Then in 1920, this small fledgling town set aside 150 acres along Fall Creek and including the falls. Today, residents can enjoy nearly 300 acres of park land with a broad variety of landscapes, sports fields and other attractions. Efforts by communities to educate and inform their local citizens about the town's historical roots will serve the community well. This 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.

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 lights to seating, landscape to wayfinding, bike racks to signage 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 Pendleton's evolution, personalities and events abound.

These enhancements will add to the experience and interest of visiting tourists while also improving everyday life for local residents. 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 life in Pendleton.

Development and adoption of detailed design standards for public improvements within the downtown is critical to creating a positive Town of Pendleton 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 downtown's uniqueness; ultimately becoming part of the "Town of Pendleton Experience".

Vision Statement

Strong local leadership is critical to successfully deliver the requisite revitalization implementation and produce the desired local economic success and quality of life amenities. The Town of Pendleton is led by its' Town Council with Council President Robert Jones. Council is fully supported by the ongoing leadership and management of the Town Manager, Tim McClintick and Planning and Zoning Coordinator, Rachel Christenson. Through their efforts, Pendleton recently completed a new 5 year parks master plan, which enables the town's eligibility for state grants to fund additional parks improvements. Their efforts, fully supported by Main Street Pendleton, also led to the successful grant application that has provided the funding for this downtown revitalization plan. Main Street Pendleton's, Town Council's and Town Administration input and enthusiasm during the development of this plan clearly demonstrates their commitment to add quality of life amenities to the town while also establishing private investment incentives to promote higher utilization of historic downtown real estate.

Primary Goals and Objectives

The goals and objectives of this plan are an extension of the town's quality of life and quality of place efforts:

- o To promote economic growth and investments in retail, dining and entertainment offerings
- o To expand quality of life amenities and wellbeing through improved Falls Park access and pedestrian friendly streets
- o To utilize creative place-making focused on community gathering points and connectivity
- o Building community pride through strategic community investments
- o To harness the energy of Pendleton's community of volunteers



Building Utilization Example

Build Upon Existing Strengths, Fabric and Business

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



Building Utilization Example

Improve Sense of Place Through Quality Life Enhancements

The pedestrian experience will be embellished with place-making improvements such as:

- o Building Facade Enhancements & Adaptive Reuse
- o Alleyway Enhancements
- o Connection to Falls Park
- o Wayfinding
- o Public Parking
- o Public Art

The proposed Downtown Events Space along State Street and Broadway Street will add a pocket park for potential Farmer's Markets and other public engagements in the heart of downtown while also creating a strong connection between the downtown core and Falls Park. These improvements will positively impact the impressions made upon visitors and will influence more businesses to relocate to downtown while also encouraging local residents to spend more time and money with downtown merchants.

Connect Area-Wide Alternative Transportation Corridors Directly to Downtown

Development of alternative transportation facilities illustrated in the 2015-2019 Parks & Recreation Master Plan will bring active living facilities to all local residents. Safe and convenient accessibility for all levels of mobility is good business.

Current research shows: active living facilities that efficiently connect town neighborhoods to downtown will prove to benefit downtown merchants, as well as property owners and property managers seeking to lease space. Additionally, upon adoption of this Downtown Revitalization Plan into the Town's Comprehensive Plan, state and federal funds will be more easily accessed to fund proposed improvements.



Public Art Example



Madison County Bikeways

Create A Destination for Growing Tourism Market

A brief sampling of locally held events demonstrates the growing tourism market in the Pendleton / Madison County region. From the June Jamboree to 4th at the Falls, and the Fall Festival / Heritage Days to Christmas in Pendleton, there are activities here for everyone.

Promotions and collaborations between the town, county and the local tourism bureau are certain to add to the list of exciting and engaging events for local residents and tourists to enjoy. The town's investment in downtown amenities and public improvements can only add to the success of this growing tourism market.



First Merchants
Insurance
Group



HISTORIC
PENDLETON
EST. 1839

■ Section B

■ Introduction



Planning Process

Current Plan Review and Existing Conditions

The Pendleton Downtown Opportunities Team undertook a review of existing planning and engineering documents to understand previous planning efforts and projects currently programmed for construction within the study area.

Town's Comprehensive Plan

The Town's 2006 Comprehensive Plan Update projects the community's future conditions and will be updated if situations change in the immediate area or if there is a sudden increase in population requiring additional residential construction. This plan provides a planning and development guideline for the community, public officials and property owners.

Parks Master Plan

The Indiana Department of Natural Resources requires a Park Master Plan update every 5 years for communities seeking grant funding for parks. Pendleton's recent master plan covers 2015-2019.

Streetscape Design Guidelines

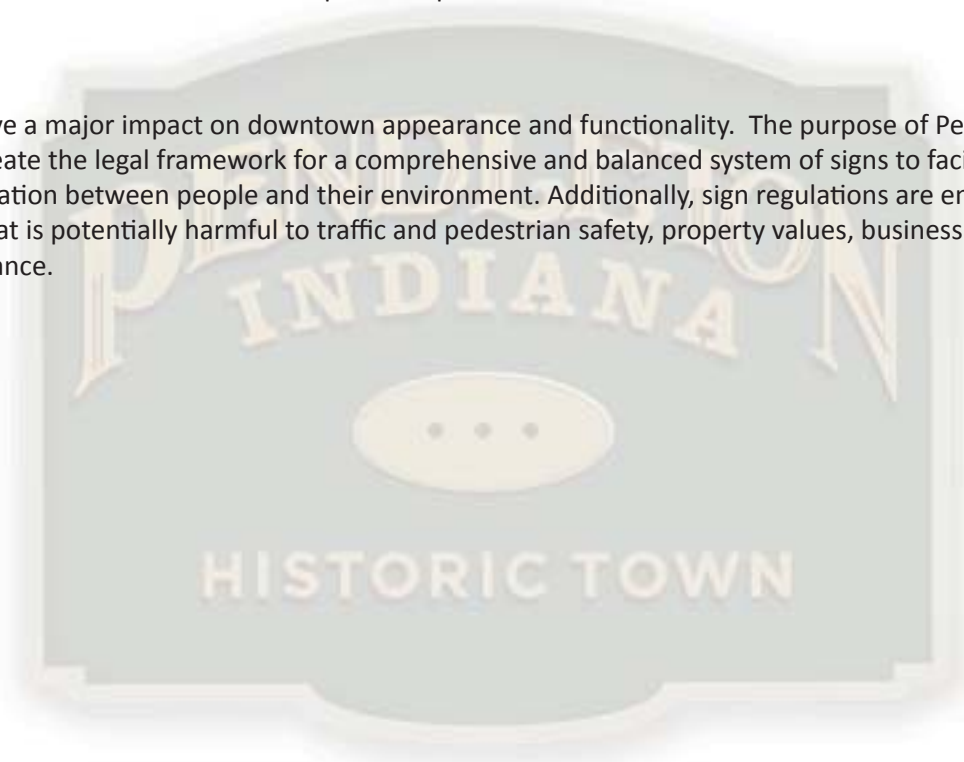
This plan recommends the continued development and adoption of streetscape design guidelines and standards in order to improve the pedestrian experience in downtown Pendleton. The combination of streetscape elements within the public right of way offers significant opportunity to create a unique Pendleton experience for both visitors and residents. As implementation of unified streetscape elements progresses over time, from lights to seating, landscape to wayfinding, bike racks to signage and accent paving to furnishings, the "Pendleton Brand" will continue to emerge.

Zoning Map and Ordinance

Pendleton's downtown core is broken up into three zoning districts. This most prevalent is Downtown Business. Multi-Family Housing and Historic Residential make up a small portion.

Sign Regulations

Sign regulations have a major impact on downtown appearance and functionality. The purpose of Pendleton's Sign Regulations is to create the legal framework for a comprehensive and balanced system of signs to facilitate an easy and pleasant communication between people and their environment. Additionally, sign regulations are employed to avoid the visual clutter that is potentially harmful to traffic and pedestrian safety, property values, business opportunities and community appearance.





Introduction

Existing Conditions Analysis

The Pendleton Downtown Opportunities Team conducted several days of field study to gather information and review conditions that influence the downtown within the study area. This task included an inventory and analysis of local businesses, redevelopment opportunities, existing streetscape conditions, pedestrian connectivity and parking options. The team reviewed a survey taken by 28 Downtown Business Owners in 2013. In addition, a public attitude survey of residents and visitors of the community quantified the extent, barriers and opportunities that the downtown has to offer.

Meeting: Steering Committee

Four steering committee meetings were conducted 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 town, the Steering Committee, and the consultants. The plan includes the findings of the analysis task along with recommendations for policies, 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 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 long-term timeline was presented with details regarding plan adoption, funding options, final designs and construction.

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

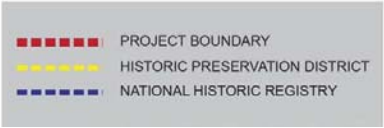
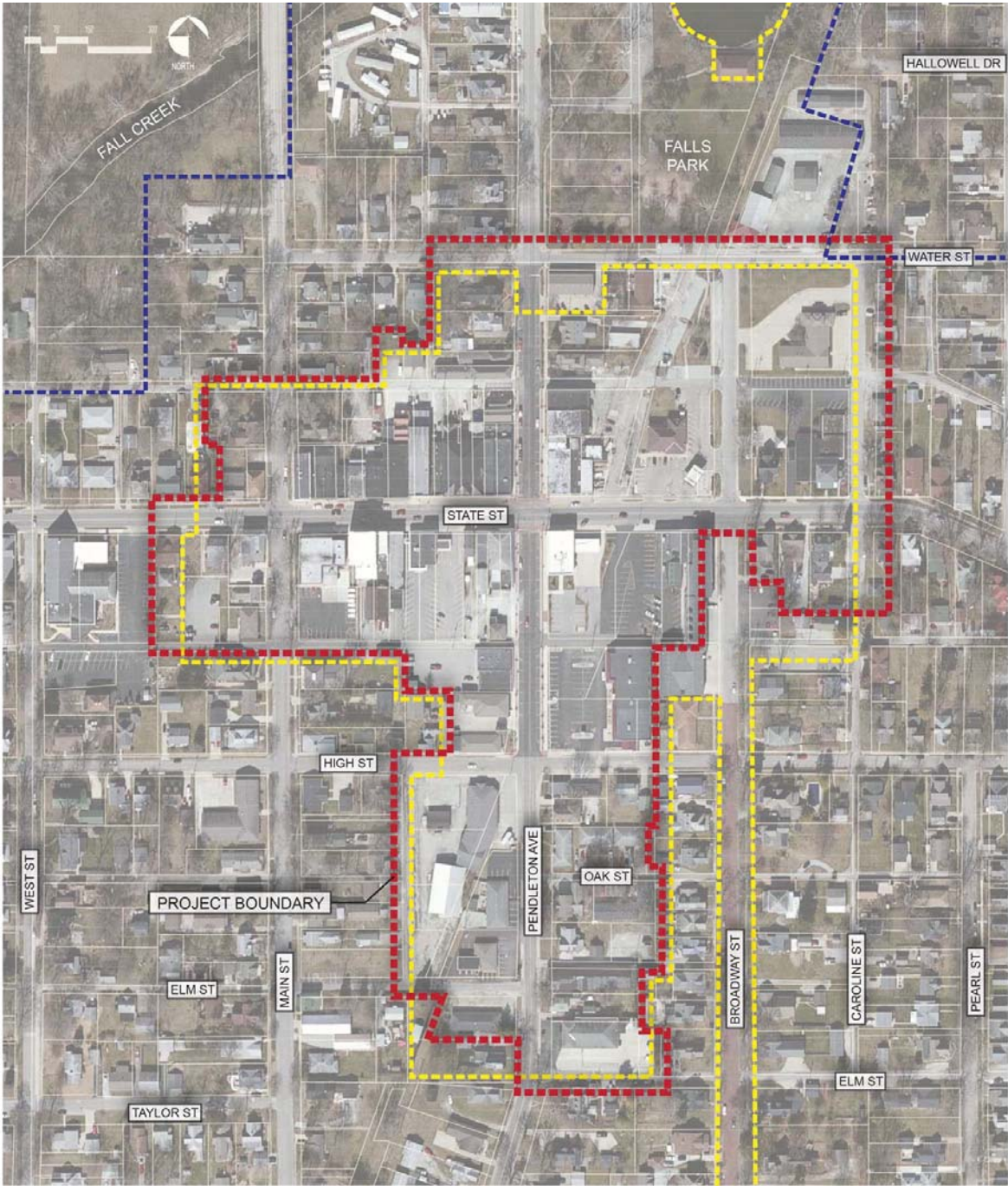
The town council will formally adopt the final plan as an amendment to the official Town Comprehensive Plan, following requirements per State of Indiana code.

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, private funds, State grants, Federal grants and community foundations.

Study Limits

The study area includes the entire downtown commercial core along State Street from just west of the Main Street and extending east through Caroline Street. The north and south boundaries along Pendleton Avenue are from Elm Street to the southern edge of Falls Park. Nearby downtown residential areas and connection points into Falls Park are included within the study area for the purposes of studying and developing connectivity between the Park and the residences into downtown.



Downtown Study Limits



Introduction

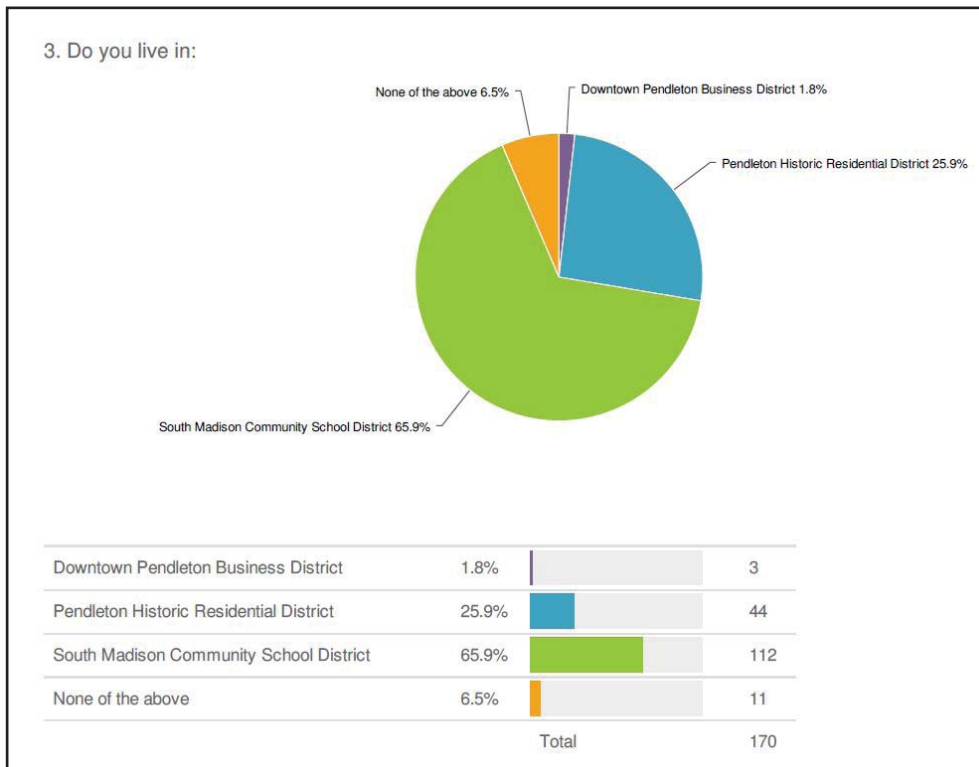
Community Attitude Survey

The consultants developed the community attitude survey in cooperation with town staff, resulting in a high level of public input. A copy of the survey is contained in the appendix. Most people completed the survey electronically, with a small percentage being distributed in hard copy. Town staff pushed survey awareness primarily through social media, including town web page links and e-mail blasts. By all measures, this was a very successful public input effort, with roughly 170 respondents taking the survey.

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 on 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 the South Madison Community School District. Over sixty-five percent (65%) of the 170 respondents live with the South Madison Community School District, 44 of those living in Pendleton’s Historic Residential District and 3 living in downtown Pendleton. Two thirds (2/3rd’s) of the respondents have lived in Pendleton for over ten (10) years. The survey participants were fairly evenly divided by age group, with the exception of the oldest and youngest responders.

Under 18 years:	0.00%
18 – 29 years:	18.8%
30 - 39 years:	32.4%
40 – 49 years:	22.9%
50 – 59 years:	16.5%
60 - 69 years:	08.8%
70 years and older:	00.6%



Another interesting result of the survey was the number of respondents who either work in the downtown core or own property or a business in downtown. A total of 29 property or business owners and 11 downtown employees participated in the survey. These are the individuals who are utilizing the downtown on a daily basis.

When asked to describe what the downtown core was to them, 49% of respondents said that is was the area along State Street from Main Street to Broadway Street. This information was important as the design team improves the overall streetscape within the downtown core.

Public Attitude Survey



Shopping and Events

The survey confirmed that downtown shopping could be improved. The amount of recreational time that the public spends in downtown Pendleton is relatively high but could be higher. People want to be spending their free time shopping and attending public events but need more opportunities. Other shopping-related survey highlights include:

- o Downtown Pendleton is the third most popular place to shop in the area behind East Pendleton around Marsh Plaza and the Northeast Indy Metro area
- o The average length of a visit to downtown is between 30-60 minutes just a few times a month. Each visit resulting in an average spending between \$25 and \$49.99
- o 56% of respondents have attended three or more festivals or parades in either downtown Pendleton or Falls Park within the past three years
- o Bakery, books, grocer / specialty foods, home accessories and ice cream / candy were the most popular store types desired by respondents

Cleanliness and Safety

Survey results indicated that the majority of respondents feel somewhat comfortable while crossing busy streets within the downtown but agree that pedestrian crossings could be more accommodating. Over 90% of respondents believe that the cleanliness of streets and sidewalks are good to excellent.

Parking

Concerns over parking within the downtown were focal points at both steering committee meetings and other interactions with business owners. Survey respondents generally agreed that parking was less than sufficient. Few respondents indicated that they are willing to walk more than a couple of blocks from their parked car or home.

Survey General Conclusions

The survey illustrated that people are generally okay with the functionality of downtown Pendleton but not necessarily happy with it. Desired improvements not only include an increase in public parking, public gathering spaces and downtown events, but also include the attractiveness of downtown businesses themselves. Pedestrian safety and access is also important to downtown users, suggesting that improvements could be made to better connect surrounding neighborhoods to the downtown and Falls Park.





Introduction

Downtown Business Owner's Survey

The town also developed a Downtown Business Owner's Survey that was administered in 2013 and again in 2015 in which 28 stakeholders within Pendleton's downtown business core took part. The survey was broken down into three main sections; business operation, funding for building upkeep and parking.

Business Operations

The majority of downtown owners indicated their businesses have been open between 11 and 20 years. Four of those businesses have been open for over 40 years while six have just recently moved to downtown within the past five years. 16 of the 28 business owners polled in the survey said that they have been the primary owner since their business originally opened.

Business hours of operation were most common between 8AM and 5PM Monday to Friday with some having limited hours during the weekend. The Community Attitude Survey showed that customers are most able to shop after 5PM during the work week and on Saturday afternoons.

While downtown and Falls Park events / festivals attract a large number of visitors to Pendleton, local owners were not too supportive of them. Parking was a common concern for business owners in that visitors attending an event or festival would often occupy parking that would normally be designated for paying customers. The Fall Festival / Heritage Days, Highway 38 Sale and Christmas in Pendleton were the top three supported events / festivals by downtown business owners.



Fall Festival

Funding For Building Upkeep

Business owners want to do everything they can to attract paying customers. From the facade appearance, to merchandise displays and interior appearance, all are factors that customers may look at when deciding where to shop. Over half of business owners polled were either looking to make building improvements or had recently. These improvements were focused around painting, facade improvements and renovating upper floors. For the most part, the business owners would accept funding help. Facade and sign grants were determined to be the most useful type of funding while roughly half of local stakeholders were interested in low interest building improvement loan programs.

Parking

As with any downtown, parking is always a top priority and concern. Business employees need a place to park in the vicinity of their workplace while making sure the customers have easy access to the front door. Over 90% of the business owners stated their employees park in a private lot while a small number utilize on-street parking. Customer parking was evenly split between private lots and nearby on-street parking however, the majority of customers stated in the Community Attitude Survey that they are unwilling to walk more than two blocks from their car or home to shop. Business owners said that for the most part, parking was not an issue unless during an event / festival. Customers however, found parking to be less than sufficient.

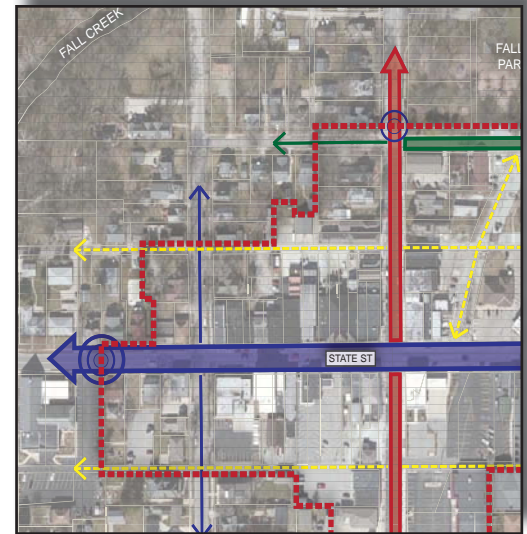
Survey General Conclusions

The survey illustrated that the majority of business owners within Pendleton's core are long-lasting, knowledgeable individuals who have been successful but could use some additional help. Business owners do need to be more involved with the coordination of local events / festivals as well as catering to their customers' wants and needs to boost the economic viability of Pendleton's downtown core.

Steering Committee Meeting #1

Held at the Pendleton Town Hall on April 10th, 2015 (the location for all subsequent steering committee meetings) this meeting included a brief introduction discussing the origins of the Downtown Revitalization Plan. The Opportunities Team was formally introduced along with an overview of the project work plan and schedule as well as the expectations of the steering committee members input and roles.

A set of existing conditions maps were presented including zoning, recreational open spaces, street networks and downtown gateways, pedestrian connectivity, surface parking and potential catalyst projects. Each member of the steering committee was then asked to use these maps to provide their individual thoughts and feedback. Previous work samples of historic building restoration projects were presented with photos detailing the transformation of building facades back to their original state.



Existing Conditions Map

Steering Committee Meeting #2

The second steering committee meeting was held on April 24th, 2015. The results of the public attitude survey were presented to the steering committee members. The Opportunities Team presented demographics and plan documents review. Also discussed were public infrastructure and the importance that infrastructure be fully functioning below ground before constructing new improvements above ground. Finally, potential catalyst projects planned within existing historic buildings were reviewed and voted upon by members of the steering committee. The top twelve (12) projects were determined using a weighted scale.



J.T. Chambers Building - Catalyst Project

Steering Committee Meeting #3

The third steering committee meeting was held on May 22nd, 2015. The primary goals and objectives for the Downtown Revitalization Plan were reviewed.

Streetscape elements were presented including gateway locations and design ideas. The Opportunities Team created wayfinding signage and a gateway concept utilizing the historic lighthouse located in Falls Park and the town logo. Pendleton Avenue and connecting alleyways into the downtown were studied adding features including curb bump-outs, planting beds, street trees and public gathering spaces to illustrate the importance of pedestrian safety, connectivity, and place making. Design concepts for existing alleyways also demonstrate capacity for connectivity and higher utilization.

Results from the catalyst project voting were revealed. Slides were created for each project breaking them into two groups; adaptive re-use and public open space. The Opportunities Team also gave a brief analysis for each individual project covering recommended improvements, redevelopment uses and costs.

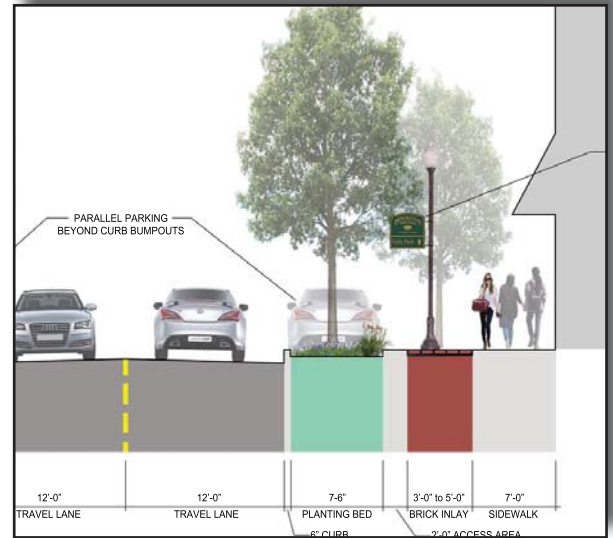


Falls Park Connection Concept Design

Steering Committee Meeting #4

The final steering committee meeting for the Downtown Revitalization Plan was held on July 17th, 2015. The Opportunities Team solicited members of the steering committee for final input on the Downtown Revitalization Plan as presented with latest updates and embellishments. Ideas regarding an improved Pendleton Avenue corridor, public parking, potential funding and implementation options were discussed.

A preliminary site design for the Falls Park Connection via Pendleton Avenue was revealed to the committee as a way to utilize the alleyways as a connection from Falls Park into downtown as well as adding event and public gathering space. Ideas for expanding the Tax Increment Financing (TIF) District and creating economically feasible upper level living spaces were also discussed. The Opportunities Team presented concept ideas, marketing strategies, and examples of upper floor condos / apartments within communities similar to the size of Pendleton.



Proposed Pendleton Avenue Section

Public Open House



June 24th, 2015 Public Open House - Ken Remenschneider & Jim Kienle presents to members of the Pendleton community

Prior to the last steering committee meeting, a Public Open House was held at Gallery 119 (home of the Pendleton Artists Society) on June 24th, 2015. An overview of the planning process was presented to the public, detailing all work the Opportunities Team had produced.

Public interaction and discussion on the various design elements that were being proposed was a big part of the presentation. A formal group question and answer period followed with individual questions and concerns addressed after the meeting.

Town Council Engagements and Adoption Proceedings

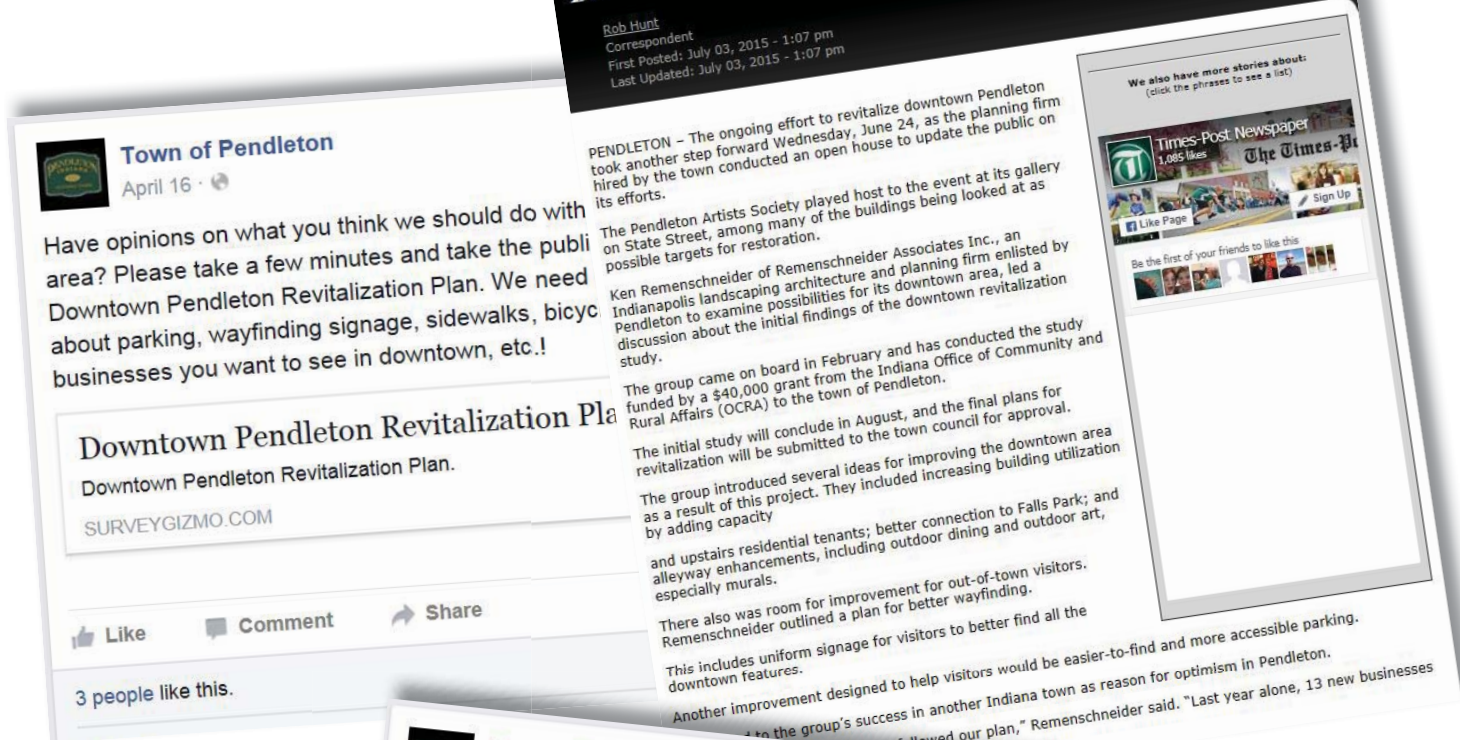
The draft plan was presented to both the Town Council and attending public on September 10th, 2015. The Planning Team reviewed with those present the process, vision, purpose and contents of the plan during the regularly scheduled meeting. Those present were formally asked to comment and provide feedback regarding the Plan. Questions by both interested residents and Council members prompted a discussion about plan implementation – specifically funding opportunities and building façade enhancements. Upon conclusion of the public hearing portion of the meeting Resolution No. R15-05 was read and received unanimous approval by the full Town Council.



Community Engagement

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

Photo Credits: pendletontimespost.com
[Town of Pendleton Facebook Page](#)





Community Facts and Figures

Market Conditions

The Town of Pendleton is located in Madison County, Indiana. With a population of approximately 4,219 (2013 estimate), the town has experienced a slight decrease since the 2010 Census. However, when compared to Madison County, Pendleton has experienced more growth over the past 30 years. Where Madison County has only seen its population grow between 1990 and 2000, Pendleton consistently sees population increase, including a 67% surge between 1990 and 2000. Continued growth is projected through 2020 in tandem with other growth along the corridor as the Indianapolis Metropolitan Area expands.

Table 1: Population Over Time

Year	Pendleton			Madison County		
	Population	+/-	% change	Population	+/-	% change
1950	2,082	-	-	103,911	-	-
1960	2,472	390	18.7%	125,819	21,908	21.1%
1970	2,243	-229	-9.3%	138,451	12,632	10.0%
1980	2,130	-113	-5.0%	135,895	-2,556	-1.8%
1990	2,309	179	8.4%	130,669	-5,226	-3.8%
2000	3,873	1,564	67.7%	133,358	2,689	2.1%
2010	4,253	380	9.8%	131,636	-1,722	-1.3%
2013	4,219	-34	-0.8%	130,482	-1,154	-0.9%

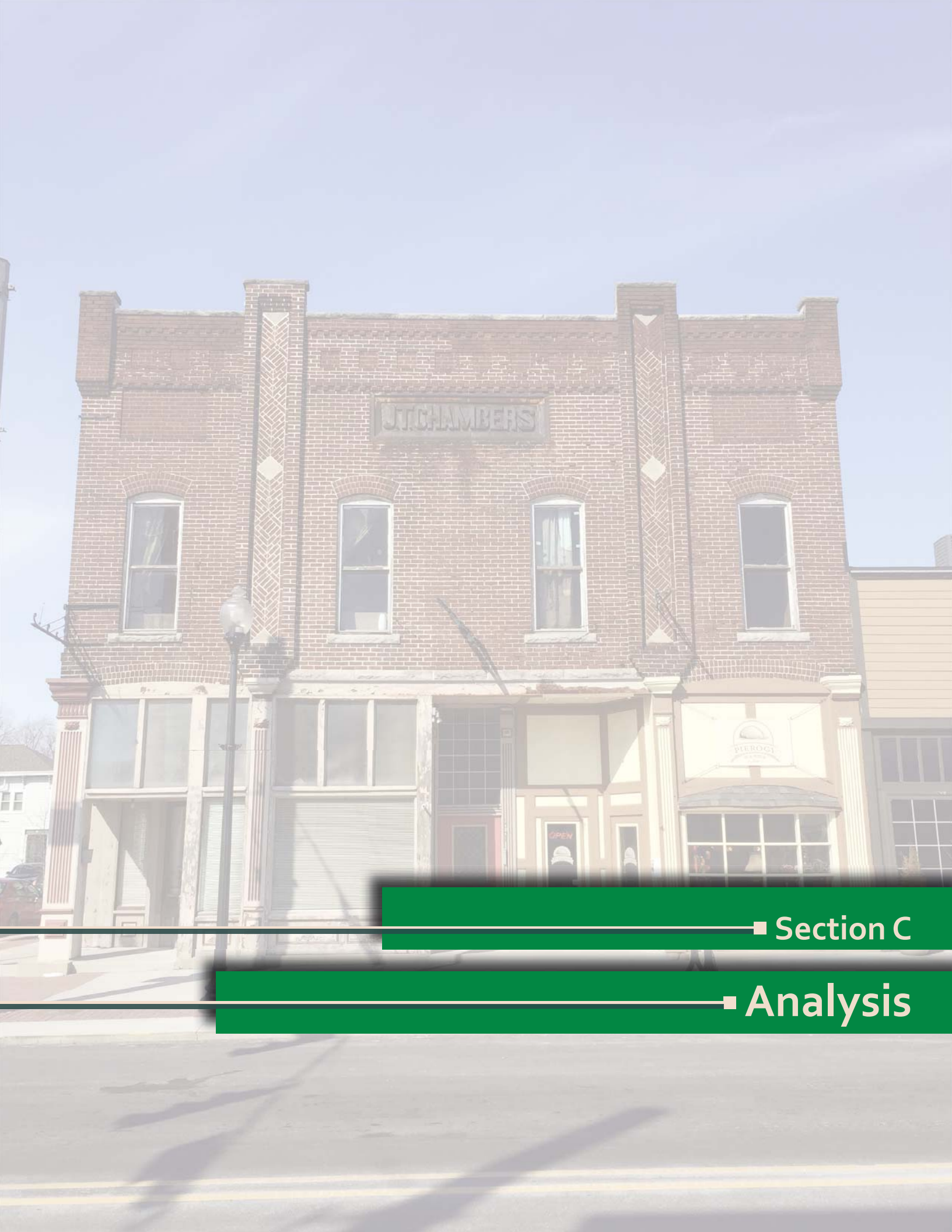
Source: U.S. Census

Competing Markets

While access to the Interstate 69 corridor is an asset to Pendleton, it also provides easy access to competing markets. Indianapolis, a first-class city, is less than an hour drive, and the cities of Fishers, Noblesville, and Anderson, second-class cities, are all within 20-30 minutes away. These cities provide a number of large-scale retail options to the region and must be considered when developing a strategy for retail in Pendleton.

	2010 Population	Drive Time
Indianapolis	820,445	41 min
Fishers	76,794	19 min
Muncie	70,192	38 min
Anderson	56,129	18 min
Noblesville	51,969	23 min
New Castle	18,114	30 min

Source: Google Maps - drive time measured center of city to center of city



■ Section C

■ Analysis

On-Site Existing Conditions Analysis

General Structural Issues and Observations

As observed during Field Study

- o A shortage of street appurtenances exists throughout the town. Some examples are bike racks, unified planters, ornamental fencing and recycle containers
- o Several rights of way are wide enough to accommodate tree beds and / or street appurtenances
- o Some streets are wide enough to accommodate bike lanes
- o Several pedestrian street crossings are unprotected on streets that have high volume, fast moving traffic such as State Street at both Main Street and Pendleton Avenue
- o Many signalized intersections lack pedestrian signals. Most do have crosswalk pavement markings. Pedestrian and bicycle detection should also be installed in compliance with Manual of Uniform Traffic Control Devices (MUTCD)
- o There are many locations that do not have Americans with Disabilities Act (ADA) compliant curb ramps. All sidewalks and ramps need to meet ADA requirements
 - The town is currently working on implementing standards from their 2013 ADA Transition Plan
- o Sidewalk maintenance is an issue: i.e. - locations where tree roots have pushed up sidewalks causing trip hazards
- o There are some area of concern for drainage. The map below illustrates stormwater areas of concern within the downtown



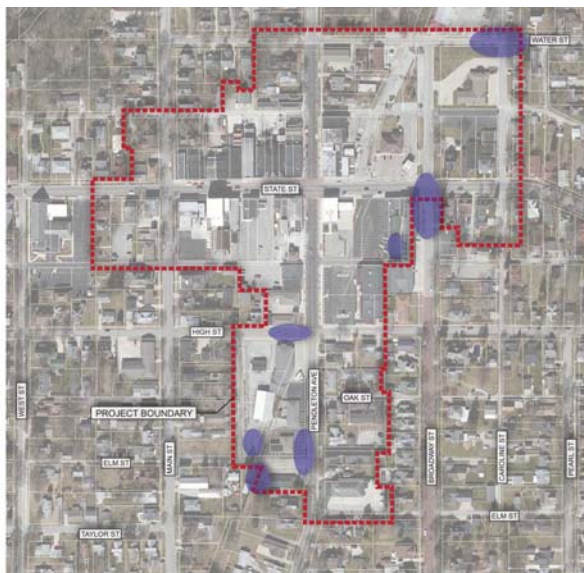
Tree Root Damage to Sidewalk Example



Pedestrian Crosswalk Signal Example



ADA Compliant Intersection Example



Storm Water Areas of Concern

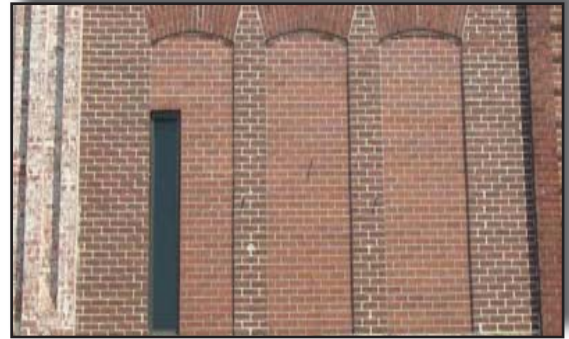


ADA Parking Example

Historical Resources Structural Issues and Observations

As observed during Field Study

- o Numerous historic buildings of great interior / exterior detail and importance to the surrounding community
- o Many buildings have been stucco'd or have lost historic features: windows, awnings and facade detail
- o Storefronts have been removed or are in need of upgrades
- o Vacant retail spaces exist with these needs: Structural issues, leaky roofs, poor air circulations and covered up or broken windows
- o There are many unused retail spaces with these needs: new tenants, better use of space, mixed-use development and economic viability
- o Lack of features and focal points to draw pedestrians into a space or down a street
- o Business interiors often do not visually connect to outdoor public gathering spaces



Town Hall Upper Windows



Ring Construction Interior



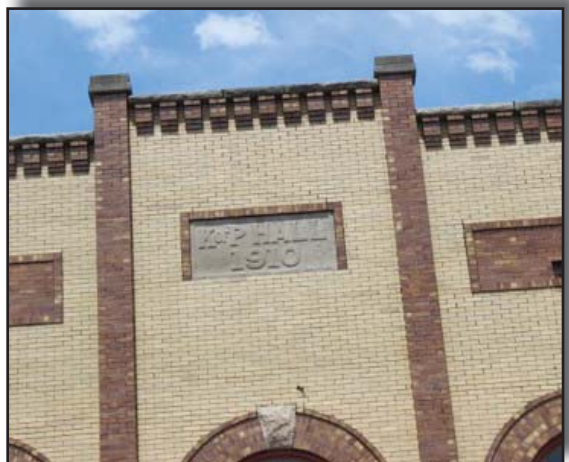
Historic Photo of State Street



Knights of Pythias Foundation



Historic Photo of J.T. Chambers Building



Knights of Pythias Cornice

Market Conditions

Defining the Market Area

Understanding the proximity and high number of competing markets, Pendleton’s Primary Market Area (PMA) can be defined by determining a 10 minute drive time from the Study Area. Figure 1 shows the area included in a 10 minute drive time radius over various times of the day. During high traffic times (such as the 7-9AM commute to work) the boundaries tighten to represent the impact.

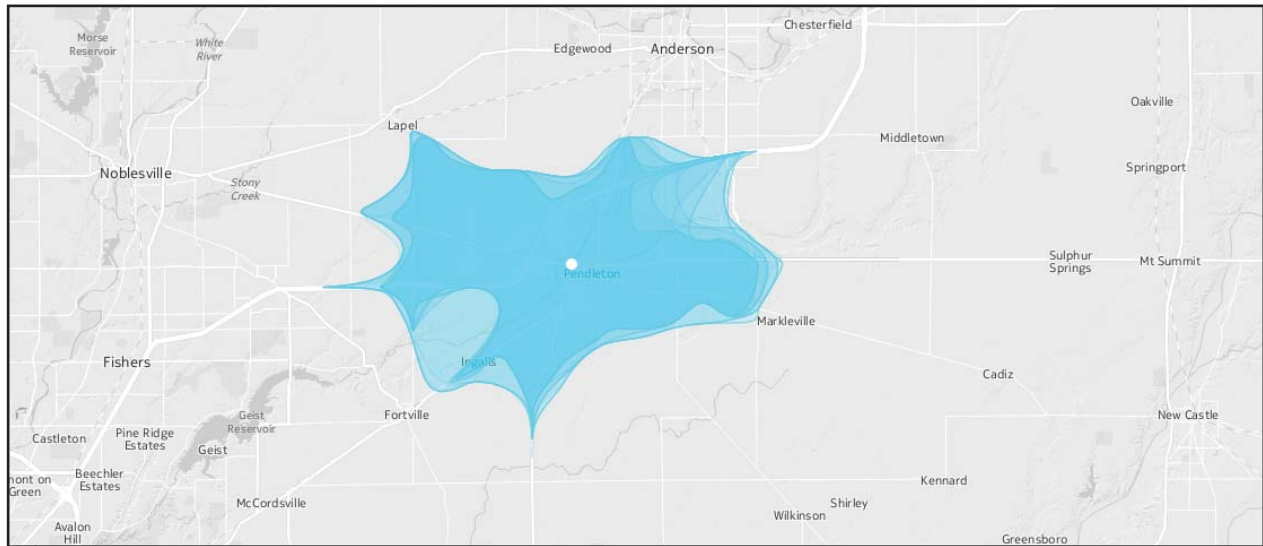


Figure 1. 10 minute drive time radius

Next, a statistical geography was identified that most closely resembled the PMA. As illustrated in Figure 2, the zip code of 46064 was identified as largely representative to be utilized in demographic studies.

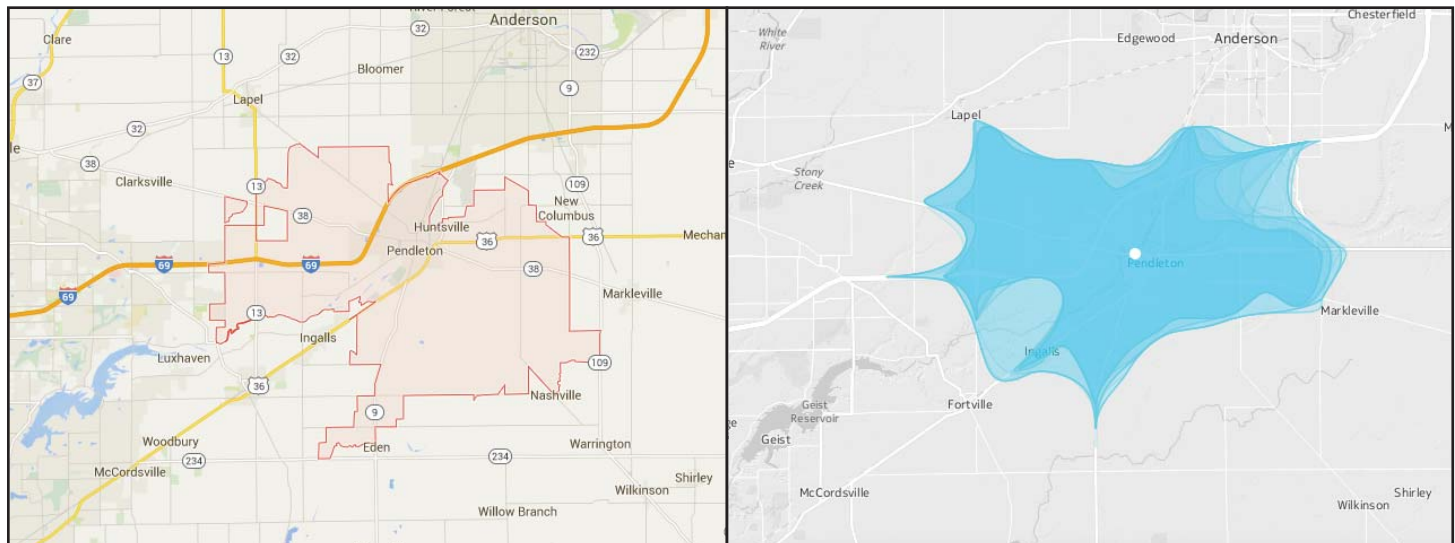


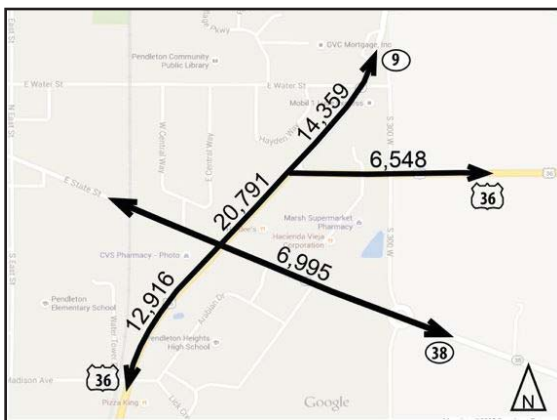
Figure 2: Geographic comparison: 46064 zip code and the PMA

Vehicular Traffic

Vehicular traffic is an important factor for retailers, as it demonstrates access to customers and the opportunity to be seen by them. Pendleton is fortunate to benefit from the high traffic of Interstate 69, as well as traffic from State Road 38, State Road 9, State Road 67 and US 36. The Indiana Department of Transportation (INDOT) tracks this data on a number of state-owned roadways. Below is a summary of findings utilizing 2011 data.

Interstate 69 has daily average traffic counts of approximately 51,500 vehicles (8,350 of which are commercial vehicles) heading each direction (northbound or southbound) in a given day. 4,050 vehicles exit at State Road 38 each day from the northbound traffic, while only 3,861 return from Pendleton to the south via Interstate 69. 2,378 vehicles exit at Pendleton each day from southbound traffic, while 2,415 enter Interstate 69 to head back north.

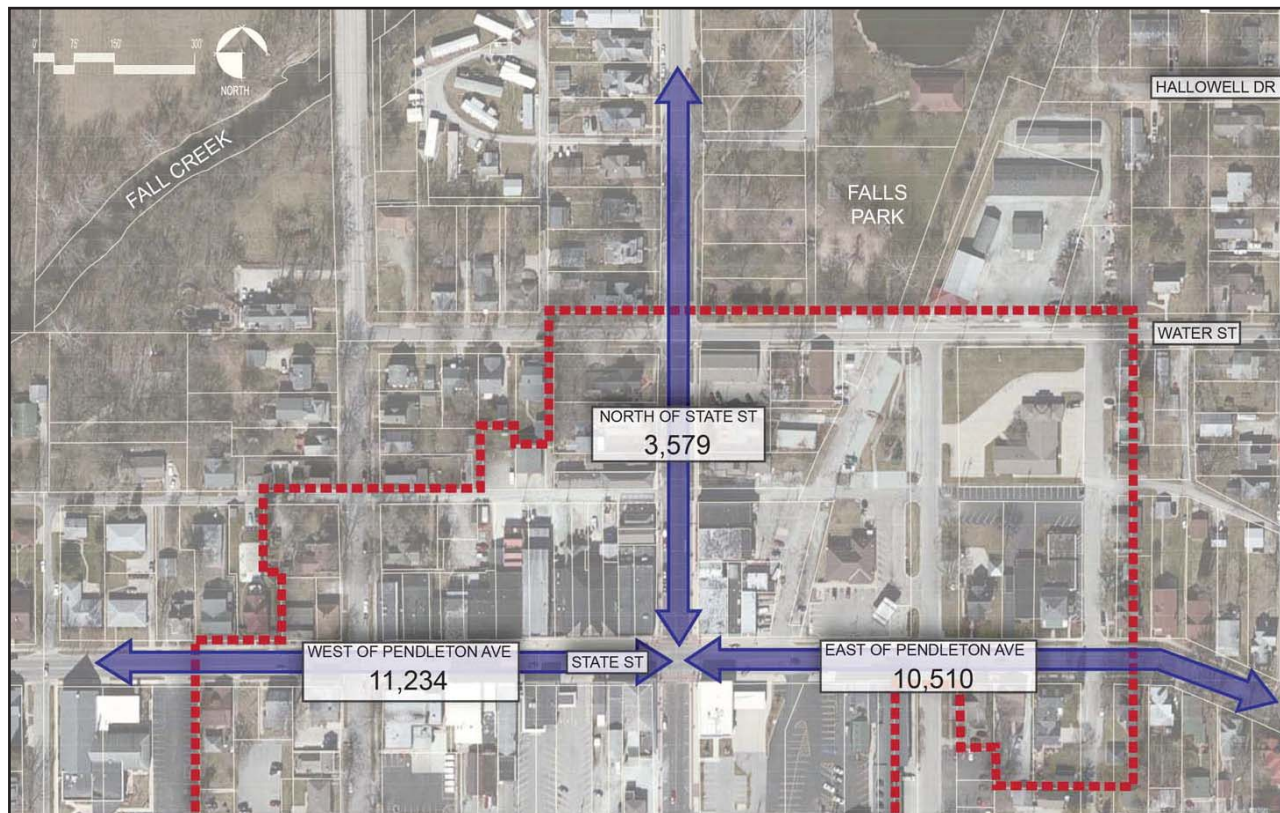
Four other major roads impact traffic in and around Pendleton: US 36, SR 38, SR 67 and SR 9. These roadways see anywhere from 4,800 to 20,791 vehicles per day, and provide great market potential for prospective retailers.



2011 INDOT Traffic Counts - MCCOG Traffic Monitoring



2011 INDOT Traffic Counts - MCCOG Traffic Monitoring



Downtown Traffic Counts - MCCOG Traffic Monitoring



Market Demographics

Retailers want locations near their customers, so knowing the demographic characteristics of the market area is paramount. Table 2 below illustrates some of the data points for both the Primary Market Area, as well as Madison County as a whole.

	Primary Market Area	Madison County
2013 Total Population People	15,771	131,027
2013 Average Household Size People	2.7	2.5
2013 Households With Children	33.70%	31%
2013 Median Age Years	37.4	39.4
2013 Median Household Income Dollars	\$62,544.00	\$43,120.00
2013 % Households with Income \$100000 or More	23.80%	11.20%
2013 Population 25+ With Bachelors Degree or Higher	25.30%	16.70%
2013 Total Housing Units	5,314	58,888
2013 Owner Occupied Units as % of Housing Units	70.30%	60.10%
2013 Renter Occupied Units as % of Housing Units	21.40%	25.90%
2013 Vacant Housing Units as % of Total Units	8.26%	14%

Source: SAVI.org

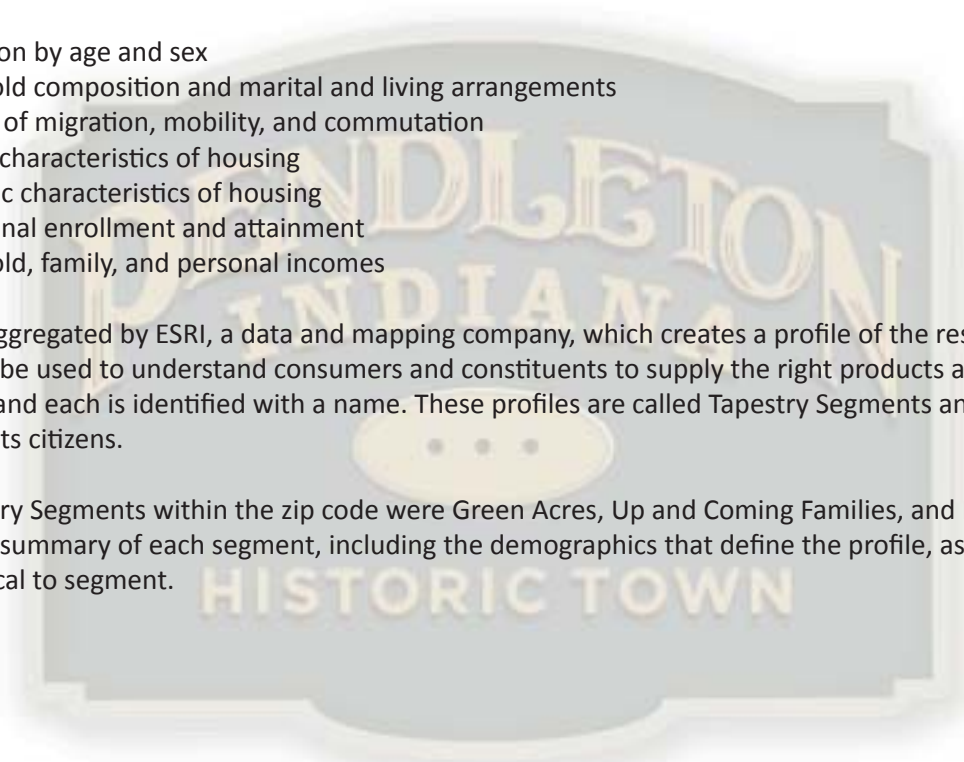
Market Segmentation

For more than 30 years professionals in business, government, and non-profits have utilized market segmentation to target their ideal clients and prospects. Utilizing the decennial census, a number of data are analyzed to profile the residents of a geographic area. There are eight broad areas of analysis:

- o Population by age and sex
- o Household composition and marital and living arrangements
- o Patterns of migration, mobility, and commutation
- o General characteristics of housing
- o Economic characteristics of housing
- o Educational enrollment and attainment
- o Household, family, and personal incomes

This information is aggregated by ESRI, a data and mapping company, which creates a profile of the residents of a community that can be used to understand consumers and constituents to supply the right products and services. There are 65 total profiles and each is identified with a name. These profiles are called Tapestry Segments and paint a picture of the community and its citizens.

The top three Tapestry Segments within the zip code were Green Acres, Up and Coming Families, and Middleburg. The following is a profile summary of each segment, including the demographics that define the profile, as well as some of the preferences typical to segment.



Green Acres:

36% of households in this area identify with the Green Acres segment, which is the third largest segment in the country. They are comprised primarily of married couples, mostly with no children. The median age is 43. This is not a diverse group – 92% of the residents are Caucasian. Both educated and hard working, more than 25% of this group holds a bachelor’s or graduate degree, and more than 50% have attended college. 17% are self-employed, and the median household income is \$72,000. This segment, while found throughout the country, is found in higher concentrations in the Midwest and South. The setting is largely described as “developing suburban.” 86% are homeowners and 78% own two or more vehicles.



Example of Middle-Aged Married Couple

Within this segment, country living is a trend. Buying decisions are made focusing on quality and durability. Technology isn’t important. Although many shop and bank online, the internet is primarily for entertainment. For this community, “...pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, flower gardens, and vegetable gardens. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that the Green Acres is the top market for owning a sewing machine...They prefer motorcycles and full-size pickup trucks.” Other trends in fitness include mountain biking, fishing, canoeing, kayaking, hunting, motorcycling, and bowling. Many households own satellite dishes for access to news channels, the Speed Channel, Country Music Television, and racing on TV.

Up and Coming Families:

27% of households in this area identify with the Up and Coming Families segment. This group is a mix of Generation X and Baby Boomers with a median age of 32.6 years. Residents are young and affluent with young children. Eighty percent of households are families – mostly white with increasing diversity. These families are early in their careers, but already earning above-average incomes. The median household income is \$69,522 – higher than the national median. Almost two-thirds have attended college and more than 20% have a bachelor’s degree. Half of these households have children with one or two working parents. Most residents of this group live in new, single-family housing built within the last 10 years. In fact, 80% are homeowners.

Within this segment, family and home are the considerations when contemplating a purchase. “Many are beginning or expanding their families, so baby equipment, children’s clothing, and toys are essential purchases. Because many are first-time homeowners, basic household furniture and lawn fertilizer, weed control, and insecticide products are important. Car loans and mortgage payments are major household budget items. They are most likely to own or lease an SUV or a minivan. They eat out at family restaurants, especially on the weekends, and buy fast food at the drive-through or for takeout.” Other trends in entertainment include playing softball, taking the kids to the zoo, and visiting theme parks. They use digital cameras and camcorders. They also subscribe to cable TV and favorite stations include the Country Music Channel, the Disney Channel, and The Learning Channel. On the radio, they prefer country, soft rock, and contemporary hits.



Example of Up and Coming Family



Middleburg:

24% of households in this area align with this profile. These are comprised of neighborhoods that transformed in recent years from country living destinations to semirural subdivisions as the housing boom pushed the boundaries of development. Self-described as conservative, these households are family-oriented consumers. The median age is 35.3. While they are thrifty, they often carry some debt and are actively investing into their futures and planning for retirement. These neighborhoods are still affordable, with a median home value of \$158,000 and a low vacancy rate. The average household size is 2.73 persons

Households within this segment are partial to trucks, SUVs, as well as occasionally purchasing convertibles or motorcycles. Entertainment is family-oriented and includes TV, movie rentals, theme parks, and family restaurants. These households also spend money on their homes and families, including children’s toys, clothes, and DIY projects for the home. Interests include sports (hunting, bowling, and baseball), television, and magazines. They prefer country and Christian media outlets.

Consumer Spending

The ESRI Average Household Budget Index compares the average amount spent in a market’s household budgets for housing, food, apparel, and other factors, to the amount the average US household spends. This index identifies 100 as the average. For example, an index of 120 identifies that average spending by consumers in this specific market is 20 percent above the national average. The index matrix for the three identified market segments is included in Table 3.

Table 3: Consumer Spending Indices

	Green Acres	Up & Coming Families	Middleburg
Housing	119	108	94
Food	118	106	94
Apparel & Services	78	72	62
Transportation	122	109	97
Health Care	129	101	96
Entertainment and Recreation	128	111	98
Education	119	99	87
Pensions & Social Security	127	115	98
Other	122	104	93

Source: ESRI.com

In general, spending on apparel and services is below the national average, but investment is made to the Entertainment and Pension & Social Security categories. Health care is also important to the largest population segment. The Green Acres profile represents an aging demographic as they approach retirement.



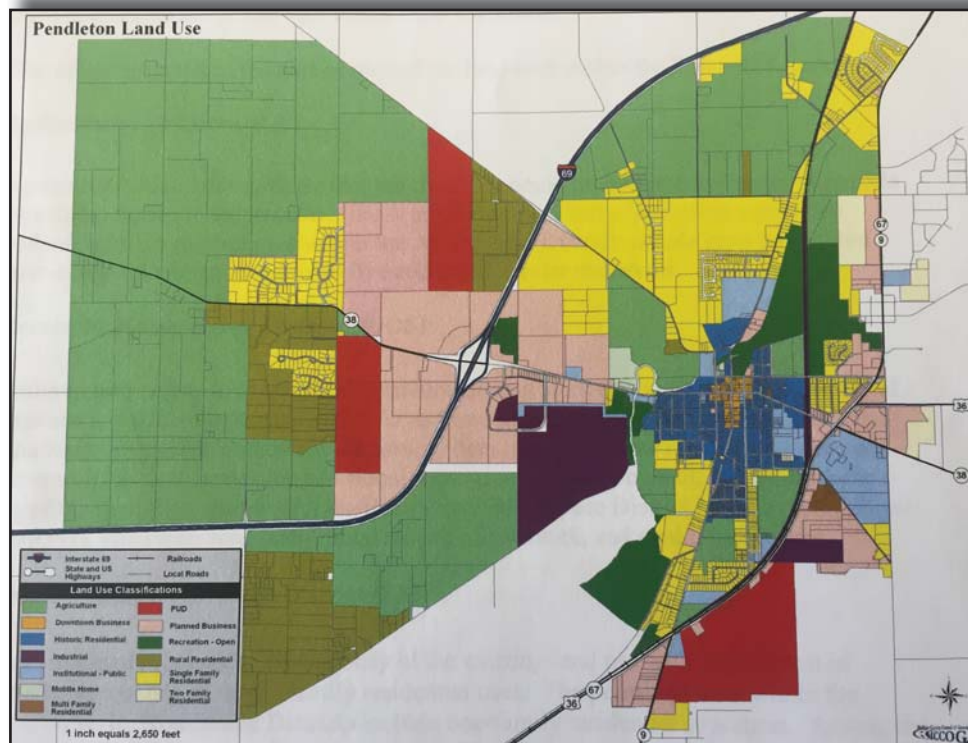
Code, Ordinances and Plans

Existing Plan Review

Town's Comprehensive Plan

The Town's 2006 Comprehensive Plan update projects the community's future conditions and will be revisited if situations change in the immediate area or if there is a sudden increase in population requiring additional residential construction. This plan provides a planning and development guideline for the community, public officials and property owners. This plan identifies areas for future industrial, commercial and residential growth, while giving other development and redevelopment recommendations for the town.

While Pendleton currently does not have a multitude of industrial land uses, the town is interested encouraging this type of development or expansion to broaden the community's tax base.



Future Land Use Map - Current Comprehensive Master Plan

There are also policies and action steps listed throughout the Comprehensive Plan that support downtown as the heart of the community. As needs for expansion arise, ideas of building off existing pedestrian infrastructure will ensure the economic viability of the downtown.

If the Downtown Revitalization Plan is adopted as an amendment to the Comprehensive Plan, more detailed land use recommendations in the Downtown Plan will supersede the recommendations in the Comprehensive Plan, which are used by the Town's Plan Commission, Board of Zoning Appeals and Town Council to make land use decisions. If this downtown plan is not adopted as part of the Comprehensive Plan, it will not have as much weight to guide those decisions.

One final note about the Comprehensive Plan; since it is now nearing 10 years old, it is important to complete a routine review and update, so that it stays relevant to Pendleton. Much can change in a community during a decade, and there is a need to recognize trends such as changing demographics and health/activity patterns.

Parks Master Plan

The Indiana Department of Natural resources requires a Park Master Plan update every 5 years for communities who want to apply for grant funding for parks. Pendleton has a new park plan covering 2015-2019.

Falls Park is the only park within the downtown area. Although Falls Park is one contiguous park, for planning purposes, the Parks Master Plan has broken the 158.66 acre park down into 6 distinct areas:

- o The Falls
- o Sports Complex
- o The North Entrance and Trails
- o Alvin D. Brown Memorial Pool
- o Conservation Building
- o Fall Creek Golf Course

As confirmed by IDNR statewide surveys, for the last 15 years walking/ hiking/ jogging has been the top favorite activity of Hoosiers. The Pendleton / Falls Creek Parks & Recreation Board wants to continue the development of the trails system through Falls Park Township. Trails registered as a top priority in the plan survey. The park plan identifies the provision of trail and walking paths as crucial quality of life improvements, underscoring the need for pedestrian connections into downtown Pendleton.



Fall Creek - Falls Park

According to Recreation Management Magazine’s June 2013 “State of the Industry Report,” the most popular program, offered by more than half of Parks Departments were holiday events and other special events (offered by 64.2 %). The Pendleton Parks and Recreation Department already provides facilities for a variety of recreation programs, ranging from classes and sports leagues to special events and activities. The Department creates opportunities for several free public events, including the June Jamboree and The 4th at the Falls. Programs have also been held downtown such as Christmas in Pendleton. These facts demonstrate the importance of Parks Department engagement when planning downtown events.



Fall Creek - Falls Park



Streetscape Design Example

Streetscape Design Guidelines

This plan recommends the continued development and adoption of streetscape design guidelines and standards in order to improve the pedestrian experience in downtown Pendleton. The combination of streetscape elements within the public right of way offers significant opportunity to create a unique Pendleton experience for both visitors and residents. As implementation of unified streetscape elements progresses over time, from lights to seating, landscape to wayfinding, bike racks to signage and accent paving to furnishings, the “Pendleton Brand” will continue to emerge.

Zoning Map and Ordinance

Zoning Districts

Pendleton’s downtown core is broken up into three zoning districts. This most prevalent is Downtown Business. Multi-Family Housing and Historic Residential make up a small portion.

Downtown Business

There are a variety of uses for the buildings in the downtown historic district. These uses consist of either retail or service-related businesses located on the ground story of a structure. Buildings within the downtown historic district provide an opportunity for mixed-uses. While many of the upper stories are not utilized and are currently vacant, some are used for residential purposes.

The uses permitted in the Downtown Business District include retail businesses catering to the daily shopping needs of town residents, and may include specialty stores that provide retail opportunities that have broader market appeal. They also include personal service uses, professional service uses, offices, and financial institutions.

Multi-Family Housing

Permitted uses within the Multi-Family Residential District include multiple family residential structures and limited numbers of one and two family residential structures where appropriate.

Historic Residential

Within the town’s historic district, single-family residential land uses are either large two-story structures or single-story housing units on smaller lots. This type of residential land use reflects high-density development patterns, typical of historic growth patterns in the region. Properties designated within this district are almost all within the Historic District on the National Register of Historic Places. Permitted uses within the Historic Residential District include one-family residential structures.



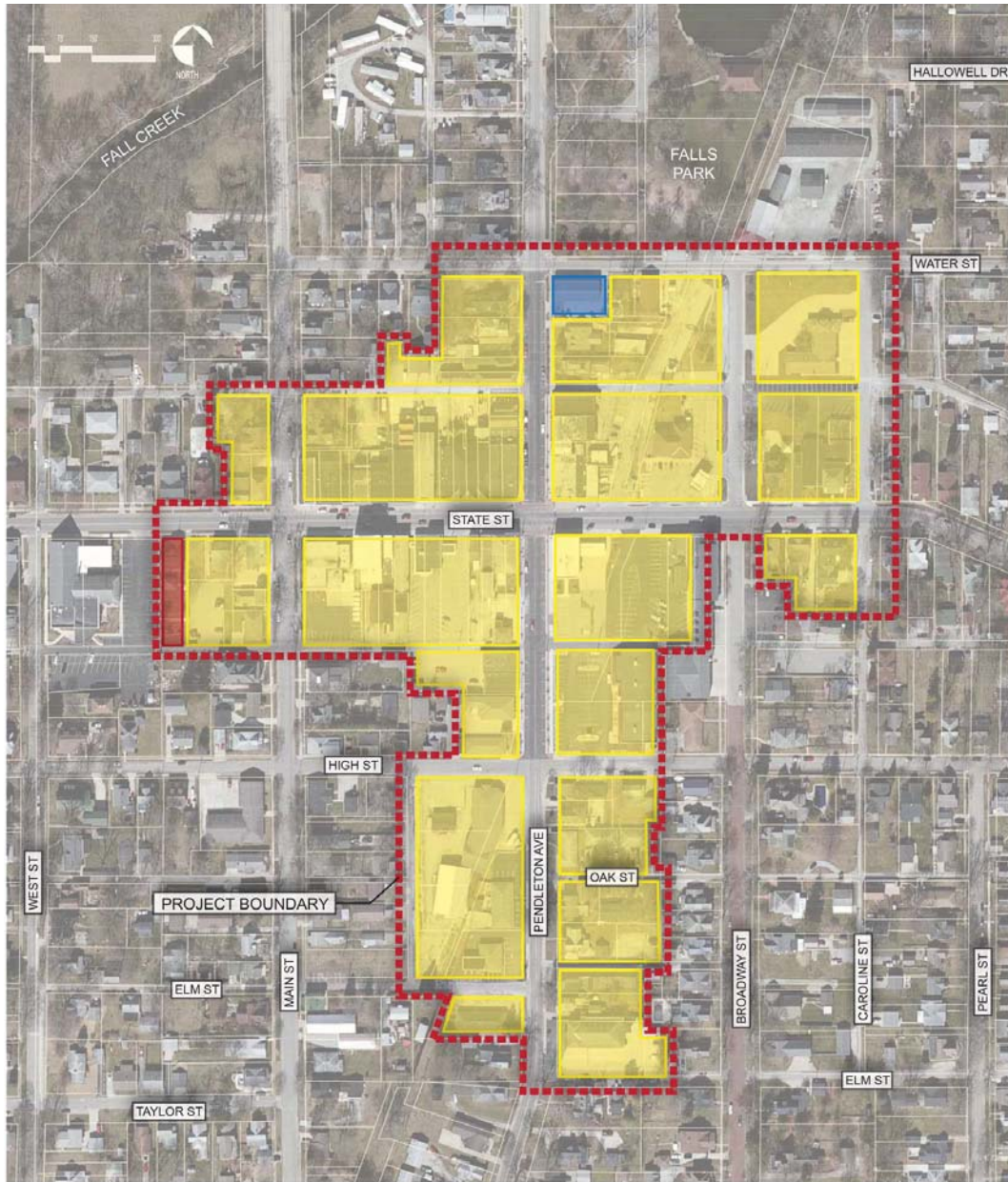
Multi-Family Housing



Historic Residential

Land Use and Zoning

The majority of the downtown core and the study area is zoned for Downtown Business. The apartment complex at the corner of Pendleton Avenue and Water Street features five 2-story apartment homes zoned as Multi-Family. The south side of State Street just as you are leaving the downtown core is zoned as Historic Residential. The downtown core is immediately surrounded by Historic Residential in all directions.



Pendleton Zoning Map

Sign Regulations

Sign regulations are another very important part of a Zoning Ordinance and have a major impact on the appearance and functionality of a downtown. The purpose of this section is to create the legal framework for a comprehensive and balanced system of signs to facilitate an easy and pleasant communication between people and their environment and to avoid the visual clutter that is potentially harmful to traffic and pedestrian safety, property values, business opportunities and community appearance. With these purposes in mind, it is the intent of this Code to authorize the use of signs which are:

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



A-Frame Sign Example



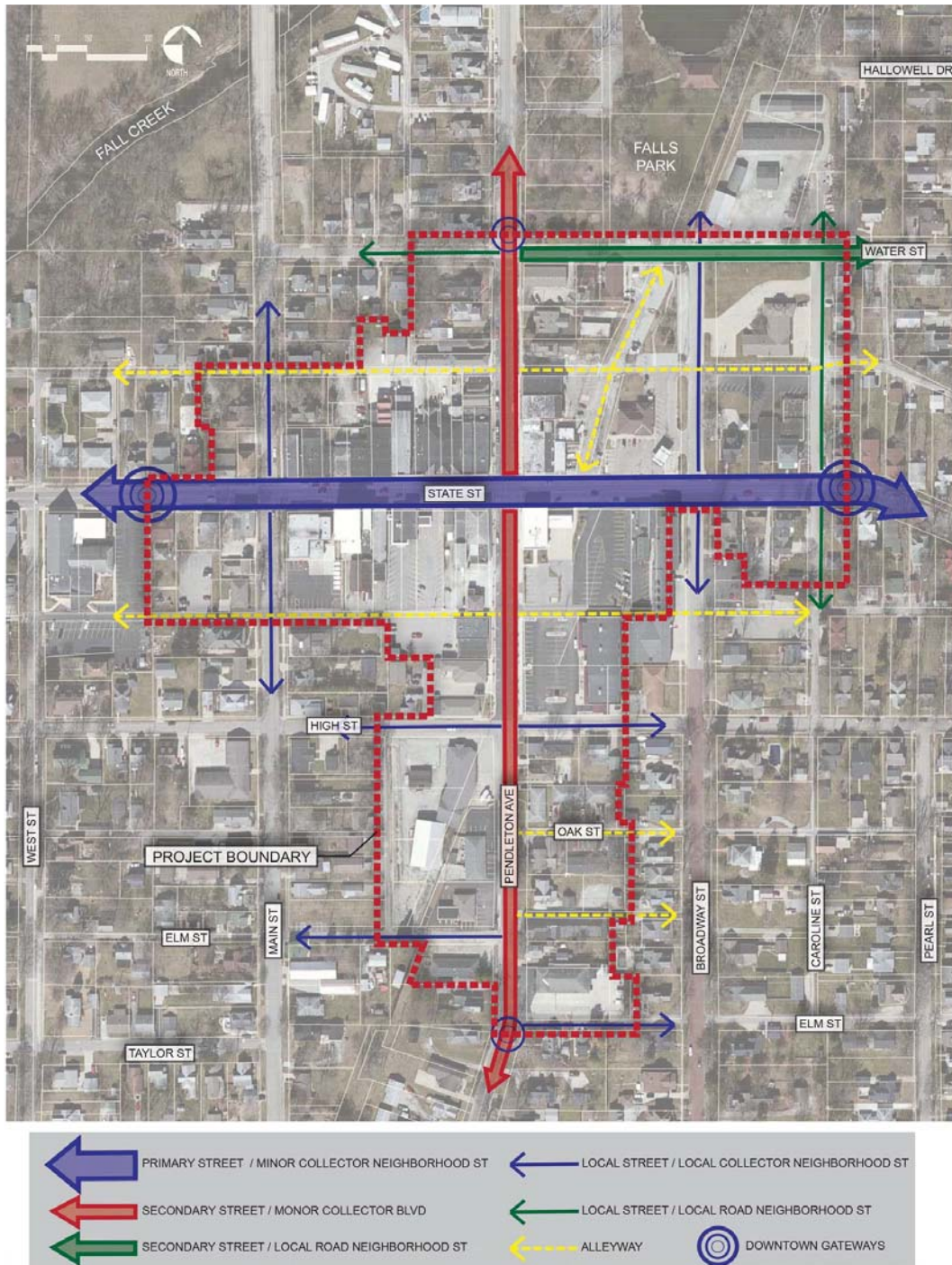
Mural Sign Example



Projecting Sign Example

Site and Corridors

The study area includes parts of Pendleton’s Historic Preservation District as well as its National Historic Registry. Within the study area boundaries, State Street and Pendleton Avenue form the main thoroughfares. Alleyways both north and south of State Street are highlighted for their potential as pedestrian corridors and event space. The areas surrounding the immediate downtown were included in the study area with the intention of building connectivity into the downtown along primary corridors surrounding the commercial core, especially to Falls Park.



Street Network & Connectivity

The study area is bifurcated north and south by Pendleton Avenue. Northbound traffic entering downtown from South Pendleton Avenue enters the study area passing the Fall Creek Golf Club, then through neighborhoods included in the Historic Preservation District to enter the downtown commercial core. A great gateway opportunity exists on the south side, where Pendleton Avenue bends at Elm Street. Southbound traffic entering downtown from the North Pendleton Avenue will pass by Falls Park and over Fall Creek to enter downtown. The Fall Creek Riparian Corridor and bridge crossing provide a rather dramatic gateway opportunity at this point. The primary east west traffic corridor is State Street, where the primary traffic flow from Interstate-69 enters downtown. The Pendleton and Falls Pointe Business Parks are adjacent to the highway and serves as an attraction into the historic downtown. Traveling east towards downtown, traffic winds down through the Fall Creek Riparian Corridor over another bridge creating a similar gateway opportunity as entering from the north. Westbound traffic passes through the Pendleton Heights School District and the Marsh Plaza Shopping Center. The surrounding highways traverse the study area in a fairly circular fashion. State Roads 9 and 67 could provide access points from the north, east and south while Interstate-69 borders the west edge of downtown. Based upon the traffic volumes along the roadway corridors and the existing traffic impacts on one's downtown experience, local merchants in the study area have the most to gain from continued streetscape improvements along State Street and Pendleton Avenue. These improvements will buffer traffic noise, shade the sidewalks and create a pedestrian zone more amenable to downtown shopping, working and living. Schematic design plans for the downtown core and Falls Park demonstrate how these improvements can work within existing rights of way.



State Street Corridor



Pendleton Avenue Corridor



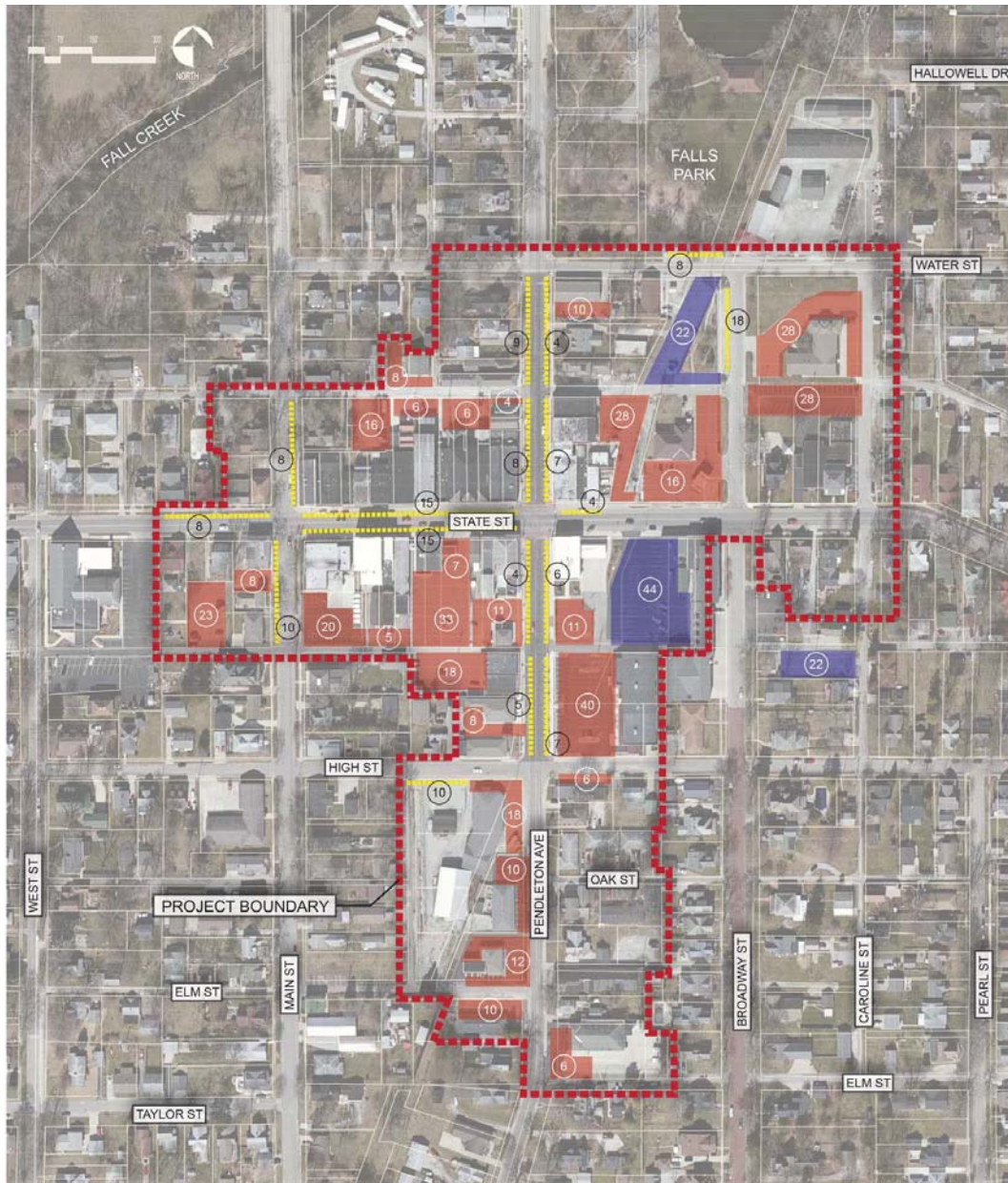
North Alleyway Corridor



South Alleyway Corridor

Parking

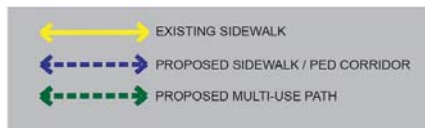
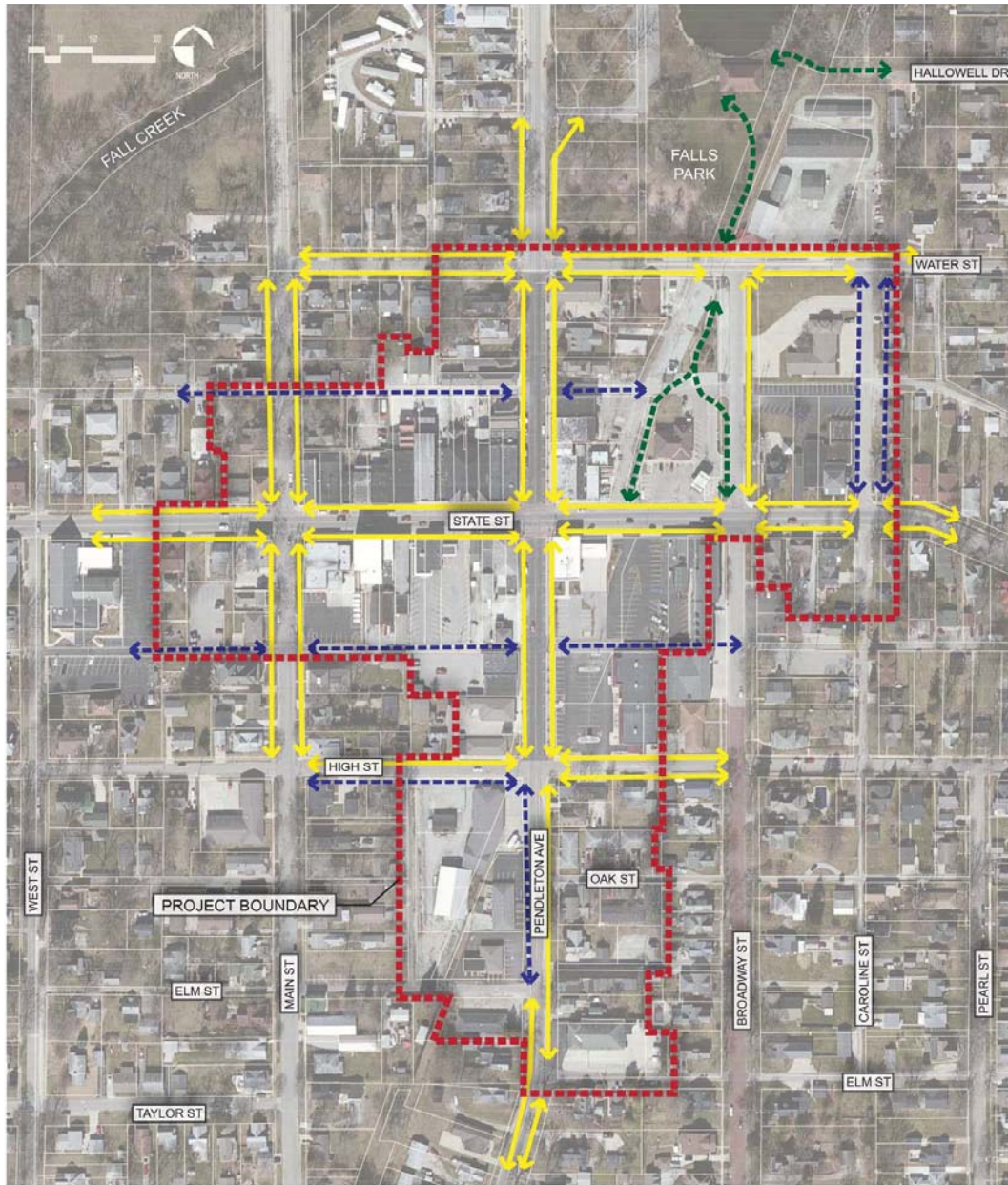
The accompanying map highlighting public and private parking illustrates an abundance of surface parking in and around downtown. The majority of this parking is private, with on street parking second and public parking lots third in terms of overall parking stalls. However, private lots are restricted in use to the owner, tenants and patrons of that particular development. Generally, on street parking meets many resident and visitor needs on a day to day basis but does cause issues during downtown events and festivals. Public parking lots and on street parking are not metered. Overall, survey results indicate that local residents consider downtown parking to be less than sufficient while business owners find parking availability to not be an issue. However, few residents indicated a willingness to walk more than a couple blocks from their parked car or home.



Downtown Parking

Pedestrian Connectivity

The compact nature of downtown provides an opportunity to combine improved walkability with convenient public parking for the benefit of all downtown stakeholders. The current condition of pedestrian infrastructure is in good shape, especially with the recent renovations to Pendleton Avenue and State Street. Sidewalks exist throughout most of the downtown with the exception of Broadway Street and areas around the old lumber yard. Alleyways north and south of State Street provide great potential for pedestrian friendly spaces. These spaces could serve as direct connections from the business core to surrounding neighborhoods as well as Falls Park. They could also be used for downtown festivals and events such as the Fall Festival or the Farmer’s Market. Areas around the Pendleton Pantry and along Broadway Street provide potential for a pocket park which would further strengthen connections between downtown and Falls Park while also providing additional space for public gathering and events.

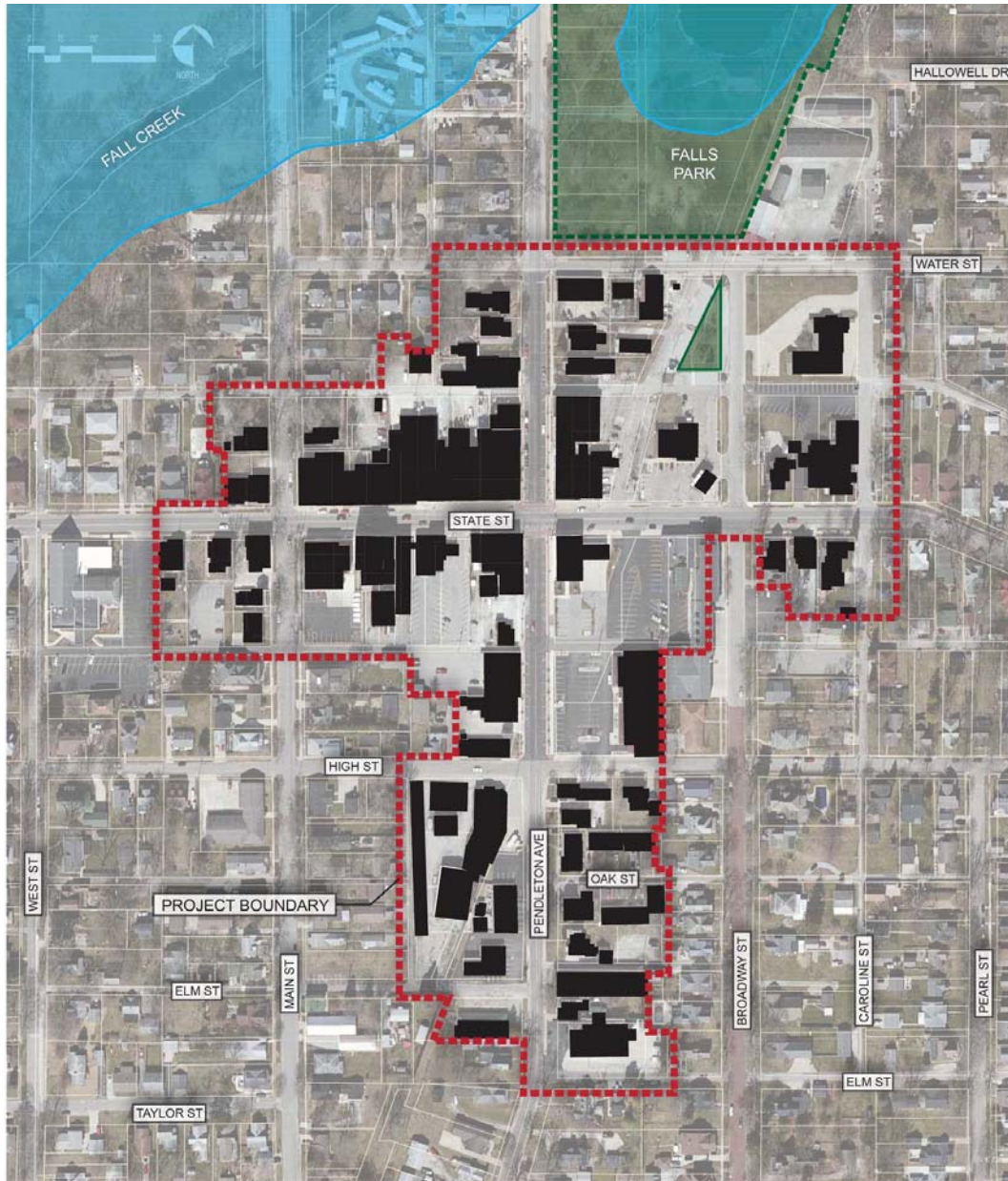


Pedestrian Connectivity

Natural Areas and Recreational Open Spaces

There are some drainage issues within the study boundary due to an abundance of limestone near the earth’s surface. These areas are mostly south of Fall Creek. A stormwater areas of concern map can be found on page D-1. There are not areas that flood within the downtown proper however the downtown does share a watershed with the park. Fall Creek and parts of Falls Park flood on a seasonal basis.

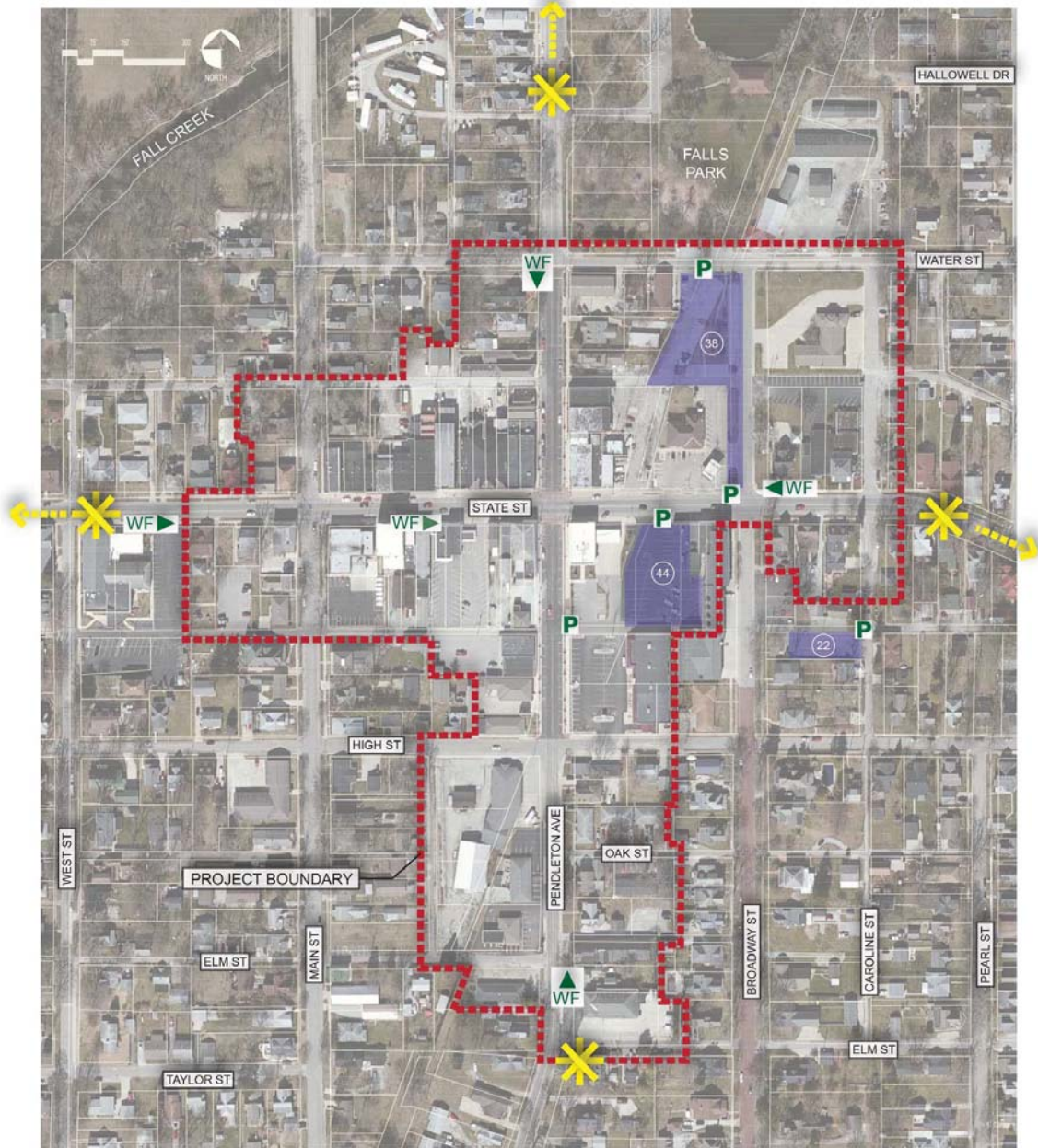
There is an abundance of hardscape within the downtown. Building footprints are primarily surrounded by parking lots, roads and alleyways. There is a small pocket park along Broadway Street that is recommended to become a more substantial connection into Falls Park.



Recreational Open Spaces & Building Footprints

Gateways & Wayfinding to Public Parking

Gateways announce the arrival into downtown and are an effective way to welcome visitors to Pendleton. Four gateway locations have been selected north and south along Pendleton Avenue and east and west along State Street. Monument features are effective tools to attract visitors into downtown. These features can display a wide range of information such as historical markers, maps and trail information. Wayfinding signs are recommended to be located immediately as one enters the downtown core. These signs will point out areas of attraction, important businesses and public parking locations. Three public parking lots on the east side of downtown are currently present. Additional public parking for Falls Park and downtown events will be added to Broadway Street as shown on page D-3.



*PARKING SPACE COUNTS ESTIMATED

Gateways & Wayfinding to Public Parking

Gateway Feature Locations



North - Pendleton Avenue (Guardrail to be removed)



South - Pendleton Avenue



West - State Street



East - State Street

Monument Features

The design of the monument feature shall incorporate elements similar to the gateway feature in order to establish a palette of consistent design materials throughout the town's main corridors.

Guidelines

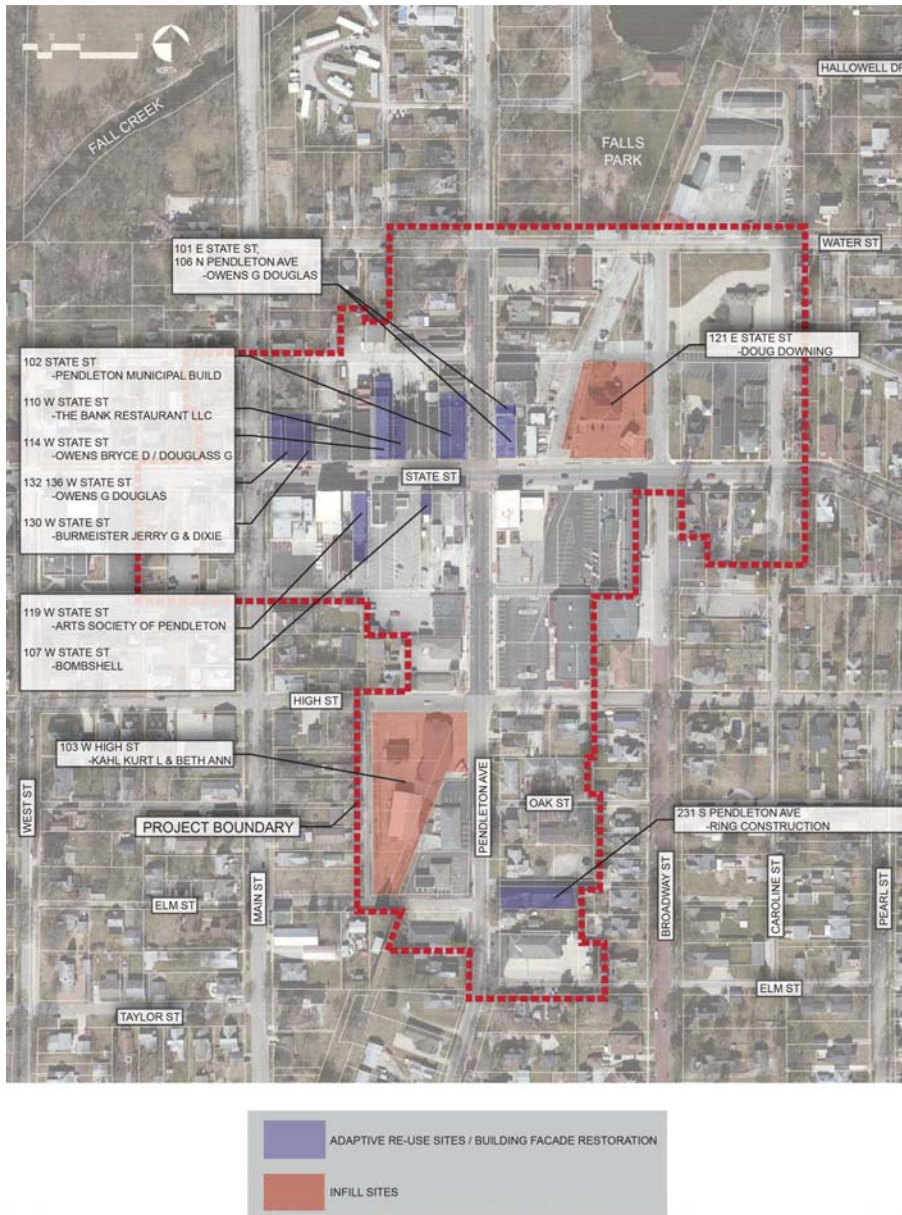
- o Gateway features located on State Street and Pendleton Avenue shall be designed in coordination with INDOT standards for urban multi-lane highways
- o Materials should be permanent, durable and low maintenance
- o Along urban multi-lane highways, all monument features shall be constructed in the public right-of-way with a minimum 10'-0" roadway setback in zones where design speed is ≤ 45 MPH and a minimum 20'-0" roadway setback in zones where design speed is ≥ 50 MPH. The roadway setback is defined as the distance from the edge of travel lane, or from the edge of travel way to the right-of-way line, whichever is less
- o Monument features shall not be located within standard sight line triangles at intersections
- o Trail markers and historical signage may be incorporated into the monument feature design
- o Design panels for monument features to be determined



Monument Feature Example - City of Franklin

Buildings

Rank	Score*	% of Vote	Redevelopment Opportunity	Common Name	Address
1	81.0	9.4%	Adaptive Re-use	K of P / Galleria	114 W State St
2	73.0	8.5%	Adaptive Re-use	Town Hall	102 W State St
3	62.5	7.3%	Adaptive Re-use	Redmen's Hall	136 W State St
4	55.0	6.4%	In-fill Development	Pendleton Pantry	121 E State St
5	55.0	6.4%	Adaptive Re-use	Ring Construction	231 S Pendleton Ave
6	54.0	6.3%	In-fill Development	Lumber Yard	103 W High St
7	48.0	5.6%	Adaptive Re-use	Chambers / Serendipity	101 E State St / 106 N Pendleton Ave
8	47.0	5.5%	Adaptive Re-use	The Bank	110 W State St
9	41.7	4.9%	Adaptive Re-use	Bombshell	107 W State St
10	31.5	3.7%	Adaptive Re-use	Jones and McCarty Garage	132 W State St
11	28.0	3.3%	Adaptive Re-use	Burmeister	130 W State St
12	25.0	2.9%	Adaptive Re-use	Pendleton Arts Society	119 W State St



Pendleton has a respectable stock of historic buildings remaining in the commercial core, providing ample opportunity for breathing new life into downtown. The Opportunities Team is confident that a local resurgence in redeveloping and re-purposing the historic downtown is possible with a two pronged strategy: a measured and 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 Opportunities Team has identified catalyst projects worthy of preliminary town assessments that will be key developments in prompting this resurgence.

A total of 11 scoring sheets were collected at the 4/24/15 Steering Committee meeting. Scoring sheets had 12 lines for members to rank and prioritize their catalyst project sites & buildings. Projects 1 through 12 were then weighted whereas the project ranked 1st received a score of 12, rank #2 a score of 11 and so on with 78 total points possible per sheet. Over 30 different projects were listed by the steering committee with the top 12 projects receiving 70.1% of the vote.

Potential Catalyst Projects

Cultural / Social Resources

Pendleton enjoys active festivals, parades and downtown events throughout the year. The *June Jamboree* and *4th at the Falls* attract many locals and visitors to downtown during the summer months. *Christmas in Pendleton* brightens up State Street with a parade and snow ball toss in the winter. Below are a sample of the events as advertised on the town's social media outlets:

June Jamboree

Photo Credits: Town of Pendleton Facebook Page
Town of Pendleton Home Page



4th at the Falls



Fall Festival / Heritage Days



Christmas in Pendleton





Analysis

Annual downtown Pendleton and Falls Park events / festivals for the calendar year are illustrated in the table below (event / festival dates may be different depending on the year) :

<u>Event</u>	<u>Date</u>	<u>Sponsor</u>	<u>Location</u>
Easter Egg Hunt	April 19th	Catalyst Church / Pendleton Christian Church / Pendleton United Methodist Church / YMACA	Falls Park
Highway 38 Sale	May 2nd & 3rd	Pendleton Business Association	Downtown
Gazebo Prom	May 10th	PHHS	Falls Park
Farmer's Market	Sat 8AM - 12PM May 10th thru Oct 11th	Farmer's Market Board	Falls Park
Rugged Trail Run	May 17th	Falls Park	Falls Park
June Jamboree	June 3-7	Lions Club	Falls Park
Free Movie Night	June 13th	Catalyst Church / Falls Park	Falls Park
CIF Presents Madison County Law Enforcement Torch Run	June 14th	Correctional Industrial Facility for Special Olympics Indiana	Falls Park
Pet Parade	June 28th	Lions Club	Falls Park
Concerts in the Park <i>Convergence (Jazz)</i>	June 29th	Lions Club / Pendleton Community Library	Falls Park
4th at the Falls	July 4th	Falls Park / Main Street Pendleton / Godbey Family	Downtown / Falls Park
Free Movie Night	July 11th	Catalyst Church / Falls Park	Falls Park
3rd Annual Kiwanis Show in Memory of Neal Shull	July 12th	Kiwanis Club	Falls Park
Pound the Pavement	July 19th	Kevin Carey Foundation	Falls Park
Concerts in the Park <i>Mountain Laurel (Bluegrass Gospel)</i>	July 27th	Lions Club / Pendleton Community Library	Falls Park
Fishing Derby	August 9th	Lions Club	Falls Park
Free Movie Night	August 15th	Catalyst Church / Falls Park	Falls Park
Concerts in the Park <i>PHHS Marching Band & Madison County Band Directors</i>	August 24th	Lions Club / Pendleton Community Library	Falls Park
Heritage Fair	September 5th & 6th	Century & A Half Club	Falls Park
Fall Festival	September 11th	Pendleton Business Association	Downtown
Free Movie Night	September 12th	Catalyst Church / Falls Park	Falls Park
Answers for Adalyn Benefit Ride	September 13th	Answers for Adalyn	Falls Park
Outfitters Block Party	September 20th	Outfitters	Downtown
Homecoming Parade	September 26th	PHHS	Downtown
Halloween Parade	October 25th	Lions Club	Falls Park
Christmas in Pendleton	November 8th	Pendleton Business Association	Downtown



■ Section D

■ Recommendations

Catalyst Projects - Site and Streetscapes

Downtown Events Space

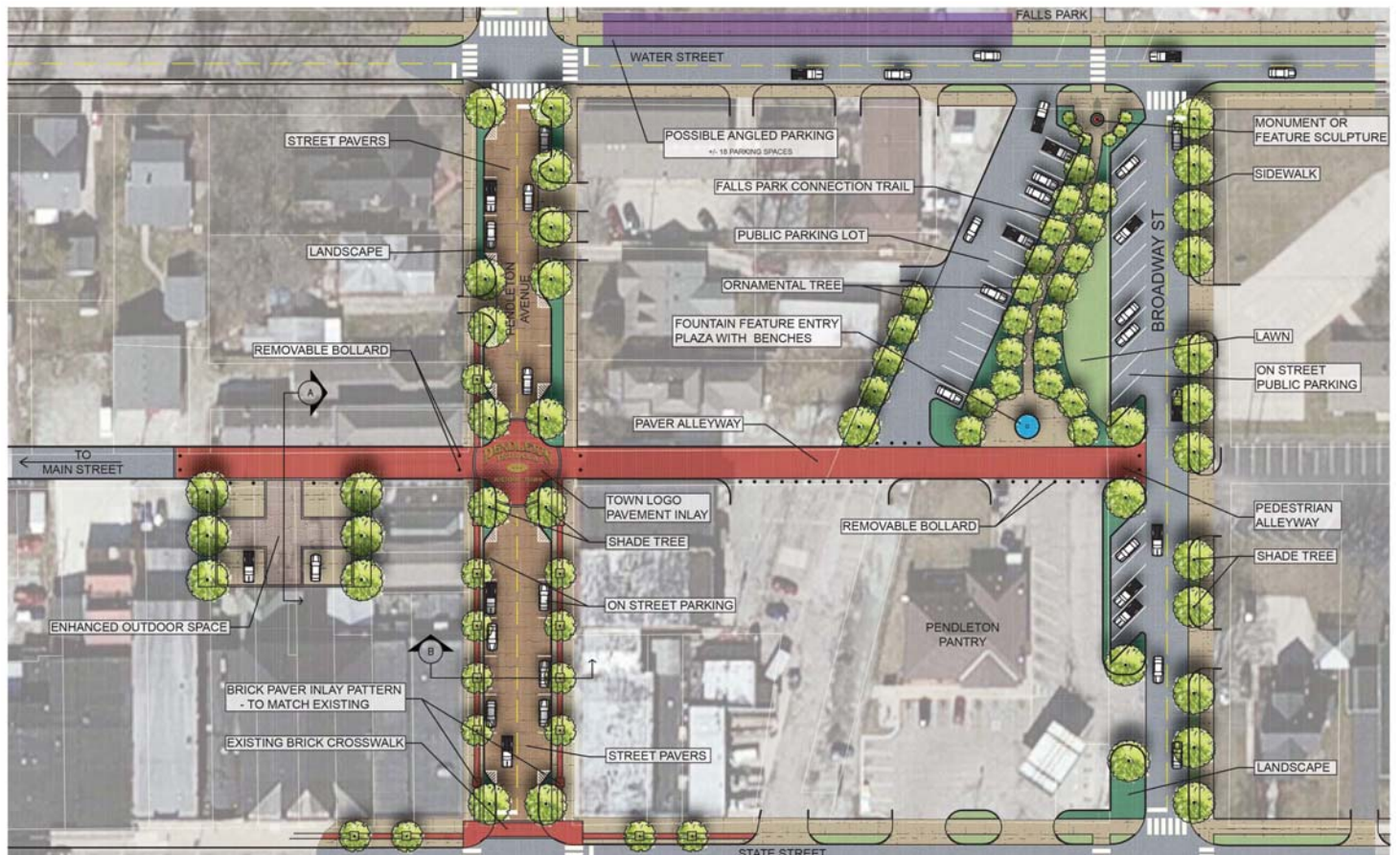
The proposed streetscape for Pendleton Avenue and the pedestrian oriented service alley north of State Street will accomplish several local goals: create an automobile free event space for downtown festivals, establish a connection to an enhanced alleyway behind buildings north of State Street, create a potential location for Pendleton Farmers' Market, become a visual and physical connector to Falls Park from State Street and Pendleton Avenue and allow opportunities for public art / sculptures.



Paver Parking Lot / Alleyway Example



Alleyway Enhancements Example



Downtown Events Space Concept Design

Alleyway Enhancements

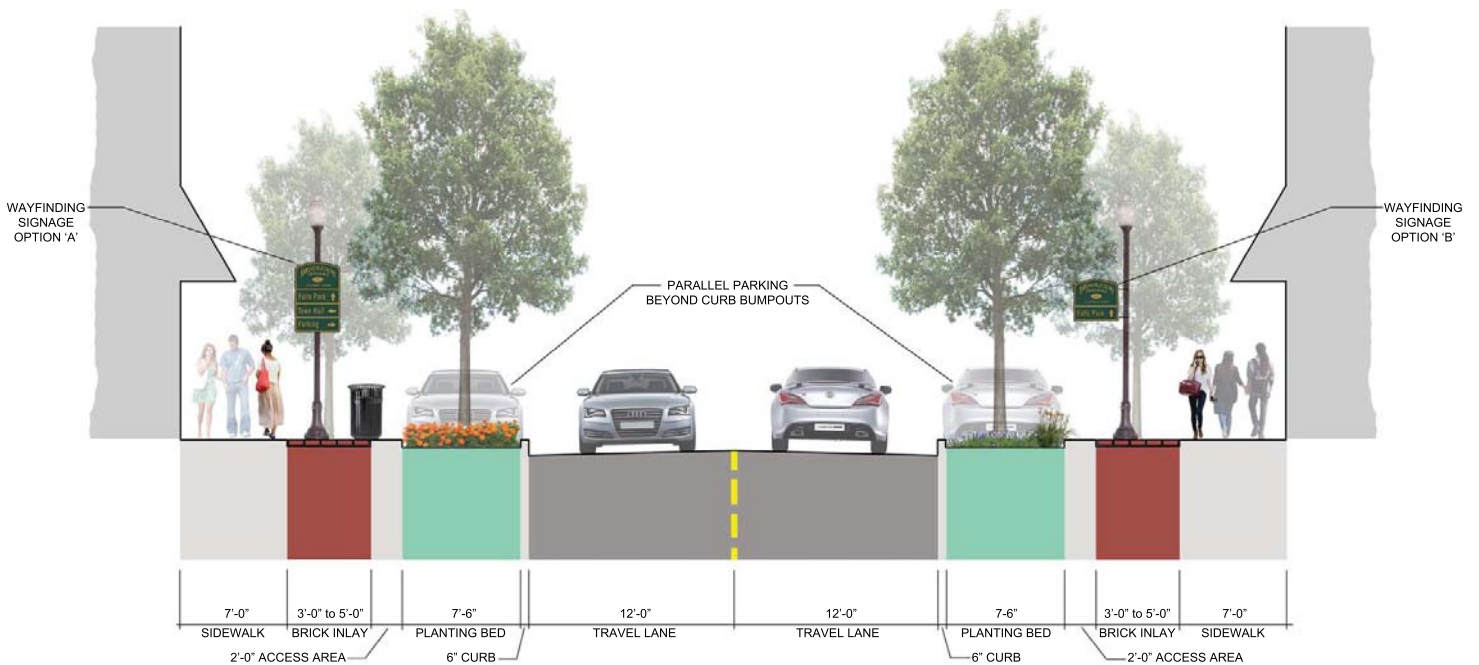
This public space offers a substantial opportunity to enliven a long underutilized space near the town's primary commercial corridor. By improving the utilization of the alleyway, an outdoor patio and events space is created. While still allowing for retail deliveries and business access, the alleyway will attract pedestrian users both day and night. These enhancements will also create a direct connection into Falls Park from as far west as Main Street.



Section A - Alleyway Enhancements

Pendleton Avenue Enhancements

Streetscape enhancements to Pendleton Avenue will offer a combination of vehicular and pedestrian friendly commercial corridors. Recently established streetscape elements will remain. In addition, mature street trees, planting beds, wayfinding signage and increased site furnishings will create a more visually appealing and safer corridor within the downtown commercial core.



Section B - Pendleton Avenue Enhancements

Downtown Retail Overview

Existing Building Use for Downtown Core

Currently, downtown building space is by in large utilized by the following:

- o Retail
- o Office
- o Restaurant

Upper floor space in downtown buildings is primarily either vacant or used for storage.

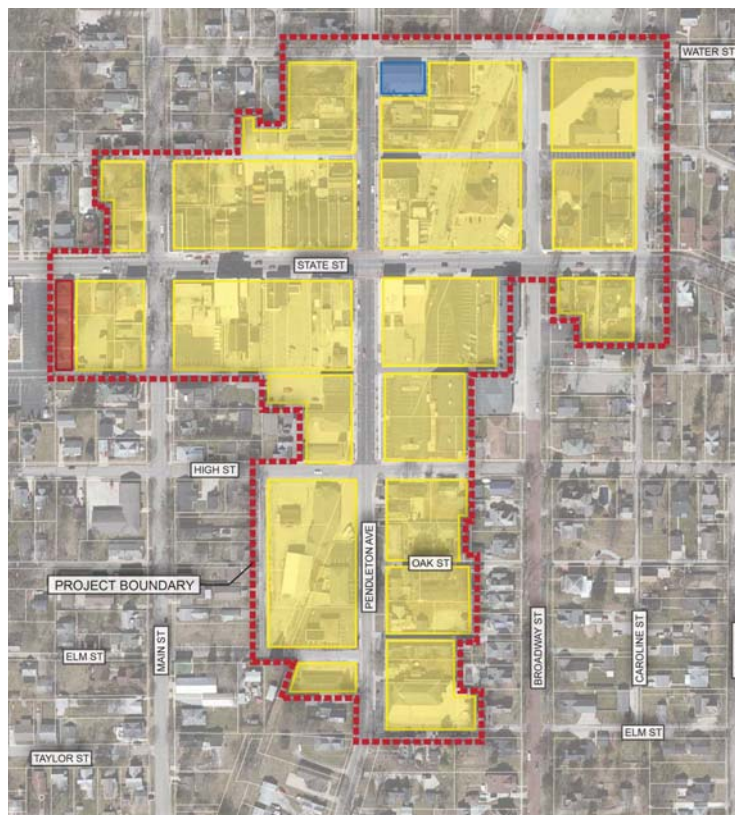
**An official survey of all downtown buildings was not conducted. However, potential catalyst project sites were toured by the Opportunities Team to compile information on current uses, quality and condition of exterior and interior spaces and to provide realistic redevelopment opportunities to increase the economic viability of downtown Pendleton as a whole.

Proposed Building Use for Downtown Core

Occupied street level storefronts are to be retained and encouraged to remain in operation. Unoccupied storefronts should be encouraged to pursue commercial retail activity. Unoccupied upper levels should be renovated to provide living space under the following categories:

- o For sale condos
- o Mixed-income housing
- o For-rent housing

**Housing of any kind is not recommended for lower levels within Downtown Business Zoned buildings.



Pendleton Zoning Map



Lower Level Office Space Example



Lower Level Retail - Upper Level Living Space Example

Detailed Building Recommendations

Traffic counts, demographics, and population in and around Pendleton suggest the potential for services and restaurant offerings beyond that which are being currently offered in downtown to serve local residents, nearby residents and those passing through—whether commuting or for pleasure. Plan recommendations for aesthetic improvements to both alleyways running parallel to State Street, will add value and development interest to all downtown buildings. Upper floor adaptive reuse and conversion of predominantly vacant space into studio offices often appeal to those in the design/arts industries like artists, architects, interior designers, graphic artists, web designers and commercial artists. Market rate housing also has potential for unique and appealing buildouts that capitalize upon the character of the historic buildings, particularly the tall ceilings and large windows. In addition, storefront windows overlooking State Street and balconies for outdoor living on the alleyways provide these development opportunities additional appeal.

For a Town of its' size, Pendleton, surprisingly, has four lodges dating from the late 1800's to the early 1900's, all within a three minute walk. All four are currently underutilized and generally present challenges to traditional redevelopment. The voluminous spaces found in the Knights of Pythias Hall, Oddfellows, Redmen's and Masonic Lodges offer a unique opportunity to celebrate that history and preserve this architectural heritage. In addition, the general public has limited knowledge of the fraternal organizations that, at the turn of the century, had profoundly positive influences on local communities and society. Finally, Pendleton has great proximity and easy access to the local emerging markets of Noblesville, Fishers and Carmel, where the charm and appeal of Pendleton's quaint downtown is within easy reach of those populations.

Therefore, it would be prudent to conduct a targeted study of "The Lodges of Pendleton". This study should be done in aggregate - to determine a redevelopment strategy that might capitalize on their close proximity and tell the rich history of these different fraternal orders. Based upon the size of these lodges, it is recommended that redevelopment consider quasi-public multipurpose uses that would allow residents and visitors a chance to experience all four lodges in various ways. These uses could include a wine bar with tasting room, farm to fork destination restaurants, dance & gymnastics studios, intimate performance halls for movies, music and theater as well as event space for weddings, reunions, corporate retreats and small conferences, meetings and social gatherings.

Investigative tours of regional destinations that have built their own successful venues would prove quite informative as Town stakeholders consider "The Lodges of Pendleton" opportunity. The largely volunteer efforts of Franklin Heritage to restore the Artcraft Theater and create a multipurpose venue in downtown Franklin, Indiana is a good example of a not-for-profit that has successfully marketed their vintage movies to visitors from around the state and the country. The Strand Theater in Shelbyville is another success story that markets a varied seasonal program and multipurpose facilities function. An understanding of the organizational, programming and operational experience of these two grassroots efforts to enliven vacant and neglected historic buildings would prove to be informative to a Pendleton stakeholder group attempting to achieve the unique potential that "The Lodges of Pendleton" offer.

Catalyst Projects - Buildings

110 West State Street - The Bank Restaurant



110 West State Street - Facade



110 West State Street - Historical Photo

Recommended Improvements

1. Replace entry doors
2. Clean masonry and tuckpoint 10%
3. Remove metal embeds
4. Remove projecting sign and install new non-illuminated signage
5. Refinish wood windows and door frames
6. Remove glass block infill over doors
7. Remove stone infill at storefront windows



110 West State Street - Exterior Windows

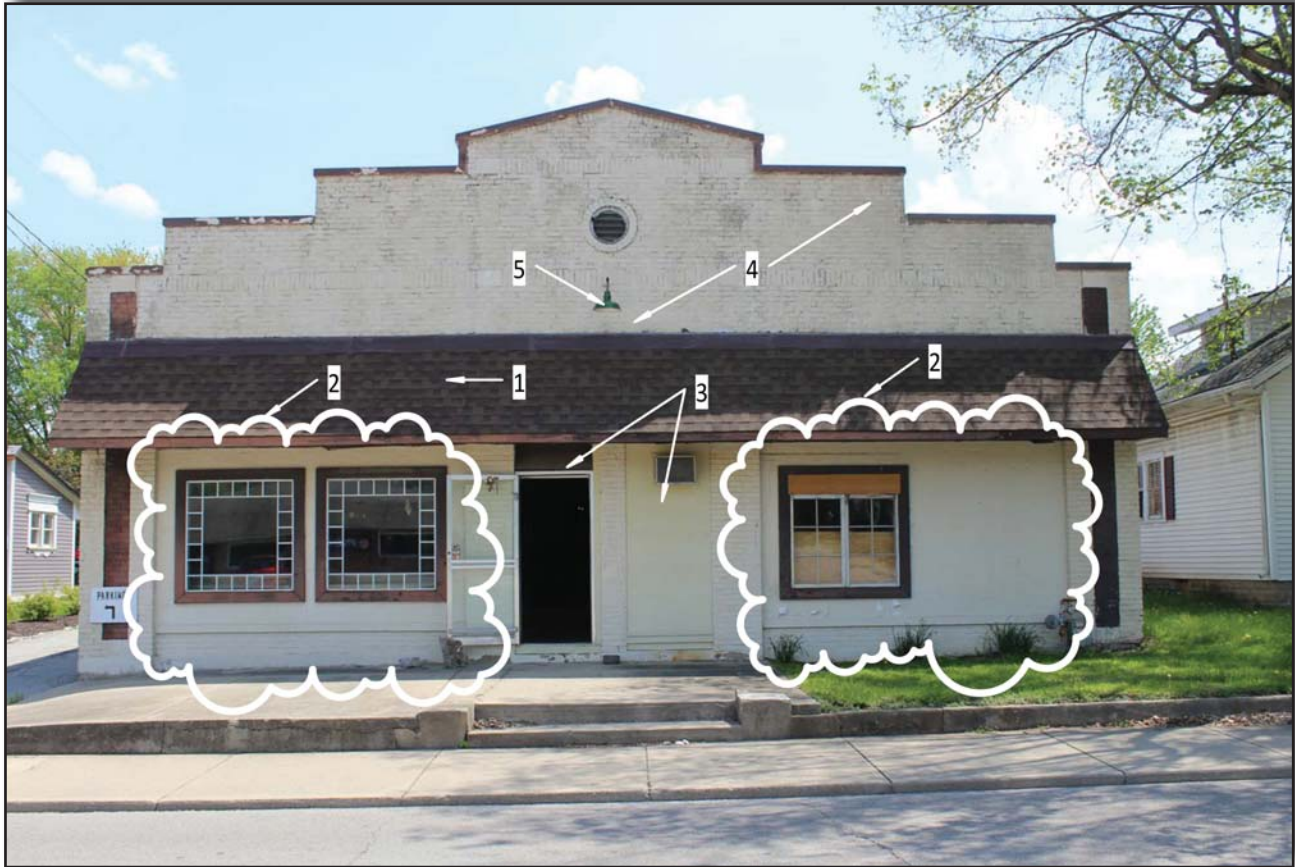
Opinion of Probable Cost:

\$60,000 to \$75,000



110 West State Street - Foundation

231 South Pendleton Avenue - Ring Construction



231 South Pendleton Avenue - Facade

Recommended Improvements

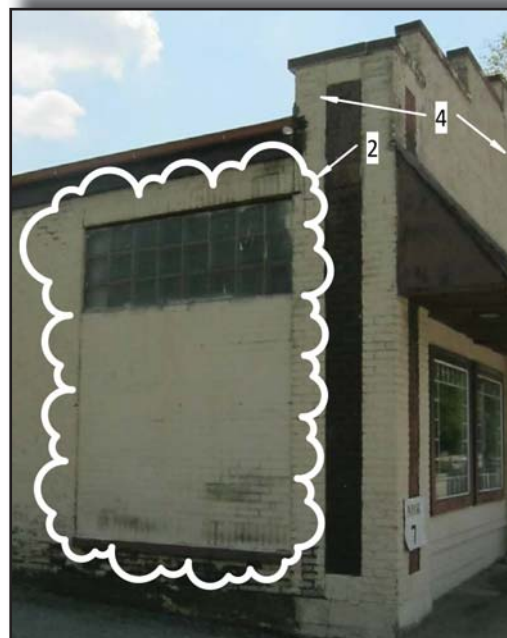
1. Remove shingle roof
2. Remove infill and re-establish historic openings
Repair glass block transoms
3. Replace entry doors and transoms
4. Remove paint and tuckpoint / repair masonry
5. Replace exterior lighting with period fixture

Opinion of Probable Cost:

\$140,000 to \$175,000

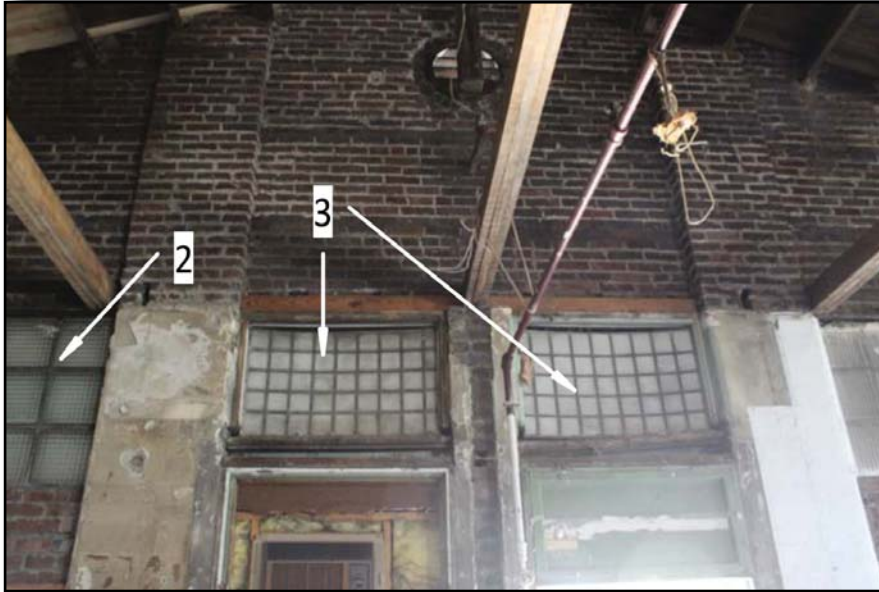


231 South Pendleton Avenue - Cornice

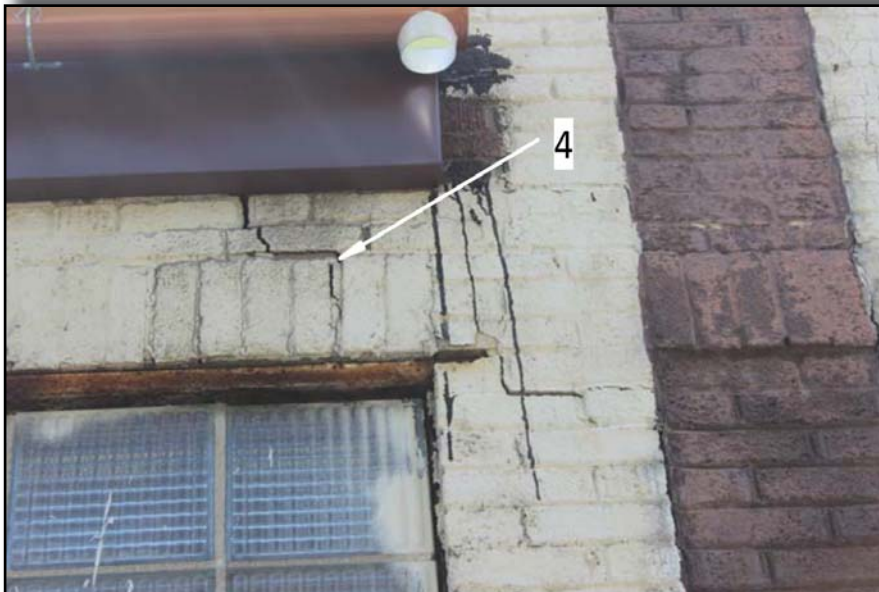


231 South Pendleton Avenue - Side Alley View

231 South Pendleton Avenue - Ring Construction

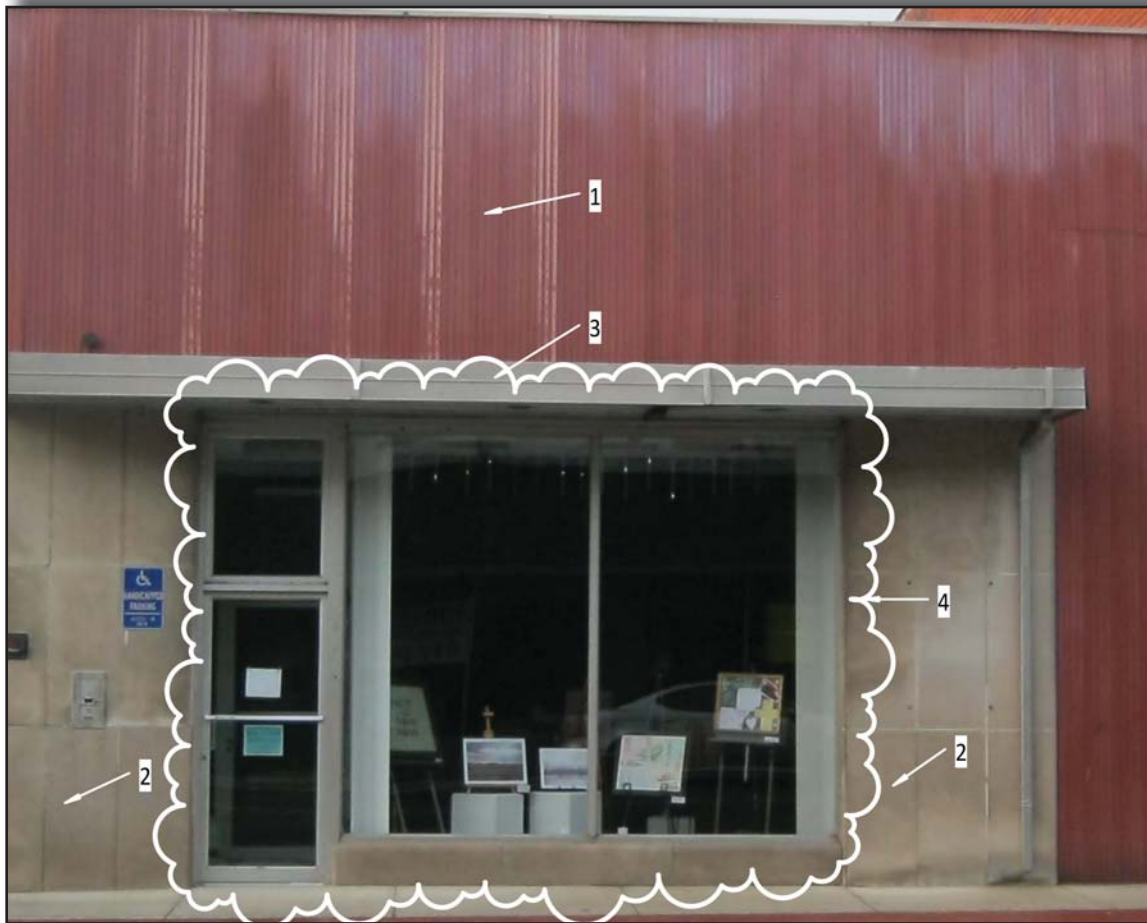


231 South Pendleton Avenue - Interior



231 South Pendleton Avenue - Facade

119 West State Street - Pendleton Arts Society



119 West State Street - Facade

Recommended Improvements

1. Upgrade metal paneling
2. Clean / repair limestone veneer
3. Retain and repair canopy
4. Upgrade aluminum storefront

This is a contributing addition over time and should not be significantly altered.

Opinion of Probable Cost:

\$45,000 to \$60,000



119 West State Street - Historical Photo

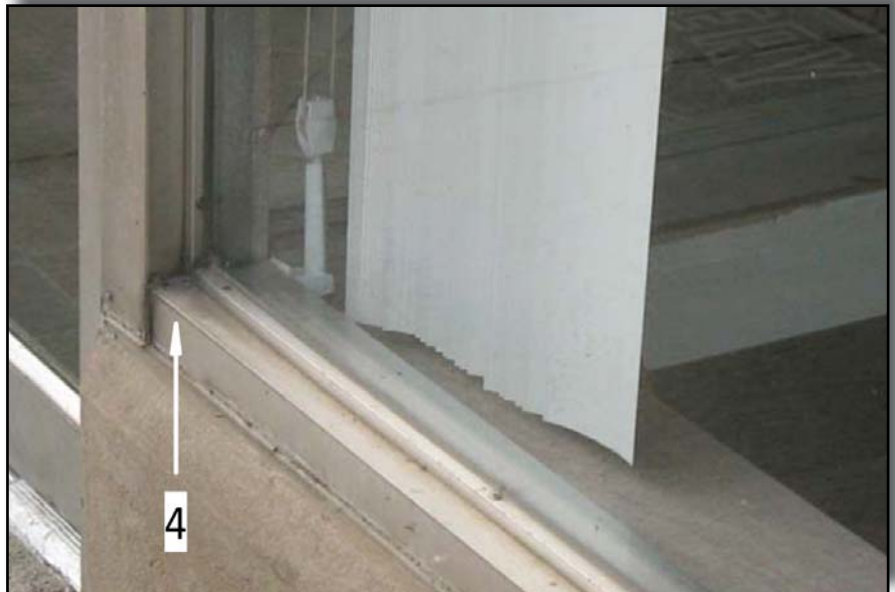
119 West State Street - Pendleton Arts Society



119 West State Street - Facade Canopy

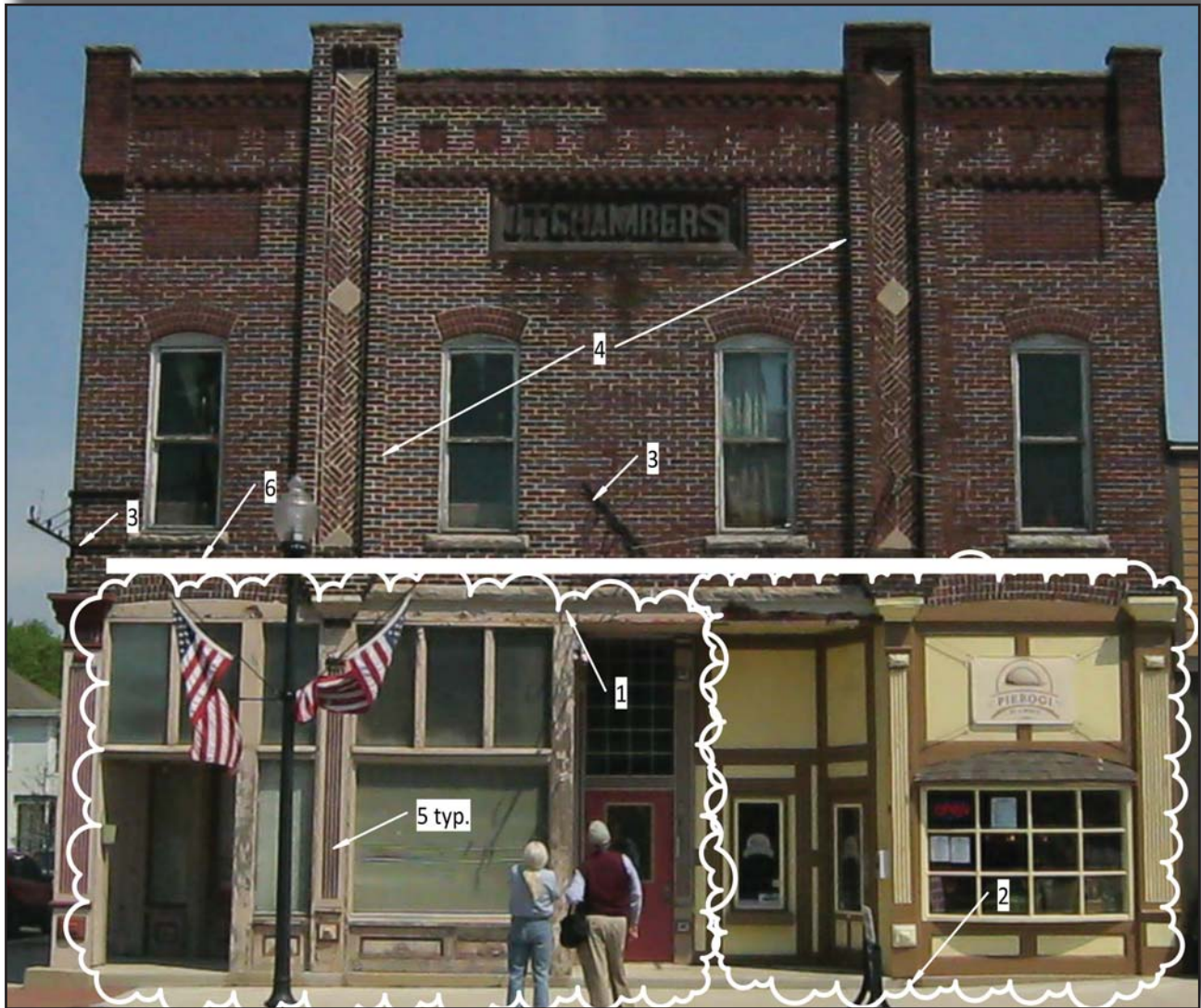


119 West State Street - Limestone Veneer



119 West State Street - Exterior Windows

101 East State Street - J.T. Chambers Building



101 East State Street - Facade



101 East State Street - Foundation

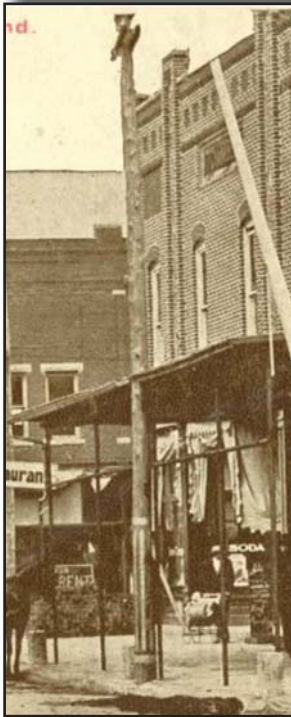
Recommended Improvements

1. Repair / restore west corner
2. Replicate storefront at east side
3. Remove metal embeds
4. Tuckpoint and clean masonry
5. Repair cast iron, scrape, clean, and paint
6. Install fixed canopy
7. Replace steel beam
8. Repair / replace wood elements, scrape, clean, and paint

This is a contributing alteration over time.

Opinion of Probable Cost:
\$115,000 to \$135,000

101 East State Street - J.T. Chambers Building



101 East State Street -
Historical Photo

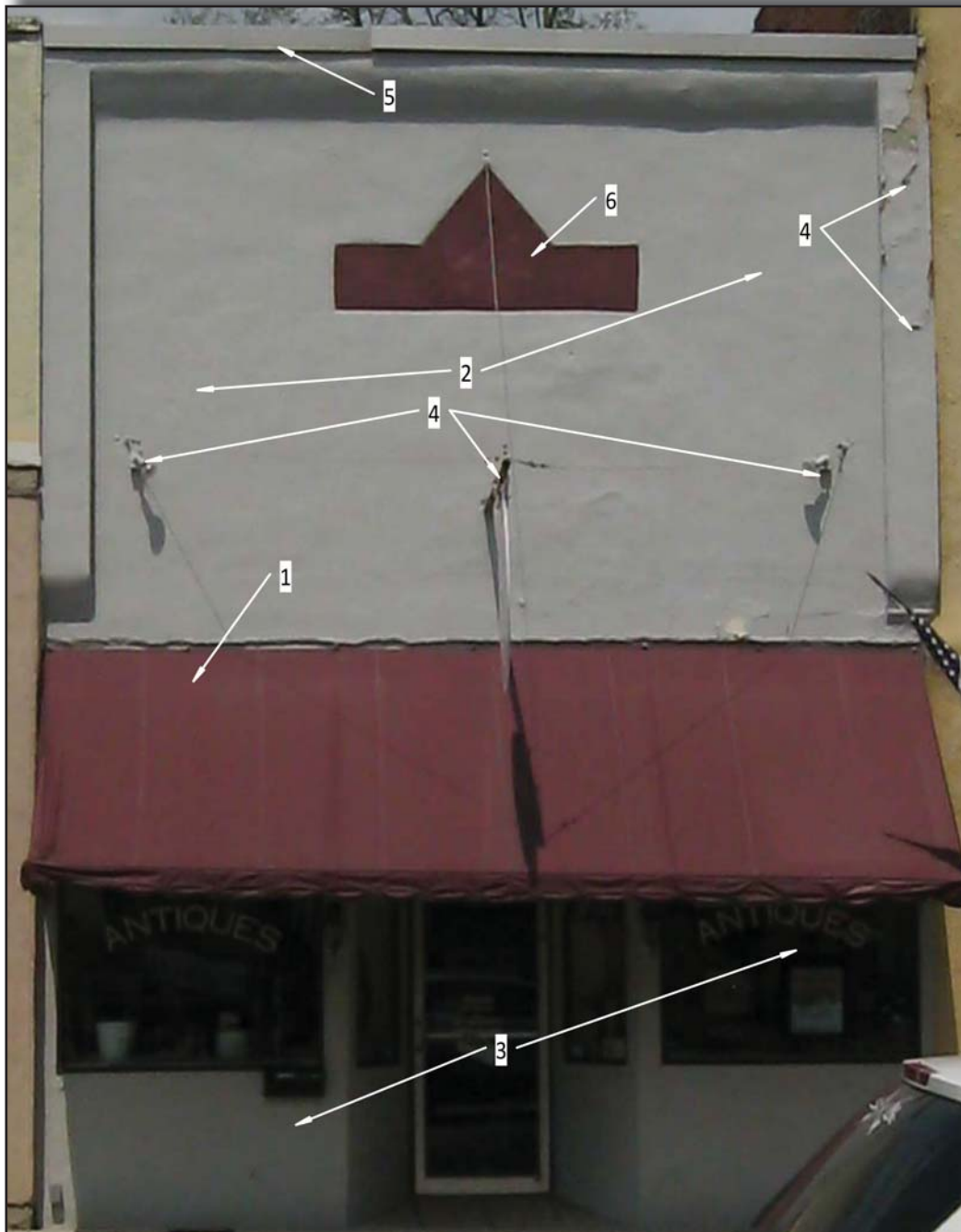


101 East State Street - Window Coping



101 East State Street - Facade Entryway

130 West State Street - Burmeister



130 West State Street - Facade

Recommended Improvements

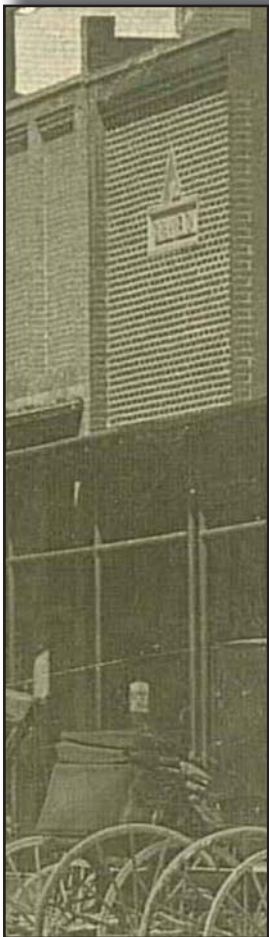
1. Replace awning with fixed canopy to replicate historic
2. Remove coating and restore brick and limestone facade
3. Replicate original storefront design
4. Remove metal embeds
5. Replace metal coping with limestone
6. Restore sign

Opinion of Probable Cost:
\$45,000 to \$60,000

130 West State Street - Burmeister

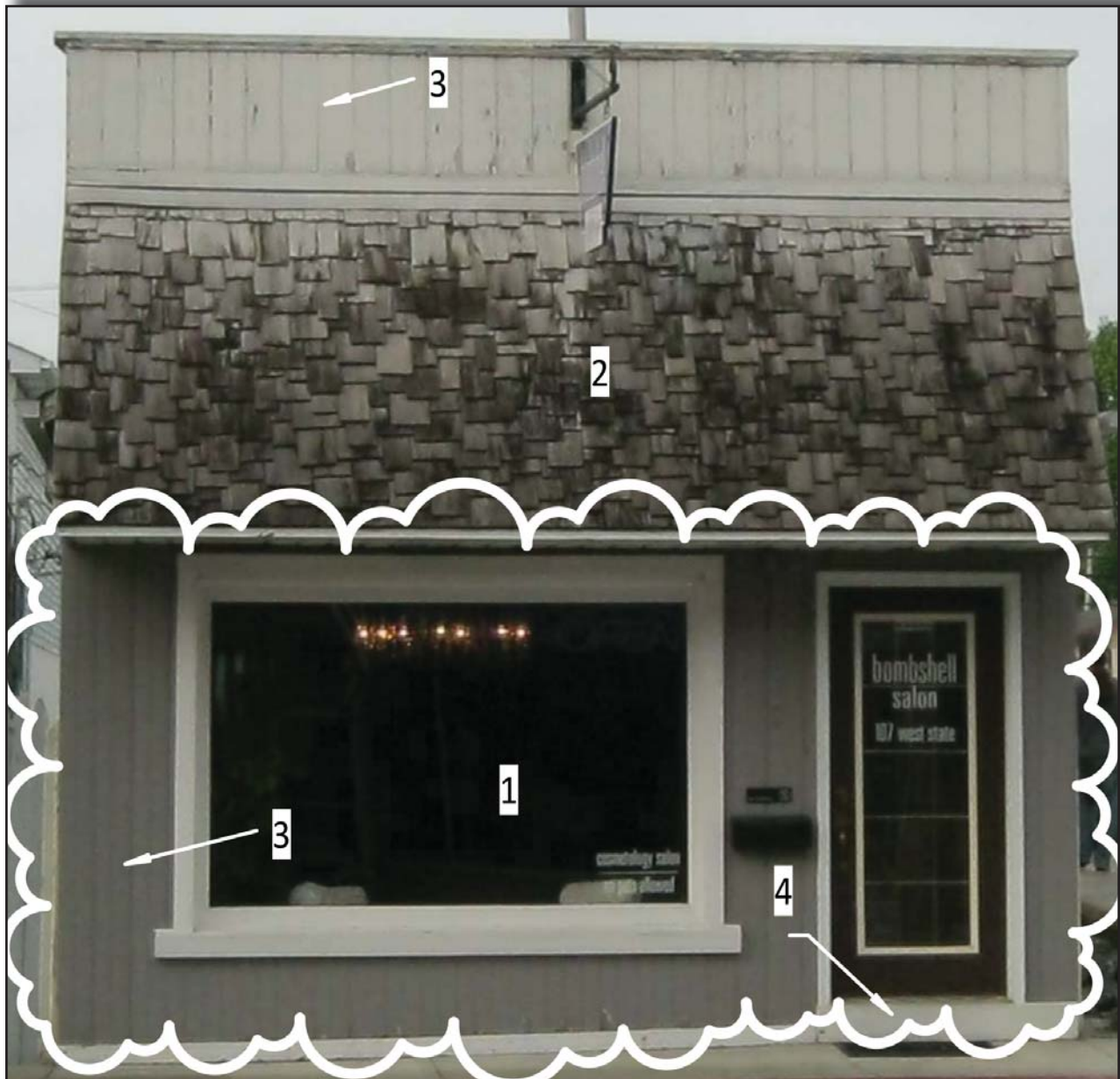


130 West State Street - Building Connection



130 West State Street - Historical Photos

107 West State Street - Bombshell



107 West State Street - Facade

Recommended Improvements

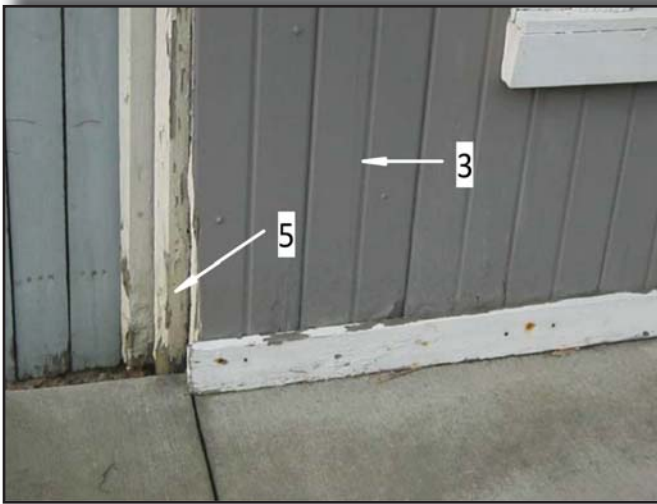
1. Replace entry
2. Remove shingle roof
3. Replace vertical siding with flush horizontal siding
4. Modify entry for ADA access
5. Repair / replace deteriorated wood and repaint

Opinion of Probable Cost:
\$65,000 to \$80,000

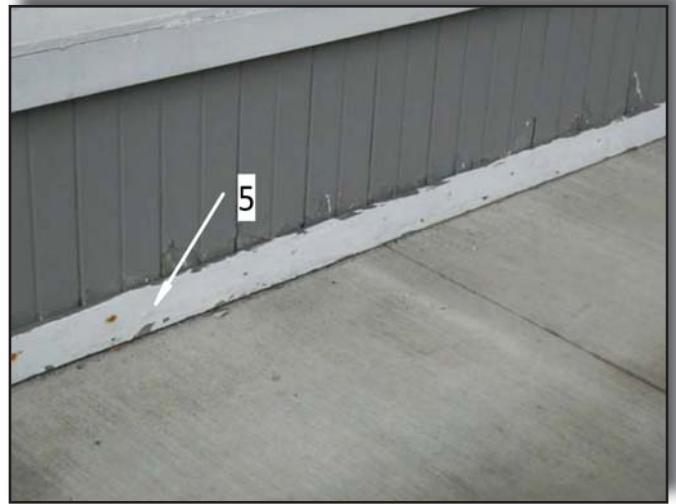


107 West State Street - Entryway

107 West State Street - Bombshell



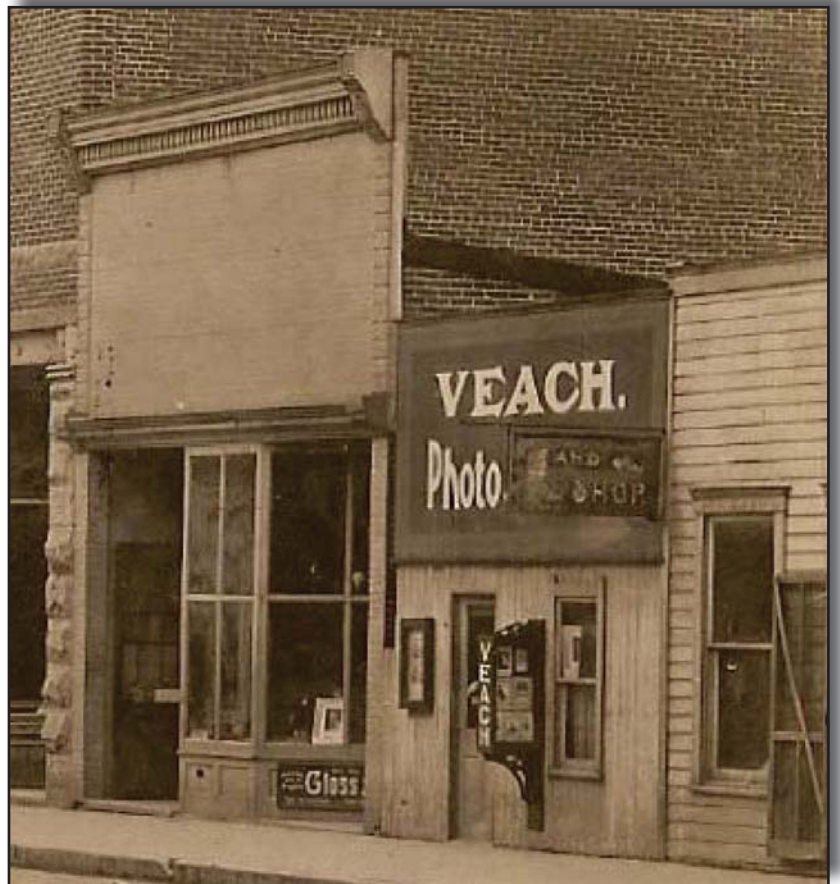
107 West State Street - Foundation



107 West State Street - Foundation

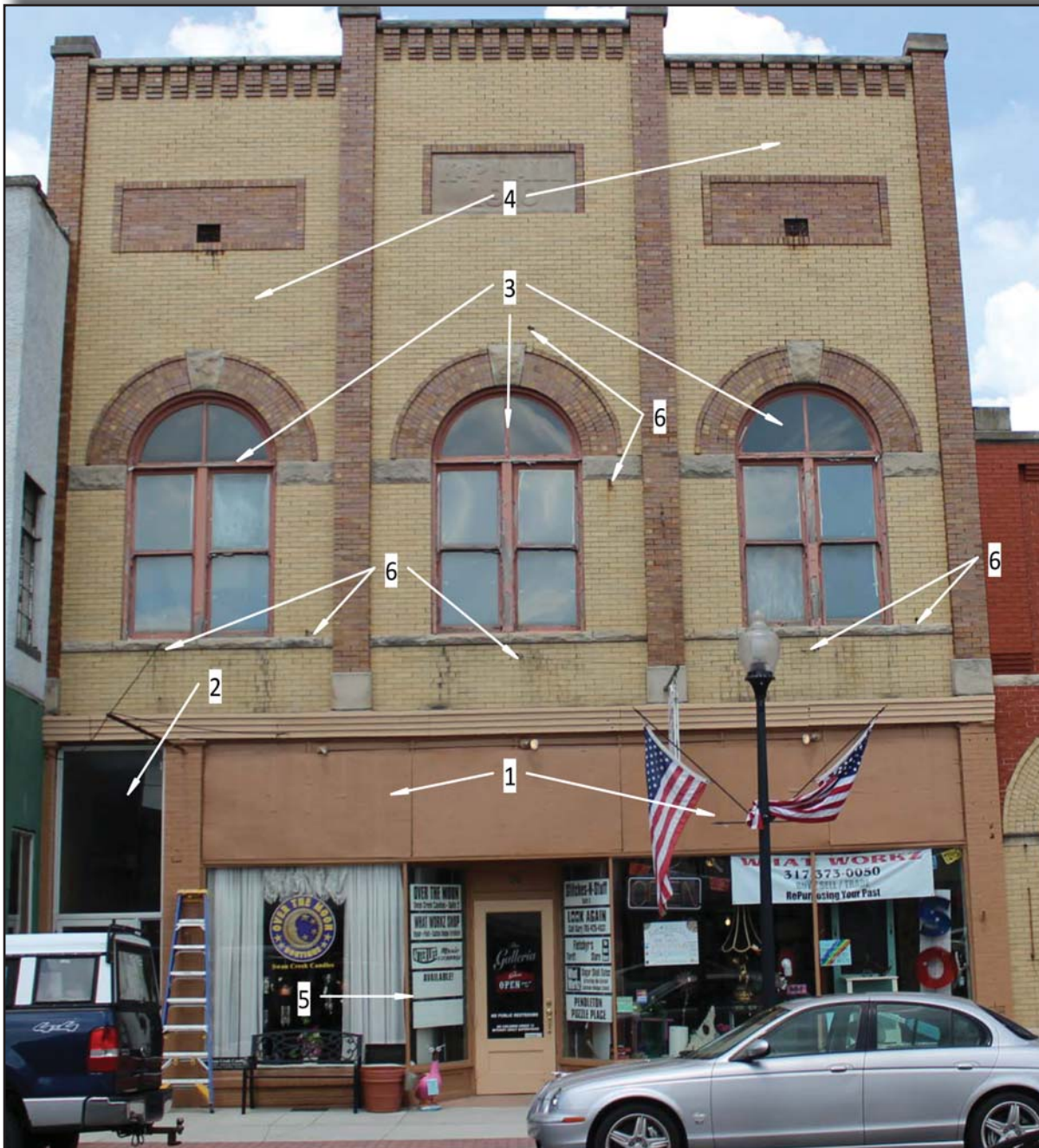


107 West State Street - Roof Overhang



Representative Historical Photo

114 West State Street - Knights of Pythias / Galleria



114 West State Street - Facade

Recommended Improvements

1. Restore / repair existing historic storefront.
2. Replace entry door and transom to second floor
3. Scrape, clean, repair, caulk, and paint windows
4. Tuckpoint 50% and clean masonry
5. Remove paint from masonry and storefront
6. Remove metal embeds

Opinion of Probable Cost:
\$95,000 to \$120,000

114 West State Street - Knights of Pythias / Galleria



114 West State Street - Cornice

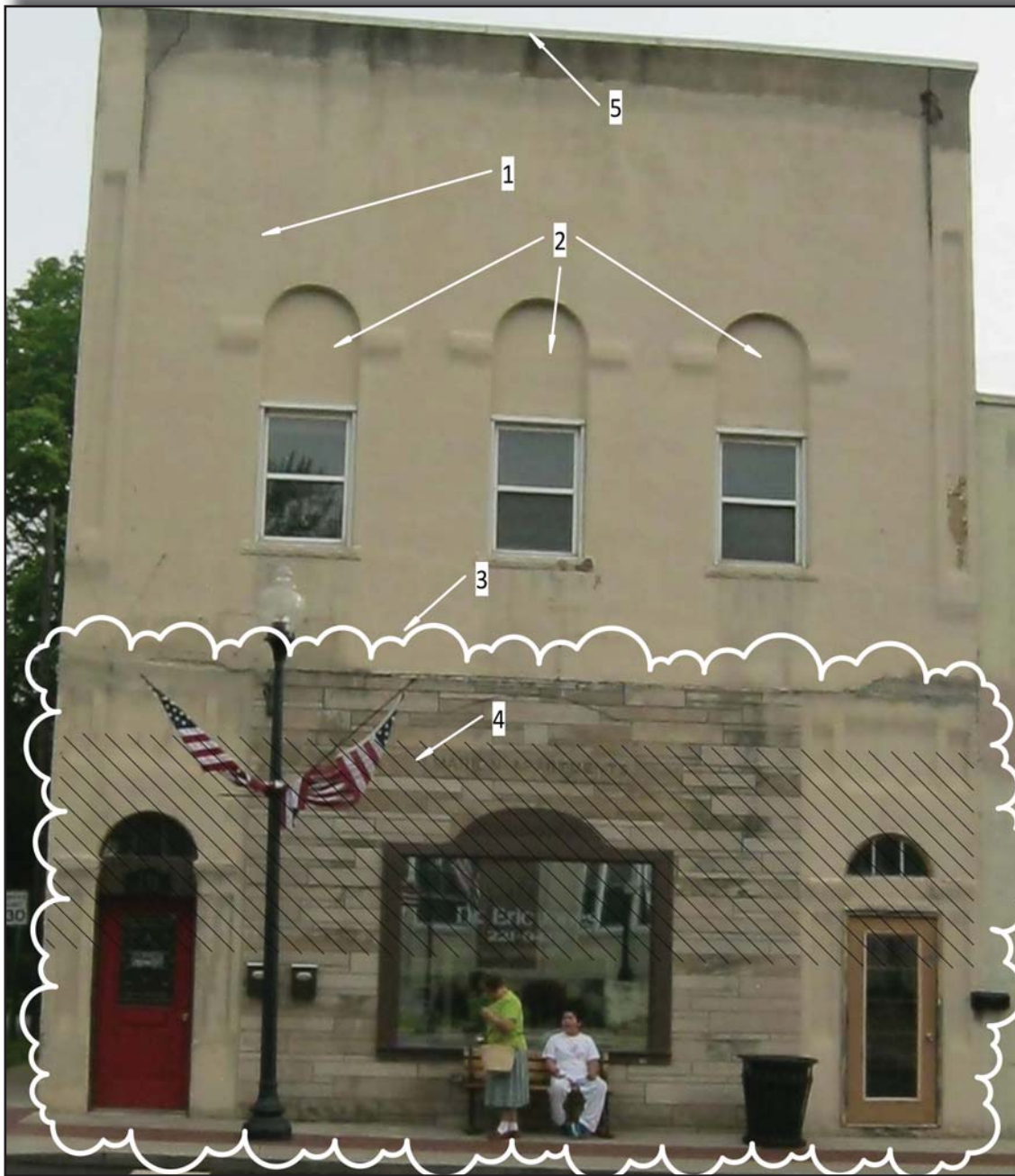


114 West State Street - Exterior Windows



114 West State Street - Foundation

136 West State Street - Redmen's Hall



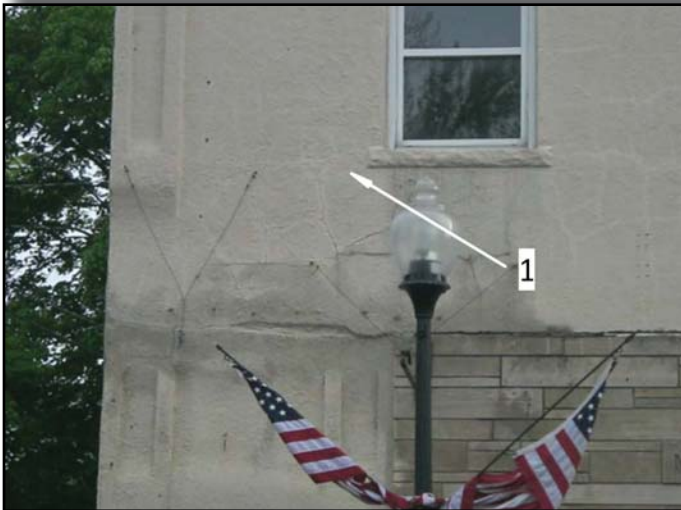
136 West State Street - Facade

Recommended Improvements

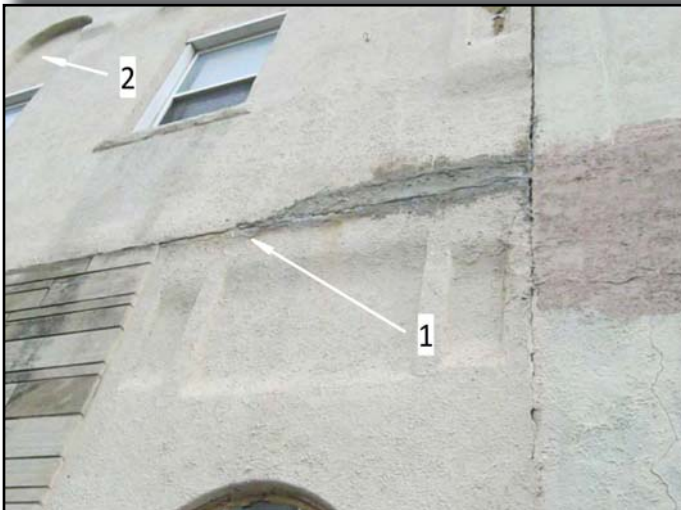
1. Remove coating and restore masonry
2. Remove infill and provide properly sized windows
3. Replicate historic storefront
4. Provide fixed canopy to replicate historic canopy
5. Replace metal coping with limestone

Opinion of Probable Cost:
\$150,000 to \$185,000

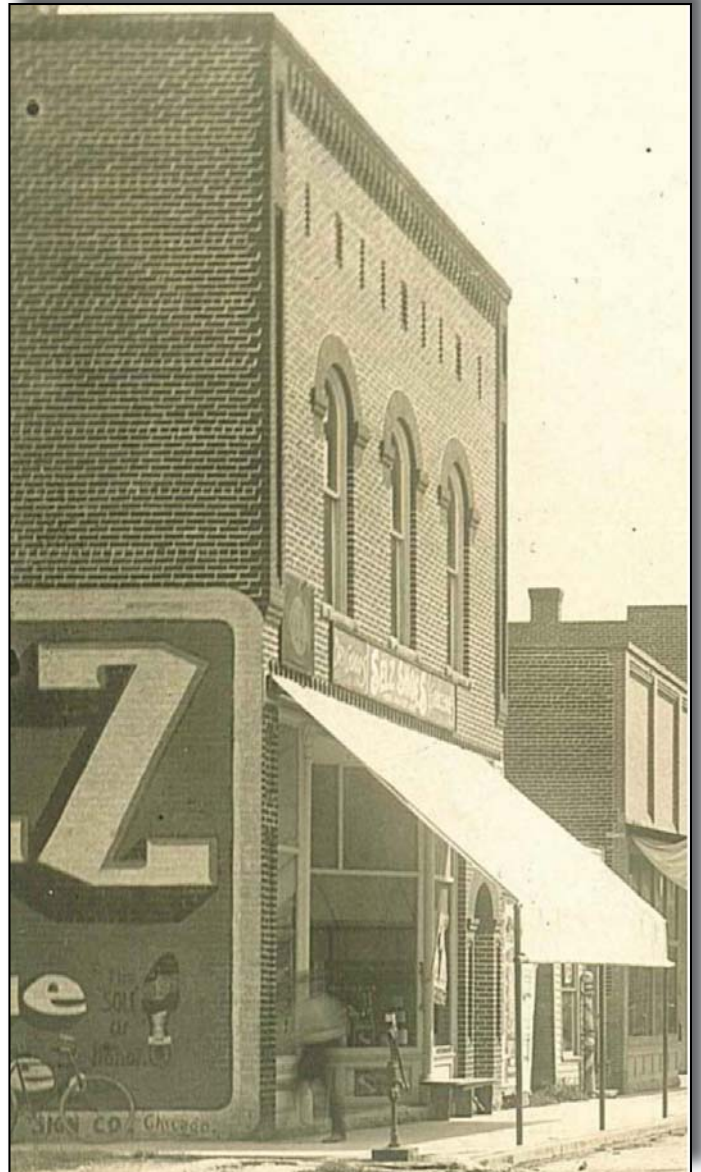
136 West State Street - Redmen's Hall



136 West State Street - Facade Masonry

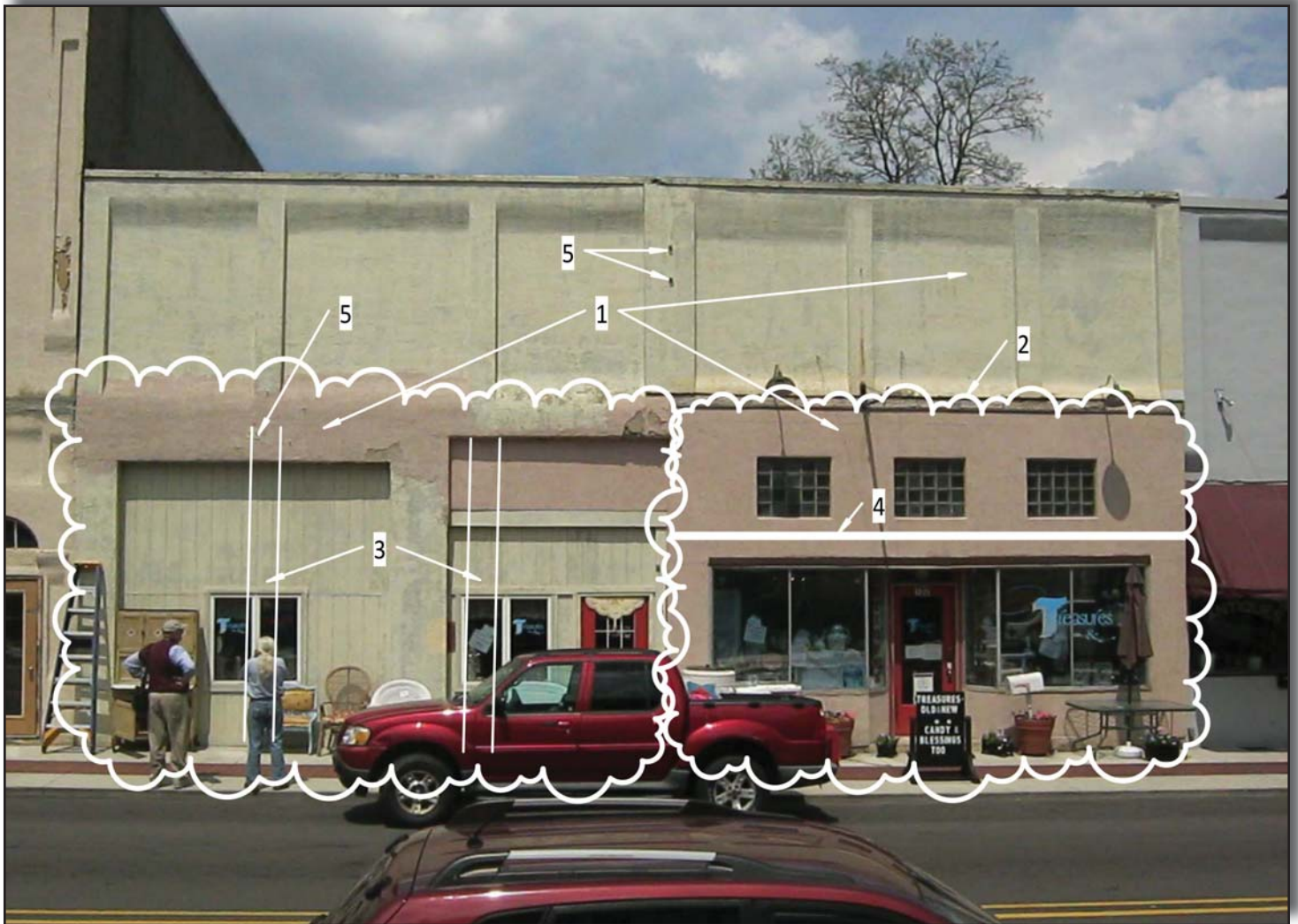


136 West State Street - Facade Masonry and Windows



136 West State Street - Historical Photo

132 West State Street - Jones and McCarty Garage



132 West State Street - Facade

Recommended Improvements

1. Remove coating and restore masonry and panels
2. Replicate original storefront design
3. Re-establish three bays at west building and infill with aluminum storefront
4. Add fixed canopy to east building to replicate historic
5. Remove metal embeds

Opinion of Probable Cost:

\$150,000 to \$200,000

132 West State Street - Jones and McCarty Garage



132 West State Street - Facade Masonry



132 West State Street - Facade Masonry

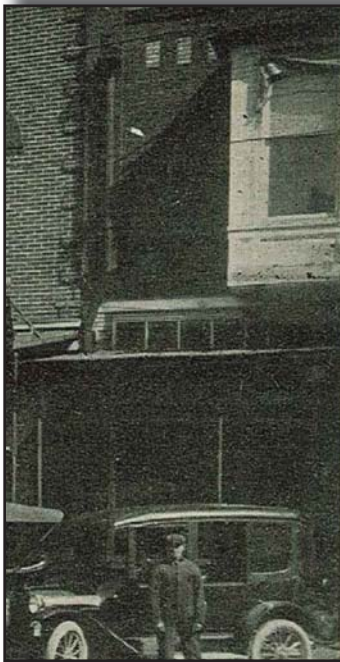


132 West State Street - Historical Photo

106 North Pendleton Avenue - Serendipity



106 North Pendleton Avenue - Historical Photos



106 North Pendleton Avenue - Facade



106 North Pendleton Avenue - Interior

Recommended Improvements

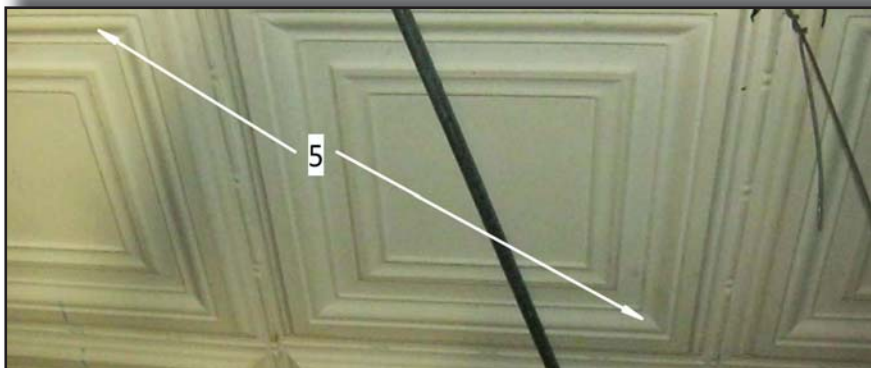
1. Remove wood paneling and shingle roof and restore storefront system
2. Remove and infill non-historic window
3. Tuckpoint 10% and clean masonry
4. Repair wood trim and windows

Opinion of Probable Cost:
\$95,000 to \$125,000

102 West State Street - Town Hall



102 West State Street - Facade



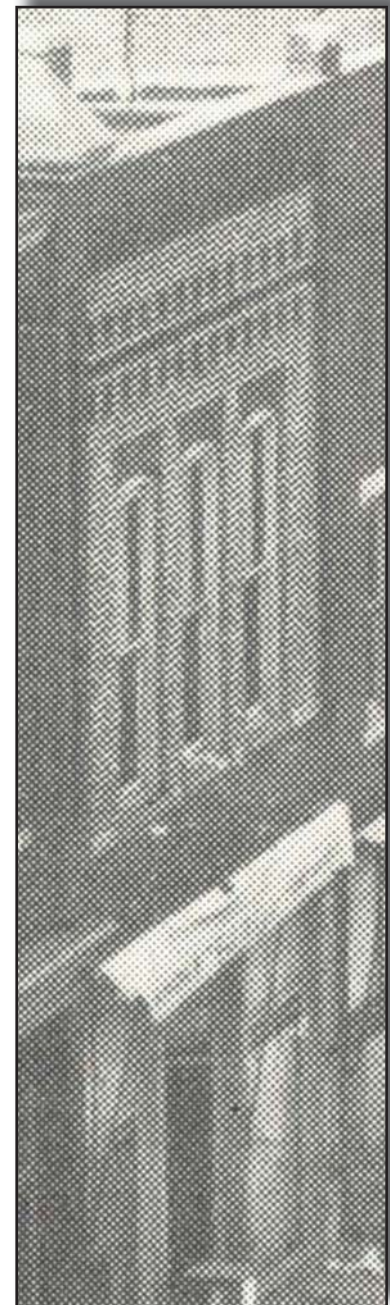
102 West State Street - Interior Ceiling

Recommended Improvements

1. Remove brick infill and install new windows
2. Remove metal embeds
3. Tuckpoint 100% and clean masonry
4. Replicate historic storefront
5. Retain historic metal ceiling

Opinion of Probable Cost:

\$85,000 to \$115,000



102 West State Street - Historical Photo



Streetscape Design Guidelines and Standards

The intent of the following Streetscape 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 and greenway corridors shall be accessible to all people, including those with disabilities. New design features and site improvements shall comply with the requirements of the Pendleton ADA Transition Plan and the Americans with Disabilities Act for Accessibility Guidelines (ADAAG).

Historic Character

Historic character adds community value. The Streetscape Design Guidelines and Standards aim to highlight and enhance the characteristics, features, and symbols of historic Pendleton. 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 greenway corridors, gateway feature areas, and downtown redevelopment district.

Environmental Issues

These Streetscape 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 Pendleton.

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.

Energy Conservation

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

- o Low energy site lighting (LED, compact fluorescent, sensor controls for night lighting, etc.)
- o Use of native groundcover instead of lawn to reduce high maintenance costs
- o 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 the greenway corridors. If feasible, this work should be done in conjunction with corridor improvements outlined in these guidelines.

Vehicular Circulation

Guidelines

- o 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
- o Safe pedestrian routes and crossings shall be provided
- o Median barriers, guardrails, lighting, and wayfinding signage design shall incorporate materials relative to the overall “gateway” character
- o Enhanced traffic signals shall be incorporated into the greenway and gateway corridor development. New traffic signals styles shall conform to the style of proposed lighting fixtures and sign standards (See Wayfinding Signage)

Pedestrian and Bicycle Corridors

Pedestrian corridors have been defined throughout the major thoroughfares of the town. These corridors are the avenues by which residents and visitors can experience the town. A network of paths and bikeways connected to nodes of community activity promotes accessibility and active living. System navigation will be facilitated by corridors that are well defined, aesthetically attractive and comfortable. Further study is needed to determine detailed design specifications at precise locations throughout the pedestrian corridors.

The Indiana State Department of Health has a matching grant program under which municipalities can have a community wide Bicycle and Pedestrian Master Plan prepared. This plan recommends that the Town make application in the 2016 funding cycle for a Bicycle and Pedestrian Master Plan to bring additional quality of life amenities that will build connectivity into downtown and to schools, parks and local attractions.

Guidelines

- o Monument features shall be integrated into the trail design at appropriate locations to be determined (See Landscape)
- o Landscape treatments shall reflect different corridors (See Landscape)
- o Streetscape elements shall be consistent throughout the pedestrian corridors
- o Emergency call boxes shall be strategically placed to provide safety and security measures for corridor users
- o Lighting fixtures shall be incorporated throughout the system
- o Wayfinding signage shall guide both pedestrian and auto-oriented users in terms of trail accessibility, locations of community landmarks, and safety (See Wayfinding Signage)

Intersections

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

Pedestrian Crosswalks

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



Intersection Corner Example



Ladder Pattern Example



Stripes Pattern Example

Landscape

Guidelines

- o Include a variety of plants that support biodiversity and wildlife habitat
- o Utilize aesthetic values of plants – texture, form, scale, visual and seasonal qualities shall all play a role in plant selection
- o 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 as well buffer areas between public and private property
- o 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
- o 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
- o Limit the use of turf grass lawn to minimize the maintenance and energy costs of mowing
- o Amend soils prior to planting – use a mixture of topsoil and compost integrated into the existing local soils for proper cultivation

Landscape Beds

A landscape bed with a raised decorative masonry curb and decorative aluminum fencing will be utilized where appropriate and will include street trees and perennial landscaping. Existing landscape beds shall be generally maintained and widened where feasible to allow landscape plantings.

Guidelines

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

Greenway Planting Principles

Although greenway corridors do not currently exist within the downtown plan, opportunities for greenway design are possible and should include the following:

Location

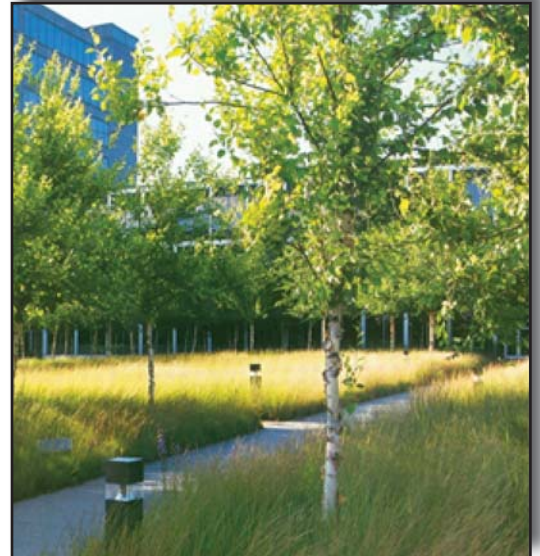
The perimeter corridor shall be defined as all landscape areas along the greenway trails, on both sides of the street within the public right-of-way.

Naturalistic Plantings

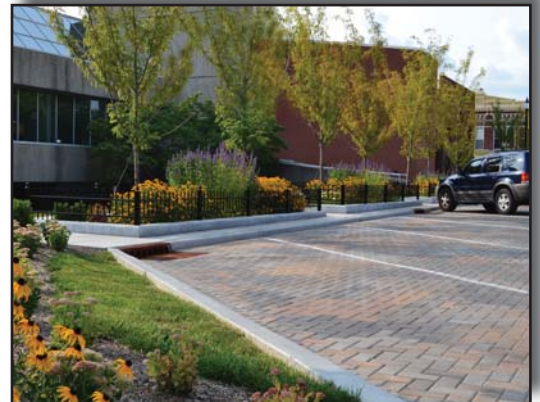
Plantings shall be characterized by informal groupings of plants, utilizing a wide range of species to encourage biodiversity. Plants shall form ecological plant communities, and can consist of a mix of hardy natives and non-native species, although native species are preferred. Plant arrangement shall focus on creating irregular yet gracious outlines to form edges, which support wildlife and provide visual interest.

Bioswale Plantings

Bioswales shall be located along greenway trail corridors, and shall incorporate runoff into vegetated channels located in the public right-of-way that collect and filter water from storm events. Bioswale plantings shall integrate a mix of native species that can tolerate periods submerged in water as well as drought. Perforated underdrains and overflow systems shall be incorporated into the bioswale design where necessary to prevent standing water over 48 hours and flooding.



Naturalistic Planting Example



Street Planter Example - City of Franklin



Bioswale Planting Example - Town of Speedway

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 the Pendleton Comprehensive Plan for requirements). Street trees shall be located within the public right-of-way and be maintained by the Town of Pendleton.

- o Districts shall be identified by using two (2) tree species
- o Typical spacing shall not be greater than one (1) shade tree per fifty (50) linear feet
- o Plant trees in prepared tree pits with minimum 3' – 0" width and 12' – 0" length, larger where possible
- o Use continuous planting strips where feasible
- o Areas beneath trees shall require a vegetated groundcover or a pervious tree grate



Street Trees Example



Street Trees and Ornamental Plantings Example

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.

Rain Garden Plantings

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



Raingarden Example

Downtown Revitalization Strategies

Branding the System

One of the Downtown Revitalization Plan goals is to create a downtown that, in the end, becomes identifiable and uniquely associated with Pendleton. Design standards for all streetscape components will play a significant role in achieving this goal.

Standard design elements include the following:

- o Application of Complete Streets metrics
- o Bike racks
- o Light fixtures
- o Seating
- o Trailhead appurtenances
- o Trash / recycle receptacles
- o Gateways
- o Historic markers
- o Wayfinding
- o Street trees
- o Landscape
- o Crosswalk designs with refuges
- o Pedestrian accommodations at key intersections

When these various components are predetermined for the value of their function and aesthetics, phased implementation is simplified and successfully delivers consistent public improvements. Even more important, the design standards combine to establish and “mark” the town’s downtown in a fashion that makes the public places unique and attractive for visitors and residents, thereby building the “Pendleton Brand”. This branding also serves to promote public safety, as the various components of a thoughtfully executed streetscape promote traffic calming and the desired traffic speed reductions being sought.

As the rebranding effort for downtown Pendleton evolves, streetscape design guidelines, proposed design elements and gateway and monument features will take form and embellish the downtown Pendleton experience.



Cultural Trail - Indianapolis



Monument Feature Example - City of Franklin

Gateways

The intent of this gateway feature is proposed to be a design interpretation of a local architectural icon, serving to mark one's arrival into downtown Pendleton from the North, South, East and West.

The gateway concept image shown in this report is representational. As the rebranding effort for downtown Pendleton evolves, updates to the gateway design will follow.



Historic Falls Park Entrance

Historic Falls Park Entrance -

Utilizing similar characteristics and materials, a future gateway monument design should draw its inspiration from the historic entrance to Falls Park, with an intent to encourage increased awareness and visitation to this local park and natural resource.

Signage

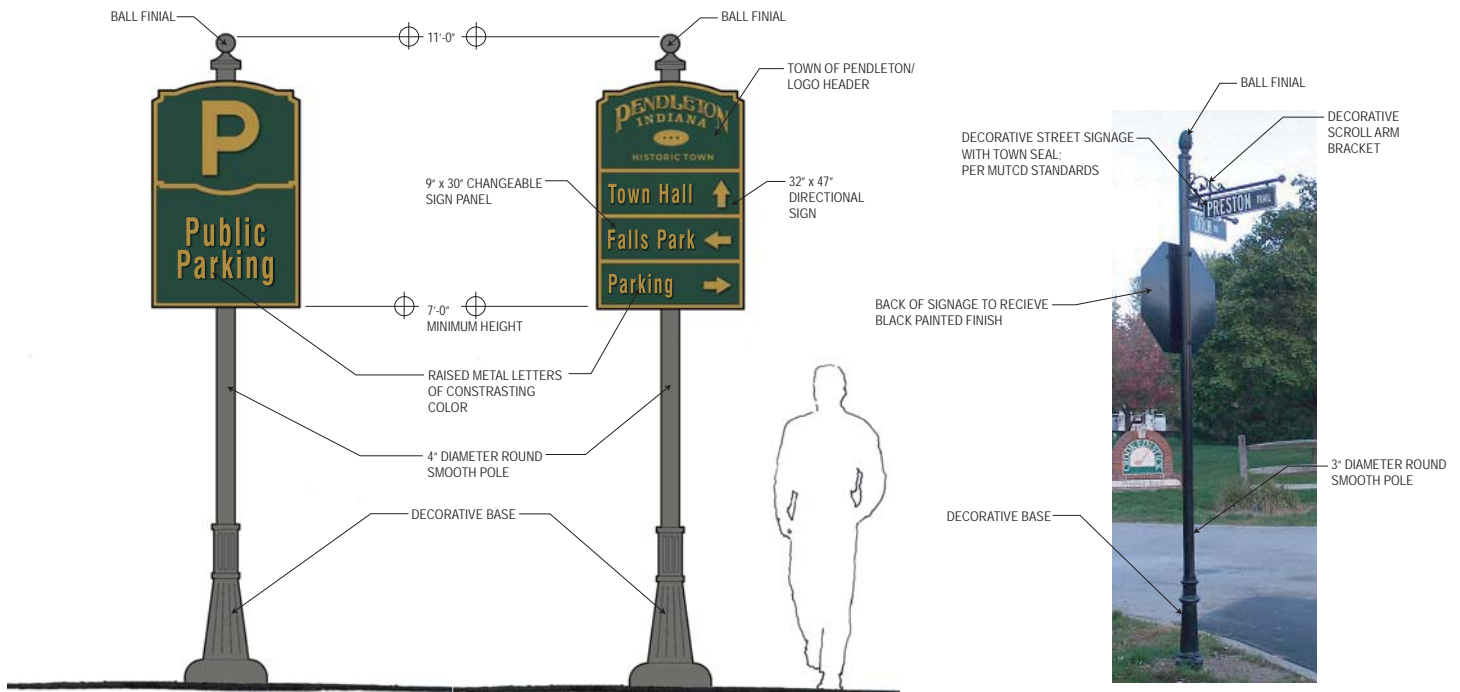
Wayfinding Signage

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 Manual on Uniform Traffic Control Devices (MUTCD) standards, uniform text and graphics are effective means to increase the efficacy of the wayfinding system.

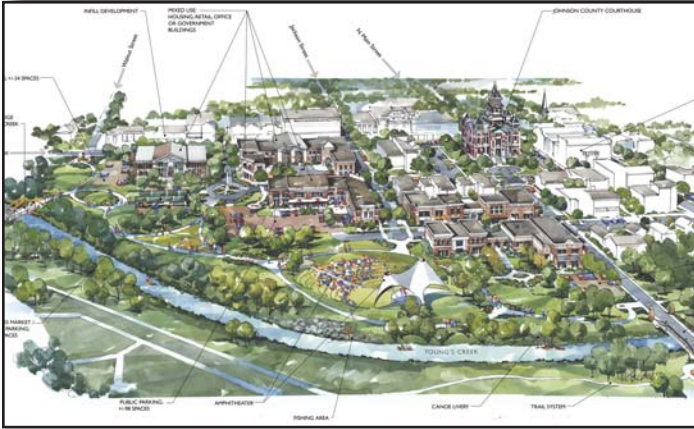
Wayfinding signage incorporated within the greenway and gateway corridors provide ease of navigation for residents and visitors of the town. It increases awareness of cultural and recreational opportunities, and allows users to easily locate and access points of interest within the community. The signage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

Guidelines:

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



Wayfinding Signage Concept Design



Representative Riverfront District - Franklin, Indiana



Riverfront District Example

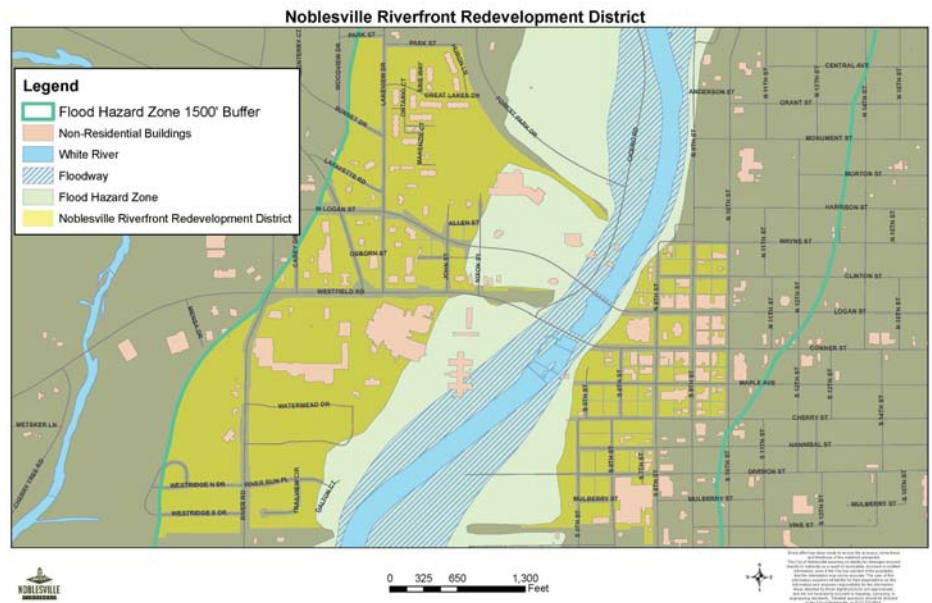
Riverfront Redevelopment District

The Indiana Legislature has given communities the authorization to establish Riverfront Redevelopment Districts. These districts typically extend 1,500 feet from the buildable banks of a local water resource. Cities that establish Riverfront Districts do so to attract dining, entertainment and cultural establishments. The Riverfront Redevelopment District designation is a way to increase retail and tourism activities, which strengthens the economic vitality of the riverfront area and the historic downtown. Riverfront Redevelopment Districts have been established or are under development in several municipalities including: South Bend, Noblesville, Columbus, Logansport, West Lafayette and Anderson.

This plan recommends local consideration of this economic development tool. Consultant assistance in urban planning and legal counsel is advised in the establishment of a Riverfront Redevelopment District.

The creation of this district would give the Town a key economic development tool to attract additional development opportunities, expand the tax base and create more employment opportunities for local residents. Traditionally, Indiana communities are limited on the number of alcoholic beverage licenses and state legislated quotas are determined by the population of the most recent U.S. Census. Those licenses also are bought and sold on the open market, which can drastically increase their cost.

The district designation would provide the opportunity to allow the sale of additional three-way and two-way licenses sold at the state designated purchase rate as opposed to the private market rate. This would provide Pendleton new opportunities to increase the number of restaurants and nightlife that can be located in the district. Three-way liquor licenses allow the sale of beer, wine and liquor at restaurants while two-way licenses allow for just beer and wine.



Representative Riverfront District - Noblesville, Indiana



DENDLETON



TOWN HALL

- TOWN MANAGER
- CLERK / TREASURER
- PLANNING DIRECTOR
- ELECTRIC • WATER
- CEMETERY

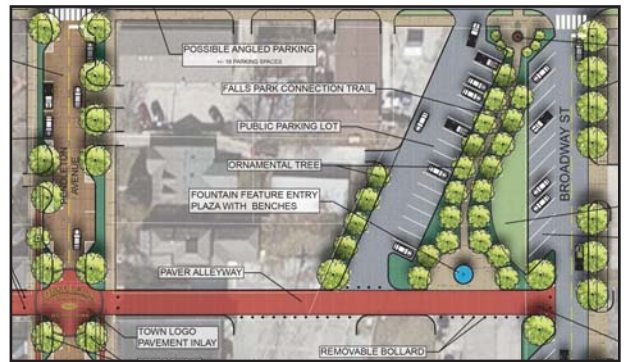
■ Section E

■ Implementation

General Project Costs

Downtown Events Space

The cost to implement the design ideas for the downtown events space and alleyway enhancements ranges from **\$1,200,000 to \$1,300,000**. This work includes the appropriate demolition and the installation of curbs, sidewalks, street trees, lawn, ornamental landscape, bump-outs, street lighting, pavement milling and resurfacing, decorative pavers and pavement markings from building façade to façade. Also included is an upgraded aesthetic for traffic signalization per intersection with the low end of the cost range receiving paint over existing poles and the high end receiving all new decorative mast arms, poles and bases.



Building Facade Renovations

See individual sheets: Pages D-5 thru D-23

Action Plan

Schedule	Task	Action Needed	Estimate of Costs	Potential Funding Source / Resources
Policy and Ordinance Related Projects				
1 - 5 years	Investigate bike share program	Research requirements, outsourcing potential and costs.	N/A	Town of Pendleton; www.zagster.com
0 - 1 years	Expand existing Tax-Increment Finance (TIF) district to include downtown	Prepare detailed action plan with Town attorney and/or outside counsel. Begin expansion process.	\$25,000 - \$50,000	Town of Pendleton
1 - 5 years	Activate and repopulate upper floors of historic downtown buildings	Incentivise and educate building owners on community value of the an active downtown	N/A	---
4 - 5 years	Arrange for Downtown condominium tour to showcase potential downtown upper floor residences.	Organize and market event once condominium's are finished	N/A	Local sponsor; South Madison Community Foundation; Main Street Pendleton
0 - 1 years	Further develop business owner relationship and events	Invite business owners to participate in downtown festivals to promote their offerings to potential customers and local residents.	N/A	---
0 - 2 years	Scout and attract successful businesses within surrounding communities to expand into Pendleton	Visit locations and engage in discussions with targeted business owners	N/A	---
0 - 1 years	Continue local tree board efforts	Ensure tree board has necessary tools and support to continue serving the downtown with oversight of tree care, removals and planting within the public right-of-way.	N/A	---
2 - 5 years	Relocate Farmer's Market to Downtown event space	Collaborate with Farmer's Market leadership to further understand their relocation, programming and circulation needs	N/A	---



Implementation

Action Plan Continued

Schedule	Task	Action Needed	Estimate of Costs	Potential Funding Source / Resources
Planning and Design Development Projects				
0 - 1 years	Prepare a Town-wide Bicycle and Pedestrian Master Plan	Following a successful August 2015 Active Living Workshop, make application for a planning grant through the Indiana State Dept of Health's program.	\$40,000 - \$45,000; 50% grant match	Indiana State Department of Health, Division of Nutrition and Physical Fitness grant
1 - 2 years	Restore building façades within Downtown	Apply for applicable grant funding related to building façade enhancement projects identified.	\$400,000 maximum grant; 20% match	Main Street Revitalization Program through Indiana Office of Community and Rural Affairs; Redevelopment Commission; Town of Pendleton
1 - 2 years	Complete detailed design for streetscape enhancements on State Street and Pendleton Avenue	Begin detailed design to further understand project cost. Engage with Main Street to determine goals and vision.	\$60,000 - \$100,000	Town of Pendleton; Redevelopment Commission; South Madison Community Foundation
1 - 3 years	Complete detailed design for downtown event space and alleyway enhancements	Begin detailed design to refine project cost and understand land acquisition needs. Engage Farmer's Market leadership to evaluate feasibility and needs.	\$150,000 - \$180,000	Town of Pendleton; Redevelopment Commission; South Madison Community Foundation
2 - 3 years	Design and plan for Riverfront District establishment	Begin detailed planning and legal work for district approval	\$25,000 - \$50,000	Town of Pendleton; Redevelopment Commission

Schedule	Task	Action Needed	Estimate of Costs	Potential Funding Source / Resources
Construction and Infrastructure Projects				
2 - 3 years	Construct streetscape enhancements for State Street and Pendleton Avenue	Construction of streetscape enhancements	\$500,000 - \$1,000,000	Town of Pendleton; Redevelopment Commission; South Madison Community Foundation; Office of Community and Rural Affairs: Community Development Block Grants
2 - 5 years	Construct downtown event space and alleyway enhancements	Construction of downtown event space and alleyway enhancements	\$1,200,000 - \$1,500,000	Town of Pendleton; Redevelopment Commission; South Madison Community Foundation; Office of Community and Rural Affairs: Community Development Block Grants

Funding

The 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:

Grant Programs

- o Application can be made to the following programs that offer funding for master planning, design and construction of bicycle and pedestrian facilities;
 - ISDH Bicycle & Pedestrian Master Plan
 - IDNR Recreational Trails
 - MAp 21 – Transportation Alternatives
 - Safe Routes to School
- o Main Street Revitalization Program through Community Development Block Grants from Indiana office of Community and Rural Affairs – Max. award \$400,000 with 20% local match, 5% (max.) in-kind
Typical Schedule:
 - Submit MSRP Funding Proposal to OCRA – Spring
 - Schematic façade design and cost estimates – 2 months
 - Identify in-kind / matching funds– due prior to application submission
 - Apply for MSRP funding – June application due
 - MSRP funding awarded – August
 - Complete construction documents – 6-8 months
 - Meet with Owners regarding design for input – first month of construction document process
 - Public meeting to present designs – third or fourth month of construction document process
 - Bidding – 1-1.5 months
 - Construction – 10 months (construction must be completed within 12 months allowed)
 - Project Close out – 2 months
- o HSIP – Highway Safety Improvement Fund for pedestrian safety related projects

Future Public Works Projects

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

Future Development Projects

- o The Downtown Revitalization Plan also should be used to guide private development activities and provide guidance to Plan Commission members and Town 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 South Madison Community Foundation

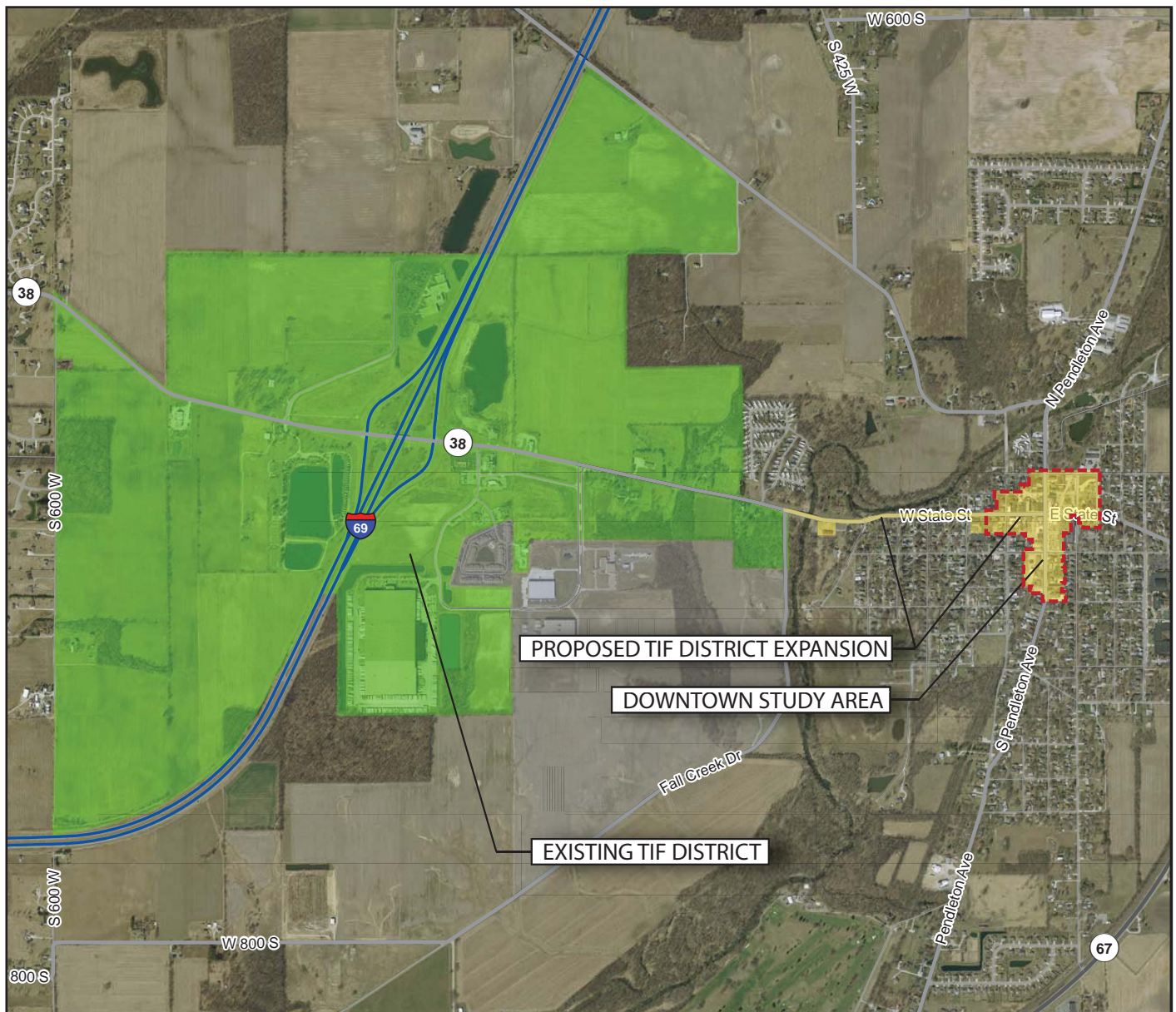
- o Community based funding has proven successful in many communities. A local non-profit provides fund raising services collecting donations from local businesses and individual who see a benefit in having these quality of life facilities in their community. Typically the local non-profit will assist the Town Public Works, Streets or Parks Departments to fund and/or provide match monies to meet outside funding source grant requirements in order to collectively implement design and construction of proposed improvements.

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.

Pendleton currently has a TIF District which includes land around Interstate-69 and the Pendleton Business Park. It is recommended that the TIF District be expanded along State Street to the downtown business core. Doing so would help in the financing of:

- o Expenses of Redevelopment Commission for public improvements
- o Principal and interest on bonds or leases
- o Roads, streetscapes, and sidewalks for access to new development
- o Construction of water and sewer lines
- o Acquisition of real estate
- o Parking facilities
- o Street lighting



Proposed TIF District Expansion

Economic Incentives

Historic Rehabilitation Tax Credits

Historic Rehabilitation Tax Credits are a federal tax incentive to encourage real estate developers to renovate, restore and reconstruct old buildings. Federal Historic Investment Rehabilitation Tax Credits are utilized within the rehabilitation of commercial, mixed-use and residential rental property.

(Visit <http://www.nps.gov/tps/tax-incentives/before-you-apply.htm> for more information)

Low-Income Housing Tax Credits

The Low Income Housing Tax Credit (LIHTC) 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.

(Visit <http://www.huduser.org/portal/datasets/lihtc.html> for more information)

Community Development Block Grants (State Administered)

Also known as the Small Cities CDBG program, States award grants to smaller units of general local government that carry out community development activities. Annually, each State develops funding priorities and criteria for selecting projects.

(Visit <http://www.in.gov/ocra/2375.htm> for more information)

New Market Tax Credits

The new markets tax credit can help finance commercial, industrial, retail, mixed-use and other real estate developments, historic rehabilitations, and loans to small businesses in low-income communities.

(Visit <http://www.iaced.org/services/community-initiatives/new-markets-tax-credits/> for more information)

Economic Improvement Districts (EIDs)

Economic Improvement Districts (EIDs), also known as business improvement districts, 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.

(Visit http://andersonpartnersllc.com/?page_id=68 for more information)

Downtown Revitalization Plan Conclusion

This planning document has been prepared to identify opportunities upon which the Town of Pendleton can build a sustainable and exciting future for residents and visitors alike. The Town's rich history, both geologically and culturally, have had profound influence on the character of this community, from the beautiful Fall Creek riparian corridor and Falls Park to the historic downtown and "The Lodges of Pendleton". The implementation of the recommendations within this report will also have a profound impact on the future of Pendleton. From the downtown events space and alleyways enhancements to Pendleton Avenue improvements, from adaptive reuse of historic structures to streetscape design guidelines and standards to guide future public infrastructure improvements, opportunities abound to increase and expand downtown business activity, support the hosting of community events and build Place-Making connectivity to Falls Park. When one considers the current leadership exhibited by the Town of Pendleton, the momentum of the young, yet very active Main Street Pendleton, and the efforts of both in the creation of this vision, the future of this Madison County community is bright.



THE ROCKAWAY HALL
Live Music • Comedy • Event Center

OPEN

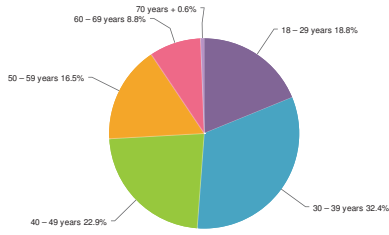
Furniture • Home Decor • Gifts

■ Section F

■ Appendix

New Summary Report - 01 May 2015

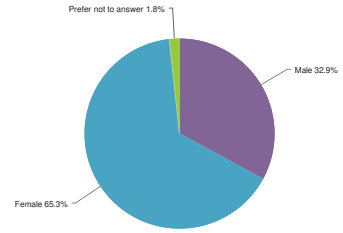
1. What age group do you belong to?



Age Group	Percentage	Count
Under 18 years	0.0%	0
18 - 29 years	18.8%	32
30 - 39 years	32.4%	55
40 - 49 years	22.9%	39
50 - 59 years	16.5%	28
60 - 69 years	8.8%	15
70 years +	0.6%	1
Total		170

Statistics	
Sum	6,156.0
Average	36.2
StdDev	12.9
Max	70.0

2. What is your gender?

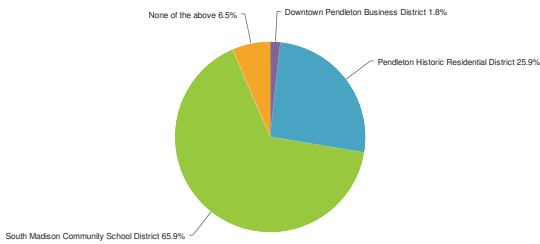


Gender	Percentage	Count
Male	32.9%	56
Female	65.3%	111
Prefer not to answer	1.8%	3
Total		170

1

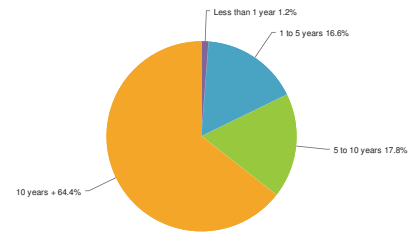
2

3. Do you live in:



District	Percentage	Count
Downtown Pendleton Business District	1.8%	3
Pendleton Historic Residential District	25.9%	44
South Madison Community School District	65.9%	112
None of the above	6.5%	11
Total		170

4. If you live in the South Madison Community School District (southern Madison County), how many years have you been a resident?



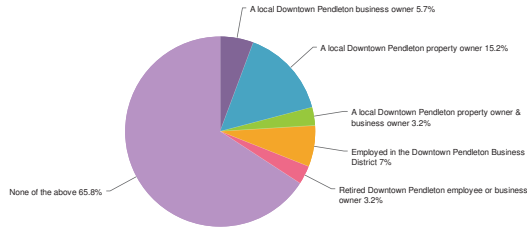
Statistics	
Sum	1,222.0
Average	7.6
StdDev	3.5
Max	10.0

Residency Duration	Percentage	Count
Less than 1 year	1.2%	2
1 to 5 years	16.6%	27
5 to 10 years	17.8%	29
10 years +	64.4%	105
Total		163

3

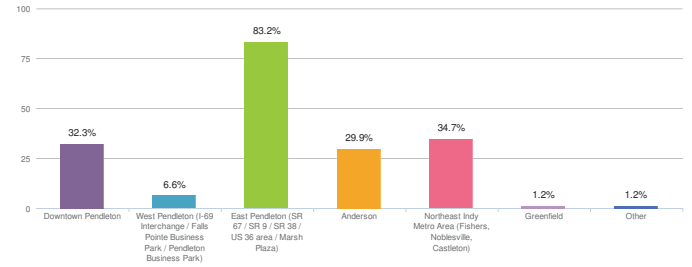
4

5. Are you:



Category	Percentage	Count
A local Downtown Pendleton business owner	5.7%	9
A local Downtown Pendleton property owner	15.2%	24
A local Downtown Pendleton property owner & business owner	3.2%	5
Employed in the Downtown Pendleton Business District	7.0%	11
Retired Downtown Pendleton employee or business owner	3.2%	5
None of the above	65.8%	104
Total		158

6. Which commercial area of Pendleton do you make routine purchases within (choose 2)?

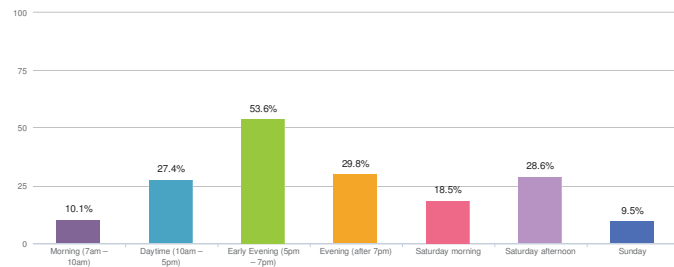


Commercial Area	Percentage	Count
Downtown Pendleton	32.3%	54
West Pendleton (I-69 Interchange / Falls Pointe Business Park / Pendleton Business Park)	6.6%	11
East Pendleton (SR 67 / SR 9 / SR 38 / US 36 area / Marsh Plaza)	83.2%	139
Anderson	29.9%	50
Northeast Indy Metro Area (Fishers, Noblesville, Castleton)	34.7%	58
Greenfield	1.2%	2
Other	1.2%	2
Total		167

5

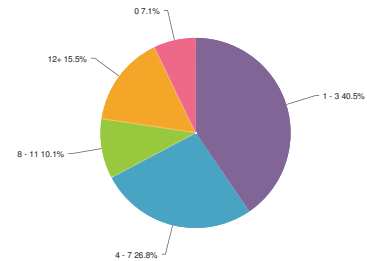
6

7. When is it most convenient for you to shop (choose 2)?



Time Period	Percentage	Count
Morning (7am - 10am)	10.1%	17
Daytime (10am - 5pm)	27.4%	46
Early Evening (5pm - 7pm)	53.6%	90
Evening (after 7pm)	29.8%	50
Saturday morning	18.5%	31
Saturday afternoon	28.6%	48
Sunday	9.5%	16
Total		168

8. In an average month how many times do you conduct personal business in Downtown Pendleton?



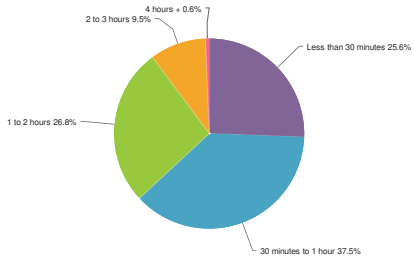
Frequency	Percentage	Count
1 - 3	40.5%	68
4 - 7	26.8%	45
8 - 11	10.1%	17
12+	15.5%	26
0	7.1%	12
Total		168

Statistics	
Sum	696.0
Average	4.1
StdDev	4.0
Max	12.0

7

8

9. How long is your typical visit to Downtown Pendleton?

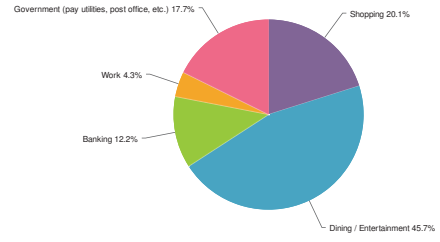


Less than 30 minutes	25.6%		43
30 minutes to 1 hour	37.5%		63
1 to 2 hours	26.8%		45
2 to 3 hours	9.5%		16
4 hours +	0.6%		1
Total			168

Statistics

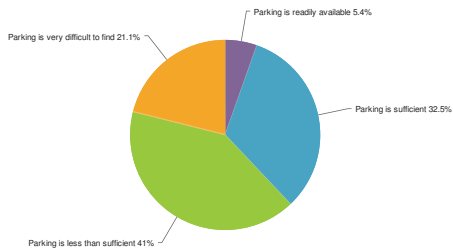
Sum	1,971.0
Average	15.8
StdDev	14.4
Max	30.0

10. What is your main objective in visiting Downtown Pendleton?



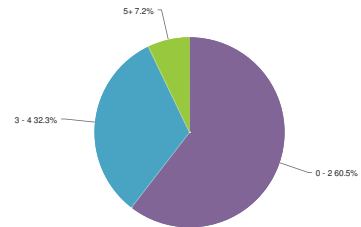
Shopping	20.1%		33
Dining / Entertainment	45.7%		75
Banking	12.2%		20
Legal / Tilework	0.0%		0
Work	4.3%		7
Government (pay utilities, post office, etc.)	17.7%		29
Total			164

11. How would you describe the amount of available parking in Downtown Pendleton?



Parking is readily available	5.4%		9
Parking is sufficient	32.5%		54
Parking is less than sufficient	41.0%		68
Parking is very difficult to find	21.1%		35
Total			166

12. How many blocks are you willing to walk from your parked car or your home when shopping or dining Downtown Pendleton?

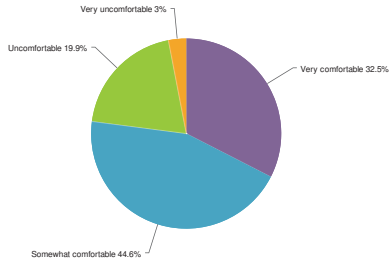


0 - 2	60.5%		101
3 - 4	32.3%		54
5+	7.2%		12
Total			167

Statistics

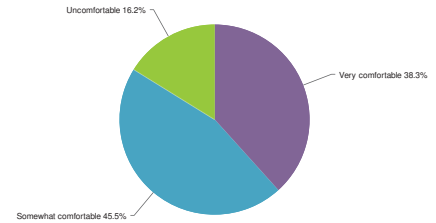
Sum	222.0
Average	3.4
StdDev	0.8
Max	5.0

13. Select your level of comfort when crossing State Street as a pedestrian or bicyclist:



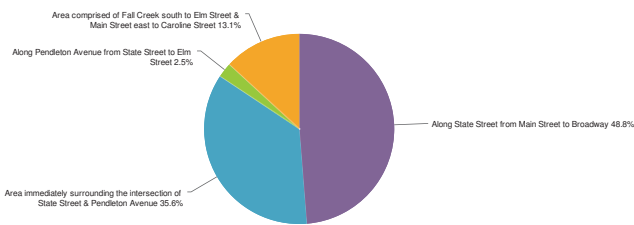
Very comfortable	32.5%		54
Somewhat comfortable	44.6%		74
Uncomfortable	19.9%		33
Very uncomfortable	3.0%		5
Total			166

14. Select your level of comfort when crossing Pendleton Avenue as a pedestrian or bicyclist:



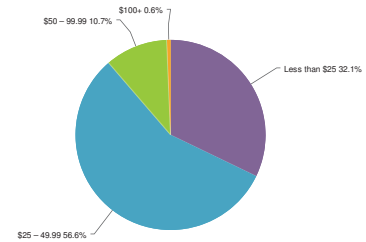
Very comfortable	38.3%		64
Somewhat comfortable	45.5%		76
Uncomfortable	16.2%		27
Very uncomfortable	0.0%		0
Total			167

15. What best describes the Downtown core to you?



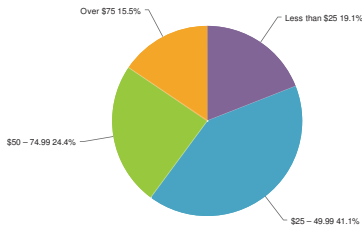
Along State Street from Main Street to Broadway	48.8%		78
Area immediately surrounding the intersection of State Street & Pendleton Avenue	35.6%		57
Along Pendleton Avenue from State Street to Elm Street	2.5%		4
Area comprised of Fall Creek south to Elm Street & Main Street east to Caroline Street	13.1%		21
Total			160

16. When shopping in Downtown Pendleton, how much is your average purchase?



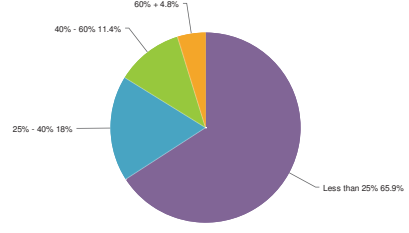
Less than \$25	32.1%		54
\$25 - 49.99	56.6%		95
\$50 - 99.99	10.7%		18
\$100+	0.6%		1
Total			168

17. How much does your household spend per week on prepared meals away from home (full service, carry-out, drive thru, etc.)?



Spending Category	Percentage	Count
Less than \$25	19.1%	32
\$25 - 49.99	41.1%	69
\$50 - 74.99	24.4%	41
Over \$75	15.5%	26
Total		168

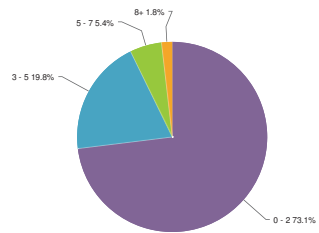
18. What percentage of the above expenditures in Question 17 do you spend Downtown Pendleton?



Percentage Category	Percentage	Count
Less than 25%	65.9%	110
25% - 40%	18.0%	30
40% - 60%	11.4%	19
60% +	4.8%	8
Total		167

Statistics	
Sum	1,990.0
Average	34.9
StdDev	12.2
Max	60.0

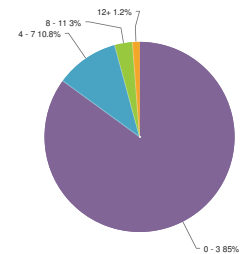
19. In an average month, how often do you have dinner in Downtown Pendleton?



Frequency	Percentage	Count
0 - 2	73.1%	122
3 - 5	19.8%	33
5 - 7	5.4%	9
8+	1.8%	3
Total		167

Statistics	
Sum	168.0
Average	3.7
StdDev	1.4
Max	8.0

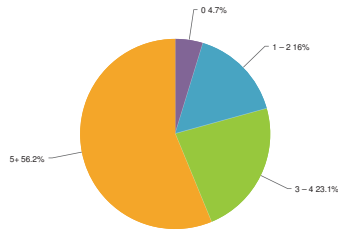
20. In an average month, how often do you purchase lunch in Downtown Pendleton?



Frequency	Percentage	Count
0 - 3	85.0%	142
4 - 7	10.8%	18
8 - 11	3.0%	5
12+	1.2%	2
Total		167

Statistics	
Sum	136.0
Average	5.4
StdDev	2.5
Max	12.0

21. How many times have you attended a festival or parade in Downtown Pendleton or Falls Park in the last 3 years?

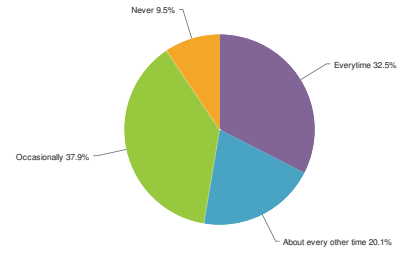


Frequency	Percentage	Count
0	4.7%	8
1-2	16.0%	27
3-4	23.1%	39
5+	56.2%	95
Total		169

Statistics

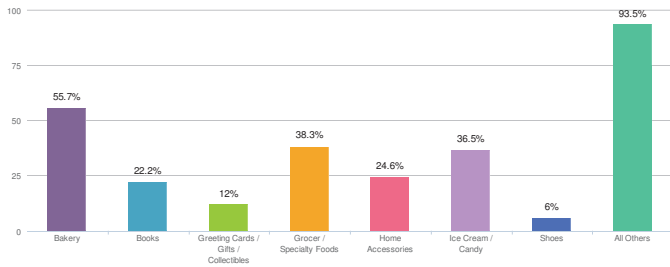
Sum	619.0
Average	3.7
StdDev	1.7
Max	5.0

22. Do you patronize local businesses before or after a festival or parade in Downtown Pendleton or Falls Park?



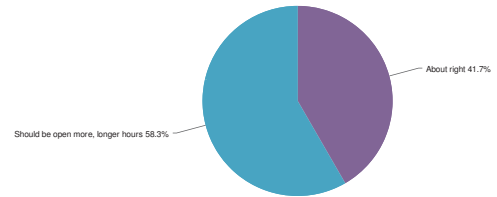
Frequency	Percentage	Count
Everytime	32.5%	55
About every other time	20.1%	34
Occasionally	37.9%	64
Never	9.5%	16
Total		169

23. Choose the 3 store types most likely to increase the amount that you spend downtown:



Store Type	Percentage	Count
Bakery	55.7%	93
Books	22.2%	37
Greeting Cards / Gifts / Collectibles	12.0%	20
Grocer / Specialty Foods	38.3%	64
Home Accessories	24.6%	41
Ice Cream / Candy	36.5%	61
Shoes	6.0%	10
Sporting Goods	13.2%	22
Women's Apparel	15.6%	26
Men's Apparel	4.8%	8
Children's Apparel	10.6%	18
Microbrewery	40.7%	68
Other	8.4%	14
Total		167

24. What best describes your attitude toward the current hours of operations for existing retail businesses:



Attitude	Percentage	Count
About right	41.7%	70
Should be open more, longer hours	58.3%	98
Should be open less hours	0.0%	0
Total		168

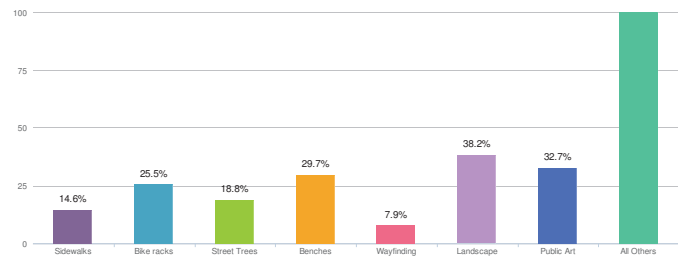
25. Please rate overall satisfaction with the following Public Facilities in Downtown Pendleton:

	Excellent	Good	Fair	Poor	Responses
Bicycle Access	17 10.2%	72 43.4%	49 29.5%	28 16.9%	166
Cleanliness of Streets / Sidewalks	69 41.3%	85 50.9%	10 6.0%	3 1.8%	167
General Safety	58 34.5%	87 51.8%	20 11.9%	3 1.8%	168
General Attractiveness	52 31.0%	80 47.6%	28 16.7%	8 4.8%	168
Pedestrian Access	41 24.8%	94 57.0%	25 15.2%	5 3.0%	165
Pedestrian Safety	37 22.3%	89 53.6%	36 21.7%	4 2.4%	166
Parking Convenience	9 5.4%	52 31.1%	68 40.7%	38 22.8%	167
Street Lighting	43 25.7%	97 58.1%	27 16.2%	0 0.0%	167
Traffic Flow and Conditions	8 4.8%	46 27.7%	76 45.8%	36 21.7%	166
Wayfinding Signage	19 11.4%	61 48.5%	51 30.5%	16 9.6%	167

26. Please rate overall satisfaction with the following Local Businesses in Downtown Pendleton:

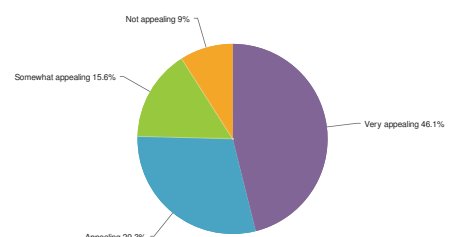
	Excellent	Good	Fair	Poor	Responses
Building Appearance	19 11.4%	86 51.5%	47 28.1%	15 9.0%	167
Employee Friendliness	48 28.7%	98 58.7%	18 10.8%	3 1.8%	167
Employee Knowledge of products	38 23.2%	107 65.2%	18 11.0%	1 0.6%	164
Interior Appearance of Business	28 16.9%	99 59.6%	37 22.3%	2 1.2%	166
Merchandise Displays	22 13.4%	101 61.6%	37 22.6%	4 2.4%	164
Quality of Goods available	17 10.3%	89 53.9%	51 30.9%	8 4.8%	165
Hours of Operation	4 2.4%	75 45.5%	70 42.4%	16 9.7%	165

27. What public enhancements would you like to see most in Downtown Pendleton? (Choose 3)



Sidewalks	14.6%	24
Bike racks	25.5%	42
Street Trees	18.8%	31
Benches	29.7%	49
Wayfinding signage	7.9%	13
Landscape	38.2%	63
Public Art	32.7%	54
Trash receptacles	10.9%	18
Public announcement system	4.9%	8
More public parking	47.9%	79
Metered parking	2.4%	4
WiFi	29.7%	49
Downtown festival space	20.0%	33
Total		165

28. Indicate your desire for outdoor dining adjacent to the restaurant and on the sidewalk:



Very appealing	46.1%	77
Appealing	29.3%	49
Somewhat appealing	15.6%	26
Not appealing	9.0%	15
Total		167

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

The town of Pendleton is located in Madison County, Indiana. With a population of approximately 4,219 (2013 estimate), the town has experienced a slight decrease since the 2010 Census. However, when compared to Madison County, Pendleton has experienced more growth over the past 30 years. Where Madison County has only seen its population grow between 1990 and 2000, Pendleton consistently sees population increase, including a 67% surge between 1990 and 2000. Continued growth is projected through 2020 in tandem with other growth along the I-69 corridor as the Indianapolis Metropolitan Area expands.

Table 1: Population Over Time

Year	Pendleton			Madison County		
	Population	+/-	% change	Population	+/-	% change
1950	2,082	-	-	103,911	-	-
1960	2,472	390	18.7%	125,819	21,908	21.1%
1970	2,243	-229	-9.3%	138,451	12,632	10.0%
1980	2,130	-113	-5.0%	135,895	-2,556	-1.8%
1990	2,309	179	8.4%	130,669	-5,226	-3.8%
2000	3,873	1,564	67.7%	133,358	2,689	2.1%
2010	4,253	380	9.8%	131,636	-1,722	-1.3%
2013	4,219	-34	-0.8%	130,482	-1,154	-0.9%

Source: US Census

Vehicular Traffic

Vehicular traffic is an important factor for retailers, as it demonstrates access to customers and the opportunity to be seen by them. Pendleton is fortunate to benefit from the high traffic of Interstate 69, as well as traffic from State Road 38 and State Road 9, and US 36. The Indiana Department of Transportation (INDOT) tracks this data on a number of state-owned roadways. Below is a summary of findings utilizing 2011 data.

Interstate 69 has daily average traffic counts of approximately 51,500 vehicles (8,350 of which are commercial vehicles) heading each direction (northbound or southbound) in a given day. 4,050 vehicles exit at State Road 38 each day from the northbound traffic, while only 3,861 return from Pendleton to the south via Interstate 69. 2,378 vehicles exit at Pendleton each day from southbound traffic, while 2,415 enter Interstate 69 to head back north.

Three other major roads impact traffic in and around Pendleton: US 36, SR 38, and SR 9. These roadways see anywhere from 4,800 to 20,791 vehicles per day, and provide great market potential for prospective retailers.

{graphic – traffic counts}

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

Competing Markets

While access to the Interstate 69 corridor is an asset to Pendleton, it also provides easy access to competing markets. Indianapolis, a first-class city, is less than an hour drive, and the cities of Fishers, Noblesville, and Anderson, second-class cities, are all within 20-30 minutes away¹. These cities provide a number of large-scale retail options to the region and must be considered when developing a strategy for retail in Pendleton.

	2010 Population	Drive Time
Indianapolis	820,445	41 min
Fishers	76,794	19 min
Muncie	70,192	38 min
Anderson	56,129	18 min
Noblesville	51,969	23 min
New Castle	18,114	30 min

Source: Google Maps – drive time measured center of city to center of city

Defining the Market Area

Understanding the proximity and high number of competing markets, Pendleton’s Primary Market Area (PMA) can be defined by determining a 10 minute drive time from the Study Area. Figure 1 shows the area included in a 10 minute drive time radius over various times of the day. During high traffic times (such as the 7-9 am commute to work) the boundaries tighten to represent the impact.

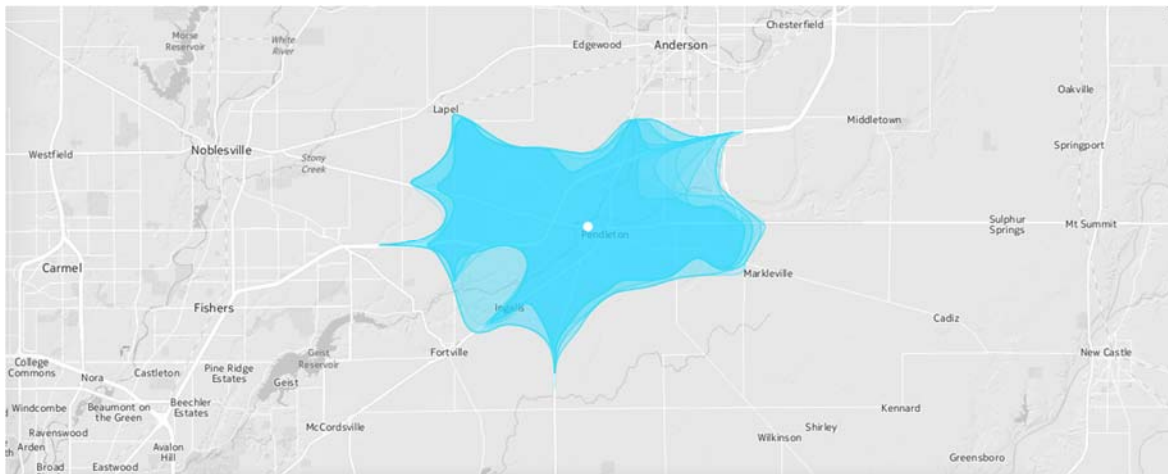


Figure 1: 10 minute drive time radius

¹ In the State of Indiana, first-class cities are defined as cities with a population of more than 600,000, second-class cities have populations ranging from 35,000 – 599,999. Drive times are estimated from center-of-city to center-of-city.

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

Next, a statistical geography was identified that most closely resembled the PMA. As illustrated in Figure 2, the zip code of 46064 was identified as largely representative to be utilized in demographic studies.

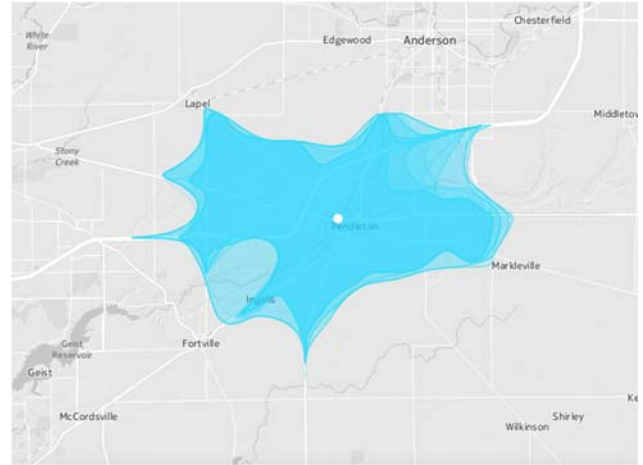


Figure 2: Geographic comparison: 46064 zip code and the PMA

Market Demographics

Retailers want locations near their customers, so knowing the demographic characteristics of the market area is paramount. Table 2 below illustrates some of the data points for both the Primary Market Area, as well as Madison County as a whole.

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

Table 2: Primary Market Area Demographics

	Primary Market Area	Madison County
2013 Total Population People	15,771	131,027
2013 Average Household Size People	2.7	2.5
2013 Households With Children	33.70%	31%
2013 Median Age Years	37.4	39.4
2013 Median Household Income Dollars	\$62,544.00	\$43,120.00
2013 % Households with Income \$100000 or More	23.80%	11.20%
2013 Population 25+ With Bachelors Degree or Higher	25.30%	16.70%
2013 Total Housing Units	5,314	58,888
2013 Owner Occupied Units as % of Housing Units	70.30%	60.10%
2013 Renter Occupied Units as % of Housing Units	21.40%	25.90%
2013 Vacant Housing Units as % of Total Units	8.26%	14%

Source: SAVI.org

Market Segmentation

For more than 30 years professionals in business, government, and non-profits have utilized market segmentation to target their ideal clients and prospects. Utilizing the decennial census, a number of data are analyzed to profile the residents of a geographic area. There are eight broad areas of analysis:

- Population by age and sex
- Household composition and marital and living arrangements
- Patterns of migration, mobility, and commutation
- General characteristics of housing
- Economic characteristics of housing
- Educational enrollment and attainment
- Household, family, and personal incomes

This information is aggregated by ESRI, a data and mapping company, which creates a profile of the residents of a community that can be used to understand consumers and constituents to supply the right products and services. There are 65 total profiles and each is identified with a name. These profiles are called *Tapestry Segments* and paint a picture of the community and its citizens.

The top three *Tapestry Segments* within the zip code were *Green Acres, Up and Coming Families*, and *Middleburg*. The following is a profile summary of each segment, including the demographics that define the profile, as well as some of the preferences typical to segment.

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

Green Acres

36% of households in this area identify with the *Green Acres* segment, which is the third largest segment in the country. They are comprised primarily of married couples, mostly with no children. The median age is 43. This is not a diverse group – 92% of the residents are Caucasian. Both educated and hard working, more than 25% of this group holds a bachelor's or graduate degree, and more than 50% have attended college. 17% are self-employed, and the median household income is \$72,000. This segment, while found throughout the country, is found in higher concentrations in the Midwest and South. The setting is largely described as "developing suburban." 86% are homeowners and 78% own two or more vehicles.

Within this segment, country living is a trend. Buying decisions are made focusing on quality and durability. Technology isn't important. Although many shop and bank online, the internet is primarily for entertainment. For this community, "...pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include roofing and installing carpet or insulation. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents also have the right tools to maintain their lawns, flower gardens, and vegetable gardens. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Continuing the do-it-yourself mode, it is not surprising that the Green Acres is the top market for owning a sewing machine...They prefer motorcycles and full-size pickup trucks." Other trends in fitness include mountain biking, fishing, canoeing, kayaking, hunting, motorcycling, and bowling. Many households own satellite dishes for access to news channels, the Speed Channel, Country Music Television, and racing on TV.

Up and Coming Families

27% of households in this area identify with the *Up and Coming Families* segment. This group is a mix of Generation X and Baby Boomers with a median age of 32.6 years. Residents are young and affluent with young children. Eighty percent of households are families – mostly white with increasing diversity. These families are early in their careers, but already earning above-average incomes. The median household income is \$69,522 – higher than the national median. Almost two-thirds have attended college and more than 20% have a bachelor's degree. Half of these households have children with one or two working parents. Most residents of this group live in new, single-family housing built within the last 10 years. In fact, 80% are homeowners.

Within this segment, family and home are the considerations when contemplating a purchase. "Many are beginning or expanding their families, so baby equipment, children's clothing, and toys are essential purchases. Because many are first-time homeowners, basic household furniture and lawn fertilizer, weed control, and insecticide products are important. Car loans and mortgage payments are major household budget items. They are most likely to own or lease an SUV or a minivan. They eat out at family restaurants, especially on the weekends, and buy fast food at

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

the drive-through or for takeout.” Other trends in entertainment include playing softball, taking the kids to the zoo, and visiting theme parks. They use digital cameras and camcorders. They also subscribe to cable TV and favorite stations include the Country Music Channel, the Disney Channel, and The Learning Channel. On the radio, they prefer country, soft rock, and contemporary hits.

Middleburg

24% of households in this area align with this profile. These are comprised of neighborhoods that transformed in recent years from country living destinations to semirural subdivisions as the housing boom pushed the boundaries of development. Self-described as conservative, these households are family-oriented consumers. The median age is 35.3. While they are thrifty, they often carry some debt and are actively investing into their futures and planning for retirement. These neighborhoods are still affordable, with a median home value of \$158,000 and a low vacancy rate. The average household size is 2.73 persons

Households within this segment are partial to trucks, SUVs, as well as occasionally purchasing convertibles or motorcycles. Entertainment is family-oriented and includes TV, movie rentals, theme parks, and family restaurants. These households also spend money on their homes and families, including children’s toys, clothes, and DIY projects for the home. Interests include sports (hunting, bowling, and baseball), television, and magazines. They prefer country and Christian media outlets.

Consumer Spending

The ESRI Average Household Budget Index compares the average amount spent in a market’s household budgets for housing, food, apparel, and other factors, to the amount the average US household spends. This index identifies 100 as the average. For example, an index of 120 identifies that average spending by consumers in this specific market is 20 percent above the national average. The index matrix for the three identified market segments is included in Table 3.

Commercial Development Demographic Analysis

The Town of Pendleton, Indiana

Table 3: Consumer Spending Indices

	Green Acres	Up & Coming Families	Middleburg
Housing	119	108	94
Food	118	106	94
Apparel & Services	78	72	62
Transportation	122	109	97
Health Care	129	101	96
Entertainment and Recreation	128	111	98
Education	119	99	87
Pensions & Social Security	127	115	98
Other	122	104	93

Source: ESRI.com

In general, spending on apparel and services is below the national average, but investment is made to the Entertainment and Pension & Social Security categories. Health care is also important to the largest population segment. The Green Acres profile represents an aging demographic as they approach retirement.

Town of Pendleton
Steering Committee Meeting
 Regarding the
Downtown Revitalization Master Plan

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May 22, 2015

Town of Pendleton
Steering Committee Meeting
 Regarding the
Downtown Revitalization Master Plan

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Town of Pendleton
Public Open House
 Regarding the
Downtown Revitalization Master Plan

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June 24th, 2015

Town of Pendleton
Public Open House
 Regarding the
Downtown Revitalization Master Plan

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June 24th, 2015

Town of Pendleton
Public Open House
 Regarding the
Downtown Revitalization Master Plan

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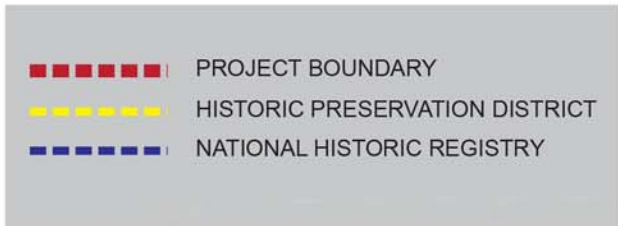
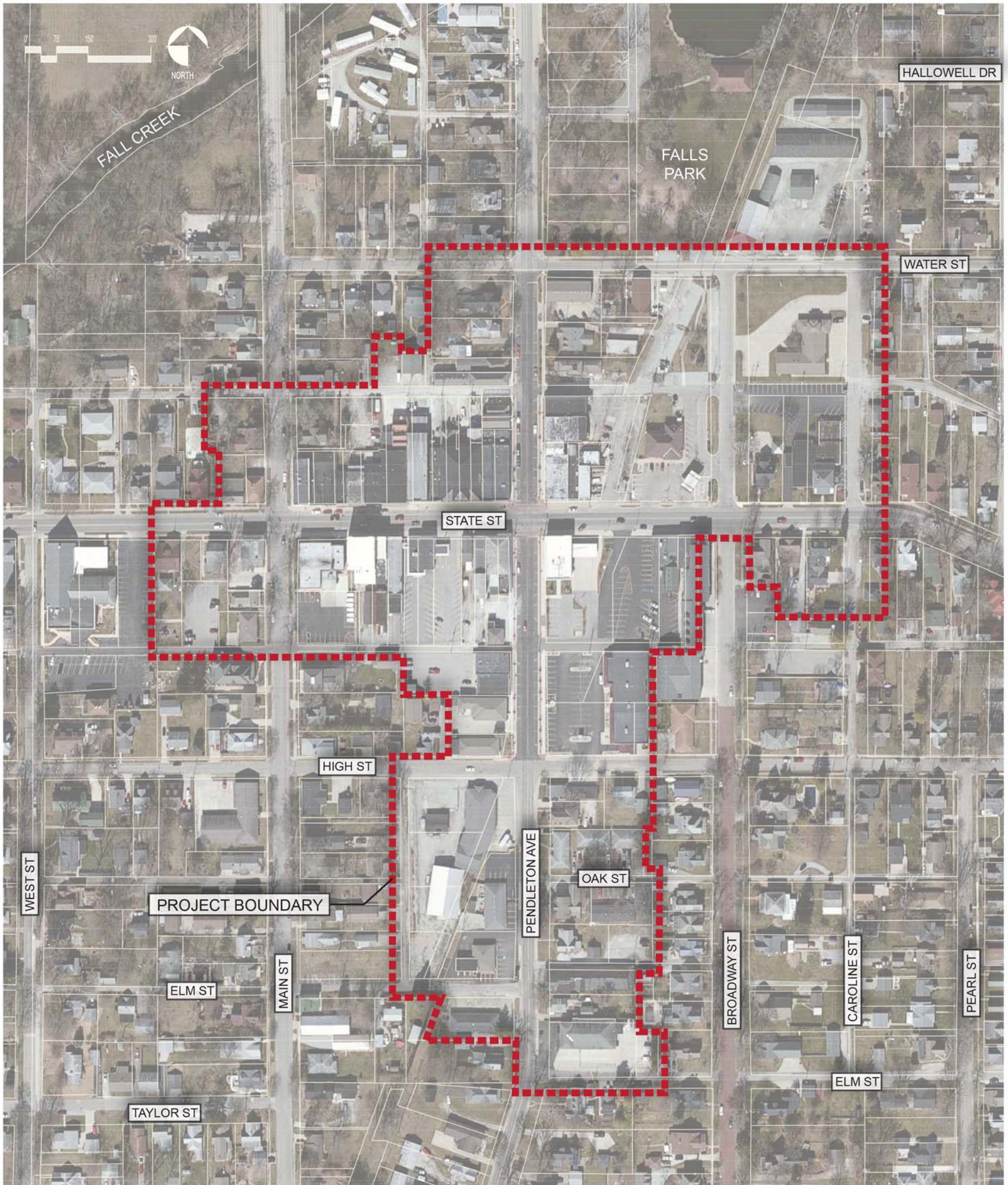
June 24th, 2015

Town of Pendleton
Public Open House
 Regarding the
Downtown Revitalization Master Plan

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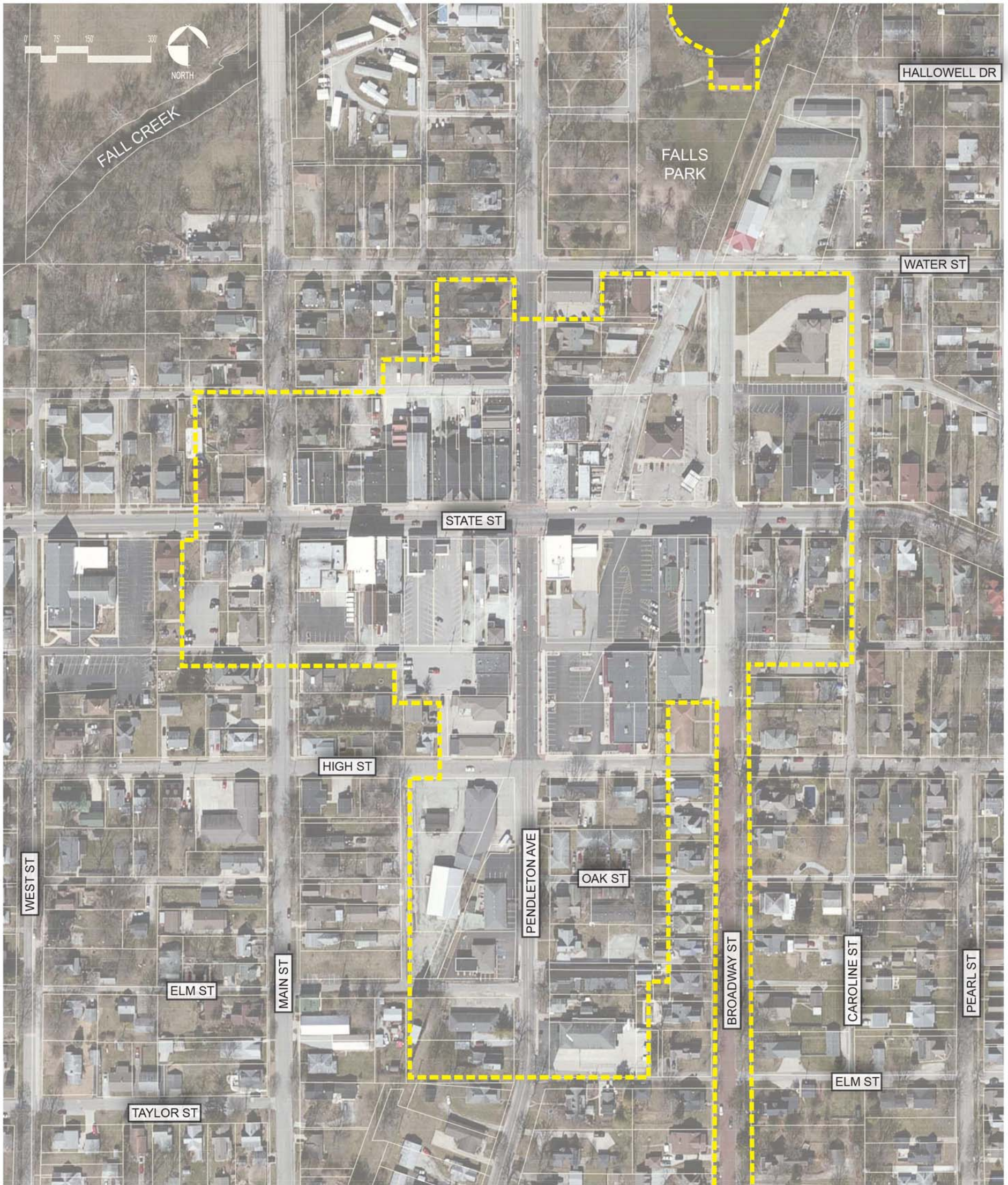
June 24th, 2015



Downtown Revitalization Plan

Study Boundary

August 13, 2015



- - - - - PROJECT BOUNDARY
- - - - - HISTORIC PRESERVATION DISTRICT
- - - - - NATIONAL HISTORIC REGISTRY



Downtown Revitalization Plan

Historic Preservation District

August 13, 2015

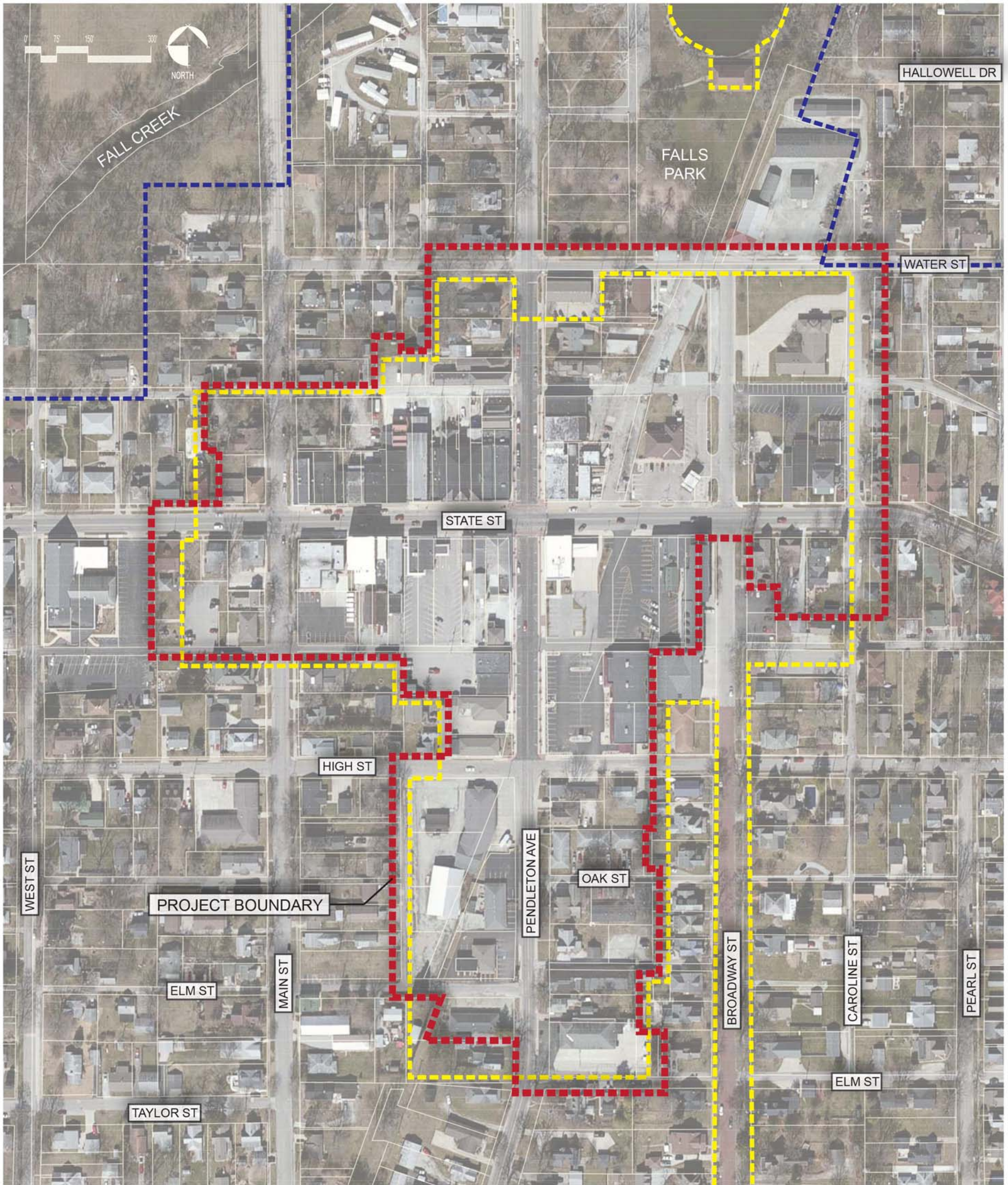


- - - - - PROJECT BOUNDARY
- - - - - HISTORIC PRESERVATION DISTRICT
- - - - - NATIONAL HISTORIC REGISTRY



Downtown Revitalization Plan
 National Historic Registry

August 13, 2015



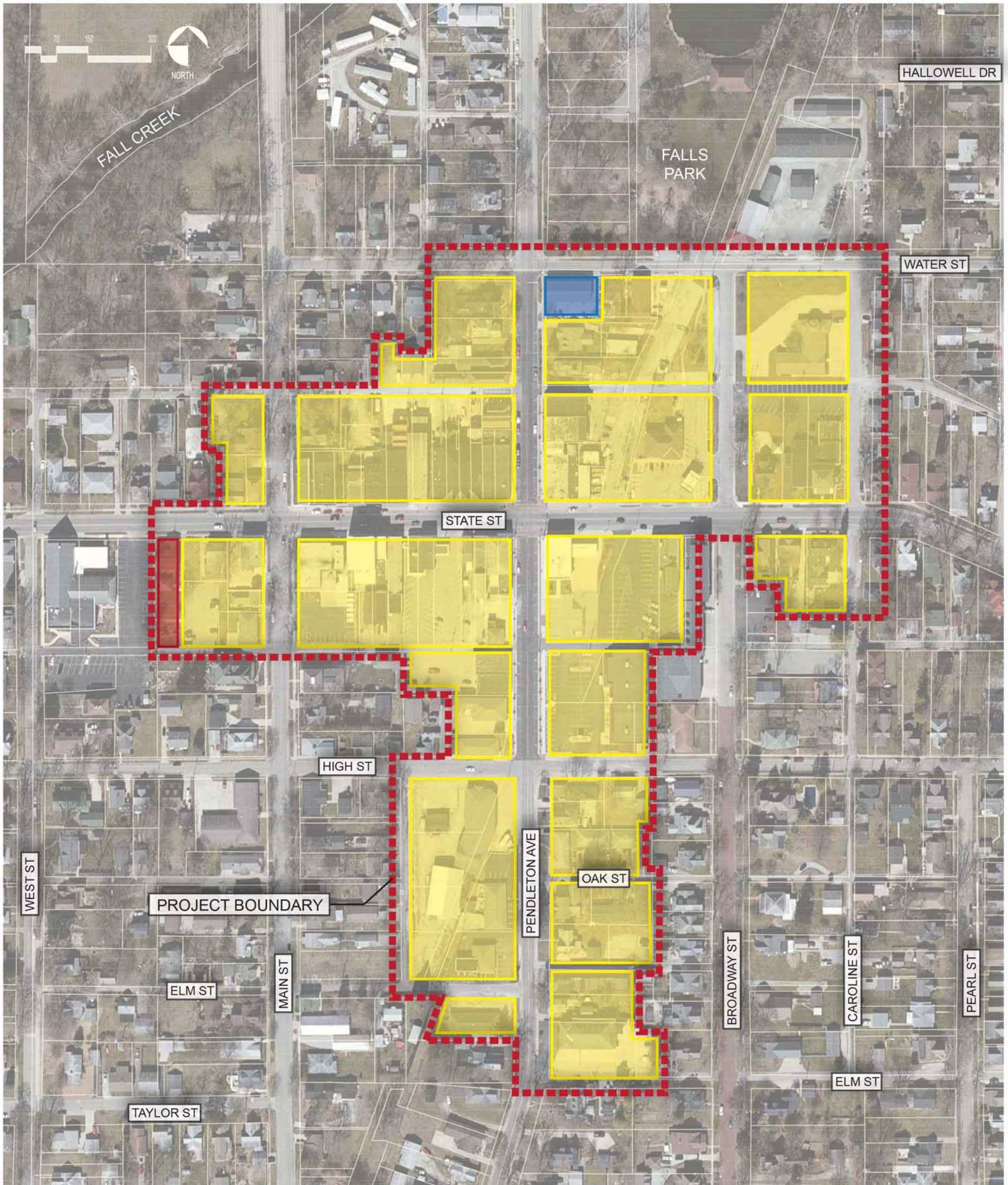
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- - - - - HISTORIC PRESERVATION DISTRICT
- - - - - NATIONAL HISTORIC REGISTRY



Downtown Revitalization Plan

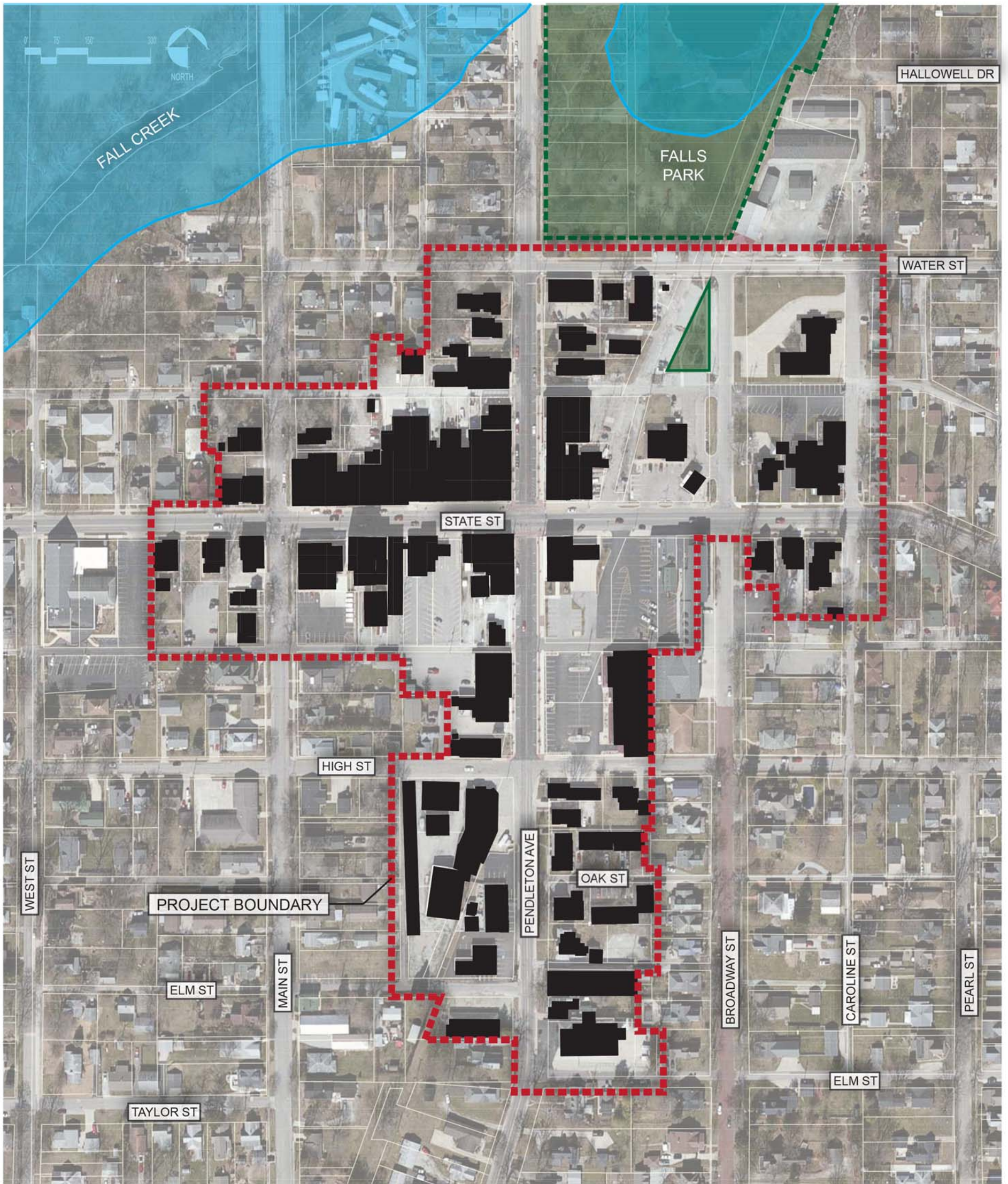
Study Boundary & Preservation Districts

August 13, 2015



Downtown Revitalization Plan
 Land Use & Zoning

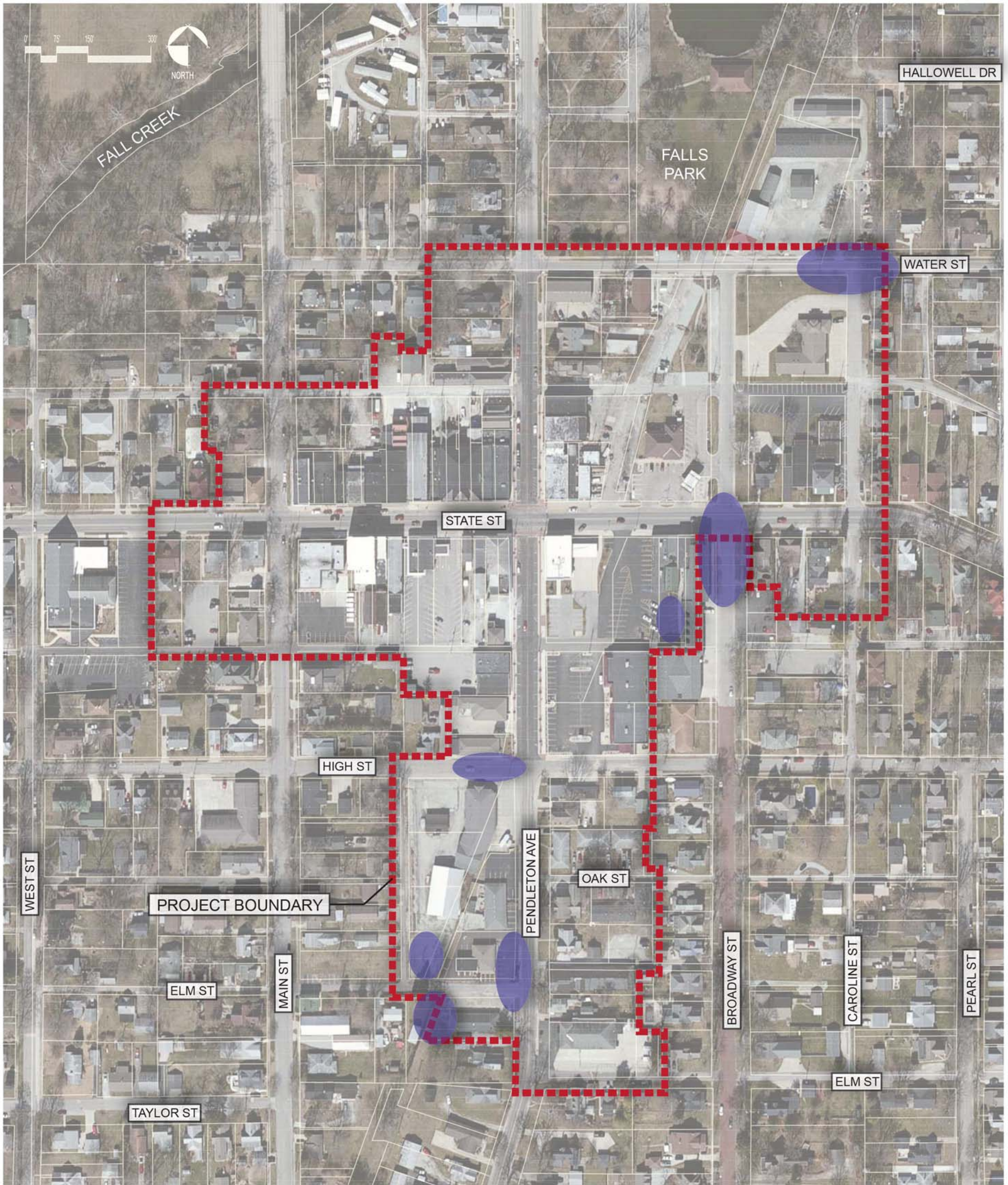
August 13, 2015




Downtown Revitalization Plan

Open Space

August 13, 2015

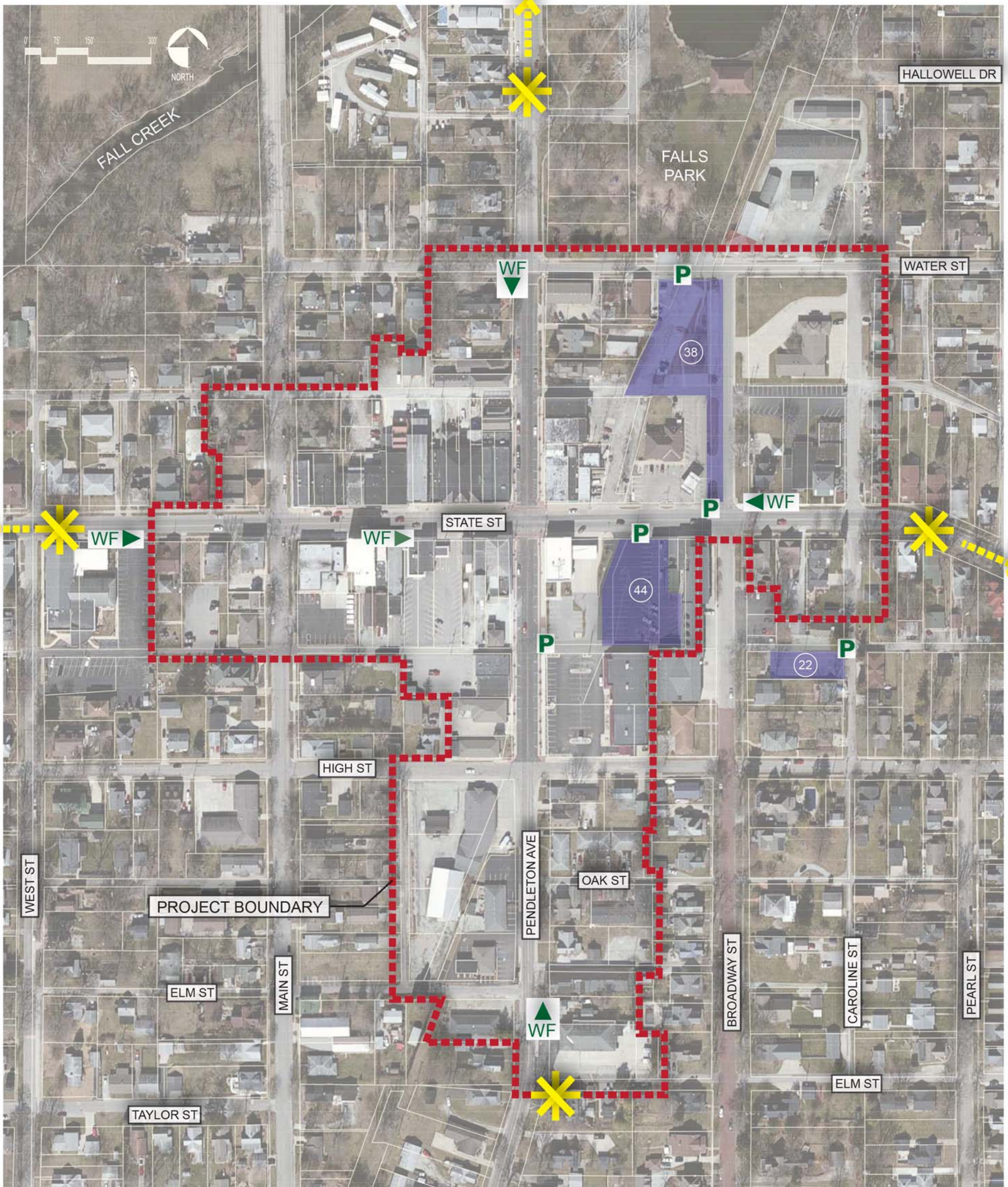


 STORM WATER AREAS OF CONCERN



Downtown Revitalization Plan
 Storm Water Areas of Concern

August 13, 2015



	GATEWAY LOCATIONS		PUBLIC PARKING SIGN LOCATIONS
	WAYFINDING SIGN LOCATIONS		PUBLIC PARKING

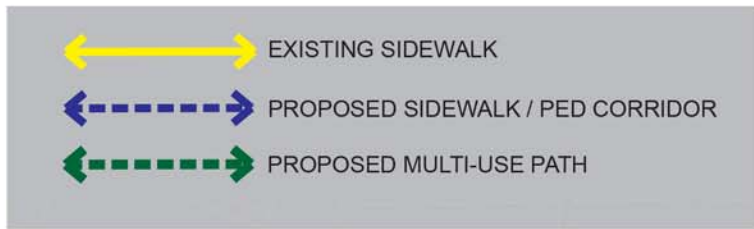
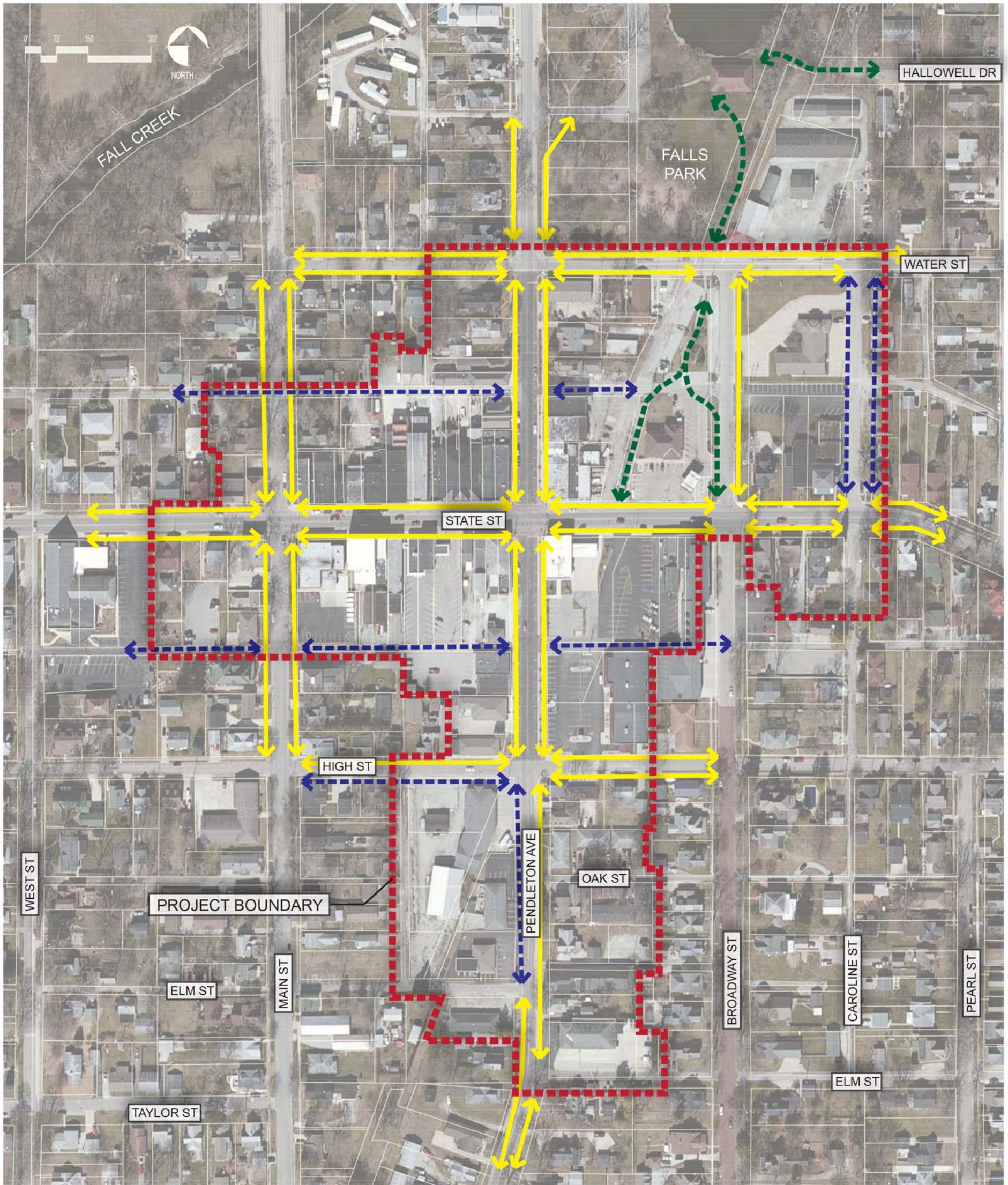
*PARKING SPACE COUNTS ESTIMATED



Downtown Revitalization Plan

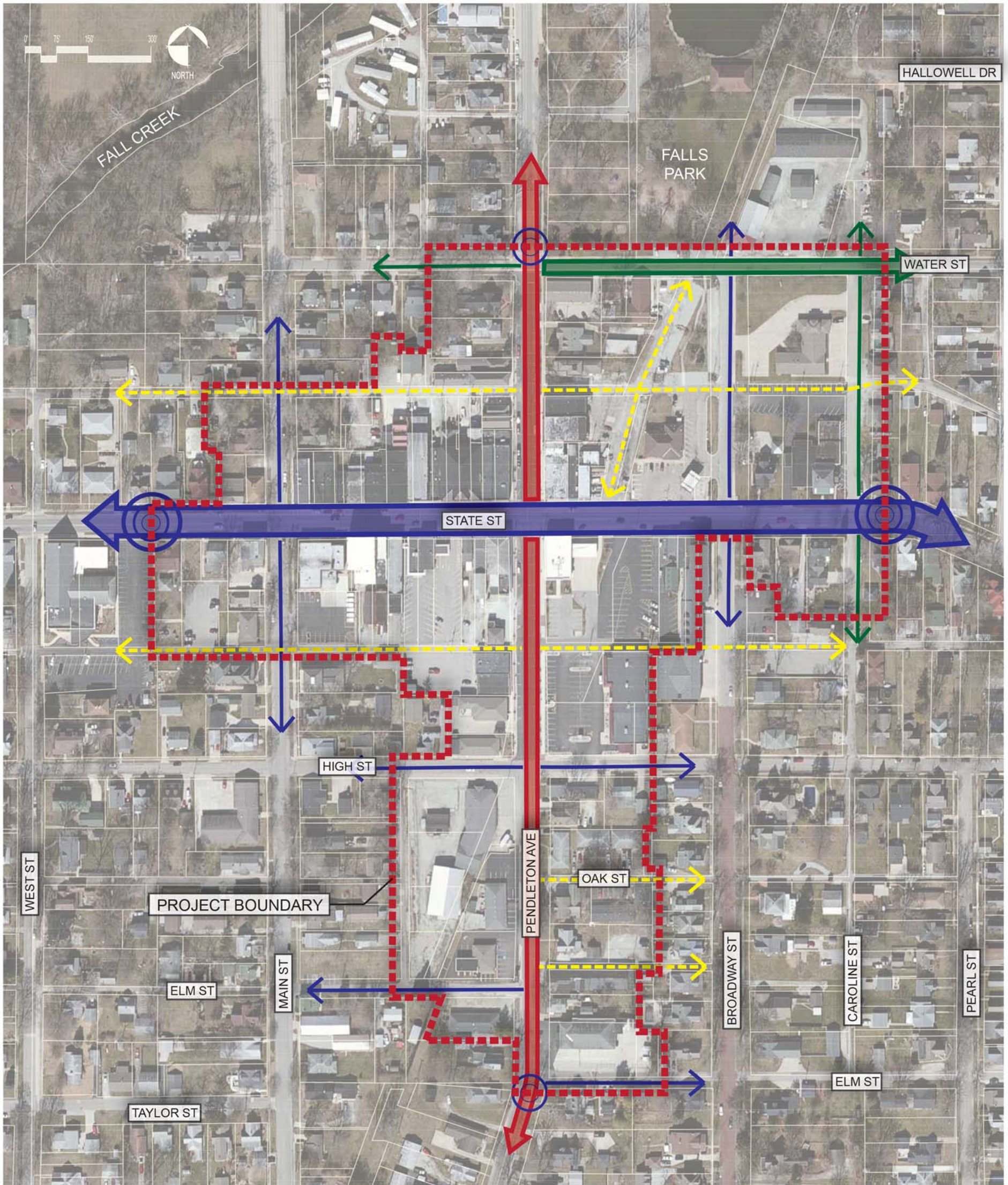
Gateways, Public Parking, & Wayfinding

August 13, 2015



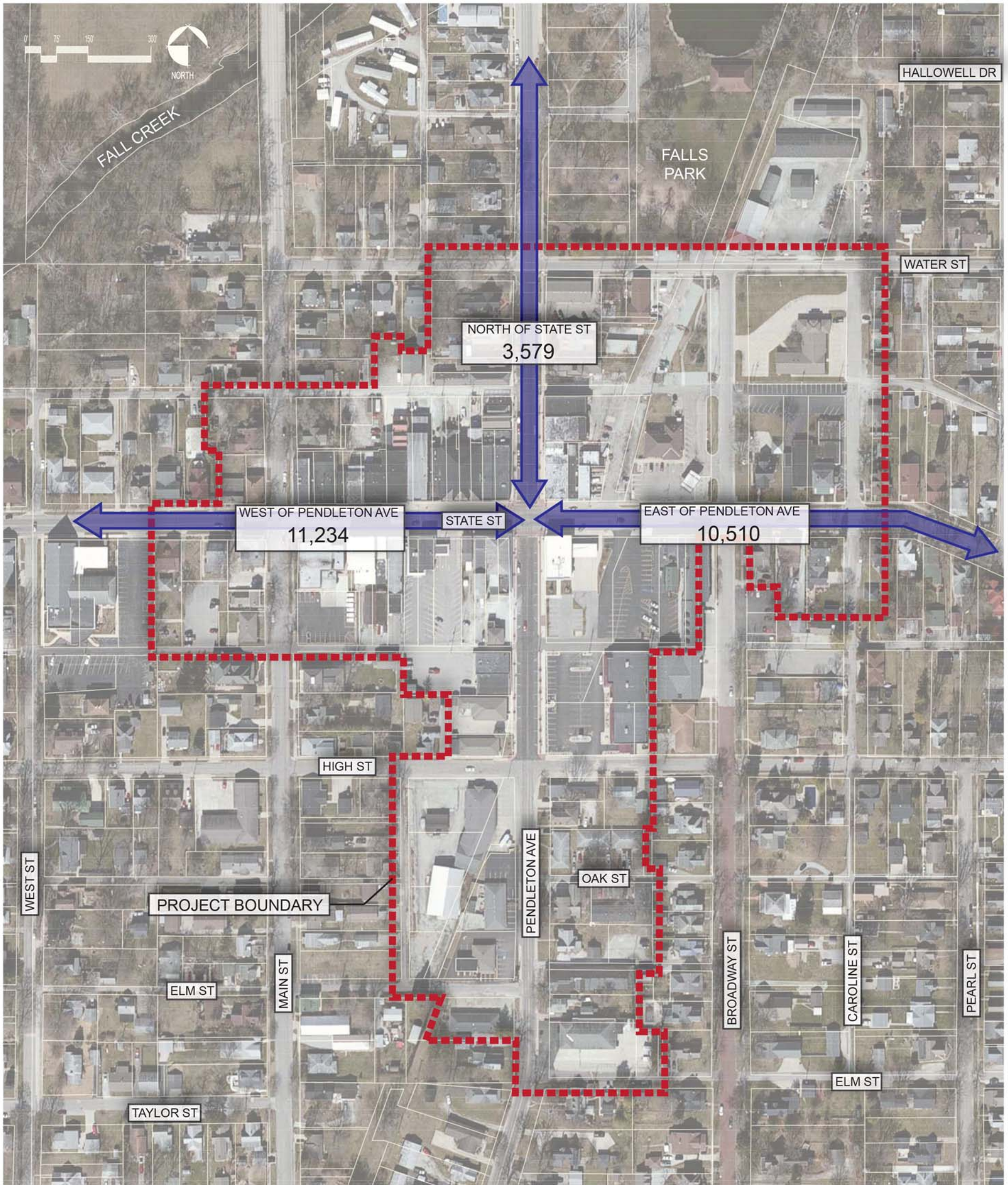
Downtown Revitalization Plan
 Pedestrian Connectivity

August 13, 2015



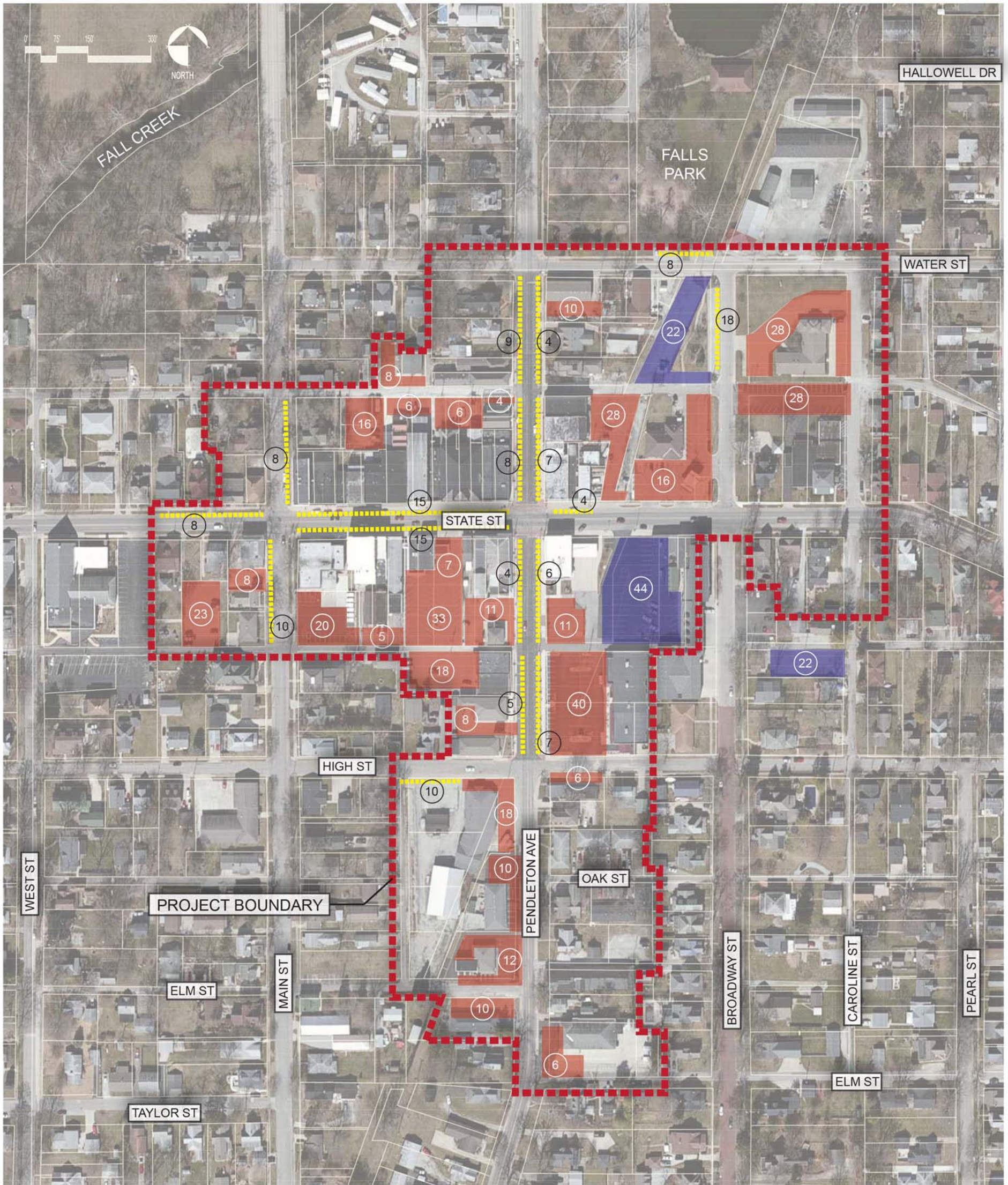
Downtown Revitalization Plan
 Street Network & Downtown Gateways



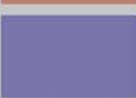

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Downtown Revitalization Plan
 Traffic Counts

August 13, 2015



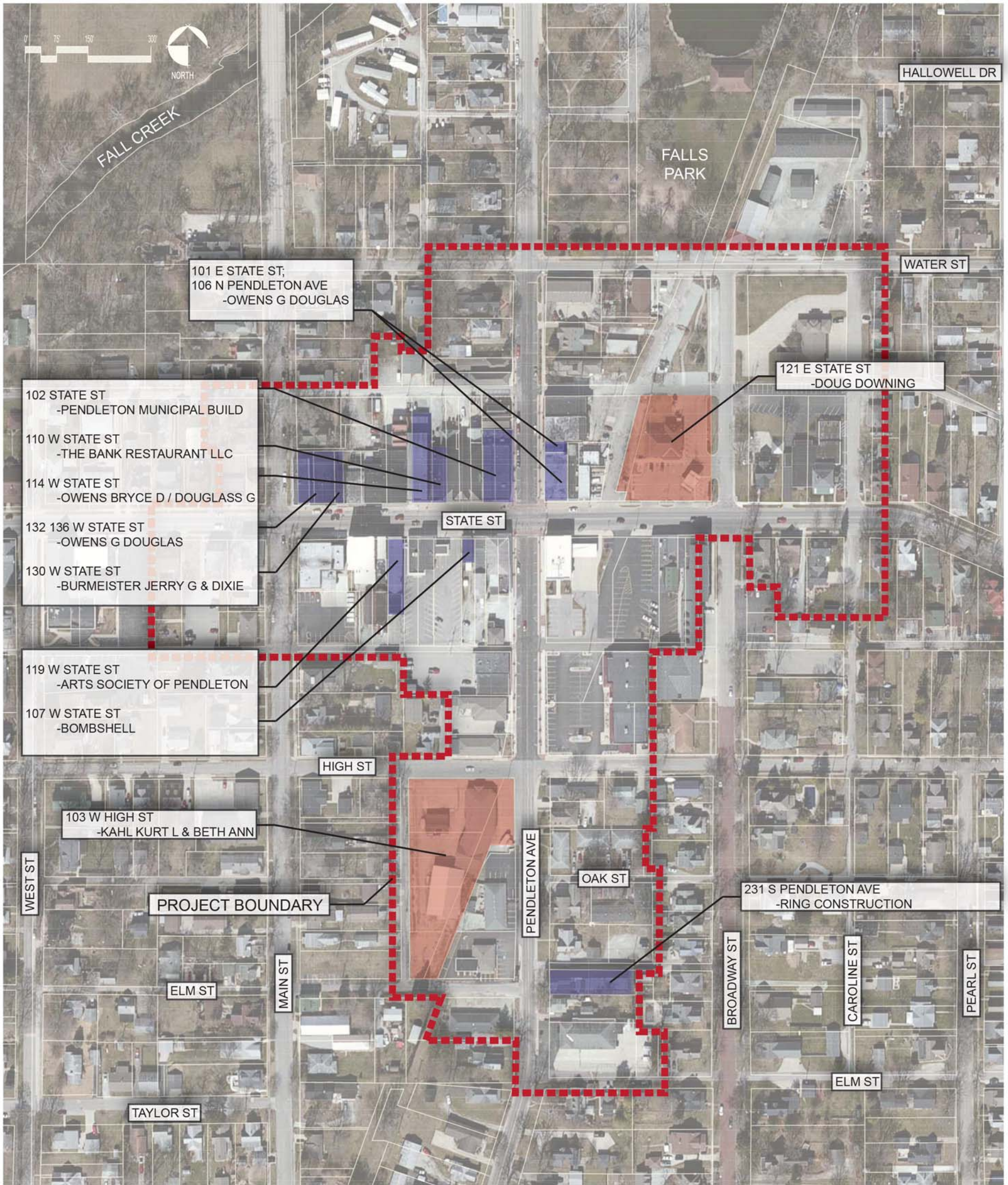
	PRIVATE LOT PARKING		ON STREET PARKING
	PUBLIC LOT PARKING		QTY. OF PARKING SPACES
			*373 PRIVATE PARKING SPACES
			*111 PUBLIC PARKING SPACES
			*146 ON STREET PARKING SPACES



Downtown Revitalization Plan

Surface Parking

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Downtown Revitalization Plan
Potential Catalyst Projects

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