



REMINGTON, INDIANA

# Downtown Revitalization Plan

DRAFT: May 2012



## Acknowledgements

This plan was made possible in part by federal Community Development Block Grant (CDBG) dollars distributed through the Indiana Office of Community and Rural Affairs (OCRA) and administered by the Kankakee Iroquois Regional Planning Commission (KIRPC). Matching funds were provided by the Town of Remington.

## Steering Committee

Pat Berger  
Brian Melchi  
Jonathan Cripe  
Julie Overbeck  
Heidi Bahler  
Jon Schwab  
Wendy Schwab  
Sarah Cannady  
Julee Wilke  
Emily Gross

## Consultants

RATIO Architects, Inc.  
Development Concepts, Inc.  
Strand Associates, Inc.



## Table of Contents

Executive Summary .....	4
-------------------------	---

### Chapter 1: Introduction

Planning Process .....	8
Community Engagement.....	9
The Community .....	10

### Chapter 2: Analysis

Site Analysis .....	14
Parking Analysis.....	16
Infrastructure Analysis .....	17
The Gateway Issue.....	18
Building Occupancy .....	18
Downtown Occupancy Analysis Map.....	19
Market Analysis.....	20
Facade Analysis .....	25

### Chapter 3: Recommendations

Downtown Revitalization Framework .....	28
Downtown Remington Revitalization Illustrative Plan.....	29
North/South Railroad Streets.....	30
Preserving the Depot.....	32
Downtown Improvements.....	34
Streetscape .....	36
Gateways .....	40
Wayfinding Plan .....	42
Town Hall Enhancement .....	44
Facade Enhancements/ Maintenance Principles.....	45

### Chapter 4: Implementation

Recommendations for Downtown Revitalization .....	52
Cost Opinion.....	56
Potential Implementation Funding Sources .....	58
Alternative Funding Sources .....	62
Potential Historic Preservation Funding Sources .....	63

### Appendices

2012 Market Analysis .....	68
Urban Design Resources.....	78
Pictorial Examples .....	80

#### NOTE:

*The graphics contained within this document, including illustrative plans, sketches, photographs, etc., are intended to portray design intent and not final architecture, site, or streetscape design. This plan is not intended to be used as a construction document.*



## Executive Summary

Committed citizens of Remington permitted the RATIO team to lead them through a process to solidify ideas for future development in downtown. The Remington Downtown Revitalization Plan is the result of the collective insight and effort of Main Street Remington, Town officials, staff, and residents. A plan that does not involve those it hopes to serve can not fully realize its potential or vision.

The Downtown Revitalization Plan builds on the vision and goals of the Remington-Wolcott Development Plan (2008). That plan exposed the principles of Traditional Neighborhood Development (TND) from the Congress of New Urbanism as a way to create a vibrant livable town. This plan focuses on the original Remington, centered around the Railroad, and proposed to create a *heart* there.

Revitalization is a holistic process addressing two primary areas: physical design of the streetscape and economic development. The integration of these two elements results in the Implementation Strategies of Chapter 4 and supports the retention, encourages the establishment of additional businesses, and physically improves the downtown environment for the enjoyment of residents and visitors.

This Plan provided specific recommendations and is descriptive,

creative, and flexible. With leadership and perseverance, the plan will be a tool to guide public and private investment over the next 15 to 20 years and to secure additional grants and funding from various sources.

### Vision

Community stakeholders envision the downtown as a unique place where cultural expression and pride is apparent in the social activity, architecture, and commerce.

### Primary Goals

Strongly desired projects are highlighted in green.

- Encourage mixed-use, infill development downtown; encourage high quality niche retail
- Renovate / update / maintain building facades on Ohio Street and North and South Railroad Streets
- Utilize/renovate the historic railway depot; emphasize this as a showpiece for the community
- Utilize the railway corridor to link amenities, such as Carpenters Creek, local parks, and local / regional trail systems to each other and downtown, and as an opportunity for a public gathering spot and downtown green space





- Establish a primary downtown gateway at the SR 24 and Ohio Street intersection
- Create consistency of streetscape enhancements including street trees, seasonal planting, lighting, and site furnishings
- Improve the condition of sidewalks, curbs, gutters and street surfaces and widen sidewalks to ensure safety and proper drainage
- Establish appropriate pedestrian scale through building restrictions and streetscape enhancements
- Include art in downtown improvements

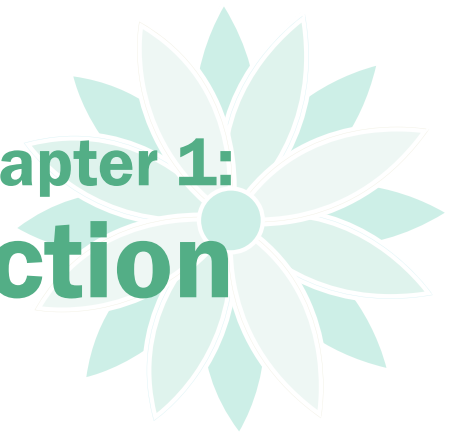
## Recommendations

- Update land use ordinances to promote and maintain a compatible, well-proportioned urban form
- Apply for CFF and other grant funding
- Seek angel investors to fund redevelopment
- Partner with the Jasper County HPA to preserve and rehabilitate the Depot
- Form a downtown merchant's association to assist town staff with improvements
- Recruit businesses not located on Railroad or Ohio Streets that would also benefit from an enhanced image
- Implement wayfinding opportunities



DRAFT

# Chapter 1: Introduction



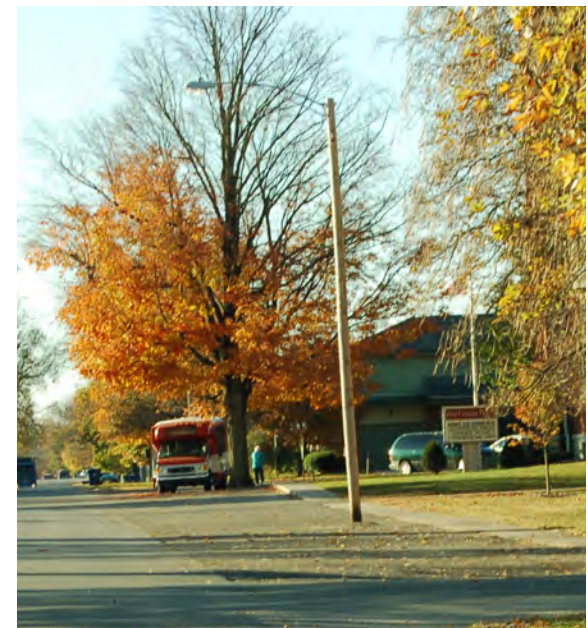


## Planning Process

### Purpose of the Plan

Remington is a self-declared “Indiana’s Great Small Town Oasis” with a forward-looking desire for long-term vitality. This Downtown Revitalization Plan is the culmination of this current and previous planning efforts, and is an essential component toward implementation of the Town’s vision for the future.

In addition, this plan satisfies a step in assisting eligible municipalities to obtain streetscape implementation, historic preservation, facade renovation and other economic development funding such as that offered by the Indiana Main Street Revitalization Program (MSRP) or Community Focus Funds (CFF) administered through OCRA.



## Community Engagement

### Previous Planning Efforts

Several planning efforts have been completed for the Town of Remington and surrounding area in recent years. This plan builds upon those studies and their recommendations, while furthering the specific focus on revitalizing downtown. Some of the plans referenced include:

- **Remington | Wolcott Development Plan (RWDP)** (August 2008 - Purdue University Landscape Architecture Program)
- **Remington | Wolcott 3-Year Strategic Action Plan** (May 2009 - DCI)
- **List of Ten Most Endangered Historic Sites and Structures In Jasper County** (May 2009 - Historic Preservation Association of Jasper County)
- **Remington Comprehensive Plan** (1994)
- **Remington Zoning & Subdivision Control Ordinances** (1994)

### Community Engagement

There was an extensive effort to gather public input, including surveys and public workshops, during the preparation of the 2008 RWDP. This information can be found in Chapter 6.0, and in the resulting guidelines of Chapter 16.0, of that plan.

The Steering Committee for this downtown revitalization plan confirmed that the vision and goals identified in the RWDP were comprehensive and deemed to still be accurate. Those goals are reflected in the illustrations and recommendations in Chapter 3: Recommendations herein.

### Steering Committee

A strong steering committee comprised of visionary community leaders and representatives guided the process to ensure an authentic vision for the future

of downtown Remington. The committee met five times throughout the process to provide feedback on concepts and ideas for the final plan and implementation strategy. These individuals and the groups they represent will be necessary partners as implementation moves forward.

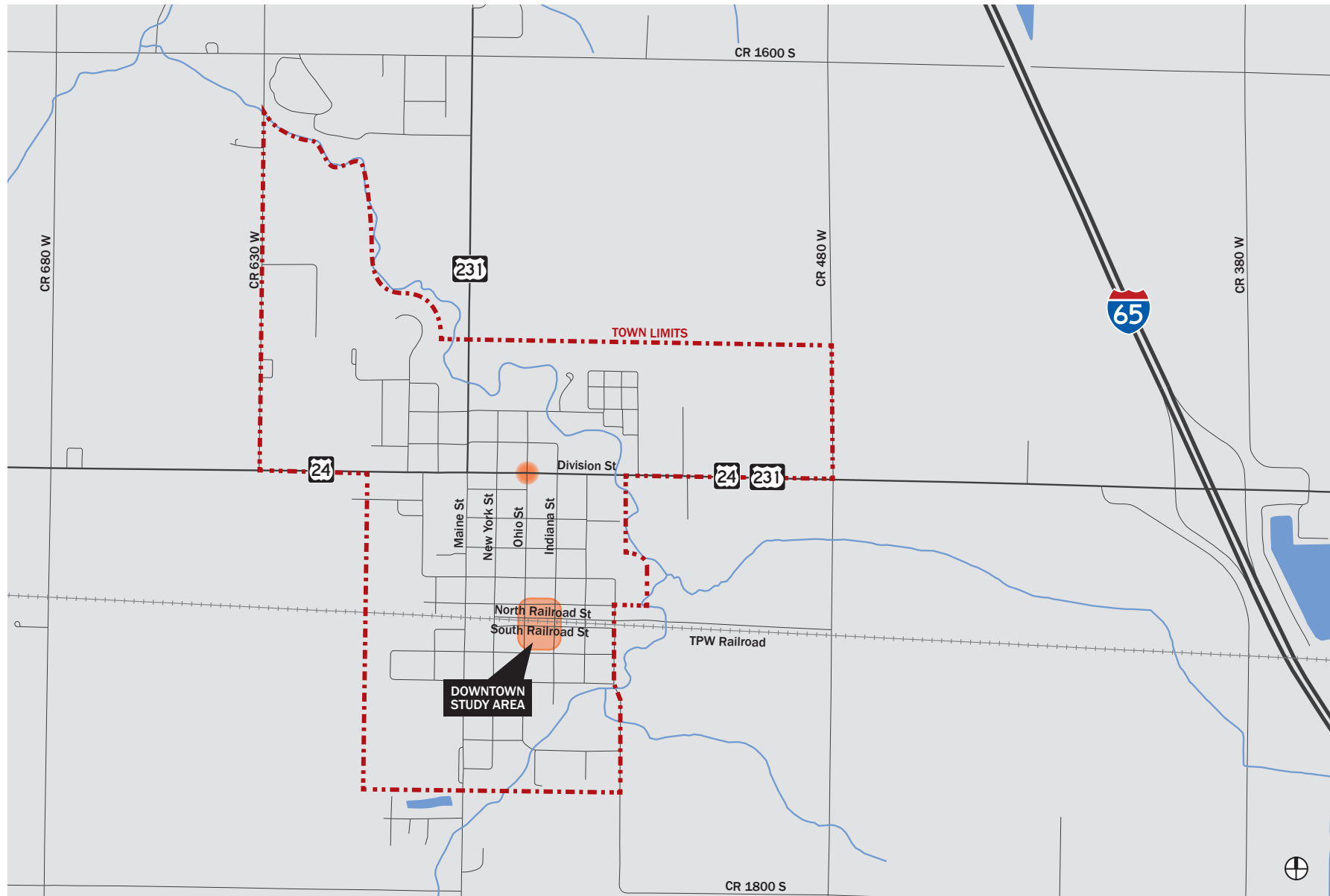
### Public Hearing

In June 2012, there was a public hearing before the Remington Town Council to approve the Downtown Revitalization Plan.



Steering Committee Meeting

## The Community





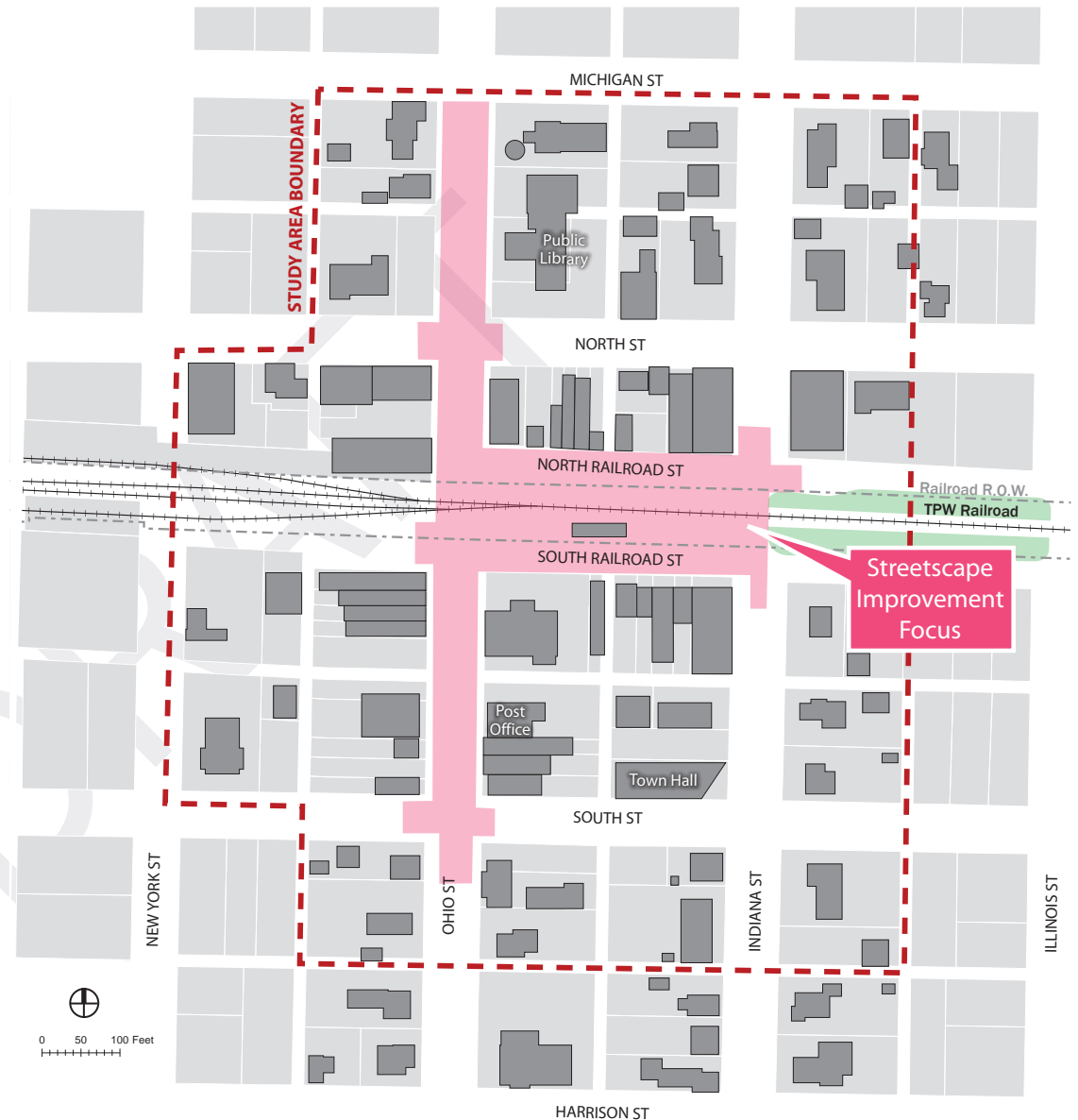
## Study Area

Remington is located in northwestern Indiana, 1.5 miles west of Interstate 65 and 90 miles in between Indianapolis and Chicago. The town is accessible by two highways; US 24/Division Street and US 231. Downtown lies five blocks south of SR 24. This plan focuses specific recommendations for revitalization on the area in the vicinity of Ohio and North and South Railroad Streets depicted in pink, though the study area is roughly bounded by Michigan and South Street and New York and Indiana Streets on the west and east respectively. One other area that could impact the success of downtown is the US 24/231/ Ohio intersection is addressed in this plan.

## Local Organizations

Many service and volunteer organizations exist within Remington, including:

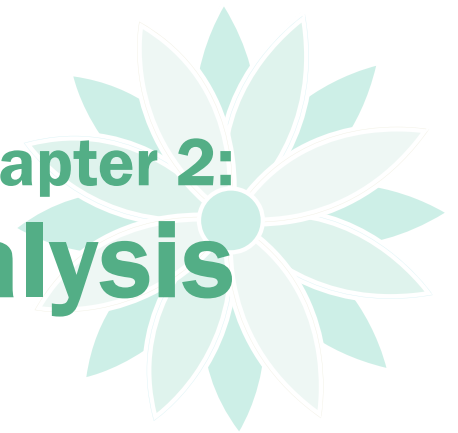
- American Legion post 280 (Dewey McGlynn),
- Remington Historical Society
- Lions Club
- Tri-Kappa Sorority
- Masonic Temple
- Churches: Apostolic Christian, Remington Baptist, Sacred Heart Catholic, Heritage Bible, First Baptist, and Remington United Methodist Churches





DRAFT

## Chapter 2: **Analysis**





## Site Analysis

The downtown Remington study area bears some signs, as many cities and towns do, of limited funds to maintain or upgrade downtown infrastructure. Some infrastructure, such as sidewalks, curbs, ramps, streets and drainage inlets, are visible and obvious to residents and visitors. The underground utilities that convey water, drainage, and waste are less visible, but knowledge of the condition and capacity affects the ability to revitalize and redevelop a community.

### Toledo, Peoria and Western Railroad

Constructed in the 1850's and 1860's, the Toledo, Peoria and Western (TPW) Railroad is a 247 mile rail corridor that runs from Mapleton, Illinois to Logansport, Indiana. The line was once an important passenger route as people migrated to the Midwest. The line still carries a high volume of goods along its route, and features important connections to all of the major rail carriers along its route. The TPW's historic significance to the Town of Remington is evidenced by its dominant presence in the central business district of Remington. The east-west corridor cuts through the center of the downtown area, and actually much of downtown Remington is oriented towards the railroad.

The TPW's current schedule includes an eastbound train on Monday, Wednesday,

and Friday and a westbound train on Tuesday, Thursday, and Saturday - these runs typically take place overnight. The track is also utilized for daily trips between the Hoosierlift intermodal facility on the east side of Remington to Lafayette. Although the scheduled utilization of the tracks does not create a significant disruption for the residents of Remington, the track's location through the center of town does create a significant impact on the feel of the downtown area. Rather than serving as the focal point that it most likely was in its heyday, the railroad now represents a physical and psychological barrier that divides the commercial area. Currently, many of the street crossings of the track are in very poor condition, and sidewalk connections, where present, are not conducive for anyone with any physical impairments. As a result, it appears that people drive to and park in front of their destination.

### Downtown Streets and Traffic Patterns

Ohio Street is clearly the "main" street in terms of vehicular traffic and access to downtown from US 24. It is in relatively good condition. Many streets though, show signs of reflective cracking, edge raveling, and multiple asphalt overlays, and would benefit greatly from milling (grinding down the surface) and resurfacing. Traffic

capacity does not appear to be a problem, nor does parking.

North and South Railroad Streets between Ohio Street and Indiana Street are of particular interest from a traffic pattern standpoint. Currently, both are two-way, east/west roadways with 45-degree angled parking facing southeastward. The streets run roughly parallel to the TPW Railroad which bisects the downtown. The



*North Railroad Street features angled parking facing southeast and parallel parking facing west*



*Commercial buildings along North and South Railroads Streets are orientated to the TP&W RR*

predominantly commercial buildings on this block face inward toward each other, but seem awkwardly disconnected by the railroad and the lack of inviting pedestrian connections. It should be noted that vehicles appear to be parking within the railroad's right of way, especially on North Railroad Street.

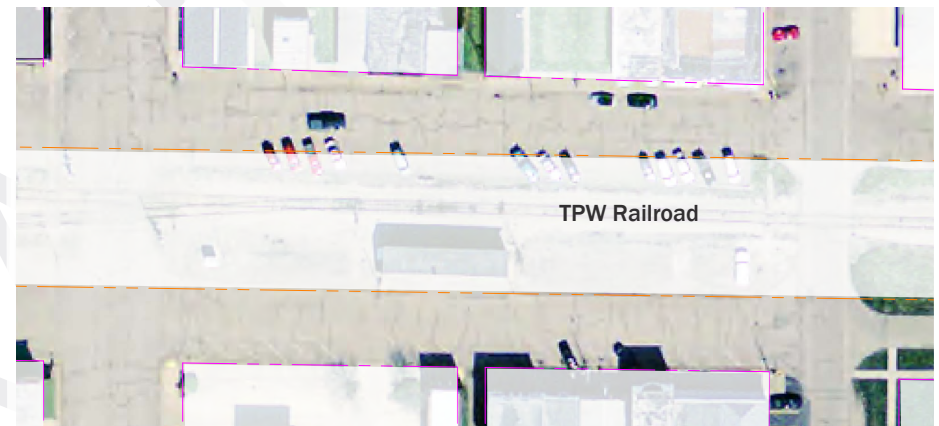
## Pedestrian Network

The sidewalk network in downtown Remington does little to encourage pedestrian activity. The condition of the pedestrian network appears to encourage motorists to drive to each destination and park in front of the business, rather than to park and walk between destinations. Safe, directed connections across the railroad are also lacking. If the downtown area is to be revitalized, the pedestrian network must be

strengthened and sidewalk and trail links to other parts of town encouraged.

Accessibility is an issue in downtown Remington. While many of the sidewalks appear to meet the Americans with Disabilities Act Accessibility Guidelines (ADAAG), it appears that sidewalk curb ramps either do not exist or are substandard. In addition, there are also several places where the sidewalk cross slope appears to exceed the ADAAG maximum of two (2) percent. The lack of adequate ramps

makes the downtown area a challenging place for anyone with disabilities or trying to push a stroller or anything on wheels. Although curb ramps and sidewalks were not identified as a priority by the Committee, any federal funding opportunities will mandate that the sidewalks are upgraded to meet the ADAAG.



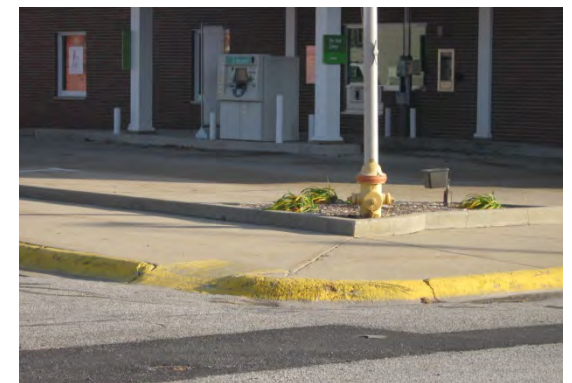
*Actual right-of-way for North and South Railroad Streets*



*Remnant of sidewalk crossing of railroad at Indiana and South Railroad Streets*



*Sidewalk on the east side of Ohio Street; should be improved to encourage access to downtown*



*Many curb ramps are abrupt and largely unsuitable (width/slope) for their intended use*



## Parking Analysis

These two pages compare the availability of automobile parking within the blocks immediately surrounding the proposed streetscape improvements. Keep in mind that there is more to efficient parking than simple counts; ease of identification, clearly painted lines, accessibility, and perceived safety are all contributing factors.

Orange boxes illustrate the counts that would change.

Purple boxes are existing counts that will remain after improvements.

## Conclusion

The current estimation of parking in downtown Remington is 206 spaces, many of which are not often painted, making the exact count variable depending on how patrons decide to park. The total estimation for the proposed streetscape is 175 spaces.

The overall anticipated loss, as shown, of 31 spaces should not be seen as an absolute. The proposed streetscape improves efficiency and clarifies a more exact count, but there are several additional factors to consider. This count does not consider most parallel parking on side streets, or potential additional projects the Town could choose to tackle, such as reorganizing and clearly marking parking at City Hall to improve the counts shown.





## Infrastructure Analysis

### Storm Drainage

There is a storm sewer system in the downtown area. The system was not analyzed for capacity, but based on initial observations it appears that the primary problem is ineffective surface runoff collection. Gutter lines are nearly nonexistent due to repeated street paving without milling the existing grade, and the surface drain inlet castings are flush with the ground or recessed. This makes it nearly impossible for water to be directed into the storm system. We noticed several areas where shallow ponding occurred on the edges of the streets. Over time, this contributes to the street surface deterioration, but does not appear to be of a significant health or safety issue.

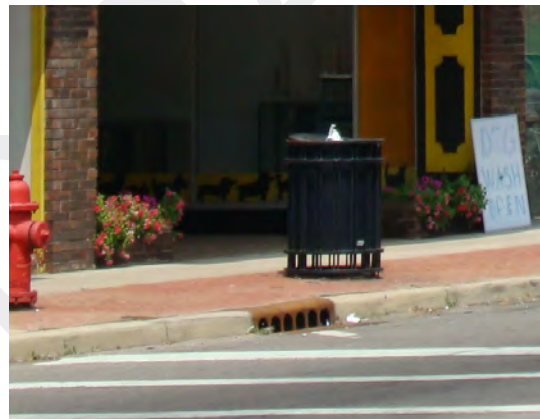
Re-establishing gutter lines and milling and resurfacing the asphalt will help to channelize stormwater. It is recommended that the existing drain inlets located in paved radius aprons be moved to strategic locations along the new gutters. An alternative to the flat castings currently in place are new inlets with vaned grates and a curb face opening. The vaned grates significantly improve the hydraulic capacity of inlets on grade, while the curb openings provide for stormwater collection if the surface grate is clogged with leaves or grass clippings.



***Evidence of standing water contributing to the deterioration of Indiana Street***



***Flat inlet grates in paved areas should be strategically relocated to gutter lines and include a curb face opening***



***Defined gutter line and curb inlet with vertical opening that can collect surface water even if flat grate is clogged with leaves or grass clippings***

## The Gateway Issue

The biggest issue from a traffic flow and economic development standpoint is the lack of visual clues linking downtown Remington to US 24, the main arterial through town. There is a lack of obvious signage on the highway to encourage a passing motorist to leave US 24 and venture into downtown Remington. This could be remedied by gateway treatments (signage and/or street improvements) at Ohio Street and US 24.

## Building Occupancy

The most prevalent uses in downtown are service-oriented related to healthcare and finance. In addition, there are retail and food services as depicted on the Downtown Occupancy Analysis graphic on the facing page.



*US 24 / US 231 / Division Road illustrating a main entry to town.*

# Downtown Occupancy Analysis

## January 2012

### Remington, IN - Downtown Occupancy

- RETAIL / COMMERCIAL
  1. Blossom Boutique
  2. Industrial Pallet, Inc.
  3. Select Window Company
  4. Mini Measures Antiques
  5. Homestead Buttery & Bakery
- FOOD / DRINK
  6. Shooter's Bar & Grill
  7. Milley's Bar & Grill
  8. Homestead Buttery & Bakery
  9. Pizza King
- SERVICES (PERSONAL, FINANCIAL, MEDICAL, ETC.)
  10. Clark's Cutting Edge (Landscaping)
  11. Stitz Funeral Home
  12. Stitz Funeral Home / Former Furniture Store
  13. Remington Family Dentistry
  14. Hair Station
  15. Regional Occupational Care Center (ROCC)
  16. Regions Bank
  17. Water Tower Place - Hair Salon
  18. Water Tower Place - Massage Therapy
  19. Coin Laundry
  20. Clarence's Auto Repair
  21. Advance Trading Inc.
  22. Farmer's Mutual Insurance Company
  23. Veterinarian
- NON-COMMERCIAL ORGANIZATIONS
  24. Remington Historical Society
  25. Historic Water Tower
  26. American Legion
  27. Purdue Extension Office
- COMMUNITY FACILITIES
  28. Library / Tobias Center
  29. Police Department / Ambulance Service
  30. Post Office
  31. Streets Department
  32. Town Hall
- VACACIES / RESIDENTIAL IN COMMERCIAL STRUCTURES
  33. Residence
  34. Former Bowling Alley / Residence
  35. Former Depot
  36. Former Cafe
  37. Vacant
  38. Residential
  39. Residential Ownership - Storage
  40. Blaney Casey & Walton (Legal Services)





## Market Analysis

Downtown districts are largely business, shopping and entertainment districts that rely upon a consistent interaction of workers, residents and visitors to generate enough “activity” to be deemed successful. For smaller downtown / main street environments, “success” typically lies in the mix of shops, restaurants and services that come together to form an engaging district that is simultaneously a commercial center and social gathering place. Therefore an understanding of the market drivers that support these types of businesses is crucial to driving redevelopment and revitalization opportunities. These drivers rely upon various sources of customers – local residents, downtown employees, workers, and visitors from a regional trade area.

The Pallet Company is a major employer, though not the typical downtown business. Many of the properties are publicly-owned and operated by the town or Jasper County including the town hall, police station, and library.

Even with these businesses, many of the structures on North and South Railroad Streets, as well as Ohio Street, are vacant, in poor condition, or contain residential uses which do not support economic development.

From a market perspective, the wide-scale revitalization of downtown Remington proves to be a difficult proposition. At the beginning of the process, the project team conducted a SWOT analysis which yielded the following information.

## SWOT Analysis for Market/Economic Conditions

### Strengths

- Good regional access via I-65 and Route 24/231
- Proximity to preferred locations for future job expansion opportunities



via key economic sectors (i.e. Transportation and Warehousing)

- Reasonable mix of retail and service businesses, as well as civic destinations

### Weaknesses

- Small, declining population in Town / small trade area
- Located in stagnant part of growing county
- Proximity to Rensselaer makes it difficult to attract retail and services that would typically gravitate to larger community
- Downtown's obsolete urban pattern
- Low quality of downtown buildings
- Limited scale of existing retail offerings to bring people downtown on a regular basis
- No arterial connected to downtown to direct traffic to retail/commercial opportunities

### Opportunities

- Drawing visitors off of interstate as additional customer base
- Better connectivity to downtown from Division Street
- Economic development opportunities off of interstate
- Senior housing development in downtown



### Threats

- Population growth tied to local job creation vs. regional access
- Lack of population growth continues to drive development to larger communities

### Assessment

Downtown faces two major hurdles. The first is its size. A residential population of 1200 – which declined in the 2010 census – is considered too small to realistically support a business district, even of small scale. So to achieve a cluster of business related uses in downtown, it is crucial to draw a customer base from a much larger region or trade area. This will be a challenge since Remington's available trade area shrinks when one considers the proximity of larger communities and service/retail centers like Rensselaer.

The second hurdle is the physical orientation of downtown. Downtown Remington was built as a railroad focused commercial center. The major transportation route through town is now located to the north – along County Road 1700 / Route 24/231. This shift of the primary artery drastically reduces the investment appeal of downtown Remington for commercial purposes. It is not a coincidence that most commercial uses –



from the IGA to banks and the hardware, are located on this route.

There are limited activities available to Remington to address the first hurdle other than to encourage economic development opportunities in southern Jasper County that might drive more growth in that region. The county's key economic sector – Transportation and Warehousing (e.g. Advance Auto)– is ideally suited to land along I-65 and could drive job opportunities close to Remington that the town can take advantage of.

The second hurdle is not insurmountable, but can be difficult to address. What is clear is that a pro-active and long term

strategy and work plan is necessary to drive the market into downtown. A passive approach will only drive the limited retail growth opportunities in the county to Route 24/231 or outside of the community altogether. It must be stated, however, that a regulatory approach (i.e. zoning or other land use controls) is not sufficient to achieve targeted market improvements in downtown Remington.

The key method to drive a sustainable business climate in downtown Remington is to attract a wider customer base to the community. The core customer base should incorporate local residents, residents from nearby towns, and regional visitors. The first strategy to achieve this is to incorporate

as many destination establishments as possible. Destinations, which do not have to be businesses, bring people to downtown on a regular basis and vastly increase the likelihood that customers will either engage with an establishment while they are there, or will in the near future. However, the destinations that Remington is capable of will likely only serve to shore up the existing retail climate.

To achieve business growth of any scale, Remington will need to attract literally thousands of new people to downtown on a regular basis. This will require completely re-shaping downtown into a regional destination.

In the short term, it is crucial to improve the physical environment of downtown Remington, including its streets, circulation, sidewalks and building exteriors. Through various grant programs, including this OCRA funded initiative, this can be accomplished at limited expense to the Town and without a solid market base to support it. Then the Town must turn to strategies to drive people to its downtown area. It may be helpful to examine the strategies of other small towns that have similar geographic obstacles. Tourism is typically a major draw, but there are other opportunities such as drawing visitors in from the region, attracting new residents via economic development, or serving existing residents via different housing / lifestyle opportunities.



***East Side of Ohio Street south of South Railroad Street.***

## Overall Conclusions

The following conclusions are based on data and analysis that can be viewed in full within the Appendix of this document.

**Demographic / Housing Trends:** The Town of Remington is a community with stagnant growth, located within a rural region that has also experienced limited growth. By itself, neither Remington nor its environs offer the population base or income levels to support residential construction of any scale, let alone anything in or near downtown Remington. The one exception is an aging population that could support a senior housing development which, if located in downtown, could potentially take advantage of proximity to several key community services. The community could also take advantage of its location 90 miles between Chicago and Indianapolis.

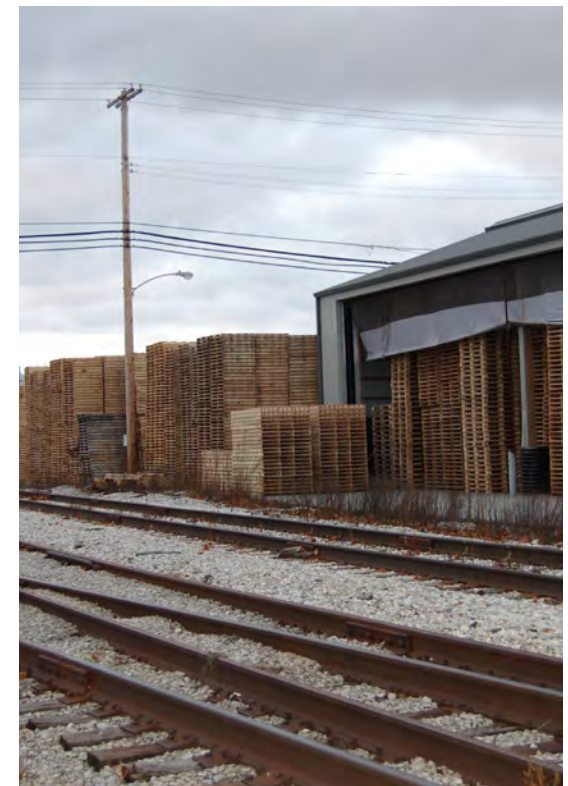
**Economic / Employment Conditions:** Jasper County has a relatively stable economic base and several areas of employment specialization that make it unique within its region. The proximity of Remington to Exit 201 and I-65 could result in future employment (and possible residential) growth given the county's concentration in Transportation and Warehousing, an employment sector that seeks out locations adjacent to major regional transportation routes. This potential is already being

borne out by the completion of a major warehousing facility just east of I-65 on Route 24/231.

That being said, Jasper County has also experienced the largest “boom/bust” cycle of employment in the past decade, growing by highest percentage (18%) of any adjacent or nearby county between 2001 and 2007, and then falling the fastest of any county other than Newton from 2007-2010. While the scale of rise and decline compared to nearby counties is somewhat related to the relatively small number of overall employees, it also makes it difficult to project employment patterns in the future.

While it is clear that population growth in Jasper County is driven primarily by proximity to employment centers in Northwest Indiana and Illinois, employment retention and growth within the county are crucial for the success of the southern half of the county – including both Remington and Rensselaer.

**Commercial Office Market:** Overall, there appear to be limited opportunities for Jasper County to attract amounts of professional office users of notable size (i.e. sizeable enough to generate tangible market reaction). These opportunities would be even more limited in Remington.





**Retail Market:** The economic geography of downtown Remington means that it cannot rely upon a trade area much larger than its own population, which is small. Opportunities to “layer in” markets to support downtown businesses, such as higher intensity housing and office uses, are limited. While some opportunities exist, the scale required to generate changes in the local marketplace is very high. Therefore, to elicit retail growth of any scale, downtown must draw in a customer base significantly larger than presently exists. For example, to generate enough sales to support 3 new small scale retailers (1,500 square feet each), those businesses must generate \$675,000 - \$900,000 in annual sales. Assuming that customers wouldn’t be included to spend all their disposable

income at these stores, this means that those 3 businesses would have to capture 10% of all spending from 700 - 1,200 households, or 1,800 to 2,300 residents, about twice the size of Remington’s current population.



**Successful Commercial business.**



**Historic building contributes to downtown authenticity.**

## Facade Analysis

Many buildings in downtown Remington have been altered over the years. In several cases, historic components may be hidden just below later layers of materials.

Historically, the building facades downtown were built at the edge of public right-of-way, giving the pedestrian space a “street wall” (building facades that provide boundaries for an outdoor space). Many of the structure in the photo at right are no longer present.



*Historic photo of Downtown Remington (Ohio Street) with building facades adjacent to the sidewalk, many structures have been replaced.*



*Unsympathetic alterations to this facade included metal siding that covered the original brick, an overbearing awning, and small windows that are unsuitable for the building size. (Not located in Remington)*

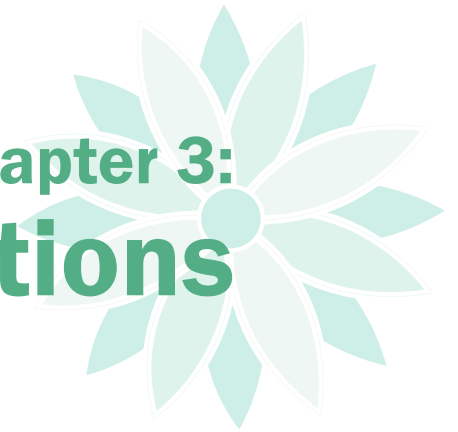


*This bank building is a later addition to Downtown Remington that is set far back from the street. It lacks the “street wall” (building facades that provide boundaries for an outdoor space) which reduces pedestrian comfort.*





**Chapter 3:**  
**Recommendations**



## Downtown Revitalization Framework

Improvements to the character and appearance of the buildings, streets, signs, sidewalks, street corners, visible utilities, access to public spaces, parking, and landscaping is a critical component in the revitalization of Remington.

The Illustrative Plan on the facing page illustrates potential improvements within the study area that create a place focused on the needs of the residents and businesses and that will encourage future investment. Sketches and descriptions on the following pages provide detail on specific elements.

### Features:

- Rehabilitated Depot
- Railroad Streets circulation improved with one-way pairs
- Outdoor public spaces to gather, wait, and dine
- Increased landscaping for street and public spaces
- Facade enhancements including the pallet company eastern facade
- Redevelopment of underutilized sites on North Railroad Street, the SE corner of South Railroad and Ohio Streets, and between the Post Office and the Veterinary Clinic on Ohio Street

### Principles for Urban Revitalization from “Creating a Vibrant City Center” by Cy Paumier, 2004

- **Promote diversity of use**
- **Encourage compactness**
- **Foster intensity of development**
- **Ensure a balance of activities**
- **Provide for accessibility**
- **Create functional linkages**
- **Build a positive identity**



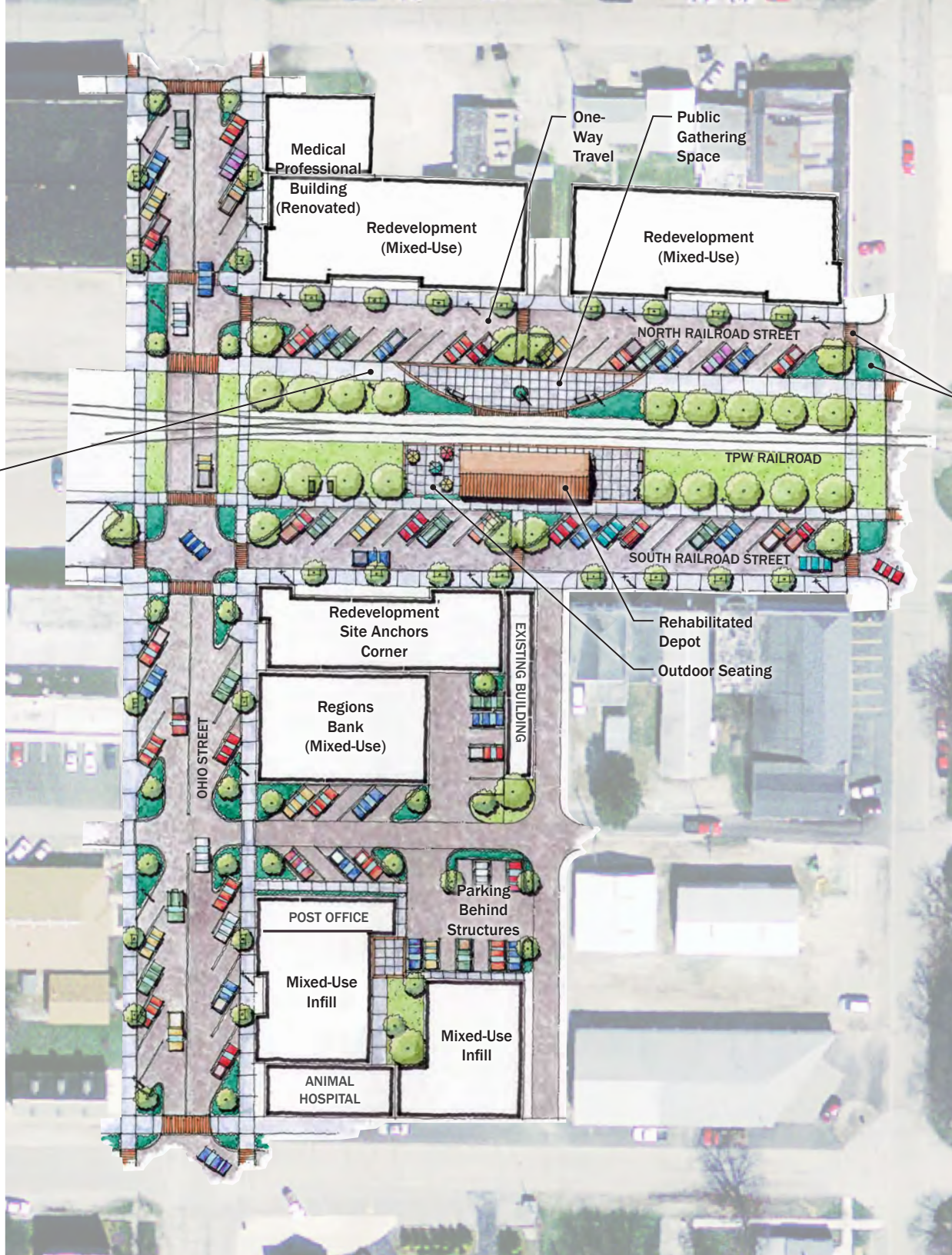
*Pocket Park in Roanoke, IN*

# Downtown Remington Revitalization Illustrative Plan

Not to Scale



Sidewalk /  
Trail Linked to  
Neighborhood  
and Town  
Parks and  
Greenways



Bump-outs  
and Cross-  
walks  
Enhance  
Pedestrian  
Experience



## North/South Railroad Streets

North and South Railroad Streets run east and west through the center of downtown, parallel to the Toledo, Peoria, & Western Railway Corporation railroad tracks. Both streets include parking within the railroad right-of-way and the town right-of-way.

A reconfiguration of these streets opens up the space in the center of downtown to new opportunities. The sketch on the facing page includes a one-way couplet of Railroad Streets, a central open space featuring a revitalized depot, and clearly identified angled parking.

### Features:

- Two-way roads changed to one-way couplet
- Decorative fencing along both sides of the track for safety



*Infill development example: New structures designed to look historic.*

- Public gathering space with landscaping adjacent to the railroad
- New multi-story mixed-use development anchors southeast corner of Ohio and South Railroad Streets
- Improved facades including pallet company eastern facade
- Rehabilitated Depot with outdoor dining

### Curb Extensions (Bump-outs)

Corner or mid-block curb extensions (bump-outs) provide breaks in long strings of parking, and enhance the safety of pedestrian crossings by shortening the distance from sidewalk to sidewalk and providing a “safe-zone” to watch for moving vehicles. The expanded space at the corner also provides more room to organize utilities, plant materials (such as trees, shrubs, flowers, grasses, or rain gardens), lighting, and site furnishings.

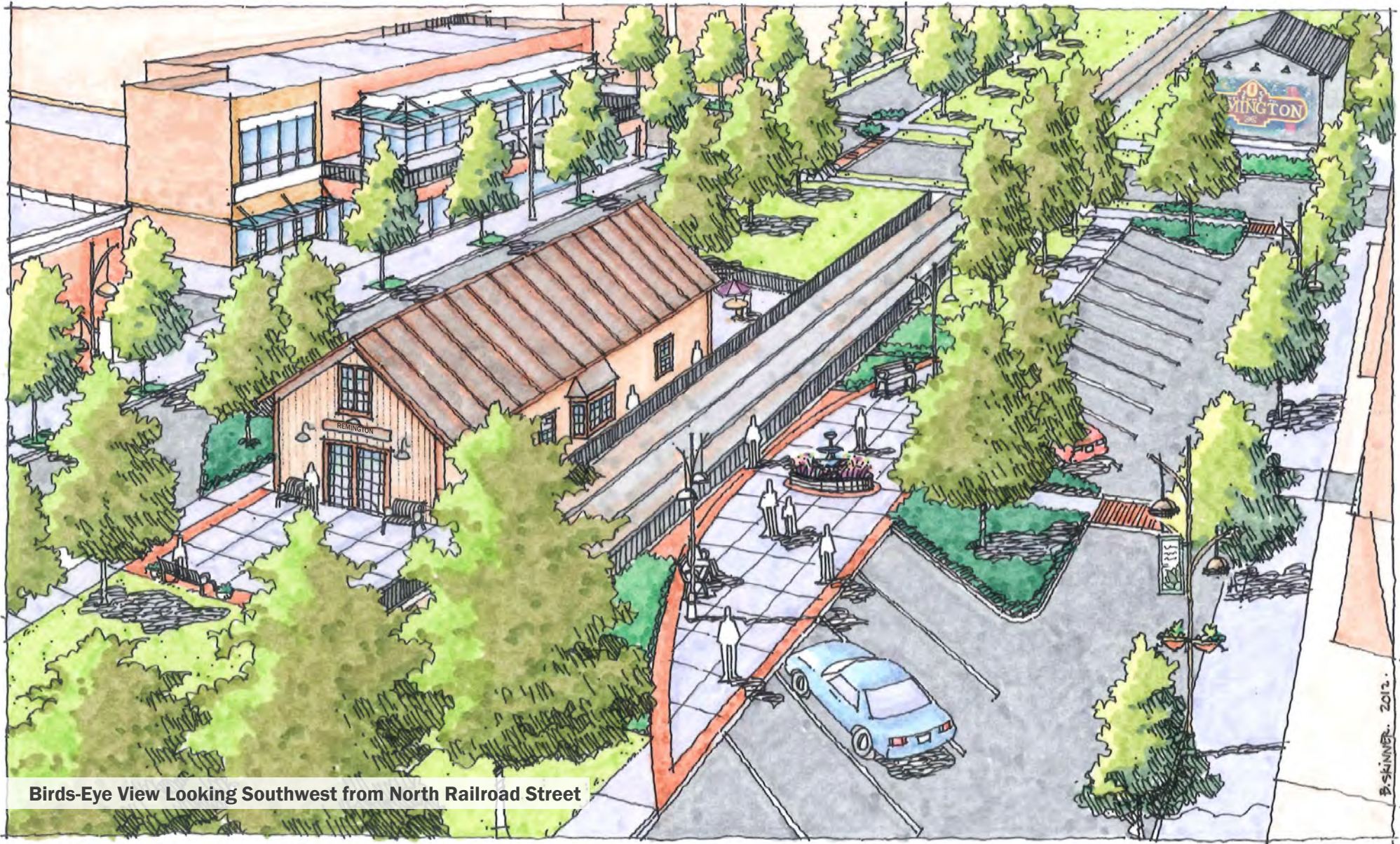
*Example of decorative fencing between the railroad tracks and new gathering spaces*

### Architecture

Although redevelopment and individual building design will be determined by property owners and future developers, new buildings with traditional accents and compatible features have been depicted in this plan’s images. Other design options could range anywhere from very modern to very traditional.







Birds-Eye View Looking Southwest from North Railroad Street

B. SKINNER. 2012.



## Preserving the Depot

The Remington Depot located on South Railroad Street between Ohio and Indiana Street is one of the few historic non-residential structures remaining in town. It is in a poor state of repair and is listed as one of the Ten most endangered structures in Jasper County according to the Historic Preservation Association Of Jasper County. It is difficult to quantify what it contributes in character to downtown Remington, but there is much interest in saving, rehabilitating and repurposing the building.

The Remington Wolcott Community Development Corporation, Historic Preservation Association Of Jasper County, and Remington Main Street are currently investigating potential ownership opportunities with

representatives of the TPW railroad. Ownership by a municipality or not-for-profit entity will make the building eligible for funds to assist with renovation.

Other Indiana communities, including Carmel, Union City, Scottsburg, Peru and Jeffersonville, have rehabilitated their depots which now lend an air of authenticity to a community. These and other Indiana communities could possibly provide valuable information.

While the depot is shown as a centerpiece and catalyst for downtown improvement, should the building be beyond salvaging, downtown enhancements could still move forward highlighting the signature park space downtown.

**Remington, IN:**  
**Existing Depot**  
**(Fall 2011)**



**Carmel, IN:**  
**Serves as a**  
**museum and**  
**office for the**  
**Carmel Clay**  
**Historical**  
**Society.**



**Union City,**  
**IN: Serves as**  
**a gallery for**  
**local artists.**



**Three**  
**Oaks, MI**



**Jeffersonville,**  
**IN: Serves**  
**as an office**  
**and for event**  
**rentals.**







View Northeast from South Railroad Street



## Downtown Improvements

### Appropriate Infill & Redevelopment

Communities sometimes lose part of their built urban fabric due to fire, extreme weather, or neglect. When structures disappear, they leave a “missing tooth” or a gap between remaining structures. These gaps are best filled with structures that are built to the back of the sidewalk, even and compatible with remaining structures. This means rebuilding at the property setback line and not providing parking in front; a sure way to kill a streetscape.

### Furnishings

Seating, planters, waste receptacles, and other streetscape furnishings should complement each other in design, and fit the community’s personality. Planters will be more durable when created from cast stone, concrete, fiberglass, or cut stone. All furnishings should be placed with consideration for pedestrian movements. A few furnishing styles preferred by the community are shown at right.

There is potential to take advantage of the pallet products by incorporating them as art into the streetscape. This could include visual or interactive artwork, like the color wheel pallets or seating shown in the images on the facing page.

*Pedestrian-friendly  
timber and rubber  
railroad crossing*

### Establishing a Theme

A significant contributor to effective branding consists of establishing a theme and sticking to it. It becomes recognizable and instantly associated with what’s being branded.



The town is transitioning from the iconic watertower logo to an identity of “Indiana’s Great Small Town Oasis”. The new logo, tag line, and colors, approved in 2008, should be utilized wherever possible to strengthen the brand/image.

### Accessibility

A current issue in many areas of town are accessible sidewalks. Within downtown and specifically related to the railroad, a crossing treatment like the one shown below can increase accessibility, condition, and durability.







Repurposed pallets used as furniture (top) and art (center/bottom).

Source: Inhabitat.com (designer Sibylle Stoeckl from her Le Cageot series)

Source: Inhabitat.com (designer - Aarhus School of Architecture students, Denmark)



View West on North Railroad Street

Images on this page reflect designs generated or discussed during the preparation of this plan for blank facades in the downtown. We recommend that Remington Main Street conduct a competition to prepare a design that celebrates Remington.

Mural: Adapted from work by Judy Longest, currently on display at the Library.



## Streetscape

### Special Paving

Paving that is a color, texture, or scale different from concrete or asphalt can be used to denote crosswalks and highlight significant intersections. The use of special materials can make pedestrian travelways more noticeable to motorists.



### Street Lighting

Vertical elements, like street trees, building facades, and street lights tend to provide a greater impact to the streetscape than flatwork (pavement, etc.). Currently, the lighting on Ohio and both Railroad Streets consists of cobra-head fixtures atop wooden poles, powered by above-ground electric lines. The height of the current fixtures is too high to adequately serve pedestrian needs, and is intended primarily to serve vehicle traffic. New street lights should serve both equally.

Lighting in downtown settings should:

1. create a perception of safety

2. establish an identity for the place or street where it is used
3. heighten the drama by focusing attention on unique architectural features
4. illuminate signage, thereby improving the wayfinding capacity within an area
5. incorporate a town's signature color for the poles as using color tends to be more visually appealing than galvanized steel



### Street Trees

Street trees are one of the most noticeable streetscape elements; they can unify a streetscape and complement or screen uninspired architecture. They significantly improve the quality of urban spaces by providing shade in the summer and color in the fall.

Trees should be appropriate for urban settings. Species native to Indiana are likely to be more disease resistant and to adapt more readily to the heat, cold and water provided, thereby reducing long-term maintenance costs for replacement. Providing a minimum of 25 square feet of structural soil will increase the potential for survival and long-term health.



*Left: Projecting/Hanging Sign. Right: Sandwich Board.*

### Signage

Appropriately-sized signage that effectively communicates a business' service can contribute to the appeal of a downtown streetscape. Downtown signs should not be internally illuminated. The following signs are most suitable for downtown.

- **Projecting/Hanging:** Signs that project perpendicular from a building's facade or at a 45-degree angle for corners
- **Wall:** Signs of individual letters along a horizontal facade surface
- **Awning/Canopy:** Signage located on a projecting awning or canopy structure
- **Sandwich Boards:** Free-standing folding signs placed on sidewalks (out of pedestrian traffic) during open business hours, less than three feet tall and two feet wide





View Looking East on South Railroad Street



## Streetscape

### Sustainability / Green Infrastructure

There are opportunities to incorporate sustainability principles into a revitalized downtown. Parking lots with permeable pavement surfaces, bioswales between parking bays, and roadway curbside rain gardens are methods to divert stormwater runoff into natural filtration systems, reducing the amount of stormwater runoff entering the system. The use of native plant species increases plant survival and minimizes maintenance. LED lamps in new light fixtures greatly reduce the Town's cost for electricity.

### Electrical Access

Tree grates and street light bases are excellent spots to incorporate electrical access for temporary vendors during festivals, or for decorations like tree lights during holidays or seasons. The image below also includes a light fixture.



### Donation Recognition

Remington, like many other communities, will have a limited supply of already committed funds with which to implement this plan. One opportunity is to supplement municipal funds and grants with donations and fundraising programs that allow residents and business owners to leave their mark. These can go towards the purchase of various items such as lighting fixtures, paving accents, trees/landscaping, benches, etc.



### Architecture

Although redevelopment and individual building design will be determined by property owners and future developers, new buildings with traditional accents and compatible features have been depicted in this plan's images. Other design options could range anywhere from very modern to very traditional.



*Brick pavers and plaques commemorate donations.*





View North from Ohio Street and South of Conceptual Infill Redevelopment

B. SKINNER 2012



## Gateways

### US 24 at Ohio Street

What leads or signals a visitor's arrival into downtown Remington, the commercial development at I-65 and US 24/231 or the IGA grocery store on US 24/231 between Indiana and Maine Streets? Neither. The signage at the intersection of Ohio Street and US 24/231 does not give a clear indication that there is a downtown or that it lies a mere five blocks south, past one of the few brick water towers in Indiana. Once there, is it the heart of "Indiana's Great Small Town Oasis"?



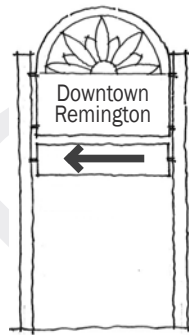
Though not within the downtown study area, clearly there is a priority to strengthen the gateway to downtown in order to bring visitors, create excitement for long-time residents, and to bring success.

### Gateway & Wayfinding Signage

Essentially, signage serves three primary purposes: to identify, promote, and attract.

Gateway signs, such as the one 1/4 mile east of the intersection of Ohio and US 24/231, announce that one has arrived at the corporate limits of Town; however the sign to the Downtown Business District at Ohio Street (shown at right) does not provide a strong enough statement and is lost amongst the clutter of roadside signage, structures and overgrown landscaping.

Wayfinding signs provide a system of informational and directional signage to guide travelers to their desired destinations. This is not only an issue of safety, but can also provide a certain level of comfort for out-of-town visitors. These two types of signs should be consistent in color, style or materials with the Town's desired image/theme as discussed on page 34.



Wayfinding signs, such as the one to the left, can direct visitors to downtown and also to specific sites of significance throughout town including:

- Tri-County Primary School
- Town Hall
- Historic Water Tower / Library
- Remington Community Park
- Old Park
- Public Parking

As illustrated in the image at right, signage can be easily visible and still maintain a low profile. It should be placed outside of required visual sightlines of motorists, and outside of the road right-of-way.

### Other Gateway Treatments

In addition to signage, other design treatments and intersection improvements with an impact on visitors include:

- Crosswalks of special pavement
- Support poles for signs, lights, traffic signals that match the style and color palette of downtown
- The burial of overhead wires to reduce visual clutter
- Landscape treatments

### INDOT Coordination

Intersection improvements such as those shown require coordination with INDOT. INDOT is responsible for improvements to and maintenance of all state and federal highways.

Wayfinding and signage enhancements such as the ones discussed must be located outside of the right-of-way. Signs should not be used for private advertising.





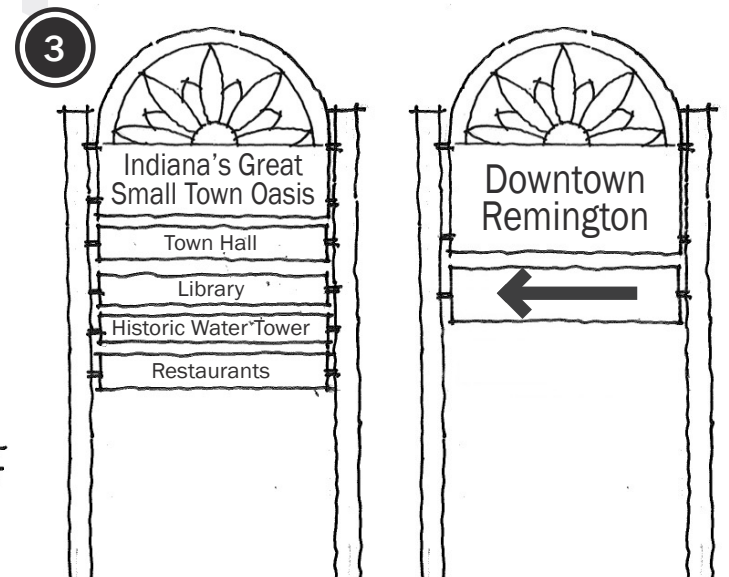
## Wayfinding Plan

Below are examples of possible wayfinding signs that can be used to first announce and welcome visitors to Remington, then direct visitors downtown (or to other notable destinations), and finally help them determine where to go and what to see downtown. The map on the facing page identifies potential locations for the signs, illustrated here.

Wayfinding signage should be of sufficient scale relative to the viewer which can include automobiles traveling at high speeds or pedestrians traveling at low speeds.



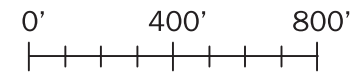
*Downtown Wayfinding*



*Town Gateway Sign*



### Wayfinding Map



## Town Hall Enhancement

A municipal building or complex should be a leader in urban design, and can catalyze private investment.

The image to the right includes an improved sidewalk, special paving in the drop-off lane, and lighting fixtures that should match those chosen for other streetscapes. A planting bed, located at the corner, incorporates color and avoids visual obstacles for vehicles turning the corner.

Reorganizing parking and screening storage and waste receptacles is also important to enhancing this area.



**Town Hall Drop-Off Driveway**



## Facade Enhancements / Maintenance Principles

Whether rehabilitating a facade or an entire building, some consideration should be given to the character the structure contributed to the town. Maintaining the unique historic character of the building should be a key goal of any rehabilitation project. There may be multiple historic periods that are significant to the structure, such as the initial construction or perhaps that of a major renovation that is now considered historic (e.g. a building built in the 1890s and renovated in the 1920s).

A building may have suffered from more recent, unsympathetic alterations that diminish its character and functionality. Careful planning can ensure the most appropriate, long-lasting, and cost-effective solutions.

The National Park Service has provided some useful guides online (<http://www.nps.gov/tps/how-to-preserve/briefs.htm>). In particular, Preservation Brief 11: Rehabilitating Historic Storefronts, may prove a useful guide for downtown Remington building owners.

### Storefronts / Transparency

Transparency is important at ground level in a downtown setting. Historic storefronts often feature large areas of glass, providing daylight to the interior of the store as well as views in and out. These storefronts were designed to attract pedestrians with their large window displays and inviting entrances. The ability to see the activities inside a building and to view street life from within creates a dynamic and exciting environment that distinguishes the downtown from other settings. Ground floor spaces should be filled with retail, restaurants, service, or entertainment-oriented businesses that can increase foot traffic. While residential is desired downtown, it should never be on the ground floor.

Some considerations include:

- Historic storefronts should be retained and restored.
- Unsympathetically altered storefronts should be renovated to increase transparency.
- Avoid using dark-tinted and reflective glass.
- Wherever possible, historic windows should be retained and restored. Adding storm windows to historic windows will make them as efficient as most replacement windows while also increasing the life of the window.
- Replacement windows rarely have a significant impact on a building's overall energy efficiency (see "Energy Efficiency" below). Replacement windows should always fill the entire opening and should match the style of the original windows.

### **Exterior Materials**

Historic masonry can be very durable if properly maintained. Improper maintenance, such as sandblasting brick, can permanently damage the masonry and may lead to deterioration.

Rehabilitation and new construction in the downtown should utilize high quality materials, particularly at the pedestrian level. “High quality” suggests durable materials like brick, limestone, granite, terra cotta and glass in new construction. It is best to avoid any material that is fabricated to look like another material (i.e., precast panels made to look like brick or vinyl pressed to look like wood siding). Vinyl, aluminum siding, and other non-durable materials have relatively short lifespans and can damage easily.

### **Adaptive Reuse**

As mentioned earlier, the adaptive reuse of downtown structures may provide opportunities for additional profit or income for building owners, and can contribute to a more lively downtown atmosphere.

Converting unused second or third floor storage spaces above ground floor commercial uses into apartments or office space allows a building owner to collect additional rent. It also increases the number of services and shops downtown, not to mention a permanent resident base to patronize them, thereby increasing the amount of consistent pedestrian traffic.

### **Energy Efficiency**

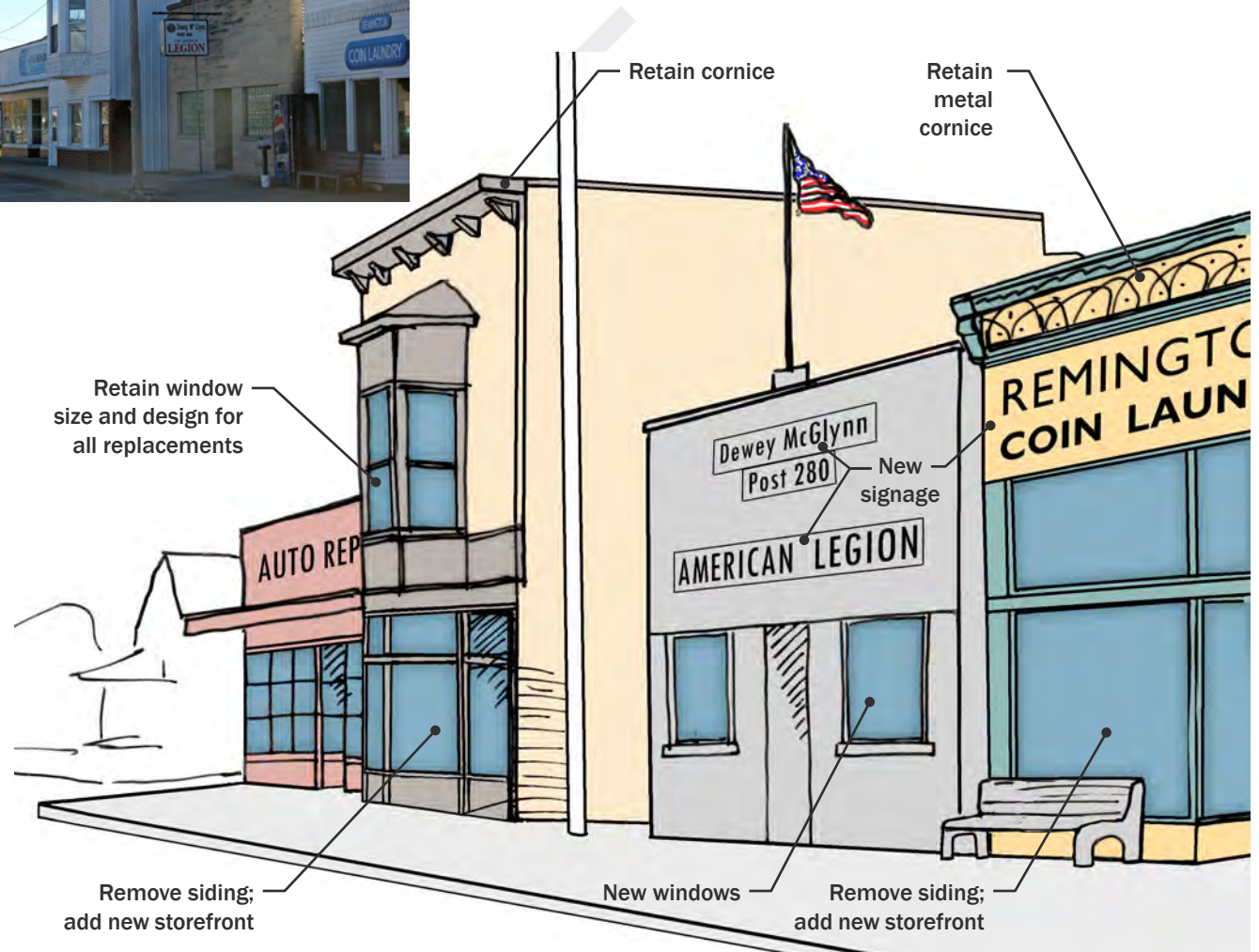
- Roughly 40 percent of a building’s heat is lost through the roof. For this reason, insulating the roof is often the most cost-effective measure to improve energy efficiency, even over replacement windows.
- Installing awnings on south and west-facing storefronts can significantly reduce summer cooling costs while also cutting down on glare from direct sun.
- Light-colored roofing materials reflect more of the sun’s heat than dark-colored roofing, remaining cooler in the summer.
- The use of high-efficiency heating and cooling systems can significantly reduce operating costs.



## Facade Improvement/ Maintenance Recommendations

Large-scale renovations, like the streetscape, redevelopment, and infill concepts recommended within this plan, can take years and sometimes decades to fully implement. In the meantime, there are several smaller improvements that can be made to the existing structures along the Railroad Streets by individual property owners.

The following pages include suggestions to improve some of downtown's facades including uncovering windows, installing appropriate storefronts, and updating signage. These relatively smaller updates can support the overall improvement of downtown Remington as the community works to gather support, financing, and design services for redevelopment.





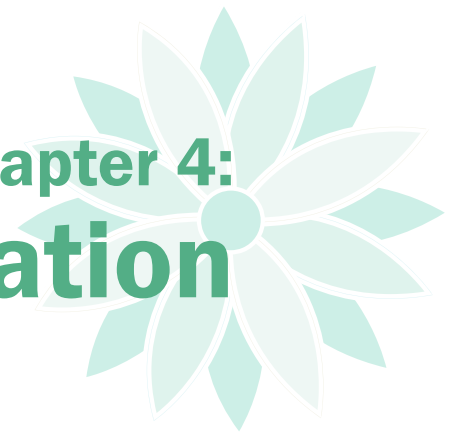






DRAFT

## Chapter 4: **Implementation**



## Recommendations for Downtown Revitalization

The following recommendations may have been already mentioned or illustrated in Chapter 3. Many of these recommendations were included in the RWDP from 2008, but they remain relevant and unaccomplished. Newer recommendations that resulted from this downtown revitalization process are also included (marked with the Town logo). It takes decades for a community to decline and may take that long to become vital again, but the consultant team did make an attempt to assign a timeframe for accomplishing certain milestones, thereby prioritizing the effort.

Strongly desired projects for the overall project have been highlighted with green boxes.

### Character

#### Ongoing

- Improve the physical environment of downtown Remington including its streets, circulation, sidewalks and building exteriors
- Enhancements should reference and enhance Remington's identifiable features including the small town charm and natural systems/features such as Carpenters Creek and the parks

#### Short-Term (0-1 years)

- Include public art and amenities throughout downtown
- Utilizing recently adopted guidelines (RWDC), update land use ordinances to promote and maintain a compatible, well-proportioned urban form

#### Mid-Term (2-5 years)



Draw visitors off of interstate through wayfinding signage and gateway treatment to increase the customer base

### Land Use Opportunities

#### Ongoing

- Encourage infill housing and mixed-use development downtown; a residential element can provide more activity and regular consumers for downtown businesses
- Building on the success of the Homestead Buttery and Bakery and the Blossom Boutique, continue to increase high quality niche retail
- Maintain consistent building setbacks on Ohio, North and South Railroad Streets
- Endeavor to attract a wider customer base consisting of local residents as well as residents from nearby towns and regional visitors. Tourism is a major draw for some small towns



Focus efforts on establishing a variety of destinations, which may or may not be businesses, and could include recreation, fitness, shopping, dining, community centers, among others



### Short-Term (0-1 years)

- Create and maintain a strong relationship with TPW Railroad representatives.
- Eliminate existing encroachments onto railroad property before pursuing federally-funded grant opportunities.
- ✿ Explore economic development opportunities near the interstate interchange, where visibility is high and benefits for the entire town's tax base and visitor draw can be reaped

### Mid-Term (2-5 years)

- ✿ Focus on improving options for food and drink downtown by pursuing and enabling additional restaurateurs and upgrading taverns
- Fill vacant buildings with local businesses and mixed uses; attempt to cluster businesses
- ✿ Renovate / update / maintain storefront facades on the west side of Ohio Street south of South Railroad Street

### Long-Term (5+ years)

- Redevelop underutilized property for infill development

## Public Realm Opportunities

### Ongoing

- Create consistency of streetscape enhancements including street trees, plantings, lighting, and other amenities
- Establish appropriate pedestrian scale through building height restrictions and streetscape enhancements

### Short-Term (0-1 years)

- Strengthen the pedestrian network throughout Remington by improving sidewalk and trail facility widths and condition to ensure safety and increase comfort
- ✿ Re-establish gutter lines and mill / resurface the asphalt to help channelize stormwater
- ✿ Existing drain inlets located in paved radius aprons should be moved to strategic locations along the new gutters. Consider using new inlets with vaned grates and a curb face opening in stead of the flat castings currently in place

### Mid-Term (2-5 years)

- ✿ Establish a primary downtown gateway at the SR 24 and Ohio Street intersection
- Utilize the railway corridor as an opportunity for a public gathering spot and additional green space
- ✿ Provide decorative fencing on both sides of the track to channel pedestrians to a safe crossing area.

## Building Opportunities & Constraints

### Ongoing

- Preserve significant buildings located on Ohio Street south of South Railroad Street
- Develop a consistent façade character (setback/proportion/etc.) along North and South Railroad Streets
- Educate building owners regarding the benefits of proper facade improvement and maintenance
- Refer to the Remington/Wolcott Development Plan (2008), page 196, for guidelines regarding proportion and scale, massing, rhythm, entrances, facade treatment, roof design, materials, and lighting

### Mid-Term (2-5 years)

- Utilize/renovate the historic railway depot; emphasize this as a showpiece for the community

- ✿ Use landscaping and facade improvements to better integrate industrial and manufacturing businesses into the downtown fabric

### Long-Term (5+ years)

- ✿ Create infill development to increase pedestrian interaction in front of Regions Bank where the street wall is lost
- Encourage mixed use infill and adaptive reuse in buildings along South Railroad Street; could include retail or service on the first floor and office or residential above
- ✿ Redevelop North Railroad Street between Ohio and Indiana Streets
- Recognize important street corners, such as the intersection of Ohio and North/South Railroad Streets, with appropriate building accents

## Circulation Opportunities and Constraints

### Ongoing

- Establish a clear street hierarchy: North and South Railroad Streets, along with Ohio Street between North Railroad and South Streets, are primary corridors; Ohio Street north of North Railroad Street is a secondary corridor

### Mid-Term (2-5 years)

- ✿ Reconfigure the traffic flow on North and South Railroad Streets to create one-way paired roadways with angled parking. This provides an opportunity to increase streetscape area and amenities, and to create a gathering space in the center of downtown's "square"
- Enhance important intersections with streetscape plantings and curb improvements
- Create a consistent sidewalk along Ohio Street, North Railroad and South Railroad Streets with consideration for future development patterns
- Include complete streets principals when designing roadways to include all popular types of travel (vehicular, pedestrian, bicycle, golf carts, etc.)

### Long-Term (5+ years)

- Link amenities, such as Carpenters Creek, local parks, and local / regional trail systems to each other and downtown
- ✿ Enhance connectivity to downtown from Division Street by improving the streetscape. This need not be to the extent of downtown improvements, but must effectively communicate the entry

## Parking Opportunities and Constraints

### Ongoing

- Encourage shared parking
- Locate off-street parking behind buildings in areas that are easily accessible and visible from major streets

### Short-Term (2-5 years)

- Include parking options for non-automobile vehicles (bicycles, golf carts, etc.)



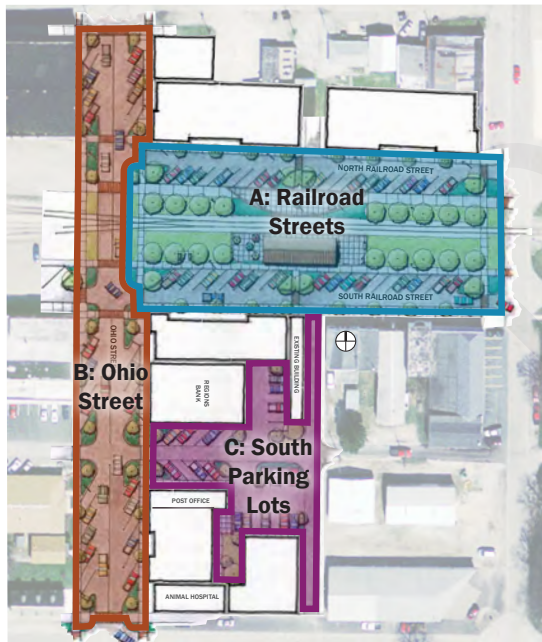


## Cost Opinion

Based on the information gathered during this planning process, a series of recommendations were developed addressing streetscape enhancements and building rehabilitation guidelines.

The Preliminary Cost Opinion is based on the Downtown Framework Illustrative Plan on page 29, for implementing streetscape enhancements in the downtown. Due to the scope and potential costs of these recommendations, it is important to develop some type of phasing plan for future landscaping, sidewalk, lighting, or crosswalk improvements.

The preliminary cost opinion is not reflective of construction documents, and represents only an opinion of probable cost. **Costs shown will need to be reevaluated for accuracy in the future as construction documents and surveys are created and specific products (lighting, seating, planters, etc.) are determined.**



REMINGTON DOWNTOWN REVITALIZATION Preliminary Cost Opinion - 04/09/2012				
Description	Qty	Unit	Unit Price	Total Price
<b>A: Railroad Streets</b>				
Sidewalk / Curb Ramps	1380	SYS	\$75	\$103,500
Curb	1870	LFT	\$45	\$84,150
Striping	1	LS	\$2,903	\$2,903
Drainage Improvements	1	LS	\$164,000	\$164,000
Asphalt	1	LS	\$281,445	\$281,445
Brick Pavers	415	SYS	\$215	\$89,225
Common Excavation	660	CYS	\$25	\$16,500
Maintenance of Traffic	1	LS	\$25,000	\$25,000
Turf Establishment	1290	SYS	\$4	\$5,160
Small Trees	17	EA	\$400	\$6,800
Large Trees	26	EA	\$1,000	\$26,000
Benches	6	EA	\$2,000	\$12,000
Picnic Tables	4	EA	\$4,000	\$16,000
Street Lamps	15	EA	\$5,000	\$75,000
General Electrical	15	EA	\$2,500	\$37,500
Contingency	15%	LS		\$136,152
<b>Subtotal</b>				<b>\$1,081,335</b>
Mobilization & Demobilization	5%			\$54,067
Clearing R/W	2%			\$21,627
Construction Engineering	2%			\$21,627
Permits, Insurance, Fees	10%			\$108,134
<b>Subtotal</b>				<b>\$205,454</b>
<b>TOTAL</b>				<b>\$1,286,789</b>

REMINGTON DOWNTOWN REVITALIZATION Preliminary Cost Opinion - 04/09/2012				
Description	Qty	Unit	Unit Price	Total Price
<b>B: Ohio Street</b>				
Sidewalk / Curb Ramps	1090	SYS	\$75	\$81,750
Curb	1345	LFT	\$45	\$60,525
Striping	1	LS	\$2,723	\$2,723
Drainage Improvements	1	LS	\$154,000	\$154,000
Asphalt	1	LS	\$311,854	\$311,854
Brick Pavers	0	SYS	\$215	\$0
Common Excavation	735	CYS	\$25	\$18,375
Maintenance of Traffic	1	LS	\$25,000	\$25,000
Turf Establishment	870	SYS	\$4	\$3,480
Small Trees	21	EA	\$400	\$8,400
Large Trees	1	EA	\$1,000	\$1,000
Benches	0	EA	\$2,000	\$0
Picnic Tables	0	EA	\$4,000	\$0
Street Lamps	9	EA	\$5,000	\$45,000
General Electrical	9	EA	\$2,500	\$22,500
Contingency	15%			\$106,816
<i>Subtotal</i>				<b>\$841,422</b>
Mobilization & Demobilization	5%			\$42,071
Clearing R/W	2%			\$16,828
Construction Engineering	2%			\$16,828
Permits, Insurance, Fees	10%			\$84,142
<i>Subtotal</i>				<b>\$159,870</b>
<b>TOTAL</b>				<b>\$1,001,293</b>

REMINGTON DOWNTOWN REVITALIZATION Preliminary Cost Opinion - 04/09/2012				
Description	Qty	Unit	Unit Price	Total Price
<b>C: South Parking Lots</b>				
Sidewalk / Curb Ramps	130	SYS	\$75	\$9,750
Curb	570	LFT	\$45	\$25,650
Striping	1	LS	\$1,215	\$1,215
Drainage Improvements	1	LS	\$70,000	\$70,000
Asphalt	1	LS	\$244,825	\$244,825
Brick Pavers	0	SYS	\$215	\$0
Common Excavation	365	CYS	\$25	\$9,125
Maintenance of Traffic	0	LS	\$0	\$0
Turf Establishment	145	SYS	\$4	\$580
Small Trees	11	EA	\$400	\$4,400
Large Trees	2	EA	\$1,000	\$2,000
Benches	0	EA	\$2,000	\$0
Picnic Tables	0	EA	\$4,000	\$0
Street Lamps	0	EA	\$5,000	\$0
General Electrical	0	EA	\$2,500	\$0
Contingency	15%			\$55,132
<i>Subtotal</i>				<b>\$422,677</b>
Mobilization & Demobilization	5%			\$21,134
Clearing R/W	2%			\$8,454
Construction Engineering	2%			\$21,134
Permits, Insurance, Fees	10%			\$42,268
<i>Subtotal</i>				<b>\$92,989</b>
<b>TOTAL</b>				<b>\$515,665</b>

## Potential Implementation Funding Sources

Funding for this planning process was obtained from a Planning Grant through the Indiana Office of Community and Rural Affairs (OCRA). This grant program is funded with Community Development Block Grant (CDBG) money from the U.S. Department of Housing and Urban Development. Below are potential funding sources for a variety of project types including community facilities, streetscape design implementation, and historic preservation/restoration.

### Tax Increment Financing

Tax Increment Financing (TIF) is a common redevelopment tool used to attract new investment to a specifically designated redevelopment or economic development area. It is most typically used to fund infrastructure improvements that benefit new or existing businesses, but can be used for a number of purposes. This tool is an alternative funding source for the various infrastructure improvements proposed for Downtown Remington. TIF Funds can be used for streetscape and infrastructure projects to improve an entire district, or in a more targeted manner to support individual development projects.

The Town of Remington currently has a TIF district located at the intersection of I-65 and State Route 24. This district has been used to attract various employers to this intersection that take advantage of the regional access provided by the Interstate.

The district is just starting to generate funds from a combination of increment gained from the new employers and the sunset of various tax abatement agreements also used to attract new businesses.

While this district does not extend over Downtown Remington, Indiana law does allow the allocation of TIF funds outside of a specified district for certain reasons, though this only includes infrastructure related improvements. For example, the cost of improvements made to Route 24 north of Downtown could be eligible for TIF funds through the connectivity created between Route 24, Downtown, and the current TIF District. Arguments could also be made for improvements within the Downtown area by connecting Economic Development efforts town-wide. While possible, the allocation of TIF increment in this manner needs to be justified in order to be possible, and thus a strong argument for the connectivity between Downtown and the Interstate will be required.

If TIF is deemed to be a strong candidate for improvements in Downtown Remington, the best alternative to capture increment generated by the existing district is to create a new district that covers Downtown, but which is adjacent to the existing district. This will allow for an easier flow of funds between the interstate and Downtown. In the case that a Downtown TIF district does

not qualify as a redevelopment district, it may be classified as an economic development district instead.

### Indiana Office of Community and Rural Affairs (OCRA)

#### Community Focus Fund (CFF)

This fund includes matching grants for community projects that meet certain criteria including:

- Low- and moderate-income population (51% or greater) or is designated a slum or blighted area by local resolution.
- The project addresses the long-term planning and development efforts for the community.
- The funds granted will have a significant impact on the proposed project.
- The project is ready to proceed and will be completed within 18 months after being awarded.

Available funding for projects depends on project type, but some are eligible for up to \$500,000 - \$600,000 with a local match. Eligible CFF projects include, but are not limited to:

- Water projects
- Sewer projects
- Storm drainage projects
- Infrastructure in support of housing projects
- Senior centers



- Daycare centers
- Community centers
- Historic preservation
- Libraries
- Healthcare centers
- Special needs buildings
- Fire stations/Firetrucks

Main Street Revitalization Plan (MSRP) - OCRA recently reorganized CFF funding to exclude streetscape projects. Instead, streetscape improvement grants are available to Main Street communities through the Main Street Revitalization Plan (MSRP). In an attempt to reduce confusion and assist the town in future funding pursuits, some of the requirements are listed below.

#### Eligible Activities<sup>1</sup>

This list identifies the general types of activities that are eligible for MSRP funding. It is not meant to include or exclude any particular project. The following is a list of some of the projects that are eligible for MSRP funding:

- Permanently affixed receptacles
- Permanently affixed planters
- Underground electrical
- Sidewalks
- Lighting
- Curb cuts

<sup>1</sup> "MSRP Instructions." This and additional information available from the Main Street Revitalization Program website: <http://www.in.gov/ocra/2583.htm>

- ADA ramps for sidewalks
- Storm drainage
- Façade improvements
- Environmental review
- Grant administration

#### Ineligible Projects<sup>1</sup>

This list is not meant to be all-inclusive; please consult your Community Liaison or Grant Support for questions regarding specific projects. The following is a list of some of the projects that are not eligible for MSRP funding:

- The acquisition, construction or rehabilitation of buildings for the general conduct of government;
- Real property acquisition for ineligible activities;
- General equipment purchase;
- Operation and maintenance expenses associated with public facilities or services;
- General government expenses;
- Political activities of any nature;
- Project contingency fees; or
- The direct construction of new housing.

#### Projects Combining Eligible And Ineligible Activities<sup>1</sup>

Depending on a community's needs, it may be appropriate for a project to combine CDBG eligible and ineligible activities. Such a project may still be eligible for MSRP funds, provided that the budget clearly delineates the costs of the eligible and ineligible activities; that MSRP funds will not pay for any ineligible activities; and that local funds comprise at least 20% of

the cost of the eligible portion of the project. Please consult your Community Liaison or Grant Support for further guidance.

Community Economic Development Fund (CEDF) - Most economic development activities are undertaken for the purpose of job creation or retention. Most job creation or retention activities are classified as eligible under one of several economic development-oriented eligibility categories.

In general, the project must create or retain jobs where at least 51% of those jobs are given to low- and moderate-income persons.

#### Eligible Activities<sup>2</sup>

This list identifies the general types of activities that are eligible for CEDF funding. It is not meant to include or exclude any particular project.

- Infrastructure in support of economic development
- Water lines
- Water storage facilities
- Sewer lines
- Demolition and/or clearance
- Moving of structures
- Purchase of necessary capital equipment
- Construction of a new facility
- Renovation of an existing facility

<sup>2</sup> "CEDF Applications Instructions." This and additional information available from the Community Economic Development Fund website: <http://www.in.gov/ocra/2373.htm>

- Reasonable and eligible costs associated with the administrative requirements of the CDBG portion of the proposed project
- Costs associated with obtaining necessary review of the proposed project

### Ineligible Projects<sup>2</sup>

This list is not meant to be all-inclusive; please consult your Community Liaison or Grant Support for questions regarding specific projects. The following is a list of some of the projects that are not eligible for CDBG funding:

- The acquisition, construction or rehabilitation of buildings for the general conduct of government;
- Real property acquisition for ineligible activities;
- General equipment purchase;
- Operation and maintenance expenses associated with public facilities or services;
- General government expenses;
- Political activities of any nature;
- Project contingency fees; or
- The direct construction of new housing.

## **Transportation Enhancement (TE) Grants**

Transportation enhancements (TE) are transportation-related activities that are designed to strengthen the cultural, aesthetic, and environmental aspects of the Nation's multi-modal transportation system.

### **Who are the eligible recipients?**

- Private and corporate partnerships are encouraged, but the application must be made by the Town.
- Remington must have an Employee in Responsible Charge (ERC); an employee who had attended a free one-day training session provided by INDOT. This certification is good for two years. Information and scheduled dates located on the Indiana Local Technical Assistance Program's (LTAP) website. <http://rebar.ecn.purdue.edu/LTAP1/TechAssist/LPA.aspx>

### **How much can be requested by the grant?**

- \$1,000,000 max per phase
- 20% must be paid by applicant
- Cost reimbursement program

### **What are the eligible projects?**

All phases of project development are eligible for funding under the program, including Engineering, Environmental, Permitting, Right-of-Way Acquisition, and Construction. "Historic" structures must be eligible (rated "outstanding") for or listed in the National Register of Historic Places, Indiana Register of Historic sites and structures, the National Natural Landmarks Registry, or the Indiana Natural Areas Registry.

- **Provision of facilities for pedestrians and bicycles**
- **Acquisition of scenic easements** and scenic or historic sites
- Scenic or historic highway programs (including provision of tourist and welcome center facilities)

### • **Landscaping and other scenic beautification**

- Historic preservation
- Rehabilitation and operation of historic transportation buildings, structures or facilities (including historic railroad facilities and canals)
- Preservation of abandoned railway corridors (including the conversion and use thereof for pedestrian or bike pathways)
- Control and removal of outdoor advertising
- Archaeological planning and research
- Environmental mitigation to address water pollution due to highway runoff or reduce vehicle-caused wildlife mortality while maintaining habitat connectivity
- Provision of safety and educational activities for pedestrians and bicyclists
- Establishment of Transportation Museums

### **What are some additional major requirements?**

- Higher than 20 percent local participation is viewed favorably.

## **Place Based Investment Fund**

<http://www.in.gov/tourism/PBIfund.pdf>

The Place Based Investment Fund is a grant (\$25,000 - \$50,000) program which funds community and economic development projects to enhance Indiana cities and towns. The grants will be targeted toward "quality of place" initiatives across Indiana, which improve both the living and the tourism experience in a community. Examples include sidewalks,

streetscapes, parks, and other capital projects unique to an area.

Convention and visitor bureaus, local and regional economic development agencies, units of local government and community foundations are eligible to apply and are required to leverage local funding and partnerships. The 2012 funding cycle is closed, but Reminton may choose to apply for future funding cycles.

## Recreational Trails Program (RTP)

### Who administers it?

- Indiana Department of Natural Resources, Division of Outdoor Recreation on behalf of US DOT Federal Highway Administration (FHWA)

### Who are the eligible recipients?

- Units of government
- Not-for-profit corporations

### How much can be requested by the grant?

- \$10,000-\$150,000 (80% match)
- Applicant must have at least 20% of the total project cost available, which can include the donated value of land, cash, labor, equipment, materials, tax sources, bond issues, Community Development Funds, Farmers Home Administration Loans, or force account contributions.
- Awarded funds are released on a reimbursement basis.

### What are the eligible projects?

- Must provide public access to trails
- Both motorized and non-motorized multi-use recreational trail projects.
- Development and rehabilitation of trailside, trailhead facilities, and trail linkages
- Construction of multi-use trails
- Acquisition of easement or property for trails
- Operation of educational programs to promote safety and environmental protection related to trails
- Providing stream and river access sites
- Construction of bridges, boardwalks, and crossings
- Signage
- Building of sanitary facilities and other support facilities (e.g. water fountains, etc.)

### What are some additional major requirements?

- All facilities must be universally designed to accommodate all people regardless of race, color, national origin, age, or handicap.

## Land and Water Conservation Fund (LWCF)

### Who administers it?

- Indiana Department of Natural Resources, Division of Outdoor Recreation on behalf of US Department of the Interior, National Park Service

### Who are the eligible recipients?

- Park and Recreation Boards established under Indiana law that have current 5-Year Master Plans for parks and recreational on file, as approved by the Division of Outdoor Recreation

### How much can be requested by the grant?

- \$10,000-\$200,000 (50% match)
- Applicant must provide at least 50% of the total project cost, which can include the donated value of land, cash, labor, equipment, materials, appropriations, tax levies, bond issues, force account labor, gifts, Community Development Act Funds, and Farmers Home Administration Loans.
- Awarded funds are released on a reimbursement basis.

### What are the eligible projects?

- Outdoor recreation facilities only
- New parks or additions to existing parks
- Acquiring park or natural area
- Picnic areas
- Sports and playfields (playgrounds ballfields, courts, golf courses, etc.)
- Water oriented facilities for boating, swimming, and access to lakes, rivers, and streams
- Natural areas and interpretive facilities
- Campgrounds
- Fishing and hunting areas
- Winter sports facilities
- Amphitheaters and bandstands
- Parks adjacent to schools for mutual use



- Outdoor natural habitat zoo facilities
- Support facilities - roads, restrooms, utilities, park maintenance buildings (only eligible when accompanied by outdoor recreation development within the project)
- Nature centers
- Renovation projects (only when facilities are worn out due to use or age, can't meet health, safety, or accessibility standards, or are outdated because of community's changing needs. Repairs associated with routine maintenance or renovation caused by vandalism or poor maintenance are not eligible)

### What are some additional major requirements?

- Other DNR divisions may be involved with grant application review: Division of Water (Construction in the floodway or alteration of a lake shoreline must have a permit); Division of Land Acquisition; Division of Historic Preservation and Archaeology; Division of Forestry, Fish and Wildlife, and Nature Preserves

## Indiana Safe Routes to School Program

According to the Indiana Department of Transportation (INDOT) website:

*The Safe Routes to School (SRTS) Program empowers communities to make walking and bicycling to schools safe and routine for school children. Walking and bicycling to school was once a part of everyday life. In 1969, about half of all students walked or bicycled to school. Today, fewer than 15% of all school trips are made by walking or bicycling, while more than half of all children arrive at school by car. Parents often say traffic danger, distance and lack of sidewalks and paths are the reasons why their children don't bike or walk to school.*

Reimbursements are available for a wide variety of activities that encourage children to walk and bicycle safely to school:

- School route travel plans
- Various enforcement actions to enhance walking and biking
- Walking or bicycling route evaluations
- Walk and bike to school promotional materials
- Safe walking and bicycling education
- "Walking school bus" programs
- "Bicycle train" programs
- Designation of remote drop-off sites
- Crossing guard training and equipment
- Mobile equipment like flashers, barriers to control traffic, stop/yield signs, etc.

- Eligible construction projects within two miles of the school include:
- Sidewalks
- Crosswalks
- Count-down pedestrian signals
- Curb ramps
- On-street bike lanes
- Shared use paths
- Bicycle parking and racks
- Safe route signage
- Pavement markings
- Traffic calming and speed reduction
- Traffic diverters to control vehicle movement
- Pedestrian crossing flashers
- Permanent speed feedback signs

Communities that are accepted for the program are eligible for reimbursable infrastructure project funding of up to \$250,000, and non-infrastructure project funding of up to \$75,000. Between 10% - 30% of the project funding must be used for encouragement, education, enforcement and other non-infrastructure activities to increase safe biking and walking to school.

Indiana Safe Routes to School (SRTS) Partnership, a workgroup of Health by Design, also offers workshops for applying to grants or starting a SRTS program.

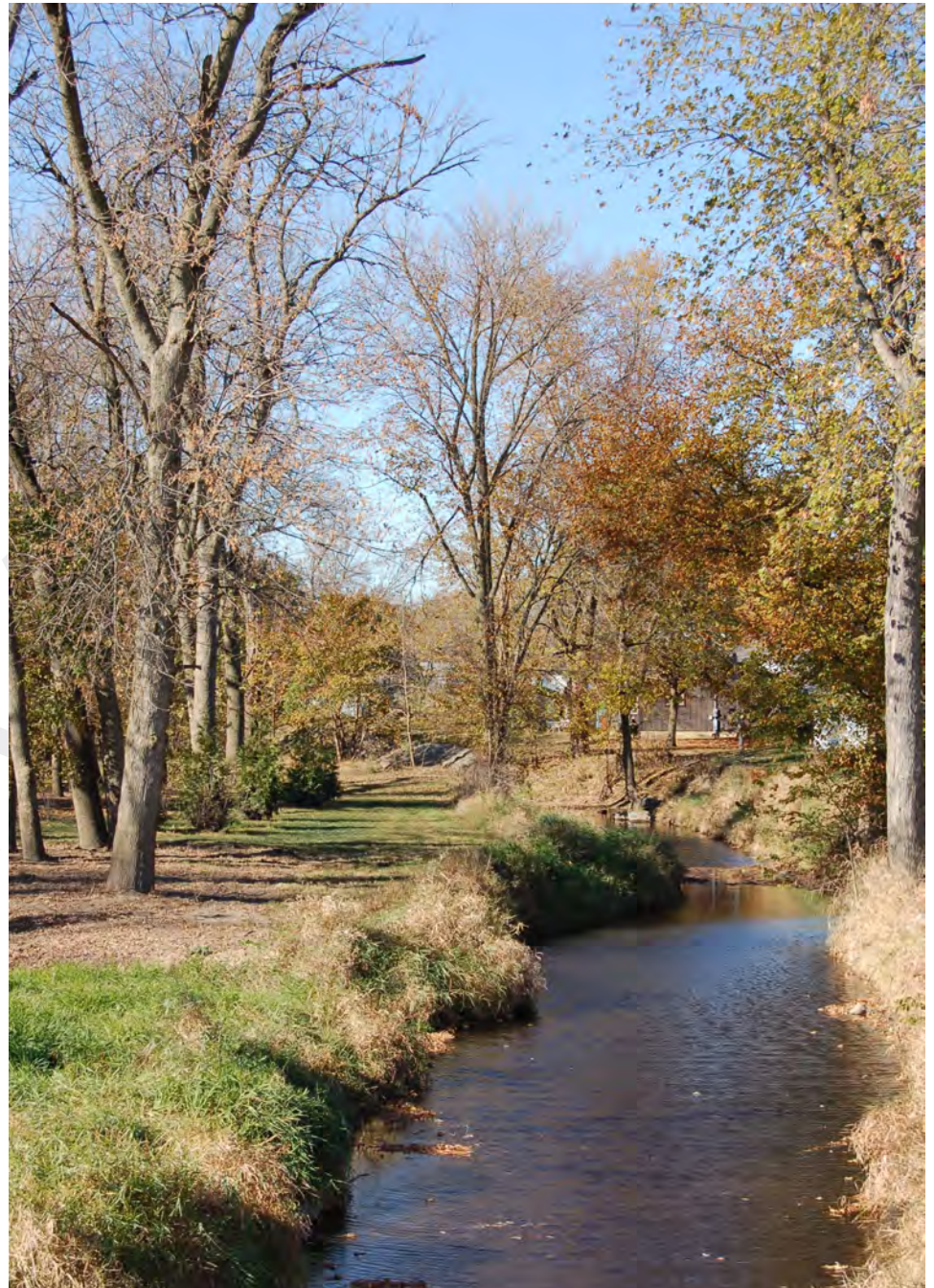
<http://www.healthbydesignonline.org/INSRTS.html>

## Alternative Funding Opportunities

The purpose of the Remington Downtown Revitalization Plan is to outline long term goals and short term strategies that will maintain and strengthen the integrity of downtown. Many of the procedures necessary to implement the recommendations in this plan already exist. Implementation can only be successful with the cooperative involvement of town agencies, business interests, community organizations and state institutions.

It must be recognized that the funding capabilities of state and local governments, or other agencies may not immediately support implementation of all the recommendations in this revitalization plan. Active community members can seek out other sources of funding including fund-raisers, large benefactors, in-kind contributions of labor or materials from local businesses or companies, donor recognition, or other methods.

The Remington-Wolcott CDC is vital and active, and can have a large influence in driving the plan to implementation.





## Potential Historic Preservation Funding Sources

The following section summarizes the most common funding sources for historic preservation projects. Some of these could potentially be applied to restoring the Depot.

Schedules and general requirements for acquiring the funds should be confirmed with the funding agency as these items tend to change from year to year. This is a very simple overview; the process of obtaining loans and tax credits can be complicated, and space does not permit a detailed description of each opportunity.

### Indiana Division of Historic Preservation & Archaeology (DHPA)

#### Historic Preservation Fund (HPF)

Local governments and non-profit organizations can apply to the Division for financial assistance to maintain, restore, and document historic properties. The Division, through the State Historic Preservation Review Board, awards matching grants of federal funding each January. Some of the types of projects funded in the past include:

- Inventories of archaeological sites, historic buildings, or old structures such as bridges.
- Acquisition and rehabilitation of public or non-profit owned historic buildings.
- Preparing National Register nominations for historic districts.
- Educational programs, such as conferences, special events, or research projects.

Amounts available for repairs and other projects vary. Typically, the DHPA can match 50-50 with projects costing from \$4,000 to \$30,000. The Division makes grant applications available in July-August and complete applications are due in October. The Indiana Historic Preservation Review Board makes the final award of grant funds based on staff recommendations at their January meeting annually. For exact dates, and to obtain an application form, contact the DHPA office (317-232-1646)

### Indiana Landmarks

#### Statewide Revolving Loan Fund

Non-profit preservation organizations outside Marion County can borrow money from this fund to purchase and restore historic properties. The agreement signed when one of these buildings is resold must contain covenants that will protect the building's future. These low-interest loans generally must be matched with local funding.

#### Guaranteed Loan Program

This program aids organizations that are having trouble getting conventional financing for a restoration project. In special cases, Indiana Landmarks will place funds in a local lending institution to guarantee a loan taken by a community preservation group or to help that group acquire long-term mortgage commitments or construction financing

### National Trust for Historic Preservation (NTHP)

#### Preservation Services Fund

This program provides matching grants ranging from \$500 to \$5,000 to non-profit organizations, universities and public agencies to initiate preservation projects. Funds may be used to support consultants with professional expertise in areas such as architecture, law, planning, economics, and graphic design; conferences that address subjects of architectural importance to historic preservation; and curriculum development in preservation directed toward select audiences.

#### Johanna Favrot Fund for Historic Preservation

This is available only to non-profit organizations or public agencies. The grant ranges from \$2,500 to \$10,000 (<http://www.preservationnation.org/resources/find-funding/>)

### Federal Tax Credits

The Department of the Interior and the Department of the Treasury jointly administer a program offering tax credits equal to a percentage of the money spent on a certified rehabilitation project for a certified historic property.



## State Tax Credits

Modeled after the federal program, the state program allows a taxpayer to take a state income tax credit for 20% of the total qualified rehabilitation or preservation cost of a project, up to \$100,000 per project. The program is administered by the Division of Historic Preservation and Archeology, Indiana Department of Natural Resources (DHPA). For further information and specific requirements, contact DHPA at 317-232-1646.

## Rehabilitation Tax Deduction

Taxpayers undertaking rehabilitation of historic structures are eligible for a tax deduction if the work has increased the assessed value of the building. Typically, it is a 50% deduction of the increase in property tax resulting from the rehabilitation to a maximum deduction of \$300,000. This deduction is applied for through the office of the auditor in the county in which the property is located. The Indiana Department of Local Government Finance ([www.in.gov/dlgf](http://www.in.gov/dlgf)) provides the application forms. For more information visit <http://www.in.gov/legislative/ic/code/title6/ar1.1/ch12.html>.

## Indiana Humanities Council

The Indiana Humanities Council strengthens communities through targeted initiatives in leadership, education, and culture. (<http://www.indianahumanities.org/res.aspx>)

## Historic Buildings

Established by the National Park Service to evaluate requests for the grant. Listed below are just some examples of the types of projects eligible through this grant program:

1. Repair to building exterior facades.
2. Masonry repair.
3. Cleaning of building exterior.
4. Exterior painting.
5. Cornices, entrances, doors, windows, decorative detail, awnings.
6. Signs, window display areas.
7. Lighting, or other appropriate enhancements.
8. Other repairs that may improve or restore the aesthetic and historic quality of the building.



DRAFT

# Appendices





# 2012

Development Concepts, Inc.

## [MARKET / ECONOMIC ANALYSIS]

This document is a market / economic analysis conducted as part of the Downtown Remington Plan. It discusses the market opportunities relative to improving and redeveloping Downtown Remington

### MARKET / ECONOMIC ANALYSIS

REMINGTON, INDIANA

Development Concepts, Inc.

#### 1.0 Summary - SWOT Analysis

Downtown districts are largely business, shopping and entertainment districts that rely upon a consistent interaction of workers, residents and visitors to generate enough "activity" to be deemed successful. For smaller downtown / main street environments, "success" typically lies in the mix of shops, restaurants and services that come together to form an engaging district that is simultaneously a commercial center and social gathering place. Therefore an understanding of the market drivers that support these types of businesses is crucial to driving redevelopment and revitalization opportunities. These drivers rely upon various sources of customers – local residents, downtown employees, workers, and visitors from a regional trade area.

From a market perspective, the wide-scale revitalization of Downtown Remington proves to be a difficult proposition. The town (and its Downtown) faces two major hurdles. The first is its size. A residential population of 1200 – which is declining – is far too small to realistically support a business district of any scale – even a small scale. To achieve a cluster of business related uses in Downtown, drawing a customer base from a much larger region or trade area is crucial, though Remington's available trade area shrinks when one considers the proximity of larger communities and service/retail centers like Rensselaer.

The second hurdle is the physical orientation of Downtown. Downtown Remington was built as a railroad focused commercial center. The major transportation route through town is now located to the north – along County Road 1700 / Route 24/231. This shift of the primary artery drastically reduces the appeal of Downtown Remington for commercial purposes. It is not a coincidence that most commercial uses – from the IGA to various banks, are located on this route.

There are limited activities available to Remington to address the first hurdle other than to encourage economic development opportunities in southern Jasper County that might drive more growth in that region. The county's key economic sector – Transportation and Warehousing – is ideally suited to land along I-65 and could drive job opportunities close to Remington that the town can take advantage of.

The second hurdle is not insurmountable, but can be very difficult to address. What is clear is that a pro-active and long term strategy and work plan is necessary to drive the market into Downtown. A passive approach will only drive the limited retail growth opportunities in the county to Route 24/231 or outside of the community altogether. It must be stated, however, that a regulatory approach (i.e. zoning or other land use controls) is not sufficient to achieve targeted market improvements in Downtown Remington.

The key method to drive a sustainable business climate in Downtown Remington is to attract a wider customer base to the community. The core customer base should incorporate local residents, residents from nearby towns, and regional visitors. The first strategy to achieve this is to incorporate as many destination establishments as possible. Destinations, which do not have to be businesses, bring people to Downtown on a regular basis and vastly increase the likelihood that customers will either engage with an establishment while they are there, or will in the near future. However, the destinations that Remington is capable of will likely only serve to shore up the existing retail climate.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

To achieve business growth of any scale, Remington will need to attract literally thousands of new people to Downtown on a regular basis. This will require completely re-shaping Downtown into a regional destination.

In the short term, it is crucial to improve the physical environment of Downtown Remington, including its streets, circulation, sidewalks and building exteriors. Through various grant programs, including this OCRA funded initiative, this can be accomplished at limited expense to the Town and without a solid market base to support it. Then the Town must turn to strategies to drive people to its Downtown area. It may be helpful to examine the strategies of other small towns that have similar geographic obstacles. Tourism is typically a major draw, but there are other opportunities as well.

#### SWOT Analysis for Market/Economic Conditions

##### Strengths

- Good regional access via I-65 and Route 24/231
- Proximity to preferred locations for future job expansion opportunities via key economic sectors (i.e. Transportation and Warehousing)
- Reasonable mix of retail and service businesses, as well as civic destinations

##### Weaknesses

- Small, declining population in Town / small trade area
- Located in stagnant part of growing county
- Proximity to Rensselaer makes it difficult to attract retail and services that would typically gravitate to larger community
- Downtown's obsolete urban pattern
- Low quality of downtown buildings
- Limited scale of existing retail offerings to bring people downtown on a regular basis
- No of arterial to direct traffic to retail/commercial opportunities

##### Opportunities

- Drawing visitors off of interstate as additional customer base
- Better connectivity to Downtown from Division Street
- Economic development opportunities off of interstate
- Senior housing development in Downtown

##### Threats

- Population growth tied to local job creation vs. regional access
- Lack of population growth continues to drive development to larger communities

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

## 2.0 Demographic / Housing Trends

### Regional Population Trends

The town of Remington experienced a net population decrease of 131 people in the past decade, falling from a population of 1,316 in 2000 to 1,185 in 2010. This represented a loss of 10%. This trend belies the overall growth trend of Jasper County, which grew by over 3,000 people (12%) over the same time period, but it closely follows the growth trends of southern Jasper County, which experienced a net population growth of only 293 in the county's 6 southern townships as opposed to 3,105 in the five most northern townships (out of 13 total townships).

Small communities such as Remington are experiencing declining population all over the Jasper-White County region. The towns of Morocco, Goodland, Brook, Brookston, Monon and Fowler all experienced a loss in population over the past decade. Wolcott, directly east of Remington along Route 24/231, is the only town of similar size that grew in population – and growth only amounted to 16 people.

Growth in Jasper County is found almost exclusively in the northern half, adjacent to Lake and Porter Counties. The growth in these areas is most likely due to the overall growth of the Northwest Indiana region as geography accessible to the Chicago Metropolitan Area. Indeed, the clear delineation of population growth in Jasper County occurs at the edge of a 60 minute drive time into The Loop. Growth trends do not follow Interstate 65, with growth nonexistent below State Road 114.

### Remington Population

Regarding population growth in Remington, there are two important findings. The first is that while the Town lost 131 people, it lost only 17 households. With an average household size of 2.36, those 13 households only accounts for a loss of approximately 40 people. The remaining 90 people that moved out of Remington could have come from a number of different sources, but overall did not necessarily impact household growth significantly. This also makes the 10% population loss much less significant. Given the size of the town and the time period, it would be fair to characterize Remington's growth as stagnant as opposed to declining. The Town could very easily add as many households over the next decade as it lost in the 2000s.

The other major finding is that the town is progressively getting older, with the senior citizen population swelling. An analysis of population by age cohort shows a decline of population cohorts between 0 and 44, with growth in the 45-74 age range. This is most likely the aging of population in place as opposed to older households moving into the community.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

FIGURE 2.1 POPULATION BY AGE IN REMINGTON

	2010 Population by Age	Percentage of Total Population	Change 2000-2010
Total	1185	100.0%	-131
0 to 4	92	7.8%	-14
5 to 9	75	6.3%	-18
10 to 14	79	6.7%	-30
15 to 19	75	6.3%	-12
20 to 24	75	6.3%	-17
25 to 34	120	10.2%	-41
35 to 44	154	13.0%	-54
45 to 54	180	15.2%	21
55 to 64	144	12.1%	28
65 to 74	104	8.8%	13
75 to 85	61	5.2%	-14
85+	26	2.2%	0

#### Household Income

According to 2010 ACS data, the median household income in Remington is \$48,821. This is lower than both the MHI of Jasper County (\$55,093) and the state of Indiana. Despite Remington and Jasper County having almost equal Per Capita Income rates of about \$23,000, the Median Family Income for the county is fully \$12,000 higher, despite an identical average family size for both geographies.

Despite a lower median household income, the real income rates (aka purchasing power) of Remington households grew vs. those of the county overall. Adjusting for inflation between 2000 and 2010, Remington's MHI grew by 2%, while that of Jasper County was negligible. Both were vastly better than the income rates of Rensselaer, which not only had a significantly lower MHI (\$38,481) but the city's real income / purchasing power dropped by 13%, or \$5,500 dollars in the past decade.

#### Education

Education levels within the Town of Remington are slightly higher than that of Jasper County on the whole. In 2010, 91.9% of all Remington residents had a High School Degree, higher than Jasper County, Rensselaer and the state of Indiana. The town's college graduation rate of 17.1% was also higher than Jasper County, but below that of Rensselaer and the state.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

#### Housing Trends

From 2000 to 2010, Remington's total number of housing units increased by 13, from 556 to 569. The fact that more housing units were built than demand dictated usually indicates an oversupply of housing units. However, in the case of Remington the numbers are so low (+13 housing units and -17 households) that there are no discernable trends regarding housing demand using these macro demographic numbers.

Jasper County too added more housing units than intrinsic demand called for, with 1,932 permitted homes vs. household growth of 1,546. This however is not an uncommon phenomenon for most communities, most of which added more supply than demand over the past decade. At the rate that the county's population is growing, it will only take 2.5 years to absorb the oversupply of housing created in the past decade, over and above the existing housing vacancy of 5%.

The vast majority of housing units in Remington (86%) are single family units, with 10%, or 56 units, categorized as multifamily units. This is typical of towns the size of Remington, as well as rural / exurban regions like Jasper County. The county's rate of single family is slightly lower at 80% - the difference primarily accounted by a larger percentage of mobile homes found throughout the county.

#### Conclusions

The Town of Remington is a community with stagnant growth, located within a rural region that has also experienced limited growth. By itself, neither Remington nor its environs offer the population base or income levels to support residential construction of any scale, let alone anything in or near Downtown Remington. The one exception is an aging population that could support a senior housing development which, if located in Downtown, could potentially take advantage of proximity to several key community services.

### 3.0 Economic / Employment Conditions

#### County Economic Profile

Jasper County's economy is based primarily on the Retail Trade, Manufacturing, Transportation and Warehousing, and Healthcare / Social Assistance sectors. These four sectors accounted for 4,672 of the of the 9,110 private jobs in the county. Retail Trade leads the way with 1,289 were in retail trade closely following by Manufacturing (1,229), Transportation and Warehousing (1,091), and Healthcare and Social Assistance (1,063).

The major employers in the county reflect this distribution of employment. According to the Indiana Department of Workforce Development, major employers in Jasper County include the following organizations: FBI Buildings Inc. (Remington), Sealy Components (Rensselaer), Talbert Manufacturing Inc. (Rensselaer), Con Agra Foods Inc. (Rensselaer), Donaldson Co. (Rensselaer), Rensselaer Care Center (Rensselaer), Wal-Mart (Rensselaer), Georgia-Pacific Corp. (Wheatfield), Chief Industries Inc. (Rensselaer), and Schilli Specialized Inc. (Remington).



## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

In terms of specialization, Jasper County is highly specialized in transportation and warehousing. Using the State of Indiana as a base, the county's Location Quotient (LQ) for this sector was 2.66 in 2010, compared to 0.57 in Tippecanoe County, 0.52 in Pulaski County, and 0.41 in Starke County. Other economic specializations include Education Services and Construction, with only Porter County being ahead of Jasper in the Northwest Indiana region.

#### Employment Trends

According to the Bureau of Labor Statistics, Jasper County added 157 net private jobs between 2001 and 2010. However, the national recession has greatly impacted the county's ability to expand employment since 2007, and data from both before and after the recession first hit provides the most complete picture on employment trends. From 2001 to 2007, Jasper County added 1603 private jobs. Between 2007 to 2010, the county lost 1446 private jobs.

Compared to surrounding counties, Jasper County has fared quite well in terms of job losses. From 2001 to 2010, only Jasper and Porter counties experienced an increase in private jobs. Jasper County added 157 jobs while Porter County added 2643 jobs. All other adjacent counties experienced private jobs losses ranging between -218 (Pulaski and Starke counties) to -3610 (Tippecanoe County). The details regarding these gains and losses are contained in the table below.

**FIGURE 3.1 PRIVATE SECTOR EMPLOYMENT TRENDS BY COUNTY**

TOTAL, ALL INDUSTRIES						
	2001	2007	2010	Percent Change 2001-2007	Percent Change 2007-2010	Percent Change 2001-2010
Jasper County	8,953	10,556	9,110	17.90%	-13.70%	1.75%
Porter County	44,948	49,657	47,591	10.48%	-4.16%	5.88%
Newton County	3,271	3,374	2,639	3.15%	-21.78%	-19.32%
Benton County	1,950	1,731	1,659	-11.23%	-4.16%	-16.81%
White County	8,166	6,964	6,495	-14.72%	-6.73%	-20.46%
Pulaski County	3,512	3,496	3,294	-0.46%	-5.78%	-6.21%
Starke County	3,369	3,365	3,178	-0.12%	-5.56%	-5.67%
Tippecanoe County	58,764	58,774	55,174	0.02%	-6.13%	-6.11%

The key sectors in Jasper County (retail trade, manufacturing, transportation and warehousing, and healthcare and social assistance) have had mixed success since 2001. From 2001 to 2010, private manufacturing jobs in the county declined from 1470 to 1229. However much of this loss in employment is likely due to the recession because, prior to 2007, private manufacturing jobs had increased from 1470 to 1598. Other neighboring counties have seen steady manufacturing losses since 2001. Other than Jasper County, only Pulaski County experienced growth in manufacturing jobs growing from 1232 to 1284 in 2001-2007, but subsequently falling to 1161 in 2010.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

Where retail trade is concerned in Jasper County, private job losses have been steady since even 2001. From 2001 to 2007, private jobs fell from 1575 to 1406 and then continued falling to 1289 in 2010. Regarding retail trade, Jasper County is the only county in the region to experience steady private job losses in this sector from 2001 on. All of the other counties experienced growth in this sector from 2001 to 2007 and then decline from 2007 to 2010 except for Starke and Tippecanoe counties, which experienced growth during both periods of time. However, the overall net change has been mixed between growth and loss, with Porter, Benton, and Jasper counties losing jobs overall in this sector and Newton, White, Pulaski, Starke, and Tippecanoe counties gaining them.

Regarding transportation and warehousing in Jasper County, private jobs fell from 807 to 791 between 2001 and 2007 but then steadily increased to 1,091 by 2010. There is no data available for neighboring counties in the transportation and warehousing sector except for Porter and Tippecanoe counties. In Porter County, private jobs in this sector have steadily increased since 2001 but have still only grown from 83 to 168. In Tippecanoe County on the other hand, private jobs in this sector have steadily decreased since 2001 from 246 to 111 in 2010.

No data is available for the Health Care and Social Assistance sector in 2001, but private jobs in the sector grew from 928 to 1,078 jobs between 2007 and 2009 and then declined slightly to 1,063 by 2010. There is no data available for Newton, Benton, and White counties in this sector, but private jobs grew from 2001 to 2008 and then shrunk from 2008 to 2010 in Porter and Pulaski counties, similar to how they began to decrease in 2009 in Jasper County. However, the overall net change in jobs was still less than 100 in these counties, so it is not very significant. Starke County, on the other hand, has had a steady increase in private jobs in this sector, though there have not been more than 20 new jobs overall since 2001. Tippecanoe County has shown the greatest increase in private jobs in this sector as it had 1652 jobs in 2001, 2183 by 2007, and 2323 by 2010.

#### Local Employment Opportunities

Data from the Bureau of Labor Statistics (BLS) is not available below the county level. However, ESRI provides estimates for employment at the community level, given the caveat that they are significant less accurate than BLS, BEA or U.S. Census data. According to ESRI, in 2010 there were 73 businesses and 450 employees within Remington's town limits and 121 businesses and 1418 employees in Carpenter Township, in which Remington resides. The numbers above compare to 1294 businesses and 10,254 employees in Jasper County, making the general Remington area's share equal to 9% of all businesses and 14% of all employees.

With an average drive time of 20 minutes for the labor force within Remington, both Carpenter Township and Rensselaer are important employment centers for Remington residents, though the distribution of employment for residents is likely spread out throughout the region, including Jasper, White, Tippecanoe, Porter and Lake Counties.

#### Conclusions

Jasper County has a relatively stable economic base and several areas of employment specialization that make it unique within its region. The proximity of Remington to Exit 201 and I-65 could result in future employment (and possible residential) growth given the county's concentration in Transportation and Warehousing, an employment

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

sector that seeks out locations adjacent to major regional transportation routes. This potential is already being borne out by the completion of a major warehousing facility just east of I-65 on Route 24/231.

That being said, Jasper County has also experienced the largest "boom/bust" cycle of employment in the past decade, growing by highest percentage (18%) of any adjacent or nearby county between 2001 and 2007, and then falling the fastest of any county other than Newton from 2007-2010. While the scale of rise and decline compared to nearby counties is somewhat related to the relatively small number of overall employees, it also makes it difficult to project employment patterns in the future.

While it is clear that population growth in Jasper County is driven primarily by proximity to employment centers in Northwest Indiana and Illinois, employment retention and growth within the county are crucial for the success of the southern half of the county – including both Remington and Rensselaer.

#### 4.0 Commercial Office Market

Demand for office space – particularly downtown office space, can be tracked through several industry sectors, including Professional and Technical Services, Finance and Insurance, and Real Estate. Results of employment trends in related sectors in Jasper County are below.

**FIGURE 4.1 PRIVATE SECTOR EMPLOYMENT TRENDS IN SELECTED SECTORS IN JASPER COUNTY**

Sector	2001	2010	Change
Professional and Technical Services	594	172	-422
Finance and Insurance	284	299	15
Real Estate and Rental and Leasing	84	62	-22
Management of Companies and Enterprises	72	44	-28
Educational Services	ND	270	NA

BLS data shows the small impact that professional services has on the Jasper County economy, accounting for about 10-11% of the total county economy in 2001 and only 6% in 2010. Only Finance and Insurance saw a rise in employment over the past decade, and that growth accounted for only 15 jobs. If this sector were to grow at the same rate for the next 5 years, the could be potential for 4,000 square feet of office space, much of which would likely be absorbed into existing buildings. Professional and Technical Services took the largest hit, declining 70% over 9 years. Overall, there is very little to suggest that Jasper County can attract users of professional office space, let alone Downtown Remington.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

#### 5.0 Retail Market

##### Retail Gap Analysis

Retailers in Remington are estimated to account for \$5.2 million in sales, compared to \$6.8 million in demand from residents of the town. This means that, on a macro level, \$0.24 of every dollar that Remington residents would be expected to spend on retail goods and dining is spent outside of the community. For a community the size of Remington, this is to be expected, as many daily retail needs (grocery, pharmacy) and luxury goods (clothing, department stores, furniture) retailers require larger populations to support their businesses.

The amount of retail "leakage" (the term used to describe dollars spent outside of a particular geography) expands outside of Remington, where \$0.37 of every dollar of demand is spent outside of a 15 minute drive time from Downtown Remington.

Retail spending opportunities for Remington residents splits out evenly into three categories; Daily goods such as groceries and sundries are accommodated both in Remington and outlying retail areas like Exit 201 and Rensselaer. Most Regular Goods shopping takes place in nearby Rensselaer, with regional based retailers like Wal-Mart and other similar general retailers. For luxury goods, residents can go to either Lafayette/West Lafayette or Merrillville.

Dollars that are spent outside of a particular geography sometimes represent an opportunity to leverage new or expanded retail offerings by "capturing" those dollars into businesses closer to a particular customer base. Unfortunately, it is highly unlikely that any of the "leakage" shown in industry data will manifest itself into retail opportunities of any scale. This is primarily due to the fact that most of the non-captured retail dollars are in retail categories that already exist in proximity, or would typically manifest themselves in regional retail centers such as those that exist in Lafayette or Merrillville. These categories include General Merchandise (typically a proxy for department stores and supercenters), Clothing, Furniture and Home Furnishings, and Sporting Goods. These four categories account for about half of all demand in Remington and environs.

##### Retail Growth Potential

There is enough leakage to suggest that, given the right circumstances, Remington may be able to support a small number of businesses in a few key categories, including dining and general retail and services like Health and Personal Care. However, given existing leakage, a limited trade area and modest household incomes, this opportunity is almost exclusively connected to small scale independent businesses that generate low margins – and thus are very unstable – or national / regional discount retailers that rely on low sales per square foot. The analysis below demonstrates the scale of growth potential based on existing data.

## MARKET / ECONOMIC ANALYSIS

### REMINGTON, INDIANA

Development Concepts, Inc.

**FIGURE 5.1 RETAIL GROWTH POTENTIAL**

Category	Leakage	Capture	\$/SF	Square Feet
Food and Beverage	825,000	25%	\$150	1,375
			\$200	1,000
			\$300	675
General Retail Goods	5,000,000	25%	\$150	8,500
			\$200	6,500
			\$300	4,200
General Merchandise	4,696,000	15%	\$150	4,700
			\$200	3,500
			\$300	2,400

If Remington were to capture the retail leakage above, there would be enough existing demand to support 1-2 small dining establishments or a small number of independent retailers. Leakage is not to support any regional or national retailer that requires sales per square foot above \$200-300, which accounts for most national non-discount retailers.

The major caveat to this retail growth potential is that Downtown Remington is at a severe disadvantage in regards to competing for retail of any scale. It is not on a well trafficked route, nor is it accessible to a large trade area of population. Despite the desire to revitalize the downtown area, W Division St / County Rd 1700 / Route 24/231 remains a vastly superior retail street to Downtown, as evidenced by virtually all of the Town's retail and services businesses, from the IGA and True Value to various banks and gas stations.

#### Conclusions

The economic geography of Downtown Remington means that it cannot rely upon a trade area much larger than its own population, which is small enough. Opportunities to "layer in" markets to support downtown businesses, such as higher intensity housing and office uses, are virtually nonexistent. Therefore, to elicit retail growth of any scale, Downtown must draw in a customer base significantly larger than presently exists. For example, to generate enough sales to support 3 new small scale retailers (1,500 square feet each), those businesses must bring in 675,000 – 900,000 in sales. Assuming that customers wouldn't be included to spend all their disposable income at these stores, this means that those 3 businesses would have to capture 10% of all spending from 700 – 1200 households, or 1,800 to 2,300 residents, about twice the size of Remington's current population.

**FIGURE 1.1 PRIVATE SECTOR EMPLOYMENT TRENDS**  
Jasper County

NAICS Code	EMPLOYMENT SECTOR	2001	2007	2010	Percent Change 2001-2007	Percent Change 2007-2010	Percent Change 2001-2010
TOTAL, ALL INDUSTRIES		8,953	10,556	9,110	17.90%	-13.70%	1.75%
11	Agriculture, forestry, fishing, and hunting	455	ND	ND	ND	ND	ND
21	Mining, quarrying, and oil and gas extraction	62	ND	ND	ND	ND	ND
22	Utilities	ND	ND	ND	ND	ND	ND
23	Construction	876	1,036	630	18.26%	-39.19%	-28.08%
31-33	Manufacturing	1,470	1,598	1,229	8.71%	-23.09%	-16.39%
42	Wholesale Trade	ND	ND	ND	ND	ND	ND
44-45	Retail Trade	1,575	1,406	1,289	-10.73%	-8.32%	-18.16%
48-49	Transportation and warehousing	807	791	1,091	-1.98%	37.93%	35.19%
51	Information	123	111	105	-9.76%	-5.41%	-14.63%
52	Finance and insurance	284	306	299	7.75%	-2.29%	5.28%
53	Real estate and rental and leasing	84	63	62	-25.00%	-1.59%	-26.19%
54	Professional and technical services	594	938	172	57.91%	-81.66%	-71.04%
55	Management of companies and enterprises	72	50	44	-30.56%	-12.00%	-38.89%
56	Administrative and waste services	174	307	219	76.44%	-28.66%	25.86%
61	Education services	ND	306	270	ND	-11.76%	ND
62	Health care and social assistance	ND	928	1,063	ND	14.55%	ND
71	Arts, entertainment, and recreation	55	44	69	-20.00%	56.82%	25.45%
72	Accommodations and food services	842	1,062	982	26.13%	-7.53%	16.63%
81	Other services	214	147	151	-31.31%	2.72%	-29.44%
99	Unclassified	NA	NA	NA	ND	ND	ND



FIGURE 1.2 JASPER COUNTY LOCATION QUOTIENTS

Jasper County

NAICS Code	EMPLOYMENT SECTOR	2001	2007	2010	Percent Change 2001-2007	Percent Change 2007-2010	Percent Change 2001-2010
	TOTAL, ALL INDUSTRIES	1.00	1.00	1.00	0.00%	0.00%	0.00%
11	Agriculture, forestry, fishing, and hunting	10.34	ND	ND	ND	ND	ND
21	Mining, quarrying, and oil and gas extraction	2.56	ND	ND	ND	ND	ND
22	Utilities	ND	ND	ND	ND	ND	ND
23	Construction	1.64	1.62	1.38	-1.22%	-14.81%	-15.85%
31-33	Manufacturing	0.66	0.69	0.69	4.55%	0.00%	4.55%
42	Wholesale Trade	ND	ND	ND	ND	ND	ND
44-45	Retail Trade	1.25	1.02	1.07	-18.40%	4.90%	-14.40%
48-49	Transportation and warehousing	2.11	1.69	2.66	-19.91%	57.40%	26.07%
51	Information	0.76	0.66	0.74	-13.16%	12.12%	-2.63%
52	Finance and insurance	0.75	0.73	0.81	-2.67%	10.96%	8.00%
53	Real estate and rental and leasing	0.64	0.42	0.49	-34.38%	16.67%	-23.44%
54	Professional and technical services	1.89	2.29	0.45	21.16%	-80.35%	-76.19%
55	Management of companies and enterprises	0.76	0.42	0.41	-44.74%	-2.38%	-46.05%
56	Administrative and waste services	0.36	0.44	0.37	22.22%	-15.91%	2.78%
61	Education services	ND	1.67	1.44	ND	-13.77%	ND
62	Health care and social assistance	ND	0.67	0.77	ND	14.93%	ND
71	Arts, entertainment, and recreation	0.35	0.24	0.42	-31.43%	75.00%	20.00%
72	Accommodations and food services	1.04	1.05	1.07	0.96%	1.90%	2.88%
81	Other services	0.69	0.41	0.48	-40.58%	17.07%	-30.43%
99	Unclassified	NC	NC	NC	ND	ND	ND

FIGURE 2.1 DEMOGRAPHICS IN REMINGTON AND JASPER COUNTY

	Remington	Jasper County
Population (2000)	1,316	30,043
Population (2010)	1,185	33,478
<b>Housing</b>		
Owner Occupied Housing	435	9210
Vacant Housing Units	66	936
Median Home Value (2009)	\$97,800	\$137,800
Median Year Structure Built	1944	1977
% of Detached Structures	85.7%	79.7%
<b>Income/Employment</b>		
Median Household Income (2009)	\$48,792	\$53,369
Per Capita Income (2009)	\$24,837	\$23,423
% w/ Bachelor or Higher Degree	13.7%	15.6%
<b>Socio-Economic</b>		
Poverty Rate	9.2%	9.5%
Child Poverty Rate	9.2%	14.5%

FIGURE 2.2 DEMOGRAPHICS IN REMINGTON AND OTHER AREAS

	Remington	Rensselaer	Wolcott	Fowler	Morocco
Population (2000)	1,316	5591	985	2434	1214
Population (2010)	1,185	5859	1,001	2317	1129
<b>Housing</b>					
Owner Occupied Housing	435	1547	282	659	346
Vacant Housing Units	66	220	43	127	63
Median Home Value (2009)	\$97,800	\$104,700	\$86,000	\$87,900	\$86,900
Median Year Structure Built	1944	1953	1942	1957	1941
% of Detached Structures	85.7%	73.8%	80.8%	81.5%	88.8%
<b>Income/Employment</b>					
Median Household Income (2009)	\$48,792	\$42,992	\$37,284	\$42,360	\$41,154
Per Capita Income (2009)	\$24,837	\$19,727	\$18,131	\$21,403	\$20,316
% w/ Bachelor or Higher Degree	13.7%	20.5%	13.1	11	9.3
<b>Socio-Economic</b>					
Poverty Rate	9.2%	12.3%	8.4%	13.1%	9.7%
Child Poverty Rate	9.2%	15.8%	13.2%	19.2%	5.6%

FIGURE 3.1 POPULATION BY AGE IN REMINGTON

2010 Population by Age		Percentage of Total Population	Change 2000-2010
Total	1185	100.0%	-131
0 to 4	92	7.8%	-14
5 to 9	75	6.3%	-18
10 to 14	79	6.7%	-30
15 to 19	75	6.3%	-12
20 to 24	75	6.3%	-17
25 to 34	120	10.2%	-41
35 to 44	154	13.0%	-54
45 to 54	180	15.2%	21
55 to 64	144	12.1%	28
65 to 74	104	8.8%	13
75 to 85	61	5.2%	-14
85+	26	2.2%	0

FIGURE 3.2 PRIVATE SECTOR EMPLOYMENT TRENDS BY COUNTY

TOTAL, ALL INDUSTRIES		2001	2007	2010	Percent Change 2001-2007	Percent Change 2007-2010	Percent Change 2001-2010
Jasper County	8,953	10,556	9,110		17.90%	-13.70%	1.75%
Porter County	44,948	49,657	47,591		10.48%	-4.16%	5.88%
Newton County	3,271	3,374	2,639		3.15%	-21.78%	-19.32%
Benton County	1,950	1,731	1,659		-11.23%	-4.16%	-16.81%
White County	8,166	6,964	6,495		-14.72%	-6.73%	-20.46%
Pulaski County	3,512	3,496	3,294		-0.46%	-5.78%	-6.21%
Starke County	3,369	3,365	3,178		-0.12%	-5.56%	-5.67%
Tippecanoe County	58,764	58,774	55,174		0.02%	-6.13%	-6.11%

FIGURE 3.3 PRIVATE SECTOR EMPLOYMENT TRENDS IN SELECTED SECTORS IN JASPER COUNTY

Sector	2001	2010	Change
Professional and Technical Services	594	172	-422
Finance and Insurance	284	299	15
Real Estate and Rental and Leasing	84	62	-22
Management of Companies and Enterprises	72	44	-28
Educational Services	ND	270	NA

FIGURE 3.4 RETAIL GROWTH POTENTIAL

Category	Leakage	Capture	\$/SF	Square Feet
Food and Beverage	825,000	25%	\$150	1,375
			\$200	1,000
			\$300	675
General Retail Goods	5,000,000	25%	\$150	8,500
			\$200	6,500
			\$300	4,200
General Merchandise	4,696,000	15%	\$150	4,700
			\$200	3,500
			\$300	2,400

## Remington, Indiana

### Proposed Mixed Use Project – Financial Feasibility

February 15, 2013

#### DCI Notes

- Project financeable at 64% LTV, which results in a \$544,563 project gap.
- Market rents are estimates, unsubstantiated by research
- No detailed program – resident / business profile may impact costs/income
- Without income restrictions placed on units, there is no funding available to fill gap outside of private equity.
- Medium to low return on equity – unlikely to bear additional private investment unless not concerned about ROI.
- No dedicated parking for commercial – could be a problem for financing
- Additional residential units do not add income, nor are they supportable by additional parking spaces.
- Methods to reduce gap:
  - 221d4 financing
  - Lower rehab costs
  - Lower construction costs

#### Conclusions

Assuming there is a market for units and commercial space, project should be feasible with the following conditions:

- Limited rehab costs – must be \$20/sf or lower
- Ability to secure 221d4 financing (possible, but not guaranteed)
- Efficient/affordable construction of new building – must be \$70-75 / sf
- Ability to attract developer / investor willing to invest equity equal to 20% of value to secure conventional financing.
- Demonstrated market for rental units @ \$715 / month for one bedroom
- Ability to lease commercial space at \$14/sf gross
- Land acquisition is within range of estimate (\$170,000)
- Ability to finance mixed-use deal as whole (many banks prefer to finance different portions of project i.e. residential vs. commercial)
- Ability to finance project without requirement of guaranteed spaces for commercial space (typical requirement for 10,000 sf would be 40 spaces)
- Ability to secure financing with 1.2 spaces per residential unit

Otherwise, gap equal to \$75,000 - \$500,000 exists without easy sources to address it.

## Remington, Indiana

### Proposed Mixed Use Project

#### Sources & Uses

Program		Assumptions	
Site / Property	16,900 sf	0.39 acre	
Existing Building	5,500 sf		
Proposed Building			
Floorplate	5,400 sf		
Stories	3 stories		
GSF	16200		
NSF	13850	85% efficiency	
Residential	9000		
Commercial	4850		
Parking	2,600 sf		
Units	14	650	sf /unit
GLA Commercial	10,350		

#### Uses

Land Acquisition	16,900	\$	169,000	\$	10 sf
Construction					
Residential	9000	\$	720,000	\$	80 sf
Commercial	4850	\$	388,000	\$	80 sf
Rehab	5,500	\$	275,000	\$	50 sf
Construction Contingency		\$	138,300		10% hard costs
Site Prep					
Site Prep		\$	41,490		3% hard costs
Parking		\$	25,500		17 spaces
Soft Costs		\$	263,594		15% total costs
Profit & Overhead		\$	303,133		15% total costs
Fees & Interest		\$	23,240		1% total costs

Total Uses **\$ 2,347,256**

#### Sources

Conventional Financing	\$	1,502,244	64% loan to value
Equity	\$	300,449	20%

Gap **\$ 544,563**

Total Sources **\$ 2,347,256**



## Remington, Indiana

### Proposed Mixed Use Project

#### Operating Pro Forma - Stabilized Year

##### Income

Residential	\$	1.10 sf	9000 sf	\$	118,800
Less Vacancy		93%		\$	110,484
Commercial	\$	12.00 sf	10,350 gla	\$	124,200
Less Vacancy		93%		\$	115,506
CAM Charge Back	\$	2.00 sf	10,350 sf	\$	20,700

**TOTAL INCOME** **\$ 246,690**

##### Expenses

Residential Expenses	\$	3,500	14 units	\$	48,462
Retail Expenses	\$	3.65	10,350 sf	\$	37,778
Reserve Funds		3%		\$	31,046

**TOTAL EXPENSES** **\$ 117,285**

---

**NOI Before Debt Service** **\$ 129,405**

---

##### Debt Service

Loan 1 Debt	\$	108,081
-------------	----	---------

**TOTAL DEBT SERVICE** **\$ 108,081**

---

**CASH FLOW AFTER DEBT SERVICE** **\$ 21,324**

---

DCR	1.20
Return on Equity	7%

# Urban Design Resources

## Internet Resources:

[www.indianalandmarks.org/](http://www.indianalandmarks.org/)  
Indiana Landmarks website.

[www.in.gov/dnr/historic/4287.htm](http://www.in.gov/dnr/historic/4287.htm)  
Indiana Division of Historic Preservation and Archeology resources.

[www.preservationnation.org/main-street/](http://www.preservationnation.org/main-street/)  
The website for the National Main Street Center is an excellent resource for information about commercial district revitalization and economic development.

[www.planning.org/](http://www.planning.org/)  
The website for the American Planning Association. It includes links to publications about signage.

[www.pps.org/great\\_public\\_spaces/](http://www.pps.org/great_public_spaces/)  
The Great Public Spaces section of the Project For Public Spaces website. A great resource for information about public spaces design. Includes a large library of images of successful spaces (as well as unsuccessful ones) from around the world, and an analysis of each.

[www.fhwa.dot.gov/environment/bikeped/index.htm](http://www.fhwa.dot.gov/environment/bikeped/index.htm)  
A link to the Federal Highway Administration's Bicycle and Pedestrian Program. This is an excellent reference detailing a wide range of topics. Examples and standards from around the country are included.

[www.access-board.gov/adaag/html/adaag.htm](http://www.access-board.gov/adaag/html/adaag.htm)  
The website for the Americans with Disabilities Act Accessibility Guidelines (ADAAG).

[www.in.gov/indot/](http://www.in.gov/indot/)  
Website for the Indiana Department of Transportation.

## Urban Lighting Online References:

[www.iesna.org/](http://www.iesna.org/)  
Website for the Illumination Engineering Society of North America.

[www.darksky.org/](http://www.darksky.org/)  
Website for the International Dark-Sky Association containing excellent information and links to many good publications.

## Various manufacturers of outdoor lighting and furniture:

- Forms + Surfaces | [www.forms-surfaces.com/outdoor-lighting](http://www.forms-surfaces.com/outdoor-lighting)
- .hess | [www.hessamerica.com](http://www.hessamerica.com)
- WideLite | [widelite.com/](http://widelite.com/)
- Pemco | [www.pemcolighting.com](http://www.pemcolighting.com)

## Publications:

### Context-Sensitive Signage Design

An American Planning Association Report available online at [www.planning.org/research/signs/](http://www.planning.org/research/signs/)

### Signs of a Successful Main Street Presentation

A slide show available for purchase from the National Trust's Main Street Center that shows how a street's character is defined by the quality of its signs. Includes recommendations on materials and styles.

### The Social Life of Small Urban Spaces by William H. Whyte

The public space design classic. This short book is written in a clear, easy to read style that often incorporates humor to make a point. Lots of great photos and facts.

### People Places - Design Guidelines for Urban Open Space Edited by Claire Cooper Marcus and Carolyn Francis

Another classic that addresses a wide range of public space types, from public squares to university campuses to hospital/healing environments. The book has hundreds of references for further reading, including books about Crime Prevention Through Environmental Design (CPTED).

**How To Turn A Place Around by The Project For Public Spaces**

This short book extends Whyte's research with practical observations and advice on making great places. It clearly lays out PPS's argument for a community-based design process.

**Life Between Buildings - Using Public Space by Jan Gehl**

Gehl is a pre-eminent public space thinker who has influenced two generations of urban designers. The book is out of print but can be found on some web-based rare book sites, including <http://www.alibris.com/>

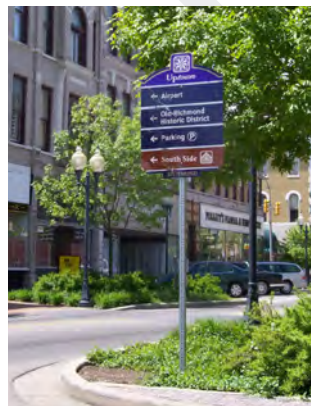
**Visions For A New American Dream by Anton Clarence Nelessen**

This is an excellent book with a great deal of practical information pertaining to community design.



## Pictorial Examples

These pages include several photos from various communities similar to Remington in size. The photos are presented as precedents, to provide inspiration to future project initiators and designers.









RATIO

Architecture  
Preservation  
Interior Design  
Landscape Architecture  
Urban Design & Planning  
Graphic Design

Indianapolis, Indiana  
Champaign, Illinois  
Raleigh, N. Carolina  
Chicago, Illinois

[RATIOarchitects.com](http://RATIOarchitects.com)  
[RATIOblog.com](http://RATIOblog.com)

