
CITY OF ALEXANDRIA



REVITALIZATION PLAN

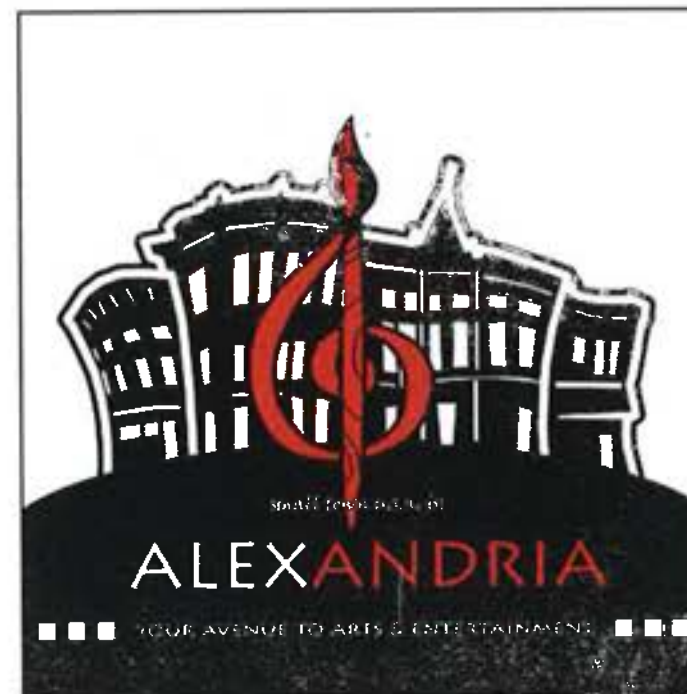
BRINGING VITALITY TO THE DOWNTOWN THROUGH REVITALIZATION

NOVEMBER 2010



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The City of Alexandria
Jack Woods, Mayor
John Dockrey, Director of Economic Development

November 18, 2010

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Several individuals and organizations contributed their time and talent to this project:

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Martin Koob
Woody Wright
Shawn Coburn

Many were helpful to the project team in providing historical information and photographs, helping to obtain access to the buildings and offering support to the team on visits to Alexandria. The team would like to recognize the following people/organizations:

Historic Photographs:

Alexandria Chamber of Commerce

Published Sources:

Harris, Cyril M. ed., Illustrated Dictionary of Historic Architecture, Dover Publications, Inc., New York, 1977.
Madison County Interim Report (1984) Indiana Historic Sites & Structures Inventory
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The Alexandrian, January 24, 1984.
Ray, Murl E., Alexandria as I Remember, 2004
http://en.wikipedia.org/wiki/Alexandria,_Indiana
<http://lmaple46001.tripod.com/id6.html>

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This report was prepared with grant funding from the Indiana Office of Community and Rural Affairs (OCRA).



Executive Summary

In 2010, the Alexandria Revitalization Plan was commissioned by the City of Alexandria upon securing a grant from the Indiana Office of Community and Rural Affairs (OCRA). This revitalization plan continues the progression of ongoing community projects and events that are positively impacting the revitalization effort in downtown Alexandria and the larger community. Examples of recently completed and ongoing projects and events include:

- Renovation of Kleenco Building and 100 block of Washington Street (2010)
- Repaving of Harrison Street (2010)
- Gaither Family Resource Center Expansion (Planning Underway)
- Development of Gaither Southern Gospel Music Experience (Planning Underway)
- Relocating "World's Largest Ball of Paint" downtown (Planning Underway)
- Creation of a live theater for music, plays, comedy, and more (Planning Underway)
- Creation of an Italian restaurant (2010)
- Re-opening historic bakery (Planning Underway)
- Creation of a bicycle shop (2010)
- Creation of indoor skateboard park (2010)
- Removal of existing dilapidated building(s) (2010)
- Creation of a youth center in former church (2010)

These projects have served as a catalyst for community and business leaders to move forward with the revitalization effort, with particular focus on restoring the downtown commercial district. Alexandria is fortunate to have several members of the community to lead the revitalization effort. At the forefront are local business owners like Kurt Tatman, co-founder of the construction services firm, Kleenco, which will be relocating their corporate offices downtown upon completion of ongoing building renovations.

HISTORIC HARRISON STREET



THE PLANNING PROCESS

In addition to drawing upon the experience and expertise of the aforementioned community and business leaders, this revitalization plan evolved from an extensive collaborative process which brought together leaders of the city, the Alexandria Revitalization Steering Committee, property owners, businesses, industries, students, church leaders, fraternal organizations, members of the general public and consultants.

The project area encompasses the core of downtown Alexandria, an area extending along Harrison Street from Berry Street to Broadway Street and extending one block east and west to Water Street (east) and Canal Street (west). Within this area, recommendations for streetscape enhancements, community gathering spaces, land use, building restoration, and marketing opportunities were given based on detailed evaluations. The planning process, as a whole, has been multi-faceted, beginning with a comprehensive inventory of the town's history, as well as the existing conditions of the streets, open space, and buildings along Harrison Street.

As part of the inventory stage, meetings were held with individuals, stakeholder groups, the steering committee, and the general public. In these initial meetings the public was provided the opportunity to express their opinions, vision, and concerns with regard to the community in general and downtown in particular. Information gathered from the inventory was then evaluated, analyzed, and used to form the basis for this revitalization plan.

The plan has been sculpted by responses from the public and the steering committee to various draft plans. The plan represents the effort of the Alexandria community combined with the input from the consultant team of Rundell Ernstberger Associates, Architecture Trio, Strategic Development Group, and Shrewsbury & Associates. The plan was presented to the public on November 18th, 2010. After presentation of the plan, the consultant team asked attendees to identify their likes and concerns. Overall, meeting participants were very positive in their responses.

THE PLAN



The revitalization plan is comprised of four components:

1. Streetscape and infrastructure enhancements calling for new sidewalks, curbs, paving, street trees, amenities, parking lot screening, and promotion of Alexandria as an avenue to arts and entertainment.
2. Gateway locations to identify community entrances through signage and design continuity.
3. Facade restoration improvements for ten (10) buildings along the west side of Harrison Street between Washington Street and John Street.
4. Strategies and resources for attracting new development to the downtown area, including demographic information, market analysis and funding sources.

THE BENEFITS



All facets of the Alexandria community stand to benefit from downtown revitalization.

Residents

- a beautiful, vibrant downtown
- a broader range of local goods and services
- the convenience of shopping locally
- employment opportunities
- safer pedestrian-friendly streets
- expanded recreational and entertainment opportunities

Local Government

- increased tax income
- opportunity for community development

Property Owners

- increased property values and stable rents
- increased occupancy rates in downtown

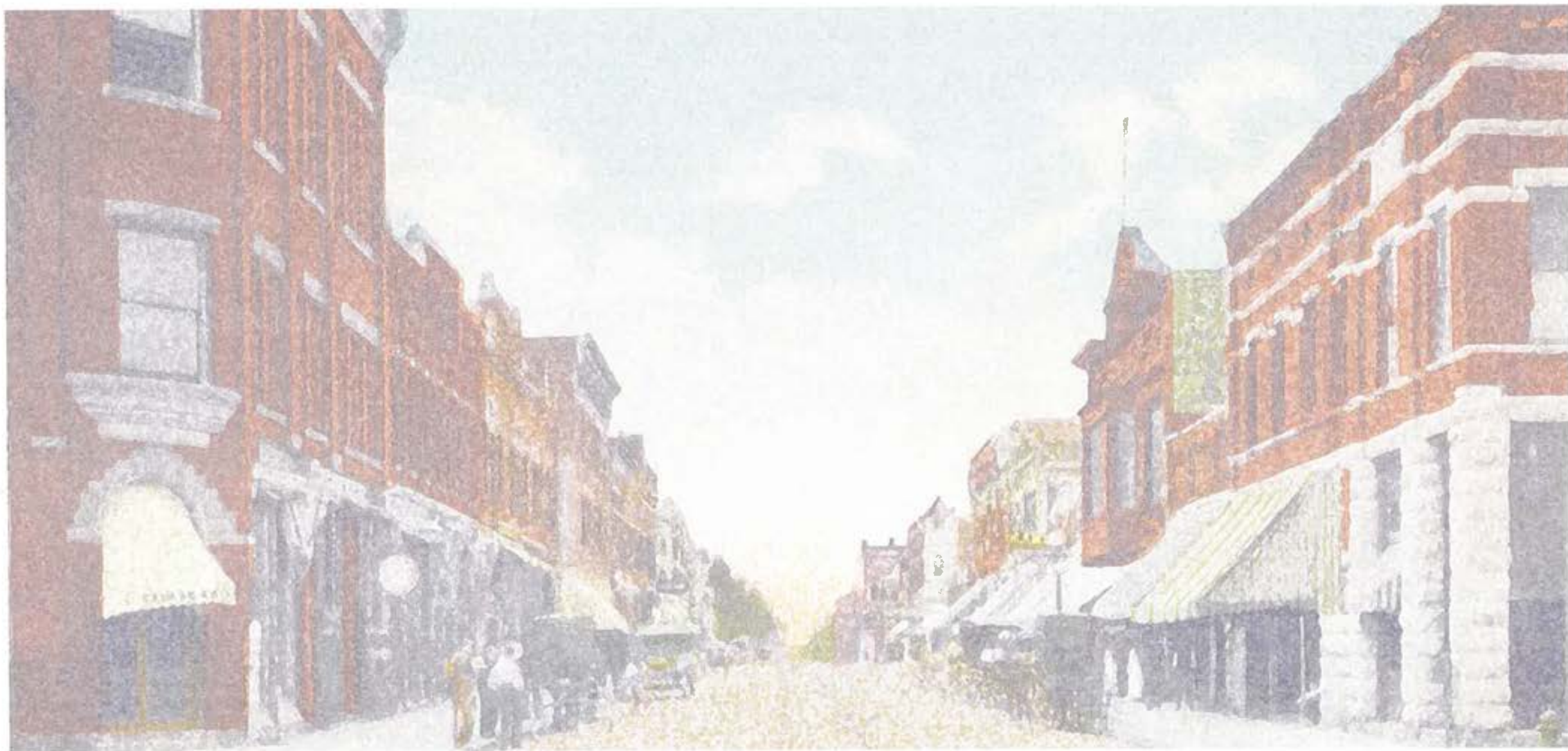
Business Owners

- increased growth and expansion opportunities

THE FUTURE

The success of this plan requires long-term commitment and support from a broad spectrum of the community: residents, business people, financial investors, community organizations, and local government leaders. The following steps will be instrumental in following through and completing the plan:

1. Recognition that this plan is practical and feasible. The recommendations within the plan are a continuation of processes and projects moving toward revitalization that, as previously mentioned, are already underway in the community. Funding possibilities include federal, state, local and private sources.
2. Formation of a revitalization committee that is committed to implementing the revitalization plan over the next several years.
3. Commitment to the implementation of the plan. It is most likely that members of the revitalization committee and local government will change over the duration of this plan implementation. It is critical that efforts to bring the plan to fruition are continual and consistent.
4. Collaboration with entities and agencies. Programs, resources, and funding at the local, county, regional, state, and federal levels should be utilized.
5. Promotion of the community, including promotion within the local community. Keep in mind that if locals do not support the downtown, chances are that visitors will not either. At the same time, market to tourists and the region by capitalizing on what is unique to Alexandria.



Introduction

PURPOSE OF THE PLAN

This document outlines recommended improvements to the physical complexion of the main core of downtown Alexandria, Indiana. Under the guidance of the Alexandria Steering Committee, a series of measures were identified as essential to preserving and restoring existing community assets and building a foundation for future growth. Design recommendations are specific to Alexandria's actual conditions, but are schematic in nature. General cost estimates accompany design recommendations and are based on 2010 dollars.

SITE LOCATION

The City of Alexandria is located in east central Indiana, in Madison County. The maps at the right show the location of the county, town, and downtown project areas.

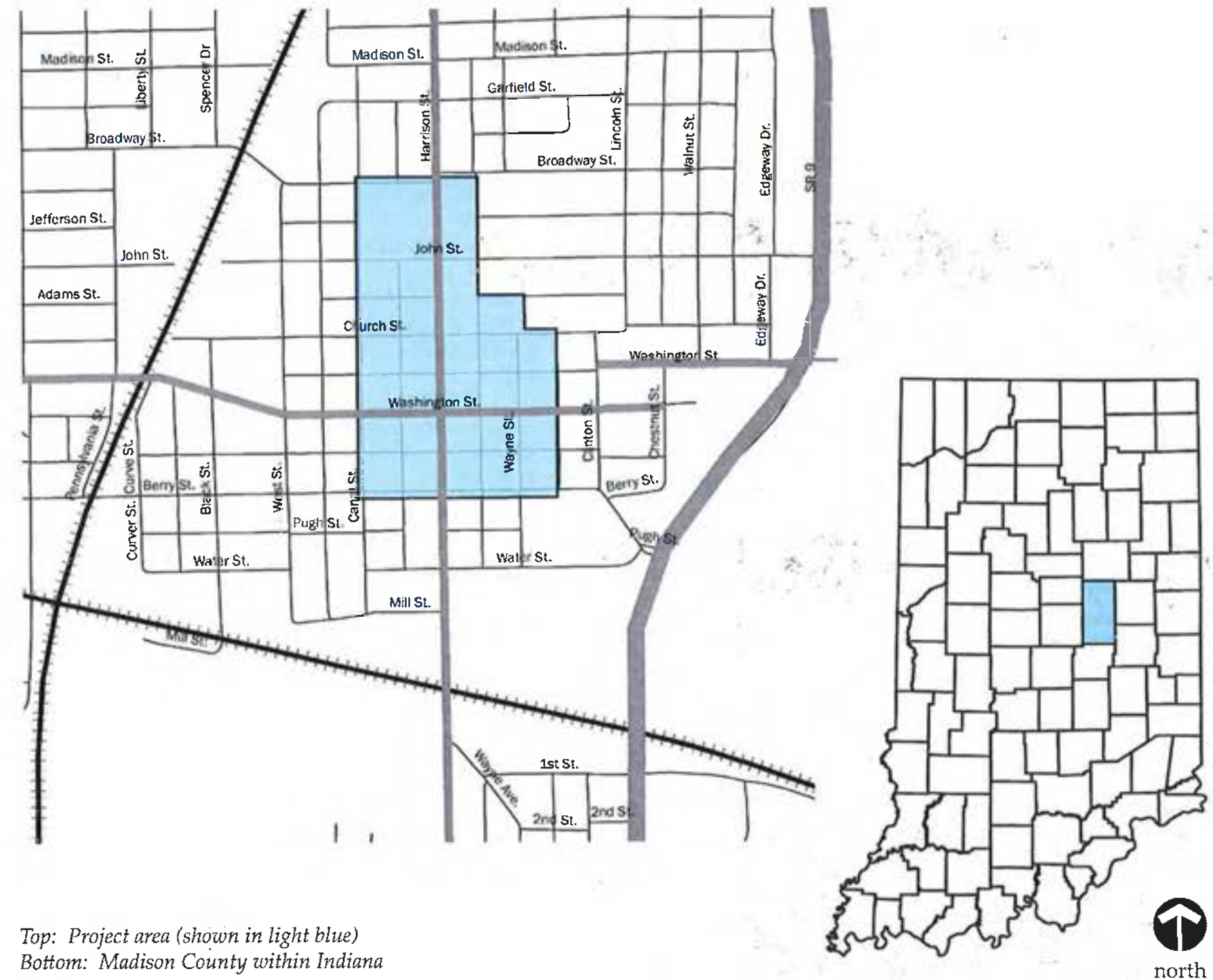
PROJECT LIMITS

The project area includes roughly nine blocks. The north-south boundary extends from the south side of Broadway Street to the north side of Berry Street. From Harrison Street, the area extends furthest east to the alley between Wayne and Church Street. The project area narrows at the northern end of the site where the alley between Harrison and Wayne Street provides an eastern boundary. From Harrison Street to the west, Canal Street defines the project's limit.

SCOPE OF THE PROJECT

This project includes recommendations for the City of Alexandria to transform the downtown core into a vital and successful draw for the city's retail, commercial, and community activities. Recommendations address streetscape enhancements, community gateways, front facade treatments, and marketing strategies to promote the City of Alexandria and to attract new businesses and visitors.

VICINITY MAPS



Top: Project area (shown in light blue)
Bottom: Madison County within Indiana

VISION STATEMENT AND GOALS

Several factors were considered in developing a vision for this downtown revitalization plan.

A recurring theme brought up in almost all meetings with stakeholders was a desire for the community to establish a timeless identity as an arts and entertainment destination. While Alexandria is the original Small Town, U.S.A., and this remains an integral part of the community’s character, it wishes to broaden its appeal. Drawing upon the idea of downtown Alexandria as an arts and entertainment hub, a vision for creating an attractive and welcoming downtown that provides a variety of retail and commercial services was developed. The vision includes capturing visitors to the community who already attend the Gaither Family development and strengthening the relationship between their facility and the downtown for their mutual benefit. It is important that all stakeholders share the vision to guide the implementation of this plan. This vision statement reflects the wishes and needs of the local government, residents, investors, and property owners in Alexandria:

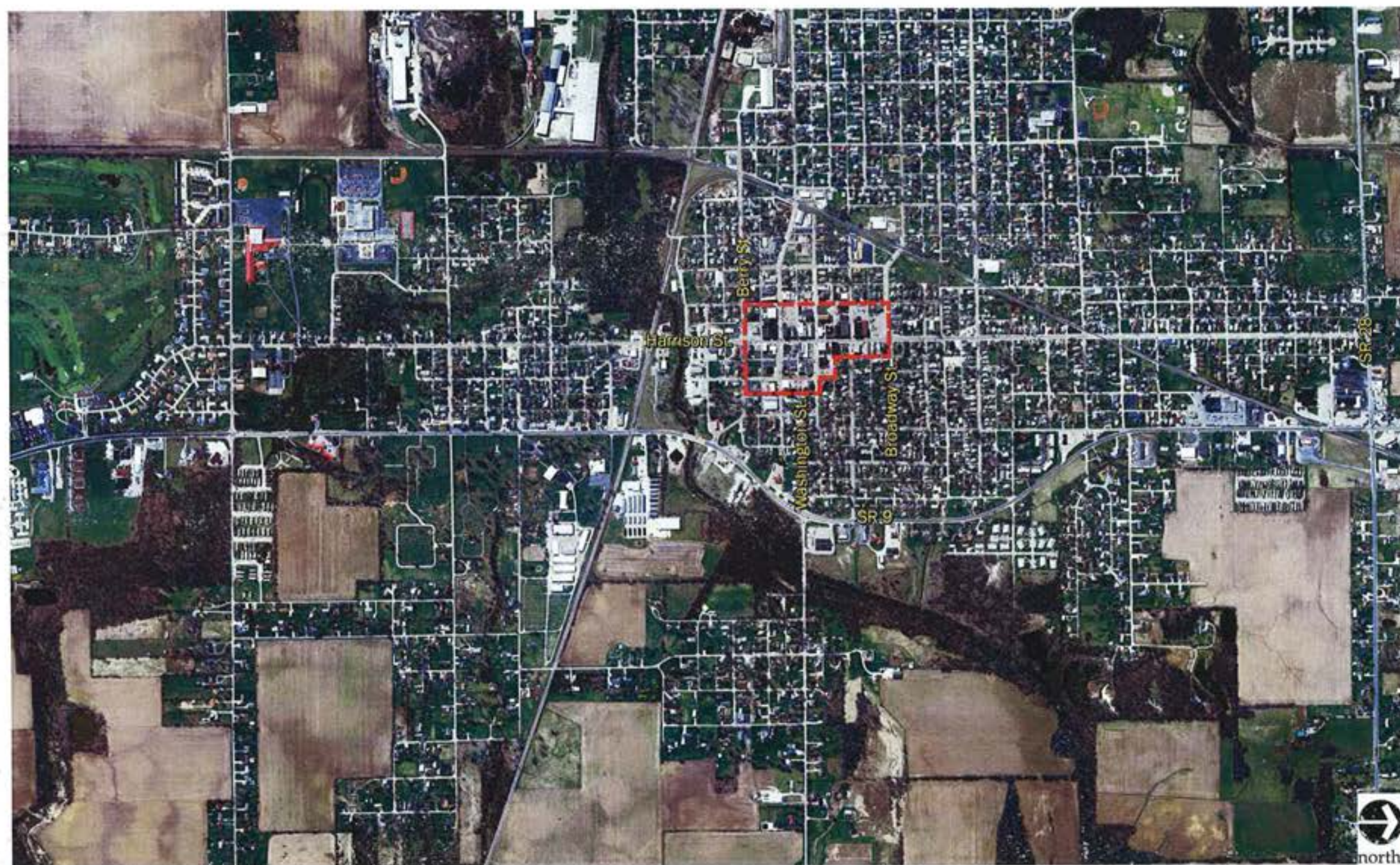
The City of Alexandria values its history as the original Small Town, U.S.A., its close association with the Gaithers, and the lifestyle and values it offers. In the coming years, Alexandria will devote energy and effort to creating a downtown that is vibrant and appealing, contributes to enhancing the quality of life of its residents, and can sustain itself in the future.

As a means of achieving this vision, the following goals have been established:

Goal 1: Establish a community revitalization committee and develop leadership to promote the City of Alexandria within Madison County and the

community, encourage entrepreneurship, and seek funding sources for revitalization.

- Goal 2: Renovate buildings that are in poor condition along Harrison Street.
- Goal 3: Attract diverse stores and businesses that will serve residents’ needs, draw in visitors, and build Alexandria’s reputation as a destination for arts and entertainment.
- Goal 4: Preserve and promote the City’s assets, including its history of lamp manufacturing, connection to the Gaithers and identity as the original Small Town, U.S.A.
- Goal 5: Improve the appearance of the downtown and surrounding streetscapes through lighting, sidewalks, curbs, plantings, banners, site furnishings, and other street amenities.
- Goal 6: Create a versatile, dynamic downtown environment allowing for a variety of activity and programming.
- Goal 7: Identify community entrance locations and establish strong gateways with unique signage.
- Goal 8: Consider relationships to ongoing community projects such as the outdoor amphitheater, Washington Street realignment, and multi-use trail development.
- Goal 9: Expand recreational and entertainment opportunities for young and old alike.



Aerial view
of downtown
Alexandria with
the project area
(outlined in red)



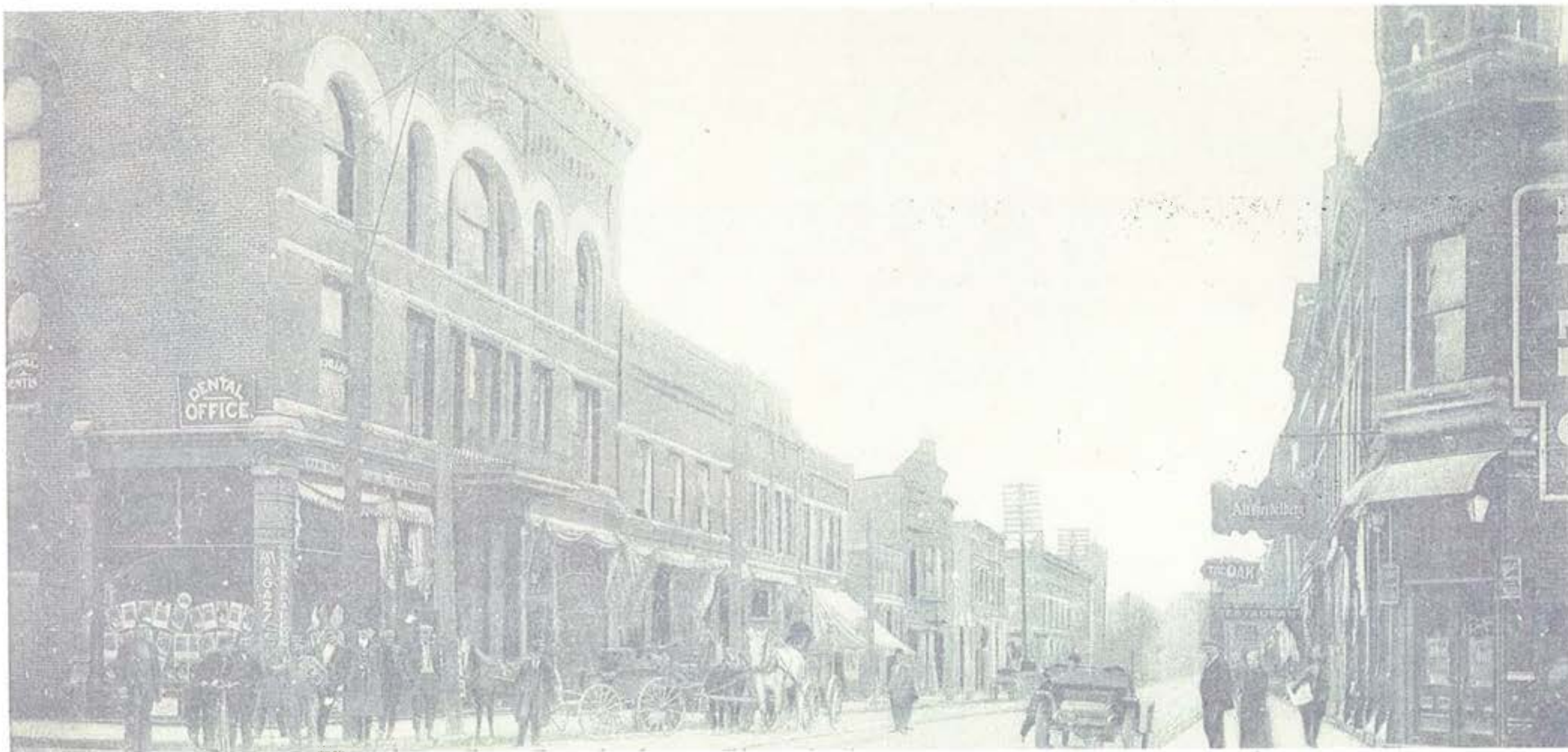
*Bird's eye view
of downtown
Alexandria with
the project area
(outlined in red)*



*Bird's eye view
of downtown
Alexandria with
the project area
(outlined in red)*



*Bird's eye view
of downtown
Alexandria with
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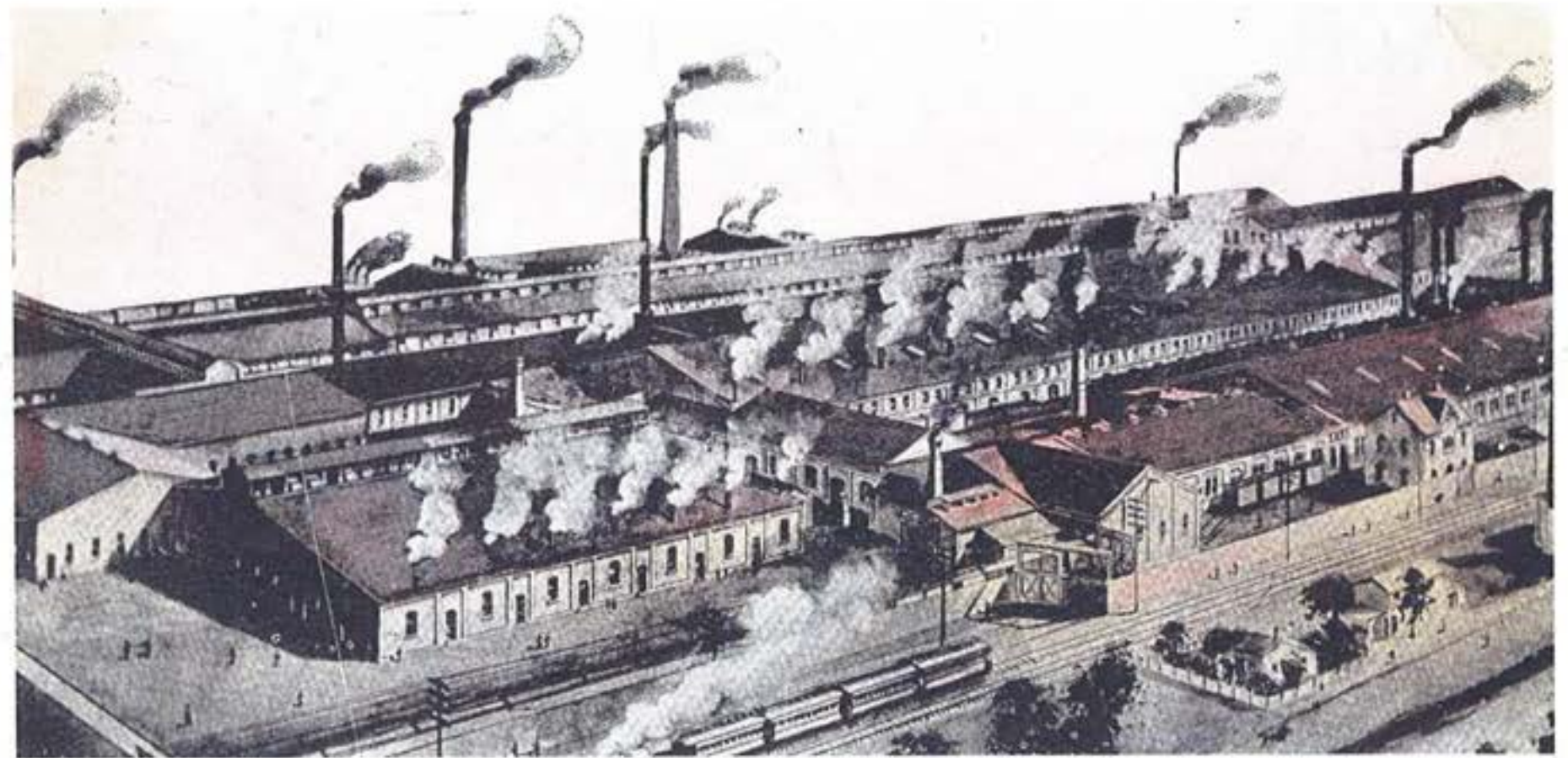


History

ALEXANDRIA IS SMALL TOWN, U.S.A.



*Historic Harrison Street (above)
DePauw Plate Glass Factory (right)*



Almost two centuries ago, Ninevah Barry began the first plans for Alexandria. While investors in 1836 were disheartened by the failure of the Indiana Central Canal program, railroads and the gas boom brought growth worthy of the city whose title references Alexander the Great. Businessmen, industries, and European immigrants (primarily from Germany, Poland, Italy and France) flocked to the area. As a result, from 1887 when the first gas was discovered until 1892, the population jumped from less than 500 to more than 5,000. Forward thinking, expansion, and prosperity characterized the industrial wave and defined Alexandria for the next 60 years.

The DePauw Window Glass Company, the DePauw Plate Glass Company (above), and the Harper and Cruzen Glass Factory profited in Alexandria, earning the city the reputation of being one of Indiana's chief glass manufacturing sites. Factories like Lippencott Chimney Works, Indiana Brick Works, Keely Ax Manufacturing Company, and Union Steel found Alexandria to be an equally lucrative location. Building upon the strong industrial base, banks, groceries, churches, a public library, and commercial blocks began to open.

Unfortunately, in the 1920's the natural gas fueling Alexandria's industries failed. So too, would its glass and steel industries. By 1952, the glass industry had nearly disappeared, the largest

steel mill was dismantled, and the interurban train connecting Alexandria with Anderson and Marion was abandoned. Nevertheless, some industries stayed and prospered in 20th century Alexandria, including the Alexandria Canning Plant, Aladdin Industries, the Glove Factory, and the Alexandria Metal Products Co.

With the minimization of industry, a new identity began defining Alexandria. Selected by the United States Office of War Information, for best representing the typical American town, Alexandria became publically known as "Small Town U.S.A." Even now, the community proudly promotes this title as a symbol of the values and ideals held by its residents.



Beulah Park Auditorium (above)
 Historic Harrison Street Looking North (left)
 (bottom - from left to right)
 Alexandria Hospital;
 City Building and Fire Station;
 St. Mary's School; First M.E. Church



Of course, the town of Alexandria did not stop changing after World War II. While vacant buildings are evidence of further industrial decline, they also represent opportunity for growth that can complement current T-shirt printing, gospel music, and patio furniture production. Today, the 6,000 residents composing the town of Alexandria wisely remember their town's history while also looking optimistically towards the future.



Existing Conditions

EXISTING STRUCTURE

Understanding a city's existing structure provides valuable information for the formation of a design and redevelopment plan. The following pages describe the current condition of Alexandria's infrastructure, building layout and use, natural features, cultural features, architecture and streetscape elements.

STREETS & TRAFFIC PATTERNS

The urban grid that defines downtown Alexandria began developing in the 1800's. The organizational structure of the streets provided a means of integrating water distribution and sewer systems into the overall community layout.

A modern mixture of asphalt, concrete and brick streets continue to follow Alexandria's original layout with alleyways dividing the majority of the downtown blocks. Neither of the two main state highways, SR 28 or SR 9, directly intersects with the downtown area. Harrison Street, instead, acts as the main north-south arterial leading from SR 28 into the heart of downtown. In the summer of 2010, a major section of Harrison Street extending from State Road 28 to just south of Washington Street was repaved with asphalt.

Like Harrison, Washington Street acts as a main passageway providing an east-west connection through downtown and the surrounding city. While Harrison Street terminates within the city limits, Washington Street links to SR 37 (west of Alexandria) before ultimately becoming County Road 1100. As a result, Washington Street efficiently directs eastward and westward traffic into the downtown.

The Indiana Department of Transportation (INDOT), recognizing the street's significance, has approved the use of federal funds to upgrade and reconstruct the section from SR 9 on the east to Country Road 100 on the west.

In addition to providing a vehicular passageway through the downtown, Washington Street supports two bike routes, the Summit Circle and Gas Well Track. Recent plans have also denoted Washington Street as the northern edge of the City's planned Historic River Walk. The looping walk will connect Washington Street with Indiana Ave. before meandering along Pipe Creek and ultimately looping back via Beulah Park on SR 9 and Park Ave.

The 2009 maximum daily traffic counts support the prominence of Harrison and Washington Streets with 3,602 and 3,140 vehicles respectively. While these streets are highly used neither have been classified as state highways. The City of Alexandria, therefore, will not encounter conflicts with rigorous state highway requirements as urban streetscape improvements are made.

SEWER & WATER SYSTEMS

A combined sewer system is the major underground utility located in the downtown's alleyways. This system, composed of combined sanitary sewer and storm water, poses a major infrastructural challenge. Fortunately, the City has only one combined sewer overflow (CSO) located at Pipe Creek and the N&S RR viaduct. In order to address the water quality issues associated with a CSO, the City has implemented a correction program that will not involve expensive sewer separation in the immediate downtown area. Instead, a new interceptor to capture and treat the combined water before its release will be installed. Avoiding reconstruction of such a major system saves property owners significant money and space required for sewer separation.

Water for the City of Alexandria is provided by the municipal drinking water system.

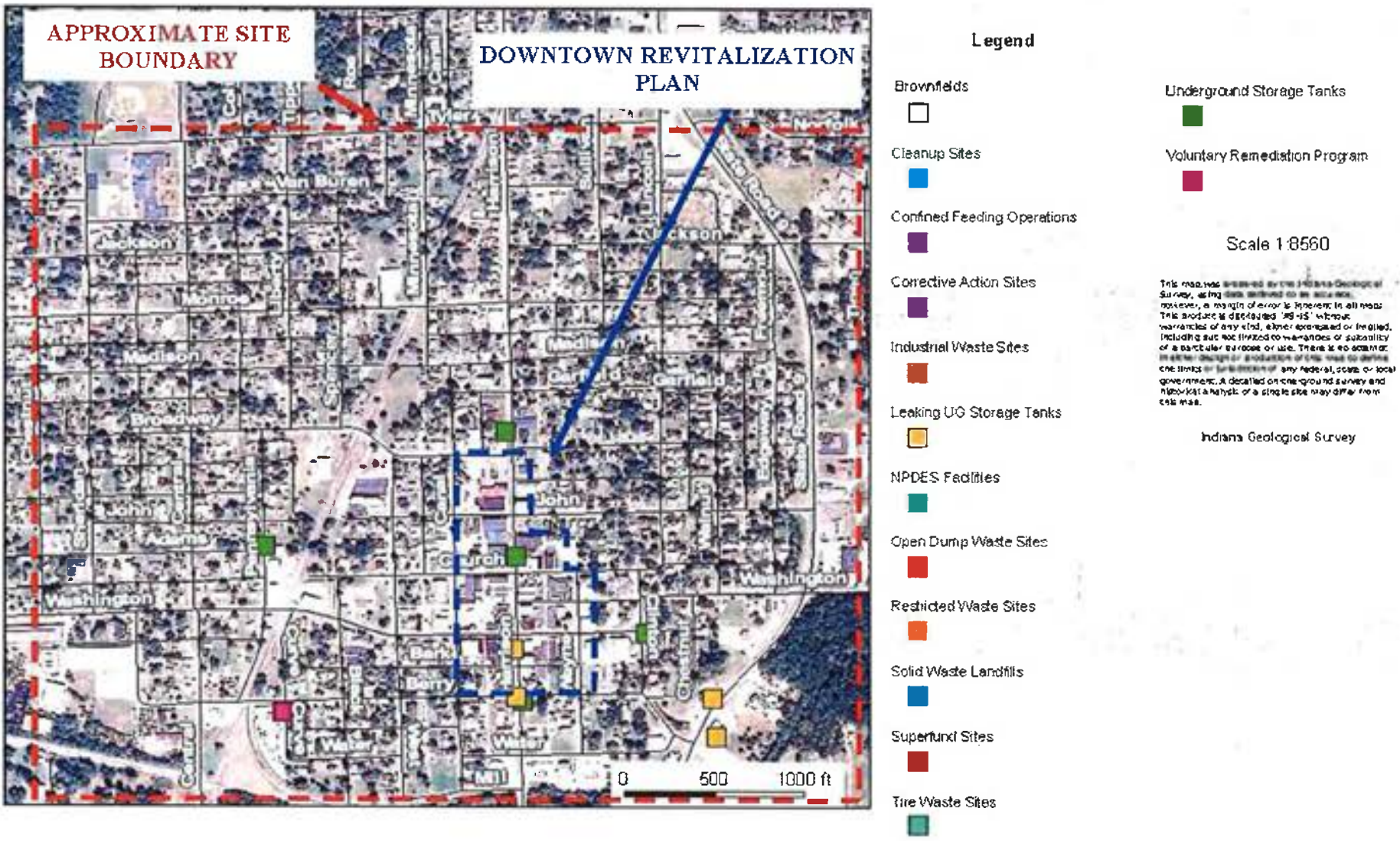


EXISTING ENVIRONMENTAL CONDITIONS

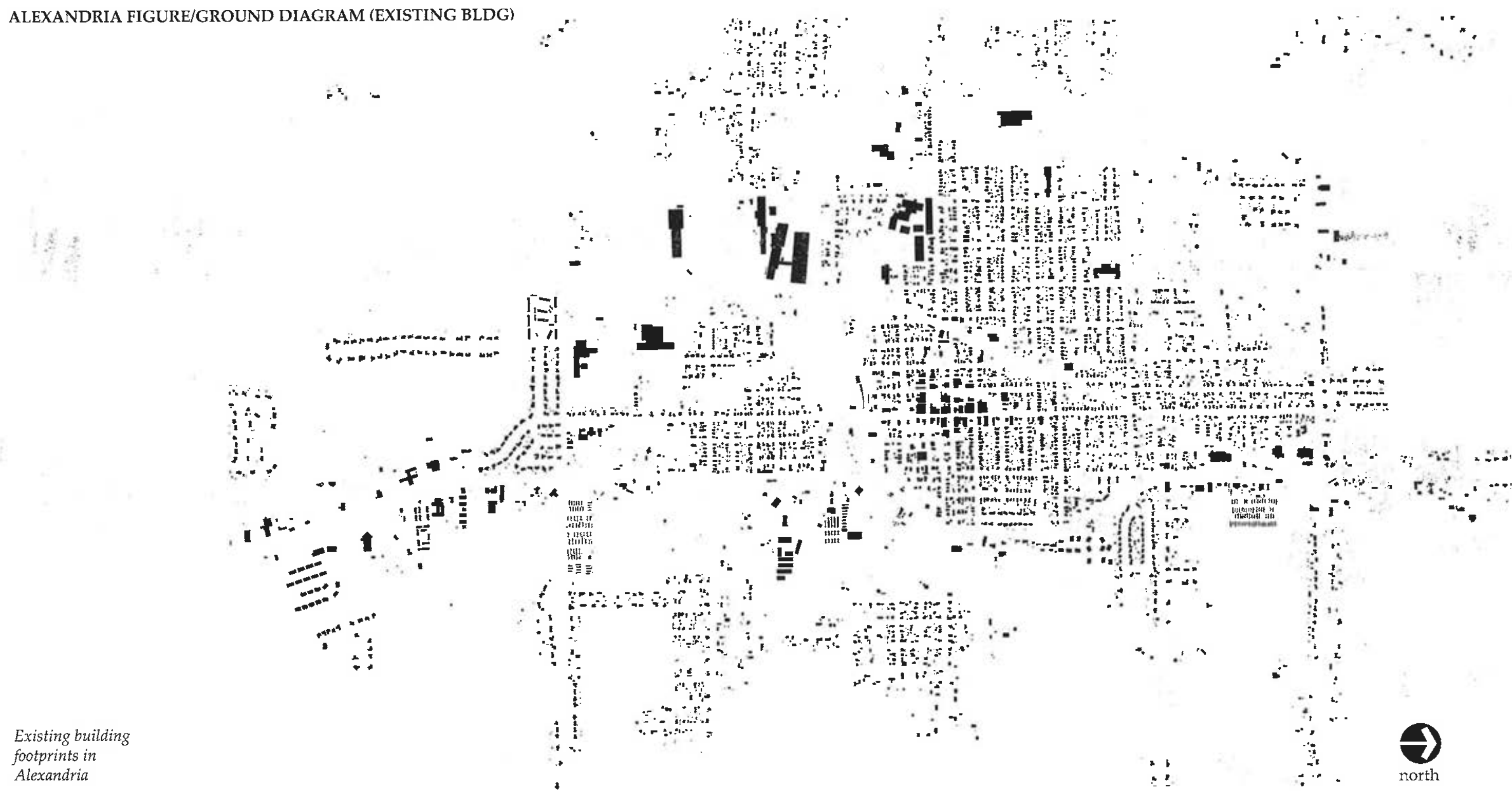
The completion of an environmental records review of state and federal database sources revealed several downtown Underground Storage Tanks (UST), Leaking Underground Storage Tanks (LUST) and properties in the Voluntary Remediation Program (VRP). Based on discussion with City personnel, the three USTs identified within the study area are known and not believed to have caused or contributed to any pollutant contamination. The two identified LUSTs also pose few concerns. According to the City personnel, both have been remediated within the past two years and are in close-out processing with the Indiana Department of Environmental Management (IDEM). The third LUST, located near 3rd St. and Meadow at the future amphitheatre/park development project site, has not been remediated. With assistance from IDEM, however, this LUST could be reasonably managed if evidence of existing soil contamination were found off the immediate property. Therefore, no significant contaminated properties in downtown Alexandria or its adjacent areas are known that could present concerns for effective redevelopment.

[See appendices for more detailed property information, Shrewsberry Memorandum dated June 4, 2010]

HAZARDOUS WASTE MAP



ALEXANDRIA FIGURE/GROUND DIAGRAM (EXISTING BLDG)



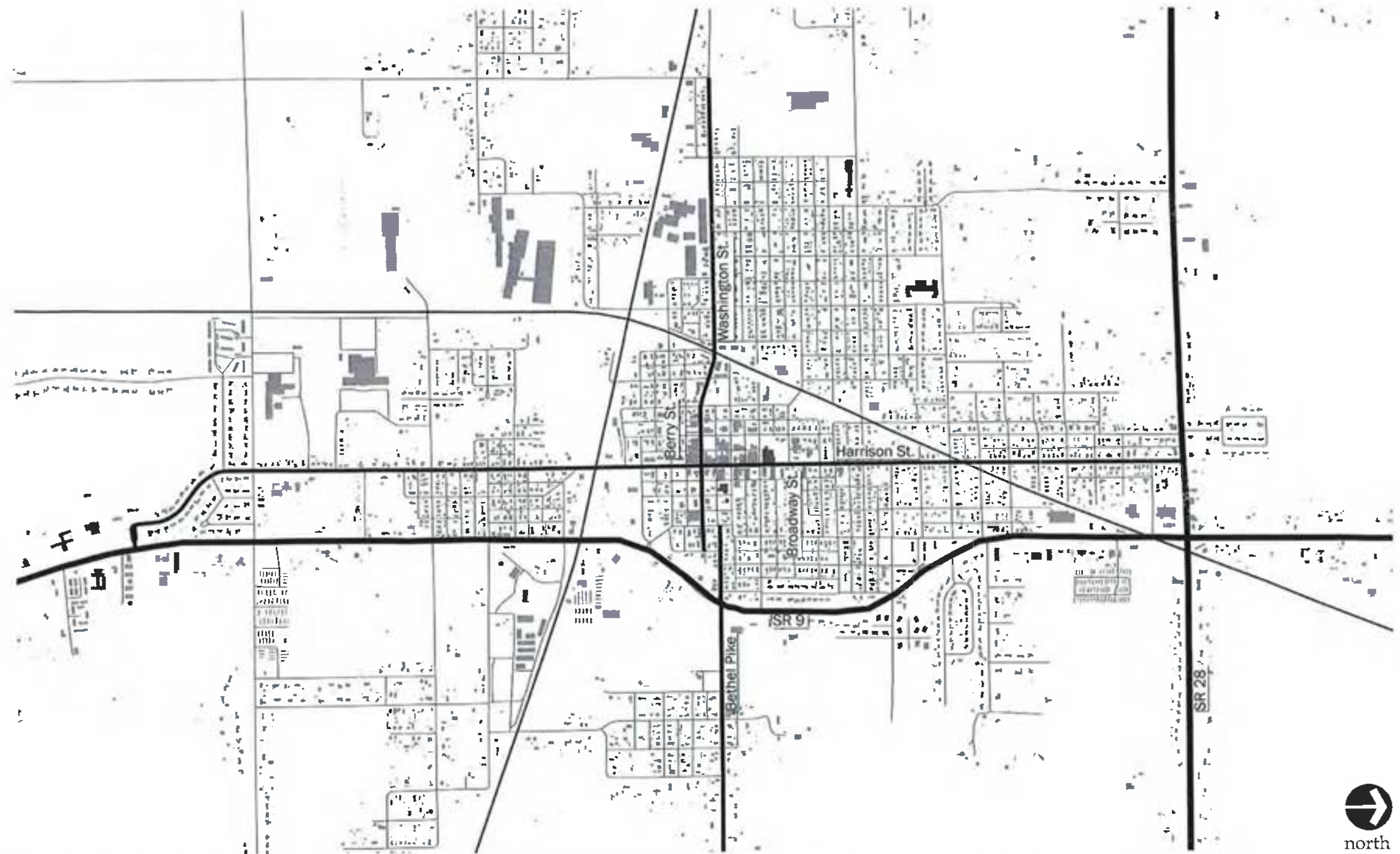
DOWNTOWN ALEXANDRIA FIGURE/GROUND DIAGRAM (EXISTING BLDG)



STREET MAP

As part of the planning meetings, main traffic routes to Alexandria were identified.

While State Roads 28 and 9 define the north and east boundaries of Alexandria, respectively, Washington and Harrison Street provide the strongest East/West and North/South routes through the city's core.





Parking Counts

Target Area: +/- 981
On-Street: +/- 339
Off-Street: +/- 642

Overall Area: +/- 2,745
On-Street: +/- 1,408
Off-Street: +/- 1,337

PARKING CONDITIONS

The adjacent map was created in response to community concern related to parking availability and convenience in downtown Alexandria. With nearly 1,000 spaces currently available just within the project focus area, the design team concluded no additional parking would be added.

Nevertheless, parking will be modified to become an integrated and important part of the new Harrison Streetscape Design.

SCALE RELATIONSHIP

The adjacent aerial depicts the footprint of the Muncie, IN shopping mall (black) and its associated parking lot (purple) over Alexandria's downtown. This gives a sense of scale to downtown Alexandria. As people note convenience as a reason for shopping at large malls, it is worth noting as people walk from their vehicle to the mall and from one end of the mall to the other, they have actually walked a further distance than they would from one end of Alexandria's downtown to another. At the same time, a downtown such as Alexandria's is capable of supporting the businesses typically found in a shopping mall.



NATURAL FEATURES

Alexandria has significant natural sites accessible to the community including:

Wooded Areas:

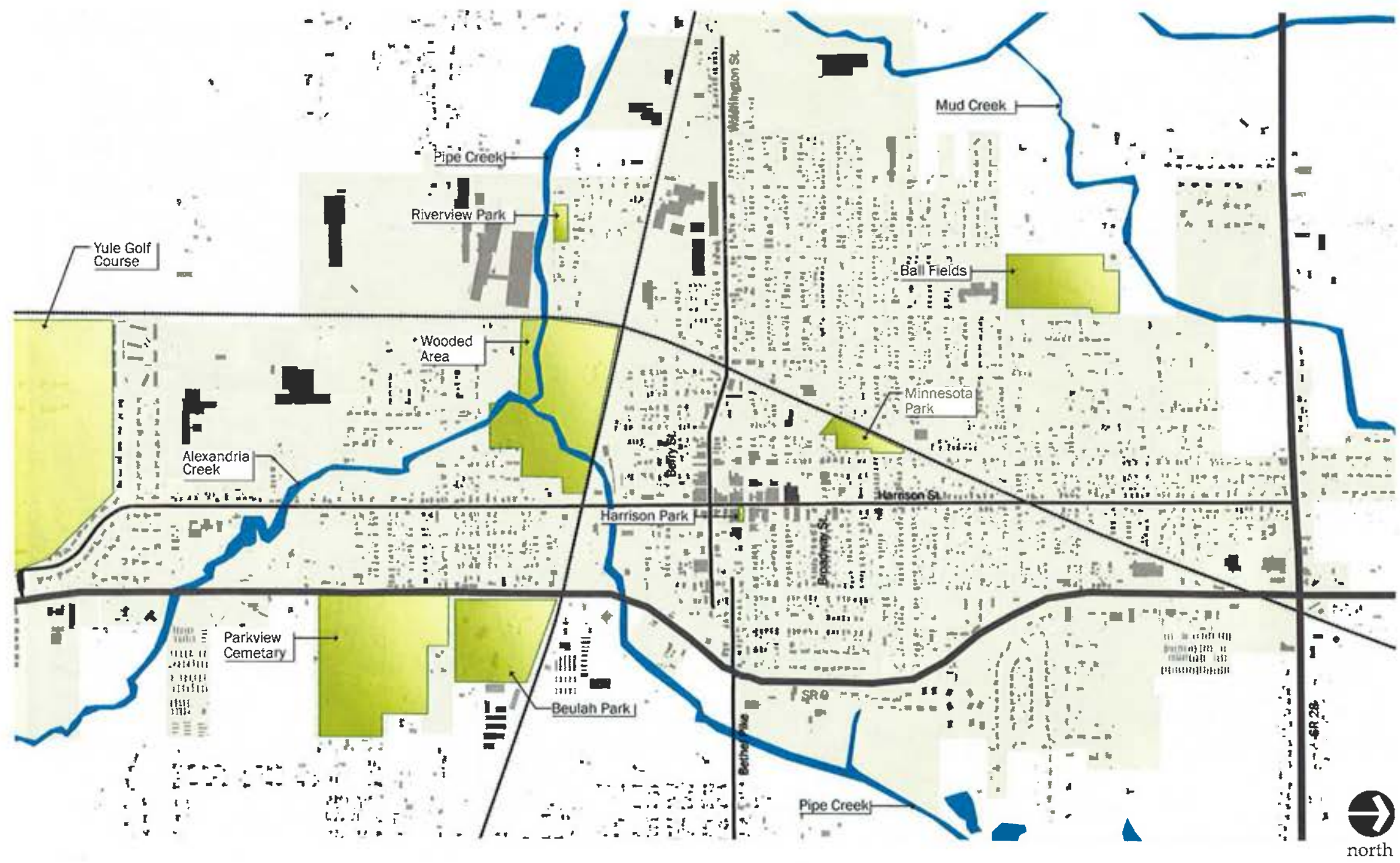


Parks:



In addition to park facilities, Beulah Park houses the Madison County "4-H Fair," the "Small Town U.S.A." Festival, and is the historical site of JFK's visit.

Alexandria, Pipe & Mud Creek:



CULTURAL FEATURES

Acting as local and regional draws, the town has many cultural features including:

Alexandria Theatre



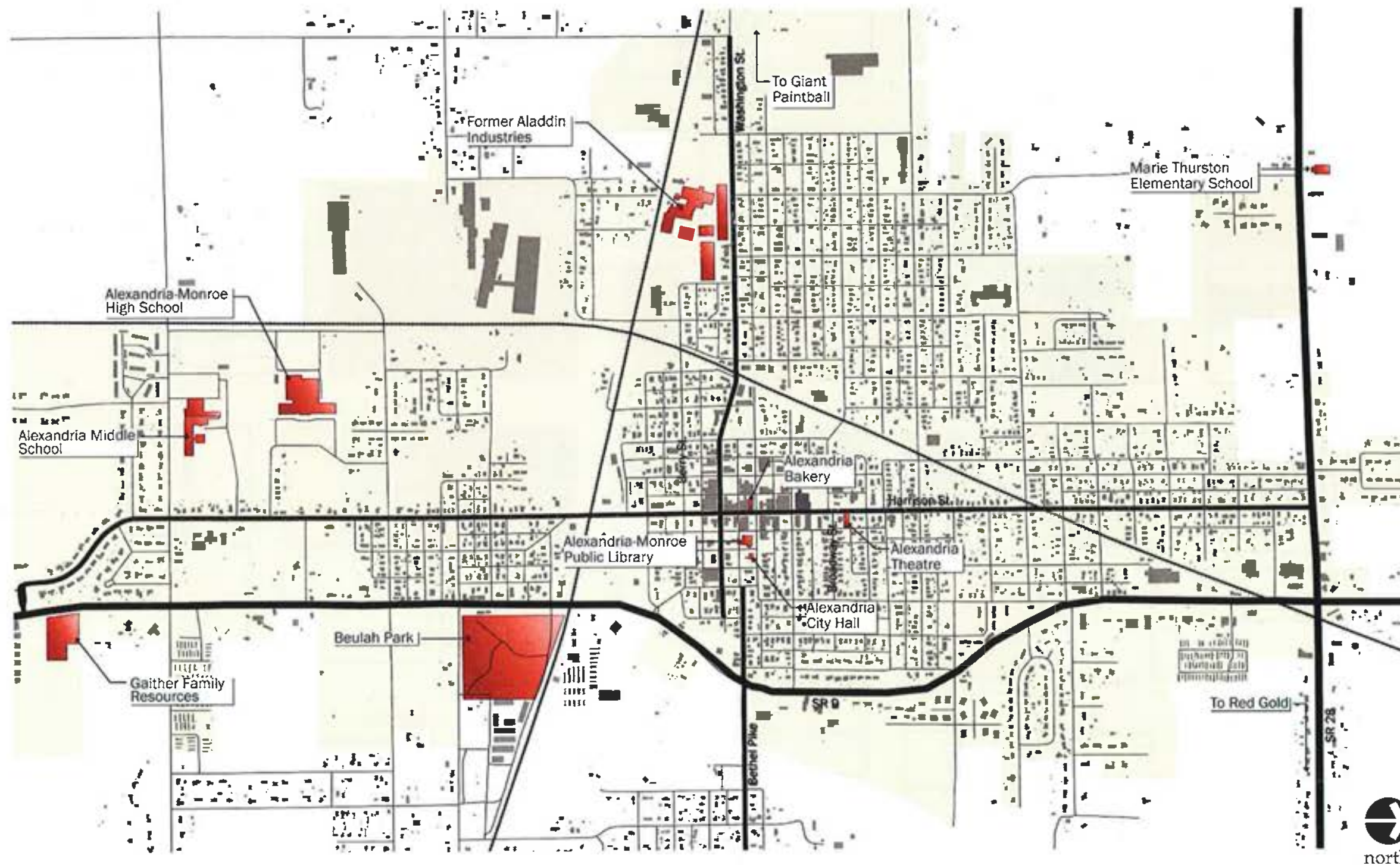
Alexandria-Monroe Public Library (a "Carnegie" building)



Gaither Family Resources



World's Largest Ball of Paint



EXISTING DOWNTOWN USES



DOWNTOWN USES

The land use map on the left shows the current uses for downtown Alexandria. Because of the community's rural location, surrounding neighborhoods find the downtown to be a convenient place for purchasing goods and services.

The downtown commercial core stretches north to south along Harrison Street reaching from Broadway Street (north) to Washington Street (south). A second section extends along Washington Street one block west of Harrison Street. Within this area, the city is fortunate to have active, viable downtown businesses including: Alex Theatre, Cox Supermarket and Gift Shop, Wholesale Connection, Dollar General, Studio 117, Expressions Photography & Gallery, FabYOUless, Church Street Gallery, Leanna K. Kirkwood Attorney at Law, Adams & Meeling Accounting, H&R Block, David C. Steele Dentistry, Lighthouse Cafe, John's Diner, Bonnie & Sheri's Dance, and Alexandria Music Center. Many banks (Key, National City, Main Source, Huntington), insurance agencies (Brown, Neal Johnson, NAU Country, Masters), and institutional facilities including Alexandria City Hall, Alexandria Chamber of Commerce, Alexandria Community School Corporation, and Alexandria City Court are also housed downtown.

Other businesses not located in downtown Alexandria, but which have a large impact on Alexandria's economy include Gaither Family Resources, the World's Largest Ball of Paint, and Red Gold.

Gaither Family Resources is a business which has the potential to have a tremendous impact on downtown Alexandria. The Gaithers bring hundreds of well known and up-and-coming musicians to Alexandria to record music year round. Thousands of tourists from around the country, and even the world, flock to the Gaithers' studio where they can shop, dine, and tour the recording studio. Unfortunately, the majority of these visitors do not spend any meaningful time in downtown shopping, dining, recreating, or staying overnight. There simply isn't available lodging or diversity of

attractions to warrant overnight visits. With the appropriate attractions and overnight accommodations, Alexandria could capture these people for longer periods of time and boost the local economy.

Another major attraction in Alexandria is the World's Largest Ball of Paint. People travel long distances to visit, add a coat of paint, and buy a T-shirt. Relocating an attraction such as this downtown would help create an additional destination.

While there is activity, many of the downtown's buildings remain vacant. Yet, these buildings are some of the town's greatest assets. Alexandria, unlike many small communities, has a compact, high quality building stock with many of its historic buildings in place. These buildings, needing various degrees of renovation, create opportunities for new business infill. In order to be successful, however, the downtown must overcome its isolation, which is a major factor detracting new and stable business investment. Better advertisement can improve the downtown's ability to attract new business and capture the activity along SR 9 and SR 28.

Existing street environments are typical of small downtowns. A relatively large right-of-way is comprised of two traffic lanes, on-street parking, and concrete sidewalks adjacent to the buildings. Sidewalks are relatively narrow and regularly impeded by street lighting, trees, and other amenities. Currently, there is not sufficient room to allow for extensive sidewalk programming. Two existing stop lights exist

Prevalent on-street parking throughout downtown Alexandria easily meets the majority of resident parking needs. Maintaining this on-street parking is critical for future success, as it offers convenience and illustrates activity. Future parking demands can also be alleviated by the public parking lot located on Washington Street, which accommodates +/-50 cars. While the lot is currently unattractive with little screening and design intent, improvements can easily be made.



Harrison Square Park (Top)

Intersection of Washington/Harrison looking North (Bottom)

Harrison Square Park represents another important downtown asset. The relatively small pocket park provides seating, shelter, and a water feature for business professionals, local residents, and visitors to enjoy. People gather here to rest, eat lunch, carol, and watch others passing by. During community events too, the park becomes a key gathering spot and hub of activity.

ARCHITECTURAL OVERVIEW

Civic leaders have a vision for the future of Alexandria. Restoring and maintaining the historic building stock is a priority within that vision. Whether repurposing the building for a destination venue or rehabilitating the space for a new business to meet local citizens' needs, the materials to accomplish the vision already exists. The buildings are a major part of Alexandria's character, representing the past and the potential for the future.

The building stock on Harrison Street was built primarily during the gas boom era (1887-1920) and provides a cohesive streetscape today. A variety of styles are represented and much of the original detail of these styles remains at the upper levels of the buildings. All the storefronts have been altered at some point; some with their own character to be preserved, others with an unsympathetic design that detracts from the character of downtown Alexandria.

During this planning process, it was determined that the primary focus of the study should be those buildings situated on the west side of North Harrison Street and the Glove Corporation building at 301 North Harrison. This determination was based on many reasons, including the importance of the façade and the building for the downtown (e.g. all three-story buildings), the stability of the building, the level of owner interest, and the ease of making a major difference to the streetscape.

Wood and shingle awnings are prolific in Alexandria's downtown. Popular in the 1970s and 1980s, the awnings were usually placed as a permanent cover from the weather for pedestrians and were intended to save energy by closing the transom window space at the storefront level. Plans for these awnings were the brain child of town local, Marshall Broyles, and the construction program was known as the "Marshall Plan".

The intent of the recommended storefront improvements is to: restore remaining historic features, rebuild to a design sympathetic to the era and massing of the building, and flexible interpretation to allow for a variety of businesses. Most commonly the storefront contains the retail, restaurant and pedestrian services (barber shops, repair shops, clothing stores, local eateries) which makes for a convenient downtown experience for shoppers.

A number of buildings are in a serious state of disrepair, especially 116-124 North Harrison and the Broyles Furniture building at 217 North Harrison. It is imperative for the owners and the City of Alexandria to implement a stabilization program before they are lost completely. Structural and roof repairs and securing openings in the buildings should be done immediately. Further investigation is recommended to develop the most advantageous action plan.



Historic Photo of Intersection of Washington/Harrison looking North (Left)

Existing Broyles Bldg. (Above)

1960's Photo of Broyles Bldg. (Top)



100 Block South Harrison St. (West Side of Street)



100 Block South Harrison St. (East Side of Street)



300 Block North Harrison St. (West Side of Street)



300 Block North Harrison St. (East Side of Street)

EXISTING CONDITIONS



100 Block North Harrison St. (West Side of Street)



100 Block North Harrison St. (East Side of Street)



200 Block West Washington St. (South Side of Street)



100 & 200 Block West Washington St. (North Side of Street)



200 Block North Harrison St. (West Side of Street)



200 Block North Harrison St (East Side of Street)



The overall community highlighted Alexandria's building stock as one of its greatest assets and potential attractions.

STREET VIEWS



100 Block North Harrison Street Looking South



200 Block North Harrison Street Looking North



300 Block North Harrison Street Looking South

ADJACENT NEIGHBORHOODS

Neighborhoods adjacent to Alexandria's downtown are primarily residential. Interspersed within these neighborhoods are various small businesses, churches, and civic buildings. The residences located within the neighborhoods comprise a variety of scales, architectural styles, and conditions. Homes range from grand historic homes, to smaller, one-story bungalows. Potential opportunities exist to develop some of the larger homes into Bed and Breakfasts servicing tourists.

The neighborhoods mostly contain curbs and sidewalks many of which are in disrepair and in need of replacement. Several streets have paver walks constructed of historic pavers reclaimed from downtown Alexandria streets. These pavers are unique, historic, and in good shape; but, many need to be salvaged and reset to level and clean up the walks.

Years of resurfacing have resulted in the loss of curb heights and flow lines adjacent to the curbs. Many remaining concrete curbs are dilapidated and in poor condition. Several streets also have adjacent tree lawns buffering the curbs from the sidewalks. While most feature mature trees of varying species, some are in need of maintenance or removal.

Nearly all the residential blocks contain mid-block alleys. These alleys service the backs of homes and businesses allowing access to private garages and service entrances. Several utilities are also located within the alleys, servicing the buildings from the rear.



*Corner of South Harrison St. and E. Berry St. (Top)
Corner of Berry St. and Canal St. (Bottom)*



*E. Washington St. between SR 9 and Harrison St. (Top)
Berry St. (Bottom)*



Trees have been topped and pruned to minimize interference with buildings. Too few planters exist to create a presence. Existing acorn fixtures with banner poles need repainted and possibly new glass globes. Litter receptacles along Harrison Street are in good shape.



A variety of sign types and placements exist downtown, some of which detract from the overall character of the space. Unique style can be maintained while using similar materials, sizes, and placements to create a clear downtown identity.



LIGHTING

Existing downtown lighting is comprised of traditional acorn style, pedestrian scale fixtures. These occur regularly along Harrison Street. Many have banner poles making them a positive choice for inclusion in a downtown streetscape. As the city begins improvements, these fixtures can be salvaged, refinished, and reused.

SITE FURNISHINGS

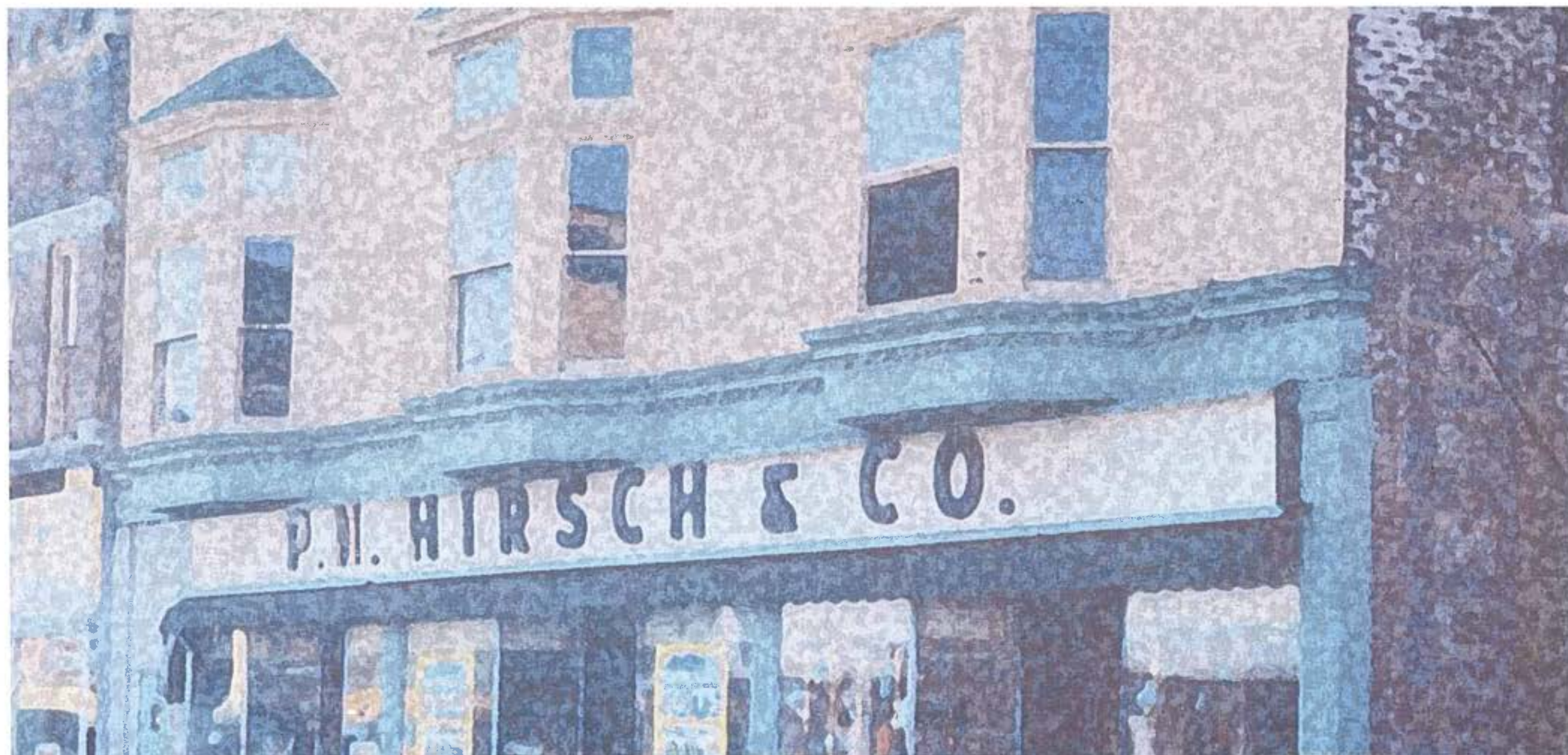
Very few site furnishings exist downtown. Seating options are limited to Harrison Square Park and a minimal number of litter receptacles are dispersed irregularly throughout the urban environment. The majority of litter receptacles match and are attractive, however, several unattractive barrels are also being used for waste disposal. These should be removed and updated to the standard model used on Harrison Street or a new accepted style. A few planters, which do not match the other site furnishings, are also scattered throughout downtown but are too sparse to create an impact on the overall streetscape.

SIGNAGE

Signage in Alexandria varies greatly in its size, style, and placement. Some signage is successful while other signs obstruct views and detract from the appearance of the downtown. Standards for sign design and placement should be used to create a cleaner, more cohesive environment.

PLANTINGS

Trees of varying species are located sporadically, taking up valuable sidewalk space. The trees have been pruned and topped to minimize building disturbance, which has affected their ability to provide shade and color. Incorporating trees into downtown is beneficial, but plant species and planting location must be carefully selected to encourage optimal performance.



Retail Analysis

ALEXANDRIA RETAIL ANALYSIS

Strategic Development Group, Inc. (SDG) was commissioned to conduct a market analysis of Alexandria to determine the appropriate targets for recruitment and economic development. This research is a subset of a larger downtown revitalization project being carried out by SDG in partnership with Rundell-Ernstberger Associates and ARCHtrio.

This retail analysis is the first step toward revitalizing a downtown's economy. Other steps include determining the preferences of local residents, matching existing buildings to new retail uses and, of course, creating a recruitment campaign to attract new stores. Another key ingredient is assessing what investments the community itself (as opposed to the private sector) is willing to direct toward revitalization. These investments can include everything from buying property to creating ordinances.

Although just a first step, this report is important because it shows how downtown Alexandria looks to someone from the outside thinking about opening up a new business.

TRADE AREA & MARKET ANALYSIS

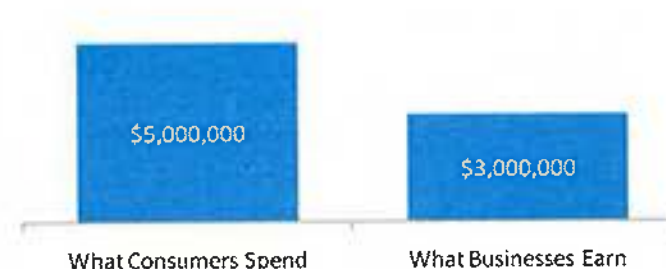
A study of downtown's economy starts with two questions:

1. How much do local people spend on food, clothes, etc.?
2. How much do local businesses earn on food, clothes, etc.?

Ideally, local businesses would receive almost all of the money that local people spend on everyday items. In the real world, though, consumers are willing to travel longer distances for the right sale or hard-to-get item, or because the store is convenient to their commuting pattern.

Money is said to "leak" from downtown if residents spend more for goods and services than local businesses earn. The chart at the right has a hypothetical example showing that local shoppers in an area spent \$5 million on electronic equipment in a year, but local businesses earned only \$3 million.

Hypothetical Gap Analysis



In other words, \$2 million on the equipment leaked outside the trade area (in another city, online, etc.). A retail strategy looks at ways to recapture some of that money locally, not just for electronic equipment but for food, clothes, dairy products, etc.

The following steps are needed to create a recruiting plan:

1. Define a retail trade area
2. Analyze demographic and traffic patterns inside the trade area
3. Research consumer spending patterns and business earning patterns
4. Run a gap analysis
5. Define local market segments

DEFINING THE TRADE AREA

The trade area, shown in the map on the next page, is an imaginary line around Alexandria. People outside the boundary are more likely to do their shopping elsewhere. People inside are likely to head to Alexandria for products and services. In other words, these are the town's core customers.

The boundaries of the trade area will change based on the type of customer, such as local resident, day-time employee or tourist. Boundaries also depend upon the product – a Alexandria resident likely wouldn't drive 15 miles to buy a gallon of milk if they could get it closer, but they might drive that distance or farther for a favorite restaurant. For these reasons the boundaries are never exact; they are simply a starting point to roughly estimate the town's pool of regular customers.

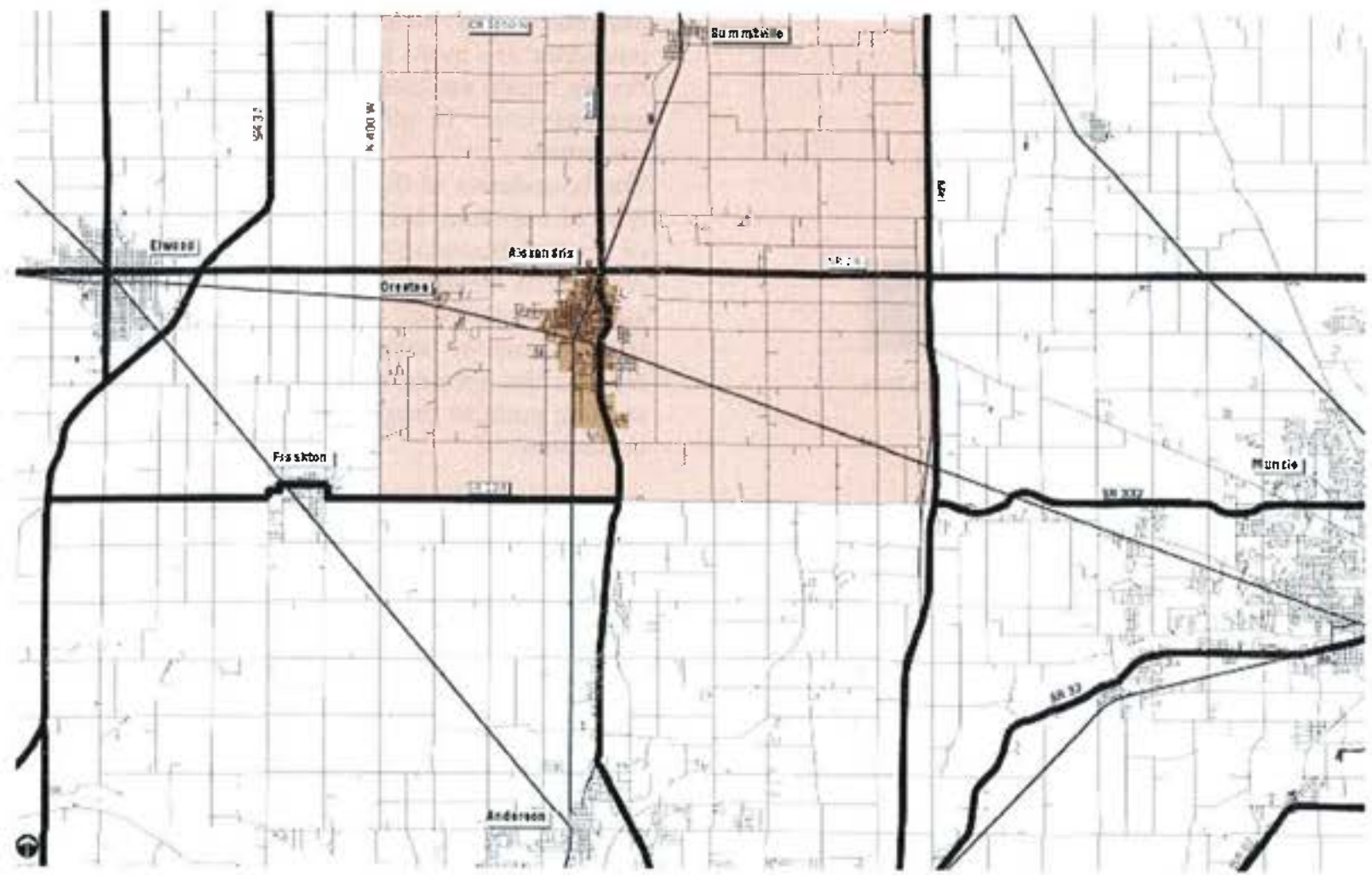
The trade area boundary is for Alexandria as a whole, and not just for downtown Alexandria.

DEMOGRAPHICS

Demographic data from 2009 for the Alexandria trade area reveals useful information for the retail analysis. Trends indicate that Madison County will lose about 6,000 residents by 2015, a population decrease of 4.7%. This means that local businesses and prospective developers can expect a slight decrease in the local consumer base. Madison County residents' income figures lag Indiana as a whole. This indicates that residents in the Alexandria trade area have less disposable income compared to the average Indiana resident.

In the current population, it is worth noting that Madison County is not ethnically diverse. Over 90% of Madison County residents are white, compared to 86% for the state and 74% for the nation. Also, the Alexandria trade area has a relatively high concentration of residents over age 45 (43% of the total population, compared with the state average of 38%).

TRADE AREA MAP



TRAFFIC PATTERNS

Traffic counts from the Indiana Department of Transportation indicate that on average 11,200 vehicles pass through the SR 9 - SR 28 intersection daily. There are, however, few indicators to passersby that Alexandria has an active downtown. A sign marks the start of the city limits, but there are inadequate gateways or wayfinding signs for the business district.

CONSUMER SPENDING PATTERNS

The Consumer Spending Pattern tables illustrate the buying habits of people living inside the trade area. The tables show the total amount residents spend annually. The example on the right is taken from Alexandria's trade area. The second column from the right shows that the average household spent \$3,124 on apparel in 2009.

CONSUMER SPENDING PATTERNS

2009 Consumer Spending Patterns – Table A Sample			
Annual Expenditures	Aggregate Expenditures	Average Household	Index to USA
Total Apparel	\$14,958,000	\$3,124	81

Source: Claritas Inc.

The column on the far right, "Index to USA," refers to how much money the average U.S. citizen spends compared to people within the Alexandria trade area. A rating of 81 means that people near Alexandria spent 81 cents on apparel for every \$1 spent by the average American. There are many other categories where people within the trade area spent less than the U.S. average and in some cases the difference is notable. Items where residents spent at least 20% less than the national average are in the table below.

Lower Consumer Spending than U.S. Average – Table A Sample	
Eggs	Total Education
Fish & Seafood	Household Services
Alcoholic Beverages away from Home	New Autos/Trucks/Vans
Educational Contributions	Rented Vehicles
Education – Room & Board	Women's Apparel
Education – Tuition/School Supplies	Other Apparel/Products

Source: Claritas Inc.

There are also areas where people within the trade area spent at least 5% more than the national average, including:

- Prepared Foods
- Sugars and Other Sweets
- Prescription Drugs
- Smoking Products/Supplies
- Diesel Fuel
- Motor Oil
- Used Vehicles
- Boats and Recreational Vehicle Purchase

This information can help business owners evaluate the demand for new products and services.

National chains study this type of information when deciding where to locate new stores. For example, a drug store chain may note that the area's index for prescription drugs was higher than the U.S. average. The high sales of boats and recreational vehicles (an index of 156 compared to the U.S. average of 100), used vehicles (an index of 123) and smoking products/supplies (an index of 137) are also noteworthy.

The complete list can be found in Table A at the end of this report.

GAP ANALYSIS: SPENDING VS. EARNING

Having determined what local residents spend, the next step is comparing those numbers to what local companies earn. The difference reveals how much money "leaks" out of the trade area.

In an example from the Alexandria trade area, consumers spent \$4.05 million on electronics and appliances in 2009, but area stores only earned \$4,375 from selling these materials. Thus, local people spent the majority of their electronics dollars, over \$4 million, outside the trade area.

This market analysis is the first step toward helping local businesses or new entrepreneurs re-capture some of those lost sales.

However, the electronics and appliances data and the other information provide only broad strokes about buying habits. For instance, the electronics information does not account for sales at large big box retailers, such as Wal-Mart. The reporting system requires businesses to classify themselves by one dominant North American Industry Classification System (NAICS) code rather than provide their mix of merchandise lines, and Wal-Mart's sales figures are captured under "general merchandise stores."

Although they sell a range of building material items, it is not entirely accurate to say that national chains keep money from "leaking" out of the Alexandria trade area.

While local employment figures may benefit from large chain stores, the chain stores capture a lot of the money that might otherwise be spent at locally-owned stores, and send much of that money back to their headquarters.

In rural areas, the presence of big-box or discount chains can greatly affect product supply. When identifying potential retail categories to explore, communities should determine the product supply, hypothetical sales and price points of competing discount chains and adjust research and recruitment strategies accordingly.

While this data can reveal opportunities for new businesses, such as clothing shops, it should serve only as a starting point and does not guarantee a "sure thing."

On the other hand, retail history is filled with entrepreneurs who bucked gloomy statistics by "building a better mousetrap."

In summary, this economic activity information should serve as a starting point for strengthening the downtown mix of goods and services.

There are two ways to look at a gap analysis. One is by type of merchandise. For example, a shopper might buy a hat or pair of overalls at a hardware store. The second is by type of store, such as hardware store, clothing store, etc.

Table B, which can be found at the end of this report, shows opportunity gaps by type of retail store. In the example from the table on the next page, people living in the trade area

spend 93% of their money they spend on sporting goods at sporting goods stores outside the local trade area.

CAUTIONARY NOTE

It is important to note that none of the supply and demand numbers for the trade area are entirely accurate.

Several national firms gather and process retail data. SDG uses a firm called Claritas Inc. All of their final numbers are estimates based on a formula which includes information from sources such as the U.S. Department of Labor's Consumer Expenditure Survey.

Because they are estimates, it is likely that any one figure such as retail clothing sales, food bought away from home, etc. – is not entirely accurate.

Then why use the data?

The numbers are not meant to be viewed as accurate accounts of individual stores, but, taken as a whole, they provide reasonable estimates of expenditures and sales. Equally important, this type of data is reviewed by national chains when deciding whether to move into a new area. It is important for Alexandria's retail market to see itself as others do.

GAP ANALYSIS: SPENDING VS. EARNING

A local entrepreneur could decide to open a store or expand the type of merchandise they offer to capture a larger percentage of the \$1 million that people are already spending.

Opportunity Gap by Retail Store, 2009 – Table B Sample			
Retail Store	Total Spending	% Spent in Trade Area	% Lost to Other Areas
Sporting Goods Stores	\$1,092,419	7%	93%

Source: Claritas, Inc.
Table B shows that the city is not capturing much of the market in most of the broad categories listed. Types of merchandise with the biggest leaks (where the most money is lost outside of the trade area) are:

- Department/general merchandise stores (\$21,205,089)
- Automotive dealers (\$10,536,608)
- Supermarket, grocery (example: convenience) stores (\$10,048,502)
- Home stores (\$7,472,061)
- Full-Service restaurants (\$4,828,668)
- Building materials (\$3,155,616)
- Family clothing stores (\$2,814,244)
- Radio, television and electronics stores (\$2,298,060)
- Automotive parts (\$2,281,548)

Table B also displays the opportunity gaps where no retail store exists in the trade area to meet the local demand. For example, there are no women’s clothing stores capturing the \$1,250,597 that people in the trade area spent on such items. If an entrepreneur could capture even a relatively small percentage of these large dollar amounts, they might have a successful business. The following list highlights the other types of stores where local residents spend over \$500,000 (outside the trade area) are:

- Family clothing stores (\$2,814,244)
- Furniture stores (\$1,832,345)
- Office supplies and stationary (\$1,005,754)
- Jewelry stores (\$884,066)
- Computer software stores (\$815,733)
- Household appliance stores (\$761,479)
- Hobby, toys, and games stores (\$744,384)
- Specialty food stores (\$667,324)

Department stores and home centers represent the largest gaps in the trading area, with tens of millions of dollars in total consumer expenditures. Since these types of stores are not typical of an entrepreneurial start-up, they are not referenced in the previous list.

MARKET SEGMENTS

When looking to locate a new retail store or restaurant, national chains want to know more than how many people live within the trade area and how much they earn. They also want to know the lifestyle characteristics and habits of the trade area population. This is known as a psychographic profile.

SDG uses a national firm, Claritas, which collects information on the lifestyles of Americans. Claritas breaks down local populations into individual market segments, giving names to each segment. It also determines what percent of the local population is in each group.

Consumer expenditure data is drawn from Consumer Buying Power, Claritas’ database of estimated expenditures based on the Bureau of Labor Statistics’ Consumer Expenditure Survey. Business data comes from Business-Facts, Claritas’ database of over 12 million business and professional records. Claritas’ partner, InfoUSA, collects Business-Facts data.

Claritas takes all of the consumer information and bundles them into categories of imaginary consumers. These categories are given names like “Heartlanders.” Claritas then describes what percentage of each category comprises the trade area.

Trade Area: Top 10 Market Segments	
Segment	Percent of Total Population
Old Milltowns	10.97%
Crossroads Villagers	9.69%
Bedrock America	9.30%
Heartlanders	7.50%
Young & Rustic	6.52%
Simple Pleasures	6.23%
Traditional Times	6.21%
Kid Country, USA	5.67%
Red, White & Blues	5.44%
Mayberry-ville	5.36%

In Alexandria, the top categories can be found in the following table.

GAP ANALYSIS: SPENDING VS. EARNING

Old Milltowns



America's once-thriving mining and manufacturing towns have aged--as have the residents in Old Milltowns communities. Today, the majority of residents are retired singles and couples, living on downscale incomes in pre-1960 homes and apartments. For leisure, they enjoy gardening, sewing, socializing at veterans clubs, or eating out at casual restaurants.

Lifestyle Traits

Order from Home Shopping Network
Do needlepoint
Read *Country Home*
Watch *As the World Turns*
Drive a GMC Canyon

Demographic Traits

Income: Downscale
Age Ranges: 65+
Presence of Kids: Mostly w/o Kids
Homeownership: Mix, Owners
Employment Levels: Mostly Retired
Education Levels: High School Grad
Ethnic Diversity: White, Black, Mix
Median HH Income: \$31,514
2009 US Households: 1,762,353 (1.53%)
Urbanicity: Town

Crossroad Villagers



With a population of white-collar couples and families, Crossroads Villagers is a classic rural lifestyle. Residents are high school-educated, with downscale incomes and modest housing; one-quarter live in mobile homes. And there's an air of self-reliance in these households as they help put food on the table through fishing, gardening, and hunting.

Lifestyle Traits

Shop at Wal-Mart Pharmacy
Attend auto races
Read *Motorcyclist*
Watch The Jerry Springer Show
Drive a Chevrolet Aveo

Demographic Traits

Income: Downscale
Age Ranges: 45-64
Presence of Kids: Household without Kids
Homeownership: Homeowners
Employment Levels: WC, Service, Mix
Education Levels: High School Grad
Ethnic Diversity: White, Black, Mix
Median HH Income: \$33,138
2009 US Households: 2,359,563 (2.05%)
Urbanicity: Town/Rural

Bedrock America



Bedrock America consists of economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families, and service jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three haven't finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking, and camping.

Lifestyle Traits

Order from Avon
Buy toy cars
Read *Parents Magazine*
Watch *The Young and the Restless*
Drive a Dodge Ram Flex Fuel

Demographic Traits

Income: Downscale
Age Ranges: <55
Presence of Kids: Households with Kids
Homeownership: Mix, Renters
Employment Levels: WC, Service, Mix
Education Levels: High School Grad
Ethnic Diversity: White, Black, Hispanic, Mix
Median HH Income: \$28,649
2009 US Households: 2,015,493 (1.75%)
Urbanicity: Town/Rural

RETAIL MAPPING

This inventory of downtown businesses and services is like a snapshot; it records the activities that were taking place at one moment in time. In this case, the information was collected during several site visits in the summer of 2010. Businesses will continue to change, but the retail maps can guide the leaders of revitalization efforts in making key decisions such as:

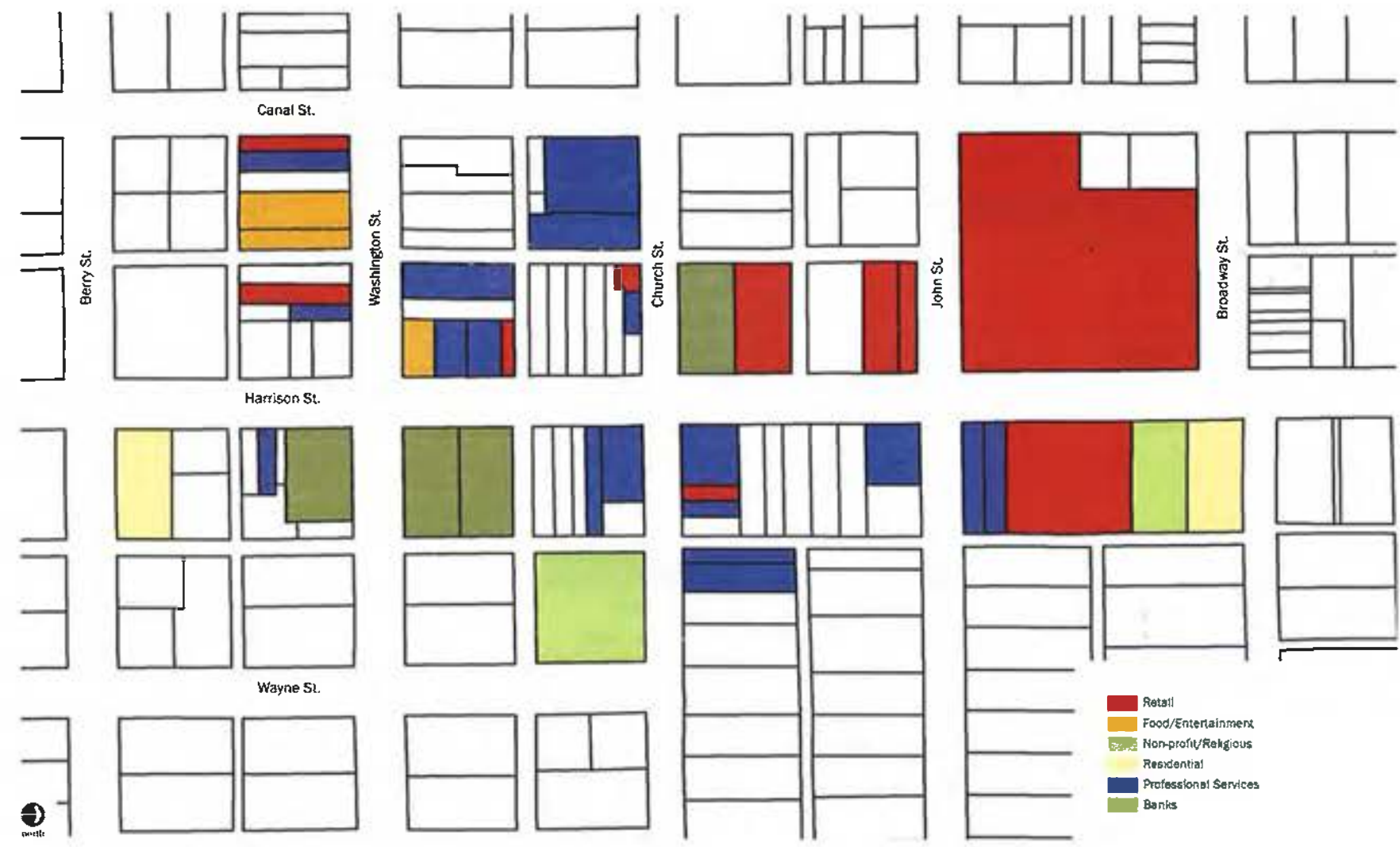
- How do we foster growth in existing businesses?
- What new activities or businesses might the area support?
- What type of customers should we pursue?

The attached maps show the plat lines for properties in the downtown revitalization study area. Actual buildings are not represented on the maps. For orientation, the large plat at the corner of Harrison and Broadway streets is Cox's Supermarket.

Map 1 – Downtown Uses

This overview map shows what mix of uses exist downtown - food, retail, etc.

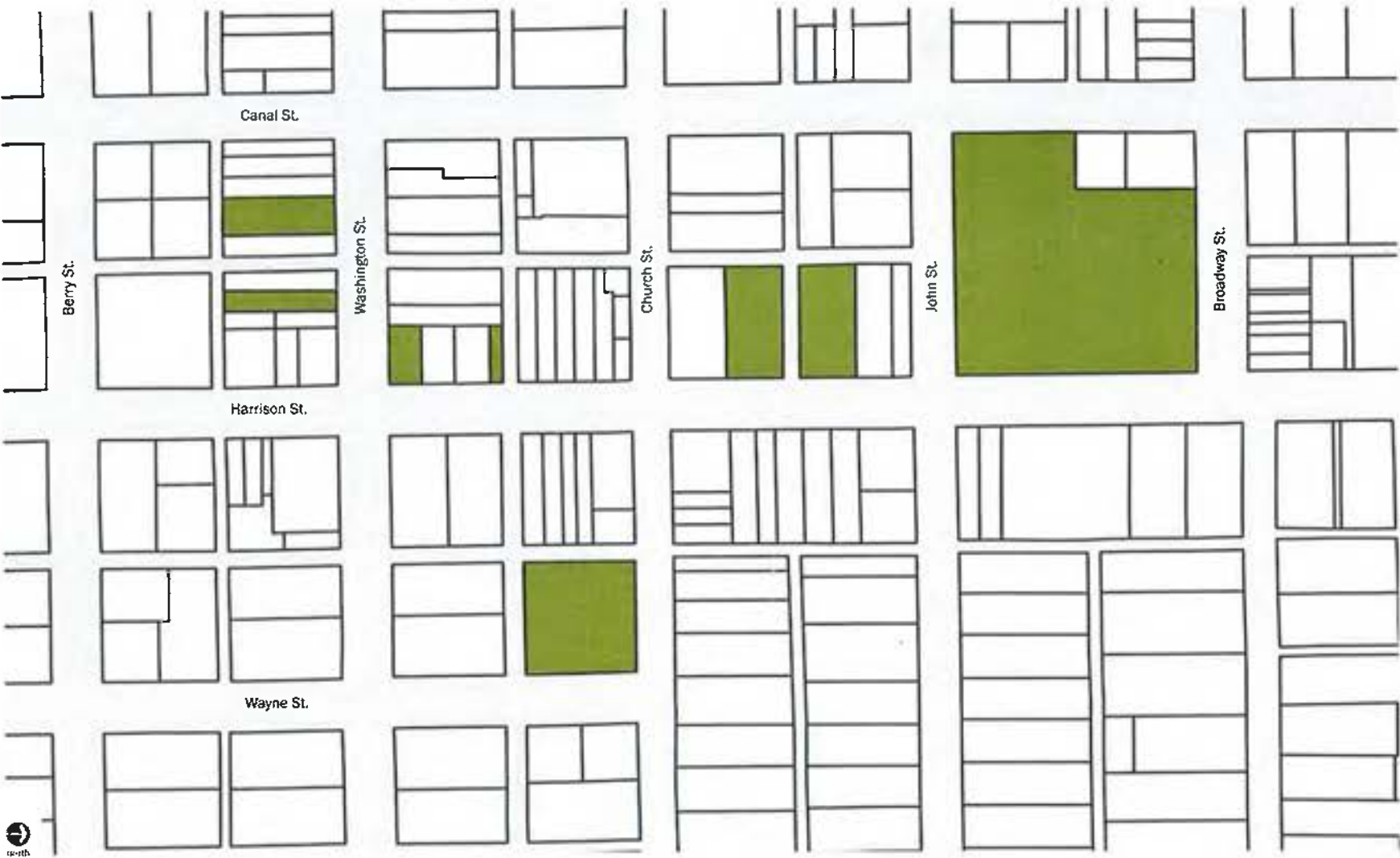
The Ideal	In the ideal, downtown has something for everyone. It is the center of local commerce and home to the community's most unique shops. People live downtown, and walk to the grocery store and their favorite restaurants.
The Reality	Downtown Alexandria has some examples of all the main economic sectors, as can be seen by the scattered colors such as red (retail), orange (food) and professional services (purple). Cox's Supermarket and the Dollar General are downtown's anchors – its biggest draws. But there is not a lot of retail, which is one of the main business types that draw people downtown. Instead, there are mostly professional services, including banks. There are few people living downtown despite the availability of second-story space.



RETAIL MAPPING - OPEN AFTER 6:00 PM

This overview map shows what businesses open “9-5” and what stay open after 6 p.m

The Ideal	Downtown serves different sectors of people depending upon the time of day. During working hours general sales and service businesses do the majority of their trade. However, some stores stay open into the early evening to accommodate people who do their chores on the way home from work. Entertainment venues open at night.
The Reality	The sidewalks “roll up” at night, there are very few green (open after 6) spots. A lot of synergy is lost during these hours. In other words, families looking for a place to eat dinner will probably not head downtown. In this scenario, downtown merchants lose not only the family’s dinner money, but also what they would spend on errands at the drug store, getting shoes for the children, etc.



RETAIL MAPPING - OPEN ON WEEKENDS

This overview map shows what businesses are open some or all of the weekend.

The Ideal	Families run errands on weekends and errands lead to additional shopping, eating out, etc. People realize there is something they need or want to do downtown on Saturday.
The Reality	Businesses closed during the weekend are shown on the map in white, which is by far the predominate color.



RETAIL MAPPING - LOCAL VS. REGIONAL DRAW

Map 4 – Local vs. Regional Draw
This overview map shows what businesses pull the majority of their customers from the trade area and what businesses draw people from a larger region.

The Ideal	In the ideal, there are a few anchor businesses that generate visitor traffic downtown. These often include a restaurant with a “world famous” menu, a specialty store or entertainment.
The Reality	There are few regional draws. Some businesses (shown in green) do have a mix of local and regional customers. There is a shortage of established entertainment opportunities in the project area. For example, there is no upscale bar with music.



TABLE A - CONSUMER SPENDING PATTERNS 2009

This chart shows specifically what people are spending their money on. It has been sorted by product category in 2009. The average household around Alexandria spent the most money on vehicle purchases and leases, housing expenses and prescription drugs.

TABLE A – CONSUMER SPENDING PATTERNS								
Product Category	2009 Aggregate Expenditures Estimate (in 1000's)	% Comp	2014 Aggregate Expenditures Estimate (in 1000's)	% Comp	2009 Annual Avg / HH	2014 Annual Avg / HH	Avg. Annual % Growth	2009 Index to USA
Food at Home	26,051	12.32	32,036	11.67	5,431	6,715	4.60	96
Bakery Products	2,514	1.19	2,830	1.03	524	593	2.51	98
Cereal Products	1,195	0.56	1,220	0.44	249	256	0.43	92
Fresh Milk and Cream	2,857	1.35	3,698	1.35	596	775	5.89	100
Other Dairy Products	756	0.36	934	0.34	158	196	4.70	103
Eggs	1,884	0.89	2,521	0.92	393	528	6.76	103
Fats and Oils	217	0.10	243	0.09	45	51	2.43	75
Fish and Seafood	262	0.12	335	0.12	55	70	5.62	99
Fruits and Vegetables	506	0.24	677	0.25	105	142	6.75	79
Juices	2,975	1.41	3,456	1.26	620	724	3.24	87
Meats (All)	732	0.35	888	0.32	153	186	4.26	86
Nonalcoholic Beverages	4,713	2.23	4,924	1.79	982	1,032	0.90	89
Prepared Foods	2,868	1.36	3,609	1.32	598	756	5.17	96
Sugar and Other Sweets	5,573	2.63	8,491	3.09	1,162	1,780	10.47	106
Food Away from Home and Alcohol								
Alcoholic Beverages at Home	4,123	1.95	6,051	2.21	860	1,268	9.35	99
Alcoholic Beverages away from Home	522	0.25	582	0.21	109	122	2.31	78
Total Food away from Home	11,984	5.67	22,029	8.03	2,498	4,617	16.76	88

Day Care, Education, and Contributions								
All Day Care	1,370	0.65	1,444	0.53	286	303	1.08	83
Contributions (All)	4,501	2.13	5,750	2.10	938	1,205	5.55	67
Room and Board (Education)	324	0.15	344	0.13	68	72	1.21	53
Tuition/School Supplies	4,451	2.10	5,699	2.08	928	1,195	5.61	55
Health Care								
Medical Services	9,615	4.55	10,469	3.82	2,004	2,194	1.78	93
Prescription Drugs	12,408	5.87	18,335	6.68	2,587	3,843	9.55	107
Medical Supplies	922	0.44	992	0.36	192	208	1.51	104
Household Furnishings and Appliances								
Total Furniture	2,819	1.33	3,674	1.34	588	770	6.07	84
Domestic Textiles	1,621	0.77	1,775	0.65	338	372	1.90	90
Window and Furniture Covers	721	0.34	955	0.35	150	200	6.49	88
Major Appliances	1,167	0.55	1,586	0.58	243	333	7.19	97
Misc Household Equipment	2,264	1.07	2,711	0.99	472	568	3.95	103
Small Appliance/Housewares	2,570	1.22	3,239	1.18	536	679	5.21	91
Housing Related and Personal								
Total Housing Expenses	19,008	8.99	25,652	9.35	3,962	5,377	6.99	95
Household Repairs	2,157	1.02	2,653	0.97	450	556	4.59	95
Household Services	2,119	1.00	2,567	0.94	442	538	4.23	73
Housekeeping Supplies	1,651	0.78	1,672	0.61	344	350	0.25	96
Personal Expenses and Services	7,109	3.36	8,317	3.03	1,482	1,743	3.40	92
Personal Care and Smoking Products								
Personal Care Products and Services	4,507	2.13	4,890	1.78	939	1,025	1.70	88
Smoking Products/Supplies	5,824	2.75	5,842	2.13	1,214	1,225	0.06	137
Pet Expenses								
Pet Expenses	2,630	1.24	3,281	1.20	548	688	4.95	102

TABLE A - CONSUMER SPENDING PATTERNS 2009

TABLE A – CONSUMER SPENDING PATTERNS								
Product Category	2009 Aggregate Expenditures Estimate (in 1000's)	% Comp	2014 Aggregate Expenditures Estimate (in 1000's)	% Comp	2009 Annual Avg / HH	2014 Annual Avg / HH	Avg. Annual % Growth	2009 Index to USA
Sports and Entertainment								
Photographic Equipment	466	0.22	410	0.15	97	86	-2.43	92
Reading Materials	1,890	0.89	1,475	0.54	394	309	-4.39	92
Sports and Recreation	6,157	2.91	7,038	2.56	1,283	1,475	2.86	86
Travel	7,685	3.63	8,589	3.13	1,602	1,800	2.35	83
TV, Radio and Sound Equipment	3,028	1.43	3,747	1.37	631	785	4.75	86
Computers, Software & Accessories	2,149	1.02	2,564	0.93	448	537	3.87	84
Transportation and Auto Expenses								
Automotive Maintenance/Repair/Other	9,251	4.37	11,075	4.04	1,928	2,321	3.95	97
Gasoline	8,496	4.02	14,700	5.36	1,771	3,081	14.61	99
Diesel Fuel	74	0.04	100	0.04	16	21	6.79	108
Motor Oil	246	0.12	304	0.11	51	64	4.71	116
Vehicle Purchases & Leases	23,660	11.19	30,138	10.98	4,932	6,317	5.48	103
Boats and Recreational Vehicle Purchase	2,646	1.25	2,311	0.84	552	484	-2.53	156
Rented Vehicles	634	0.30	708	0.26	132	148	2.32	58
Total Apparel	14,985	7.08	20,602	7.51	3,124	4,318	7.50	14,985
Women's Apparel	4,792	2.27	5,093	1.86	999	1,067	1.25	4,792
Men's Apparel	3,191	1.51	4,048	1.48	665	848	5.37	3,191
Girl's Apparel	1,200	0.57	1,383	0.50	250	290	3.05	90
Boy's Apparel	847	0.40	1,105	0.40	177	232	6.08	89
Infant's Apparel	510	0.24	506	0.18	106	106	-0.15	95
Footwear (excl. Infants)	2,016	0.95	2,164	0.79	420	454	1.47	85
Other Apparel Prods/Services	2,428	1.15	6,303	2.30	506	1,321	31.92	73
Total Specified Consumer Expenditures	211,506	0.00	274,415	0.00	44,091	57,517	5.95	92

Source: Claritas, Inc.

TABLE B - OPPORTUNITY GAP BY RETAIL STORE 2009

This table is sorted by the Opportunity Gap / Surplus as found in the Alexandria trade area.

TABLE B – OPPORTUNITY GAPS			
Retail Stores	2009 Demand (Consumer Expenditures)	2009 Supply (Retail Sales)	Opportunity Gap / Surplus
Groceries and Other Foods	25,732,606	13,127,416	12,605,190
Cars, Trucks, Other Powered Transportation	22,129,671	12,696,550	9,433,121
All Other Merchandise	11,720,966	2,725,706	8,995,260
Lumber and Building Materials	9,109,424	529,273	8,580,151
Meals and Snacks	16,640,149	9,933,349	6,706,800
Women's, Juniors' and Misses' Wear	5,553,921	126,008	5,427,913
Hardware, Tools, Plumbing, Electrical	5,750,418	652,692	5,097,726
Drugs, Health Aids and Beauty Aids	17,167,974	13,145,261	4,022,713
Lawn, Garden, and Farm Equipment & Supplies	4,049,229	848,645	3,200,584
Men's Wear	2,810,727	102,321	2,708,406
Computer Hardware, Software and Supplies	2,697,175	50,185	2,646,990
Furniture and Sleep Equipment	2,681,338	70,144	2,611,194
Kitchenware and Home Furnishings	2,474,282	290,256	2,184,026
Sporting Goods	2,191,524	148,929	2,042,595
Cigars, Cigarettes, Tobacco, Accessories	5,126,236	3,095,931	2,030,305
Footwear	2,009,440	49,113	1,960,327
Major Household Appliances	1,873,014	44,335	1,828,679
Children's Wear	1,884,407	77,498	1,806,909
Televisions, Video Recorders, Video Cameras	1,920,990	136,646	1,784,344
Jewelry	1,638,906	65,283	1,573,623
Toys, Hobby Goods and Games	1,715,439	161,490	1,553,949
Audio Equipment, Musical Instruments	1,640,159	219,700	1,420,459
Flooring and Floor Coverings	1,404,998	95,081	1,309,917

TABLE B - OPPORTUNITY GAP BY RETAIL STORE 2009

TABLE B – OPPORTUNITY GAPS			
Retail Stores	2009 Demand (Consumer Expenditures)	2009 Supply (Retail Sales)	Opportunity Gap / Surplus
Curtains, Draperies, Blinds, Slipcovers Etc	1,301,836	82,386	1,219,450
Packaged Liquor/Wine/Beer	3,439,522	2,246,269	1,193,253
Paint and Sundries	1,244,783	101,080	1,143,703
Pets, Pet Foods and Pet Supplies	1,232,285	274,089	958,196
RVs, Campers, Camping & Travel Trailers	968,805	34,590	934,215
Soaps, Detergents and Household Cleaners	1,433,477	510,108	923,369
Automotive Fuels	15,823,533	15,042,960	780,573
Paper and Related Products	1,269,675	490,261	779,414
Alcoholic Drinks	1,889,114	1,297,258	591,856
Optical Goods	594,983	41,670	553,313
Small Electric Appliances	517,963	111,653	406,310
Sewing, Knitting and Needlework Goods	305,616	16,921	288,695
Photographic Equipment and Supplies	377,200	111,596	265,604
Automotive Lubricants	425,758	163,133	262,625
Books	927,696	1,342,641	(414,945)
GAFO *	43,464,506	4,820,934	38,643,572
General Merchandise Stores-452	23,801,541	2,596,452	21,205,089
Clothing and Clothing Accessories Stores-448	7,214,143	3,574	7,210,569
Electronics and Appliance Stores-443	4,050,955	4,375	4,046,580
Furniture and Home Furnishings Stores-442	3,475,190	179,691	3,295,499
Sporting Goods, Hobby, Book, Music Stores-451	3,139,036	1,665,896	1,473,140
Office Supplies, Stationery, Gift Stores-4532	1,783,640	370,946	1,412,694
* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.			

Source: Claritas, Inc.



Retail Strategy

NECESSARY COMPONENTS OF DOWNTOWN REVITALIZATION

At the most basic level, certain “raw materials” are needed to pump new life back into a downtown. Those building blocks include:

1. An inventory of available buildings (and some cooperating business owners).
2. An acceptable amount of pedestrian and automobile traffic.
3. A belief by at least some local business people that revitalization is possible.
4. The political will to plan for – and invest in – downtown.

Alexandria certainly meets the first standard; it has a relatively intact downtown. With a few exceptions, most of the buildings are still in place and able to be used immediately. Some have been remodeled to such an extent that they’ve lost their historical charm, but others have been partially or fully restored. In summary, the buildings and space needed for economic growth are available.

As for the second point, traffic counts from the Indiana Department of Transportation indicate that on average, 11,200 vehicles pass through the SR 9 - SR 28 intersection daily. There are, however, few indicators to passersby that Alexandria has an active downtown. A sign marks the start of the city limits, but there are inadequate gateways and signs guiding visitors to the business district.

Alexandria gets a mid-level score for the third point. As shown in the photo to the right, some local businesses have invested in keeping an attractive storefront. However, not all owners keep their buildings well maintained.

By undertaking this plan, the City of Alexandria has shown its commitment to the fourth point: revitalizing downtown. However, the city does not have all the resources it needs to carry out the entire plan. Something is needed to “shake up” the status quo, and in most cases that something requires



public investment. Private investment most often follows public investment.

With this adage in mind, Alexandria should maximize the use of grant money for construction by investing in projects that will quickly trigger private investment.

SITE VISITS

One of Strategic Development Group’s roles in the plan is to view downtown Alexandria as it looks to an outsider, particularly a potential customer or investor. It is through that lens that we present the following information. Several site visits were made during the planning process in 2010, including during weekdays, in the evening and on a Saturday.



A WALK AROUND THE SQUARE

What is the general “vibe” of downtown Alexandria on an afternoon mid-week or a Saturday visit? Following are some observations:

- Harrison Street from SR 28 offers a pretty entryway into downtown. Most of the houses are in good shape and there has been work done with tree plantings.
- During weekdays in the summer, there is some vehicle and pedestrian traffic along Harrison Street. Most of the

activity is at the north end of down by the grocery store and toward the Dollar General.

- Almost all of the people observed walking along Harrison Street stopped into the Dollar General.
- The new Kleenco offices downtown resulted not only in the remodeling of a large building, but also a new set of workers who act as employees and downtown customers.
- There are small businesses dedicated to keeping downtown viable. This includes the Alexandria Artisan Association's Church Street Gallery. The new music shop was another example, unfortunately it opened and then closed during the timeline of this planning process.
- Parking is not a problem downtown.
- The first question facing many visitors as they get out of the car is: Where is a public bathroom? There are no public restrooms immediately visible.
- There is little sign of life on weekends.

Reviewing the following principles will help local leaders understand how the city's assets match up to the challenges of re-invigorating downtown.

DOWNTOWN REVITALIZATION PRINCIPLES

These principles are the blend of history and current trends underlying much of the work being done to restore downtowns. They provide a framework for understanding a revitalization project.

Proposals for new businesses, events or attractions downtown can be filtered through these concepts.

LOCAL INVESTMENT

Business owners can't be expected to pour their livelihoods into a struggling downtown unless they see that the city is backing them up. Are the streets clean and policed? Is the city going to do anything about empty, crumbling buildings on the main road? Is the city's own property well maintained? In most cases, public investment must come before private investment.

Local Application: One of the goals of this project is to prepare Alexandria for investment downtown including a new façade program.

LOCAL MONEY OR OUT-OF-TOWN MONEY

A key decision in marketing strategies is picking who the new business will serve. Will it: Make life easier for residents by providing the goods and services they now must leave town for? Or will it lure out-of-town shoppers with specialty stores or regional attractions, thus creating new consumer traffic downtown?

If a business serves mostly residents it means that local dollars are just circulating from business owner to business owner; there is little outside money. Fortunately, new businesses or services can revive even a jaded resident's interest in revisiting downtown.

Local Application: While it should always be on the lookout for regional anchors, Alexandria probably has some work

to do before it can recruit large-scale operations that attract tourists, but one big, locally-grown attraction could go a long way toward fostering the growth of smaller businesses.

BAITING THE HOOK

"What a nice looking little town. You know, this is just the kind of place I've always dreamed about starting a business in." Many enterprises have been launched after an entrepreneur glances out the windshield at a beautiful streetscape. Baiting the hook can include landscaping (that hasn't become withered), banners and lighting even for stores that are empty.

Local Application: Alexandria is an attractive town, and the streetscaping proposals included in this plan can enhance that feature.

RISK AND EXPERIMENTATION

The decline of America's small downtowns happened over many years and was not an unforeseeable accident. Changes in consumer shopping and commuting patterns – and the business community's adaptation to them – will not be reversed in the immediate future. In other words, waiting for the good old days to return is a grim strategy.

Instead, some boldness is required and boldness requires risk. What's at risk is not only money and time, but morale. It can be discouraging to see the community launch a new business only to see it fail. Too many of these unsuccessful launches can lead to paralysis; where business owners grow increasingly reluctant to take a chance and residents don't give them much encouragement.

A community can break this cycle in one of two ways. They can get lucky; someone with all the skills and resources they

need starts a business at just the right time in just the right place and is smashingly successful.

If that seems like a long-shot, a community must create an atmosphere of experimentation in the recruiting and support of new businesses.

Local Application: As mentioned, there are positive signs that entrepreneurs are still willing to invest in downtown businesses.

LOCALLY GROWN

National chains will show interest in a community when – and only when – all the correct variables are in place. These factors include population density and spending patterns. National chains don't all have the same requirements, but few vary from their patterns. For example, have you ever seen a Cracker Barrel any place except off a busy interstate or a Dollar Store at a thriving urban mall?

Because their requirements are so exact, these chains use their own researchers to determine when and where to put their next store. This means it is very difficult to recruit them.

That leaves smaller regional chains, independent business owners and entrepreneurs as the prime candidates for recruitment. Generally speaking, regional chains are the hardest to attract because they have the biggest investments to protect. Independent business owners, in order to move, would have to increase the size of their business or relocate the whole operation to the new location. Entrepreneurs can be the most flexible and ready to go but often carry the risk of having unproven business skills.

Local Application: Until it builds its capacity for new businesses, Alexandria should probably concentrate on independent business owners and entrepreneurs. Committing to this decision can help focus marketing efforts.

THE LONE PIONEER SYNDROME

After a long dry spell a community may rejoice when a new business, such as a restaurant or coffee shop, finally opens. In their excitement, the new owner may decide to be the only business downtown that's open evenings or on Saturday. Sometimes the owner can make it work, but more often they find themselves stranded. There is not enough supporting business to buffer them. If other businesses don't follow along, the pioneer may have to cut back on hours or days. Some businesses survive the scale-back and some don't. Any new business in a fragile economy needs a support system.

Leaving individual businesses entirely to the mercy of market forces is one reason that many downtowns struggle like they do.

Local Application: Alexandria should focus on recruiting a suite of small, complementary businesses. Downtown boosters can use the information in this report for recruiting.

EXPECTATION MANAGEMENT

It took decades for most rural downtowns to sink into underutilization and it will take years to even partially restore many of them. In some cases it may not be possible at all. An additional miserable thought is the current economy, where frozen credit and a full-blown recession make it even harder for new businesses to launch.

It is important, though, to coldly study these conditions in order to not be discouraged. Simply realizing that it's a long, steep hill – with guaranteed setbacks – can help the community settle in for the long haul.

OVERVIEW OF PRIMARY CHALLENGES

Downtown revitalization efforts include everything from landscaping to window displays to brochures. For the retail work, SDG suggests focusing on three areas based upon the main challenges.

1. Having economic development tools in place
2. Lack of regional attractions downtown
3. Small business recruitment

RECOMMENDATIONS

Put Economic Development Tools in Place

A city of Alexandria's size needs every advantage to build its economy. Four basic development tools include:

1. Design standards
2. A low-interest loan program
3. A tax increment financing district
4. A downtown investment group

Design standards, which are explained in more detail under the Architectural Recommendations Chapter, are an economic development tool because they assure some level of quality in downtown growth.

A low-interest loan program can be an incentive for entrepreneurs to invest in restoring a downtown building. They can be used for façade work or other improvements. The program is self-sustaining; as a business repays the loan, that money becomes available for other businesses.

Tax increment financing districts are a public financing method which has been used as a subsidy for redevelopment and community improvement projects for more than 50 years.

A summary of how it works: Improvements are made to a building within a TIF district that results in increased value for that property (example: an abandoned building

is restored and occupied). Those improvements result in increased property tax revenues (because the building is worth more). That additional tax money (but not whatever the original tax bill amounted to) can be directed by the city toward improving the TIF area (sidewalks, streets, etc.). If downtown was a TIF district when the Kleenco building was restored, that could have captured the tax increase to help pay for other downtown work.

A not-for-profit downtown investment group can be very effective in tackling projects that the city is not in a position to undertake. This can include raising the money to buy downtown buildings and then helping recruit new businesses to fill them.

This approach has been successful in many communities, including small ones. Akron, Ind., has about 1,000 residents, but the Akron Revitalization Committee Inc. (ARC) has had meaningful successes in downtown restoration. A call or visit to ARC members would be worthwhile. They can be reached at ARC, PO Box 362, Akron, IN 46910.

Create Regional Attractions

Admittedly, it is a standard practice in a revitalization plan to slowly build up small businesses (and the increased shopper traffic) until you can attract bigger draws.

Alexandria is unique, however, and may consider trying the opposite approach: Go for the "Big Win."

This could work because the city already has connections to a lot of potential attractions – big and small – such as Red Gold, Aladdin Lamps, the Gaithers Family Resources and even the World's Biggest Ball of Paint.

Alexandria also has available downtown buildings that would work well for some of the projects.

The end of this report contains an appendix about the Clabber Girl Museum and Restaurant in Terre Haute. Reading about its purpose and operation, it is easy to imagine a Red Gold Museum and Restaurant downtown.

Small Business Recruitment

Like many small towns, it is tough for Alexandria to recruit and keep new small businesses. There just isn't the density of shops to attract much local or out-of-town traffic. Additionally, local shoppers have come to realize that not much is going on downtown at nights or weekends.

Even in the best of times it can be a very slow process to recruit new businesses. In a recession, the chore is even more arduous. It's also unpredictable. Many communities have tried unsuccessfully to attract one type of business, say a family restaurant, only to land – out of the blue – a bakery or some other type of business.

For these reasons the community - in the short term – should probably not focus as much on recruiting a particular shop or service. Instead, community leaders should continue working on improvements that make downtown attractive to all sorts of desirable businesses.

However, it is acceptable to poach businesses from other towns. Sometimes businesses decide to open a branch office in another town. This strategy was successful in Akron, Indiana, which gave subsidized space to a dentist from Rochester, about 10 miles away. The dentist opened a branch office which offered service several times a week.

Have one-page sheets ready that include pictures of available downtown spaces along with information on rent, square footage, etc. Next time you're in an interesting shop in another small Indiana town, show the sheet to the owner and talk about Alexandria.



Public Involvement

PROCEDURE

The Alexandria Downtown Revitalization Plan reflects the interests of the city government, stakeholders and larger community.

Once selected, the project team coordinated two kick-off meetings in the spring of 2010. The first meeting was held with city officials including Mayor Jack Woods, council members, the building commissioner, and the director of economic development and chamber of commerce. Interest in economic development, downtown beautification and overall revitalization were emphasized as goals to be achieved within the established project boundaries.

Upon suggestions made within the initial meeting, a steering committee composed of downtown business/building owners, city council members, and concerned citizens (listed at the beginning of this document) met with the project team the following month. After establishing a schedule, discussing goals and procedures, and touring the site, the project team left to prepare for the upcoming Visioning Forum.

The Visioning Forum, open to the public and the steering committee, was an interactive meeting held to solicit direct input from the community. Open discussion was encouraged as the project team followed brief introductions with general questions (see next page for a review of the questions and responses). Additionally, community members were asked to draw, write, and/or highlight their interests, ideas and concerns on the several boards displayed throughout the meeting room.

Merging the interests of each entity, an overall concept and design plan was developed. The steering committee and the public were then each given another chance to guide the design development before the final steering committee consultation in September 2010 and final report presentation on November 18, 2010.

CONCEPT REVIEW MEETING



VISIONING FORUM



GENERAL QUESTIONS AND RESPONSES

What is good about the downtown?

- *Building Stock*
- *Size - walkable, reachable, convenient*
- *Safe*
- *Sense of Community*
- *Many Civic Services*
- *Available Space - opportunity, adaptable*
- *Park*
- *Events*

What does Alex need most?

- *Viable Businesses*
- *Economic Growth*
- *Community Interest*
- *Wayfinding Signage*

What is Alex's greatest asset?

- *Gaither Family Resources (economic base)*
- *Kleenco*
- *Red Gold*
- *Current downtown businesses*

Where do you shop?

- *Muncie*

Where do you go for entertainment?

- *Indianapolis*

Where do you go for good food?

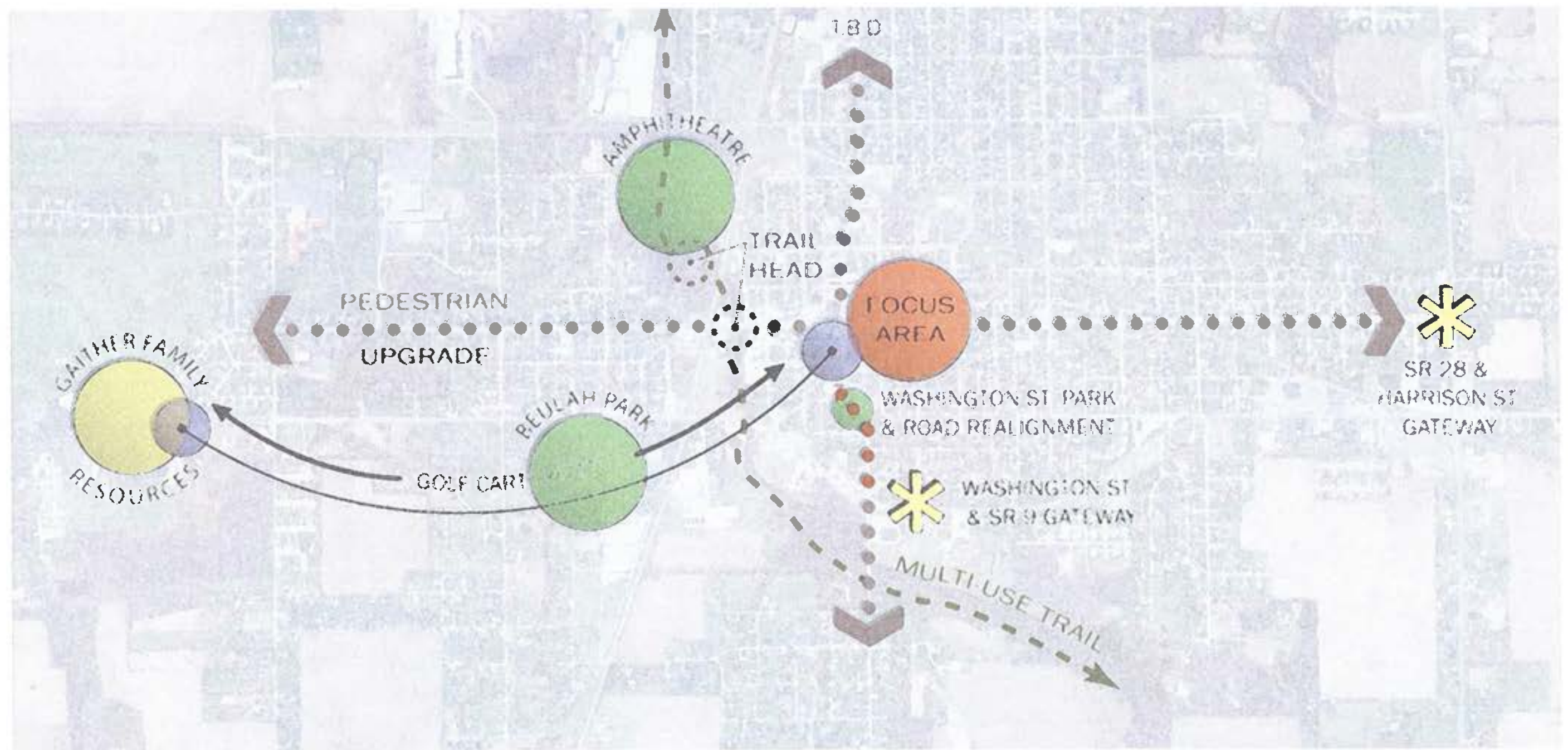
- *Indianapolis & Muncie*

What elements do you like in other cities?

- *Activity*
- *Trees, Flowers, and Green Spaces*
- *Pedestrian Friendly*
- *Restaurants and Cafe Seating*
- *Refurbished Buildings with Awnings*
- *Clean*
- *Nightlife*
- *Lighting*

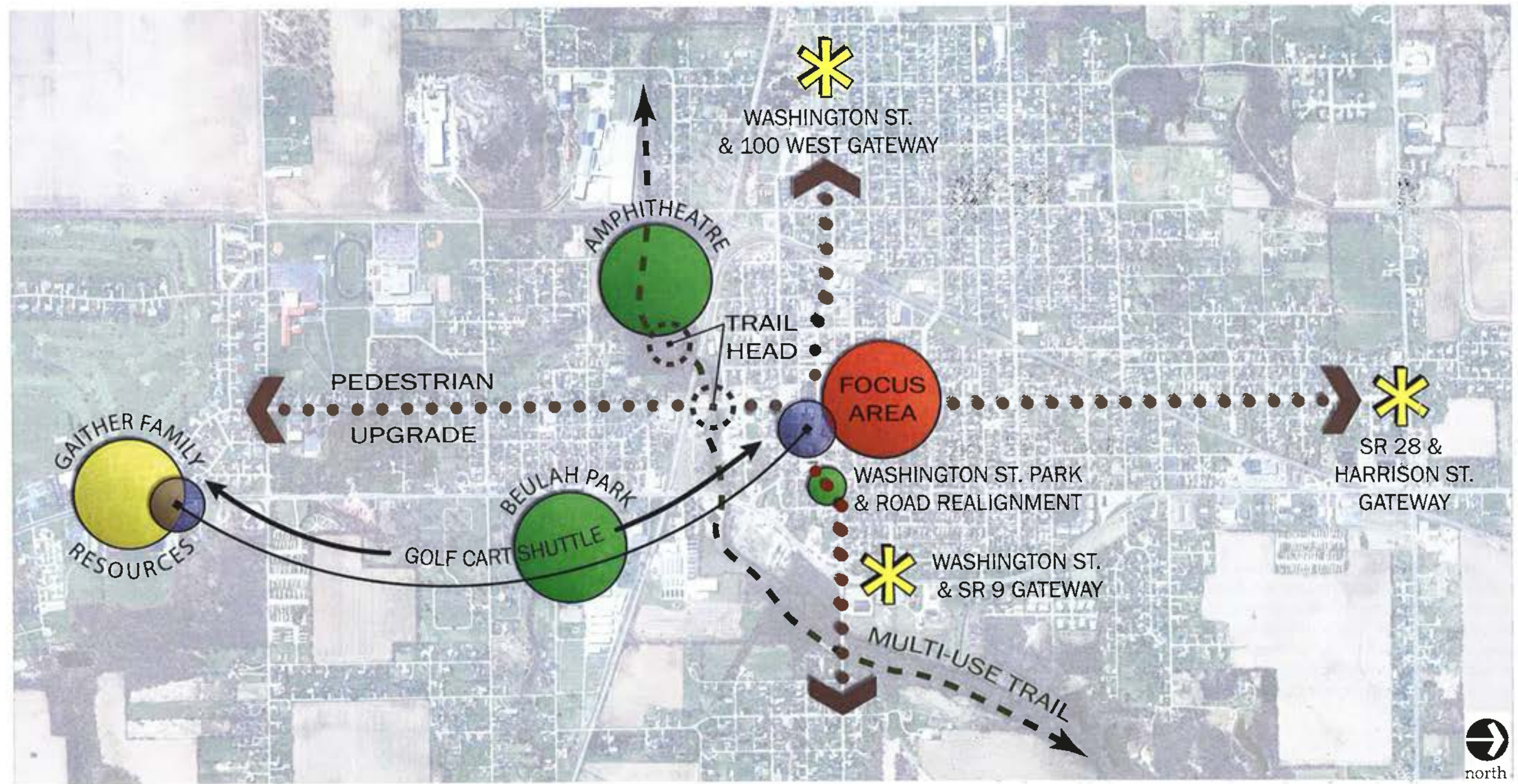
What themes would you like to guide Alex?

- *Small Town, U.S.A.*
- *Gaithers and Gospel Music*
- *Music*
- *Arts and Entertainment (all encompassing)*



Design Vision

ALEXANDRIA CONCEPT DIAGRAM



ALEXANDRIA CONCEPT DIAGRAM

The strength of the Alexandria Downtown Revitalization plan lies in its ability to connect to and incorporate existing and future assets. The downtown focus area is located on two of Alexandria's main thoroughfares, Harrison Street and Washington Street. These two streets serve as downtown's principals connectors to local residents and outside visitors by providing connections to SR 9 on the east and south, SR 28 on the north, and SR37 to the west. Due to their prominence for the downtown and the connections they create, these thoroughfares contain the logical locations for the city's gateways to downtown.

Several planned improvements will exist adjacent to or intersecting with the Harrison Street corridor to the south. These will include the planned outdoor amphitheater, a large performance area capable of accommodating live entertainment. Connecting to the amphitheater and intersecting with Washington Street will be a multi-use trail following Pipe Creek. This trail, geared toward walkers, runners, joggers, bicyclists, roller bladers, and other pedestrians, will create an additional form of active recreation for Alexanria's residents and visitors alike and connect people across the town. These planned improvements, coupled with existing attractions such as Beulah Park, Gaither Family Resources, and Yule Golf Club will serve to help increase the importance of the Harrison Street connection to downtown.

For these reasons, it will be important to consider and plan for pedestrian upgrades such as new sidewalks, bike lanes, street lighting, intersection improvements, etc., along the entire length of Harrison Street. Alternative transportation options, such as golf cart shuttles, carriage rides, or interurban trains would also be worth considering as a means to encourage travel from activity south of downtown to the downtown itself.

The diagram on the previous page also depicts the planned realignment of Washington Street east of downtown. As the current route from SR 9 to downtown is indirect and unclear for visitors, the proposed project to realign Washington street and create a direct physical and visual connection to downtown would benefit local businesses and decrease confusion. With the realignment of the street and the establishment of a small park, additional opportunities would also be created for way finding signage.

ESTABLISHING A COMMUNITY IDENTITY

Communities are often recognized and celebrated for their history, products and unique characteristics. This recognition often manifests itself in the form of a city logo or theme and becomes a staple in the community's identity and success. While Alexandria has a rich manufacturing history, its identity as Small Town, U.S.A. and home of the Gaither family remain its most prominent features. Yet, as the community expressed at the visioning forum and concept review meetings, a strong desire to broaden Alexandria's appeal exists. Therefore, in accordance with community input, a series of three themes exploring the future of Alexandria as an arts and entertainment district were developed.

Each of the three themes have the potential to be displayed prominently throughout the downtown with signage, banners, lighting, art, and window displays.

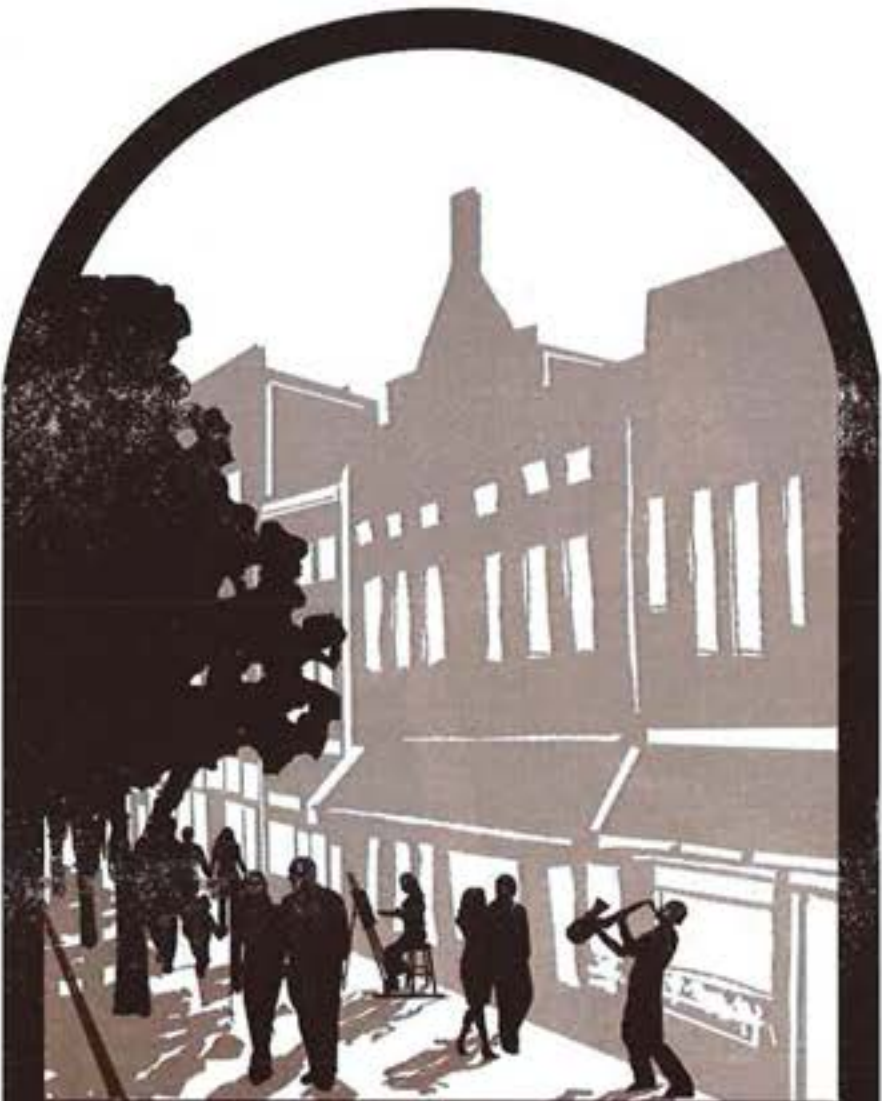
DESIGN A

The adjacent graphic artistically represents the attractions one finds in downtown Alexandria by setting symbols reflecting art and entertainment against the town's unique skyline (wc?).


DESIGN B

A more traditional translation of the vision explored in Design A is portrayed on page 76. Here, the street is filled with residents and visitors enjoying the music, art, and food found in Alexandria. The three colors represent the flexibility of this particular design scheme.

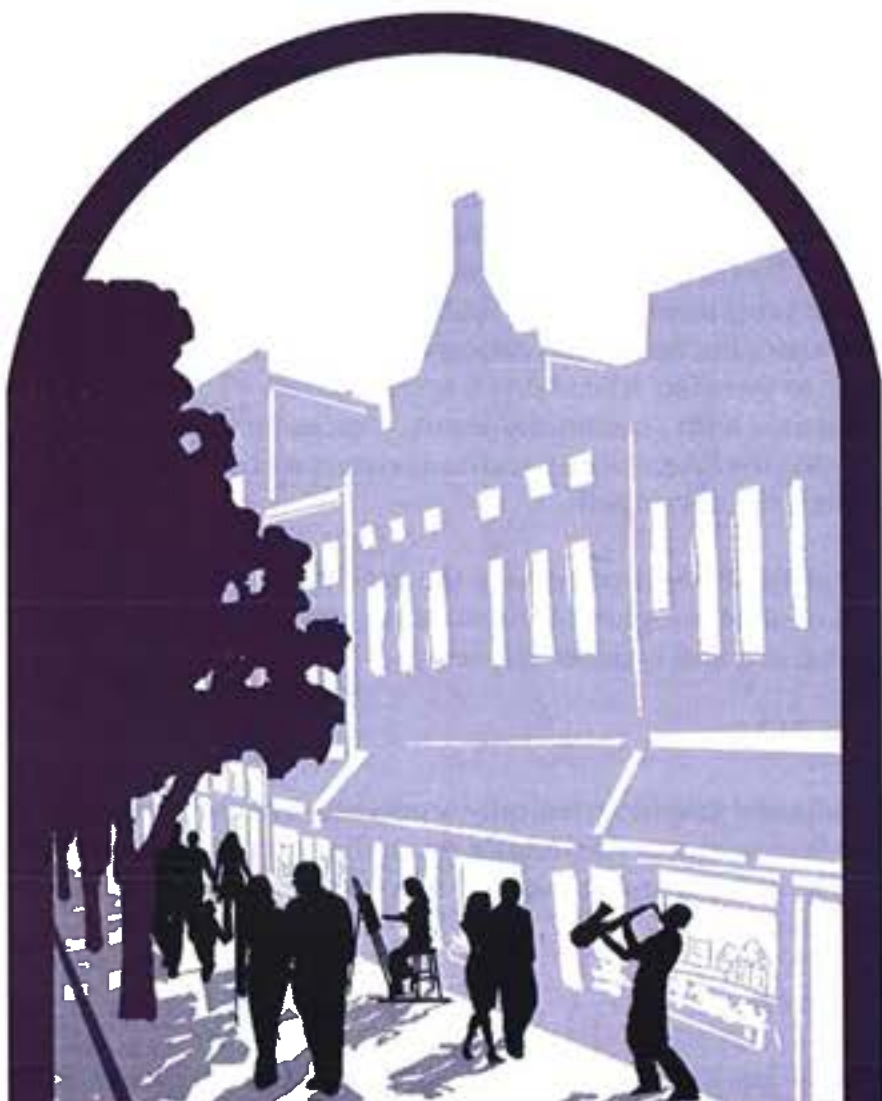




small town u.s.a. presents
ALEXANDRIA
YOUR AVENUE TO ARTS & ENTERTAINMENT



small town u.s.a. presents
ALEXANDRIA
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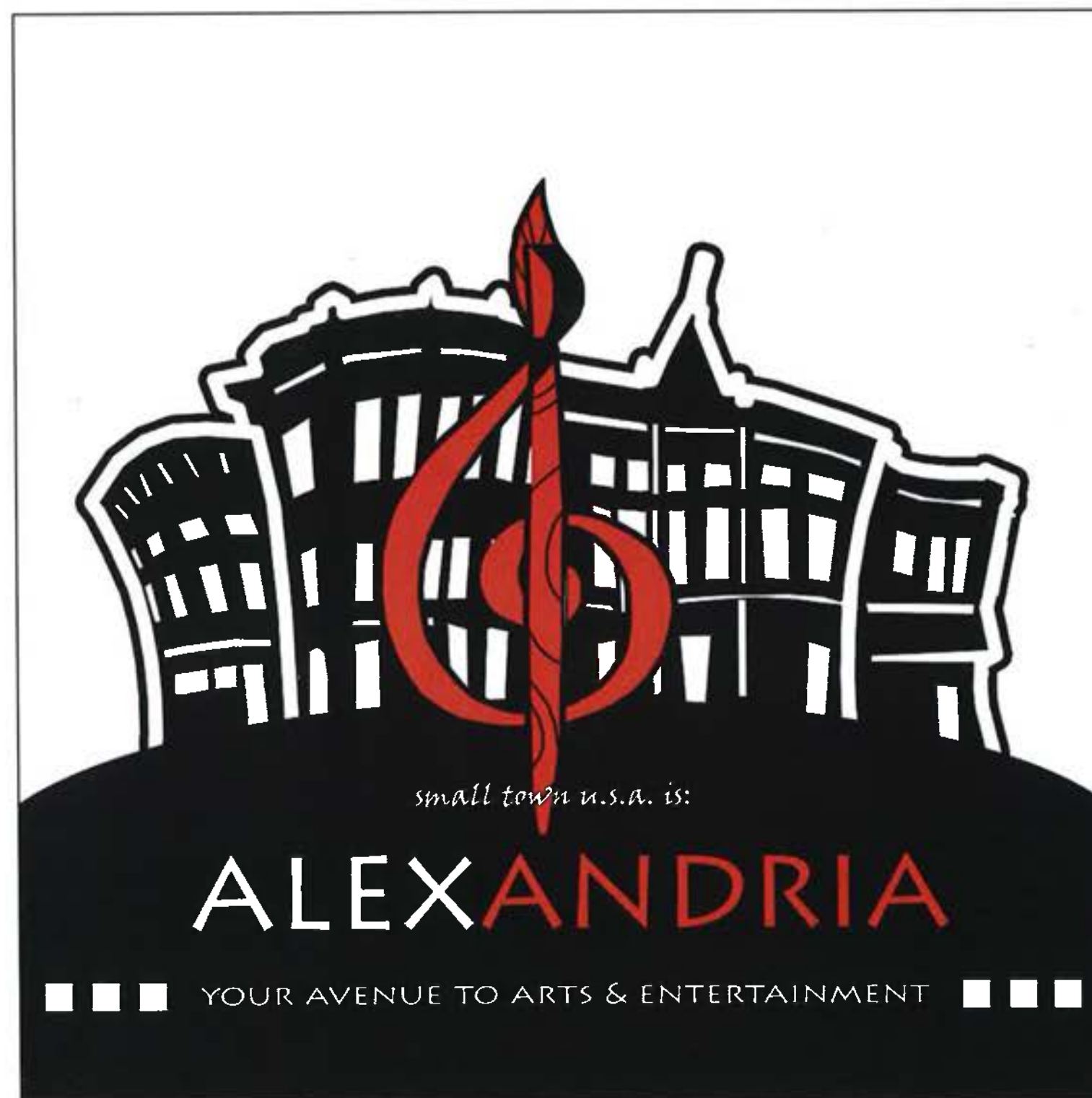
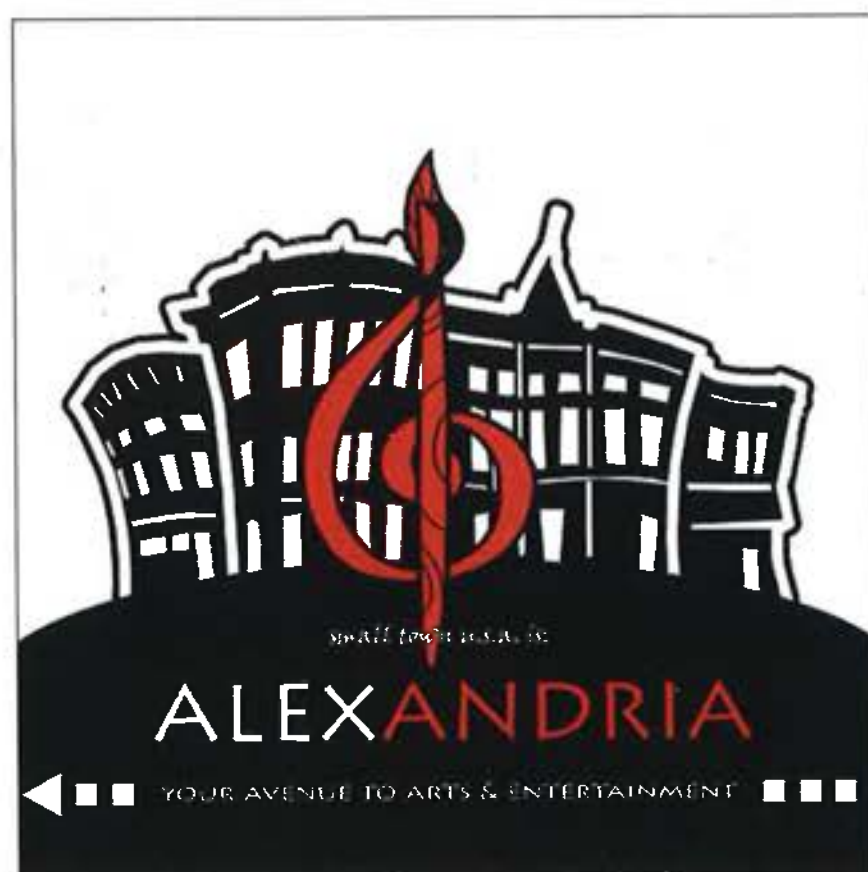


small town u.s.a. presents
ALEXANDRIA
YOUR AVENUE TO ARTS & ENTERTAINMENT

DESIGN C

Like the previous two design themes, the third graphic not only defines Alexandria as Small Town, U.S.A. but also as an "avenue to arts and entertainment." Set against the city's darkened buildings, a treble clef and a paint brush stands out prominently in the center.

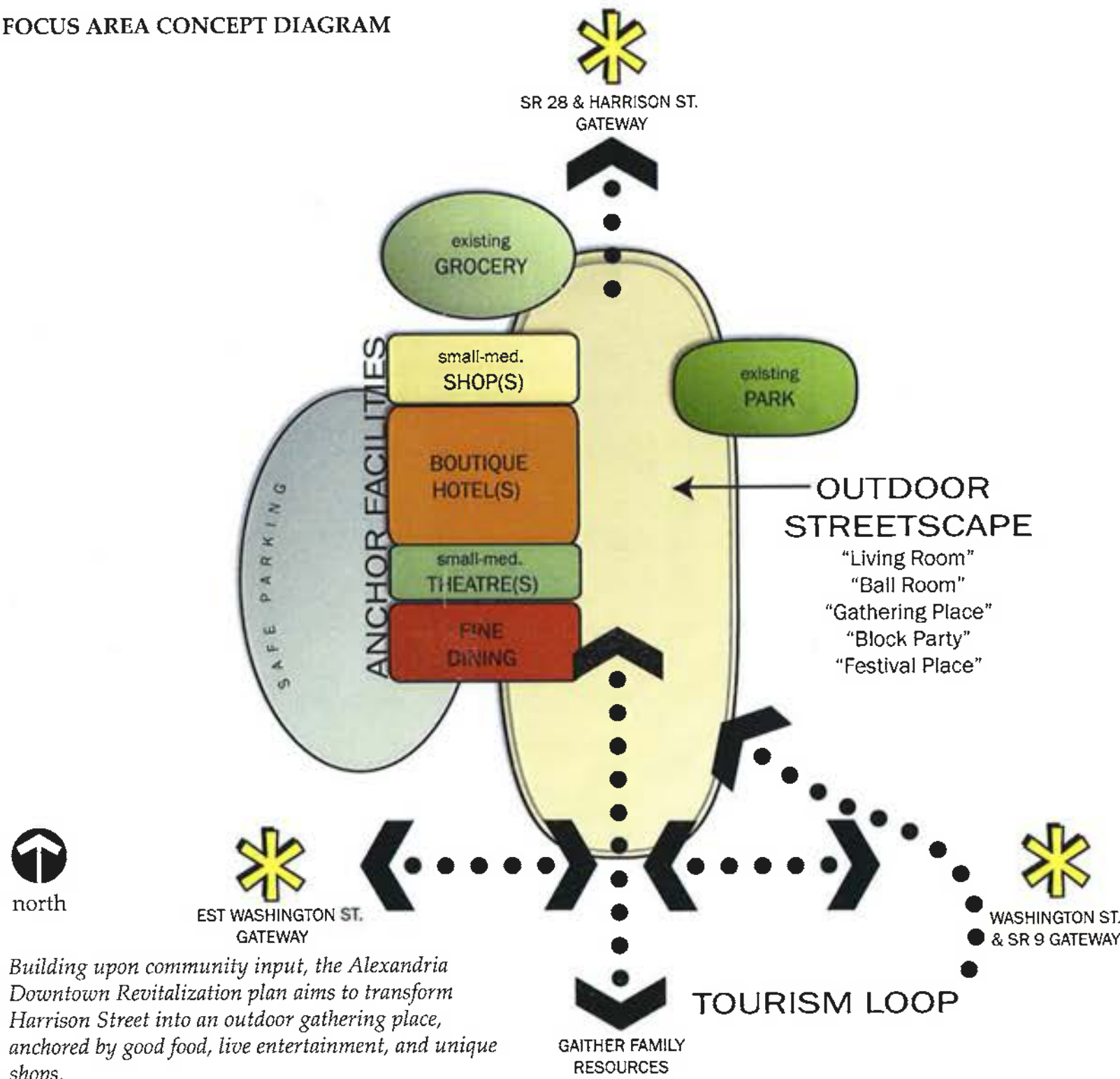
As these graphics are reproduced and extrapolated into gateways and signage, pieces of the logo can be used to denote direction to downtown or specific venues as shown below.





Design Concept

FOCUS AREA CONCEPT DIAGRAM



DESIGN VISION



Harrison/ Washington St. Fair Cross-Section

In order to adopt and embrace the theme of arts and entertainment, a nucleus of activity needs to be created downtown to realize the city's ultimate goals. In beginning to define the focus area where this nucleus will occur, the adjacent diagram provides a conceptual representation of the design's guiding principles. It is important to note, that for a development to be successful in this particular setting, a "critical mass" of activity, aesthetically exciting physical environments, and product offerings of an excellent quality, must be present. With this goal in mind, Harrison Street, once redeveloped, becomes the outdoor living room or gathering place for the community. Anchored by a theatre, restaurants, shopping, and a hotel(s) to house its visitors, the downtown regains the vibrancy it once had and becomes a regional attraction. From this convergence point, where the street is designed to fill with lively music festivals and art shows, golf cart rides will provide the essential link to greater Alexandria.

This array of activity will also serve to support, not compete with, the activity currently taking place at the Gaither Family Resource Center. By providing lodging, fine dining, and entertainment, it becomes very likely groups visiting the Gaither's will extend their stay in Alexandria. Visitors to other local attractions such as the Giant Ball of Paint and Red Gold will also find the amenities offered downtown alluring.

BUILDING REUSE

Identifying buildings and/or spaces where the businesses/activities suggested in the conceptual diagram can occur, succeed, and benefit Alexandria’s downtown to the greatest degree possible is the next logical step.

Due to the redevelopment activity already occurring along Washington Street west of Harrison Street, the availability of appropriate building stock, and in order to have the greatest impact on Alexandria’s downtown, the Harrison Street

Corridor, specifically between Washington Street and John Street, was targeted as the primary focus area.

Based on this focus area, two options (Option A and Option B) were explored for fitting these suggested businesses into existing buildings. The two options are depicted below and in the following two pages.



BUILDING REUSE: OPTION A



DOLLAR GENERAL

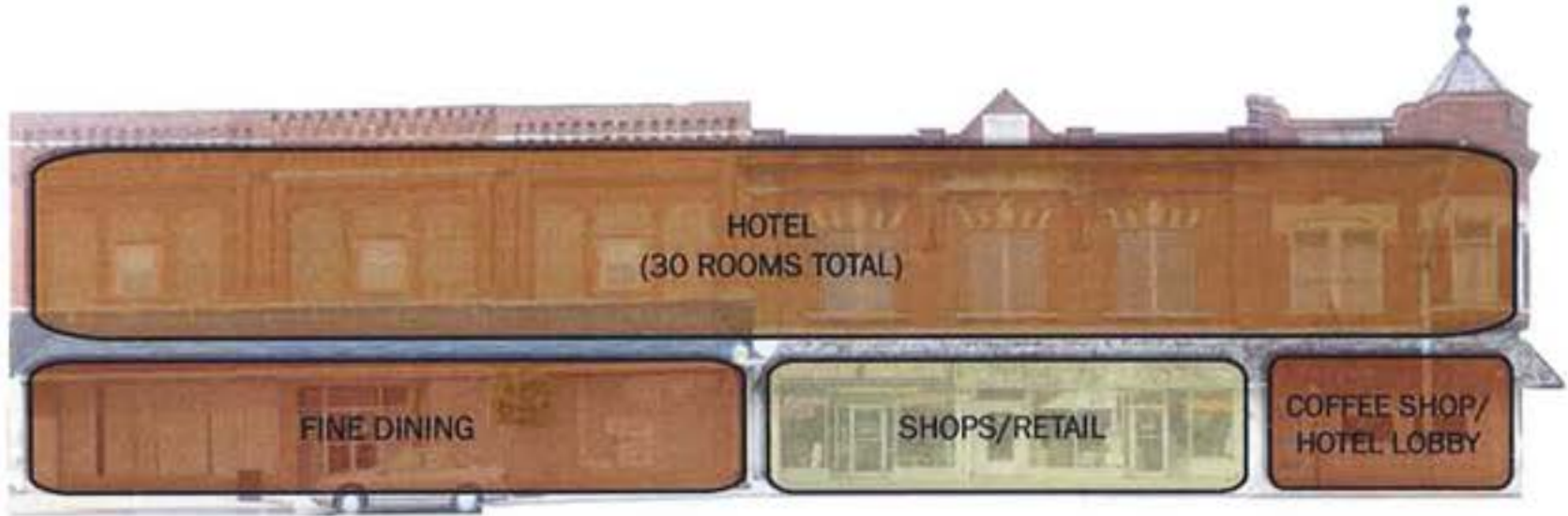
OPTION A: 200 Block North Harrison St. (West Side of Street)

OPTION A

Option A targets buildings near the north end of Harrison Street in the focus area. Starting with the Glove Corporation building, which still houses a few company offices, its large, open upper floor could house a banquet hall/small performance theater. The two lower floors could then complement the theater with a fine dining restaurant and small stores or office space. Just south of the Glove Building another option for a larger theater could utilize the old Broyle's building. The current condition of this building is unknown and would need further investigation prior to considering it as a target building.

To the northwest of the Glove Corporation and directly west of the Broyles building, the former mortuary building would be renovated with a small hotel on its upper floors (4-5 rooms) and the hotel lobby and a small cafe on the lower floors.

The two buildings directly south of the former mortuary, the Wholesale Connection and the former Tree of Life Ministries, could be renovated with shopping, new or existing, and/or fine dining on the lower floors and additional hotel rooms on the upper floors. The extension of the hotel across these three



TREE OF LIFE MINISTRIES

WHOLESALE CONNECTION

FORMER MORTUARY

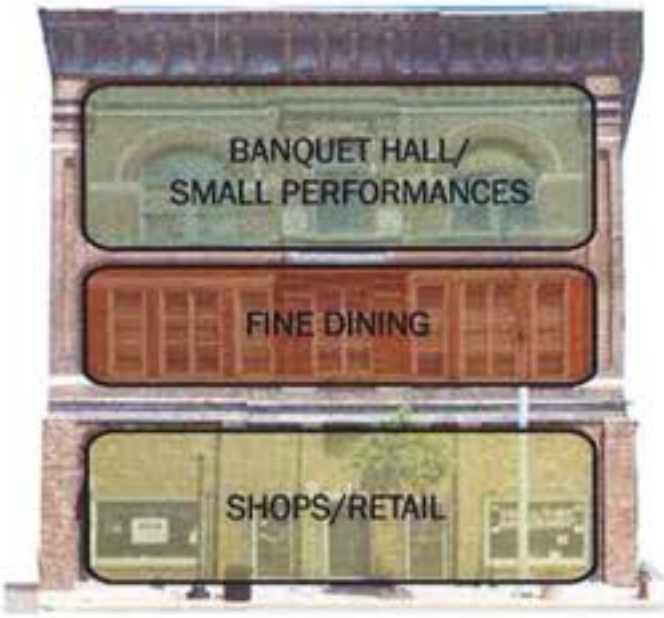
adjacent buildings and into the current Dollar General Building, could produce approximately thirty (30) hotel rooms, making the hotel capable of accommodating a tour bus, upwards of sixty (60) people, visiting the Gaithers and downtown Alexandria.

The first floor of the existing Dollar General building could be renovated with a music/dance venue.



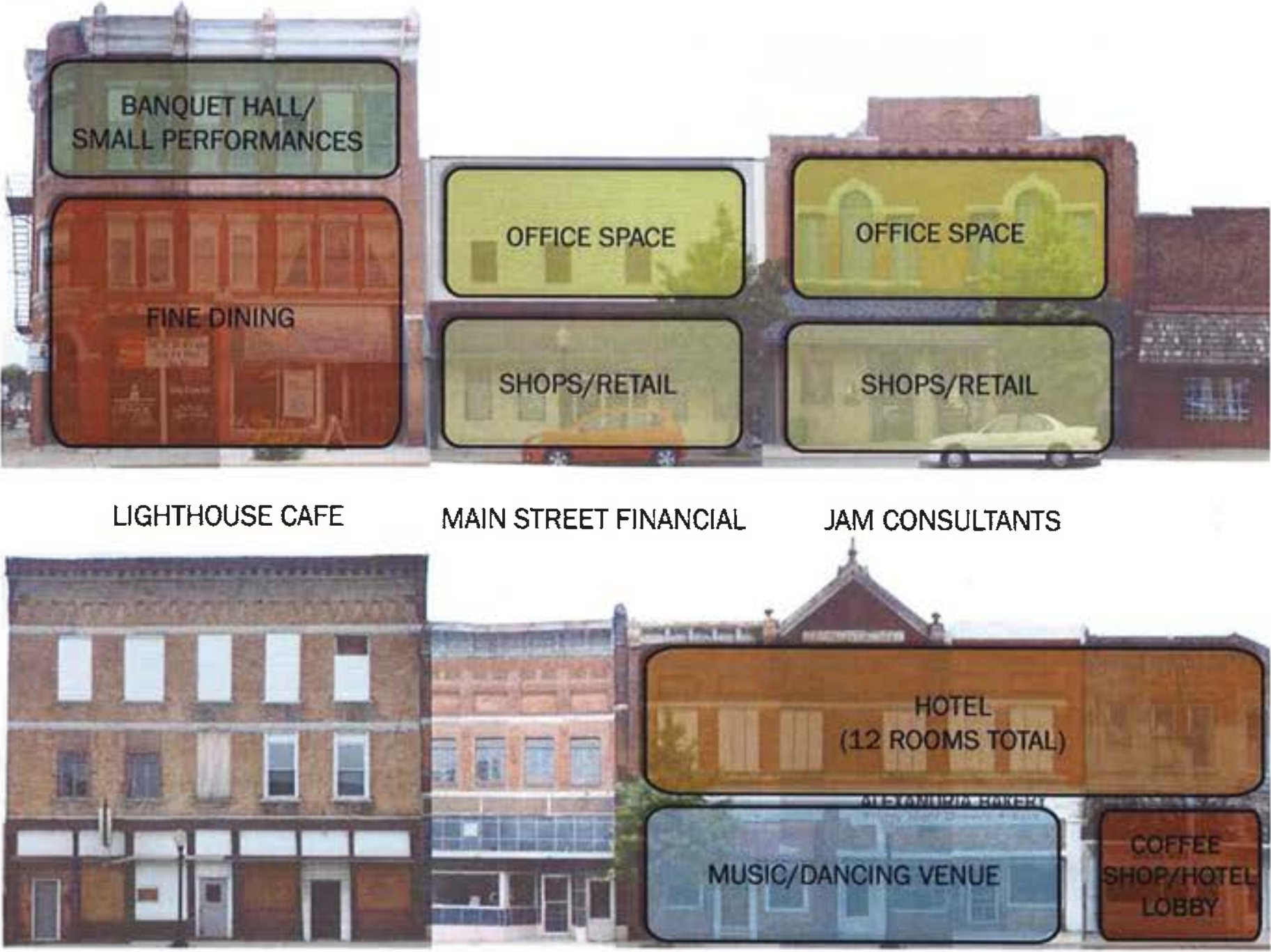
BROYLES

OPTION A: 217 North Harrison St. (East Side of Street)



GLOVE CORP.

OPTION A: 300 Block North Harrison St. (East Side of Street)



OPTION B: 100 Block North Harrison St. (West Side of Street)

OPTION B

Option B targets buildings near the south end of the focus area along Harrison Street. Beginning with the Lighthouse Cafe, a prominent building in the Washington/Harrison Street corridors, the large, open upper floor, similar that of the Glove Corporation building, could be used to house a banquet hall/ small performance theater. The lower two floors then become fine dining.

The two existing buildings directly north of the Lighthouse Cafe, Main Street Financial and JAM Consultants, have more limited space but could be repurposed with shopping/retail on the first floor and office space on the second floors. These second story spaces also afford opportunities for a couple of apartments and downtown living.

At the far north end of the same block, the former Hats Off building and Alexandria Bakery could have their upper floors converted to hotel rooms, with a total offering of up to twelve (12) rooms. The lower floor of the Hats Off building could then serve as a coffee shop/hotel lobby and the lower floor of the former Alexandria Bakery could become a music/dancing venue.

The implementation of one or both of these options will help to energize the downtown revitalization effort and encourage new business/development to spread throughout it, infilling the downtown and boosting the economy.



Streetscape Enhancements



The above photograph represents the streetscape of present day downtown Alexandria. The following pages suggest recommended improvements which will respect the town's history and serve to reinvigorate it at the same time.

SUBHEADING



PLAN ELEMENTS

The plan on the left depicts streetscape improvements to the focus area which would complement the businesses being targeted for downtown. The outlined improvements seek to foster downtown growth while also strengthening the surrounding neighborhoods. These improvements, in coordination with the building, economic, and infrastructure recommendations listed within this report, will help create a vibrant, dynamic, and cohesive environment allowing Alexandria to realize its ultimate goal of becoming a destination for arts and entertainment.

A. Harrison Street

(Reference Cross Section, Page 90)

As the main north/south thoroughfare through Alexandria's downtown containing the majority of the prominent building stock, Harrison Street is an area of particular importance and focus. Recommendations for this street between Washington Street and John Street include the installation of brick pavements in both the driving lanes and sidewalks with sloped, brick "transition areas/amenity zones." Eliminating the use of traditional vertical curbs creates an "outdoor room" extending from building face to building face across Harrison Street. During festivals and downtown events, the streets can be closed to traffic, transforming the space into a setting for vendors, tents, and various activities (refer to use diagrams, pages 94-96).

On-street parking is maintained and improved by incorporating brick pavers of a different color to create a visual distinction between uses. Planting islands/bumpouts occur at street intersections, alleyways, and periodically along the street, minimizing amenity interference with pedestrians and maximizing sidewalk area. Street trees are also accommodated in the planting islands to provide shade, introduce color, and soften the environment. Further improvements include new building signage and awnings, wayfinding signage, and street lights adorned with banners and hanging baskets. Storm

drainage improvements are included to address combined sewer issues.

A final recommendation for Harrison Street would include the removal of the existing stop lights and replacing them with stop signs. In this situation, stop signs at intersections will best maintain traffic by increasing the duration of time people in automobiles are exposed to downtown and making a safer and more pleasant walking environment for pedestrians.

B. Washington Street

(Reference Cross Section, Page 90)

Like Harrison, Washington Street is recognized in the plan as a main downtown thoroughfare. The east/west traffic moving from Indianapolis on the west and SR 9 on the east feed the several existing businesses. In order to highlight this area's importance, Washington Street between Water Street and Canal Street receives the same treatments as those on Harrison Street. If project funds are preventative at the time of implementation, improvements similar to Berry, Church, John, and Broadway Streets should be made.

C. Berry, Church, John, and Broadway Streets

(Reference Cross Section, Page 91)

Recommendations for these streets between Water and Canal Streets include new concrete sidewalks, asphalt pavement, concrete curbs, and storm drainage improvements. Planting islands/bumpouts are added at street intersections, alleyways, and periodically along the street, minimizing amenity interference with pedestrians and maximizing sidewalk area. Street trees are also accommodated in the planting islands to provide shade, introduce color, and soften the environment. New building signage and awnings, wayfinding signage, and street lights adorned with banners and hanging baskets will further improve the downtown. Finally, special brick pavements will be added to intersections creating visually distinguishable pedestrian crossings.

D. Canal & Water Streets

(Reference Cross Section, Page 92)

Canal and Water Streets act as transitional areas between the downtown businesses and the adjacent residential neighborhoods. Recommendations for these streets include new concrete sidewalks, concrete curbs, and asphalt pavements. Pedestrian safety is improved through these treatments and the incorporation of medians/lawn strips to separate the walks from the street. These areas also provide space for new street trees, lighting and wayfinding signage. Lastly, planting bumpouts and specialty paving improve intersections and again increase pedestrian safety. These treatments can easily be extended into Alexandria's residential neighborhoods as further improvements are made.

E. Public Parking Lot

(Reference Parking Lot Enlargement, Page 93)

While the public parking lot maintains its current position and parking layout, improvements include lot resurfacing (or adding new asphalt pavement where necessary), planting islands with trees, a screening wall and improved lighting. Together these improvements soften the visual appearance of the lot, decrease its urban heat island effect, screen pedestrian views, and increase safety.

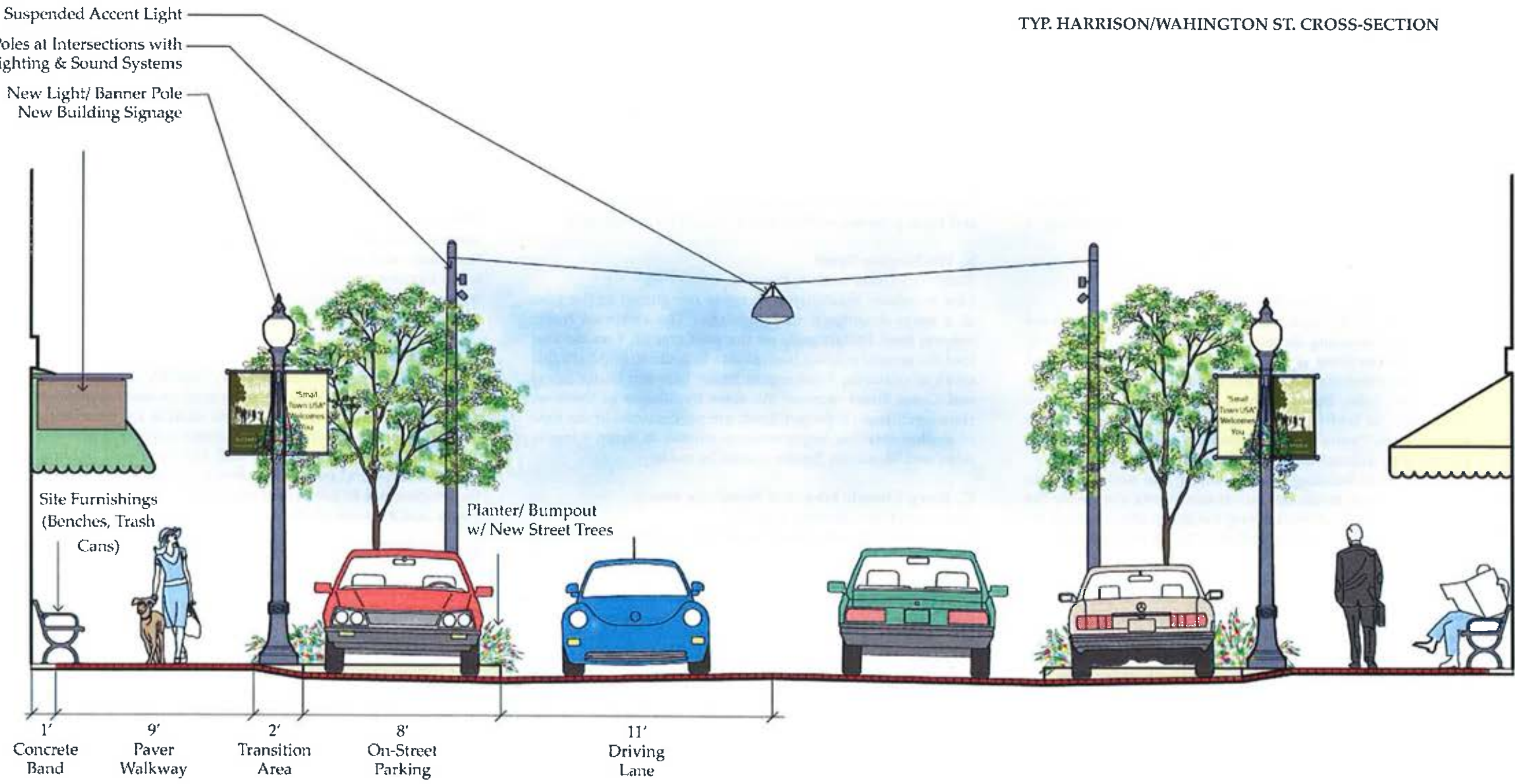
F. Harrison Street & SR 28 Gateway

(Reference Page 106)

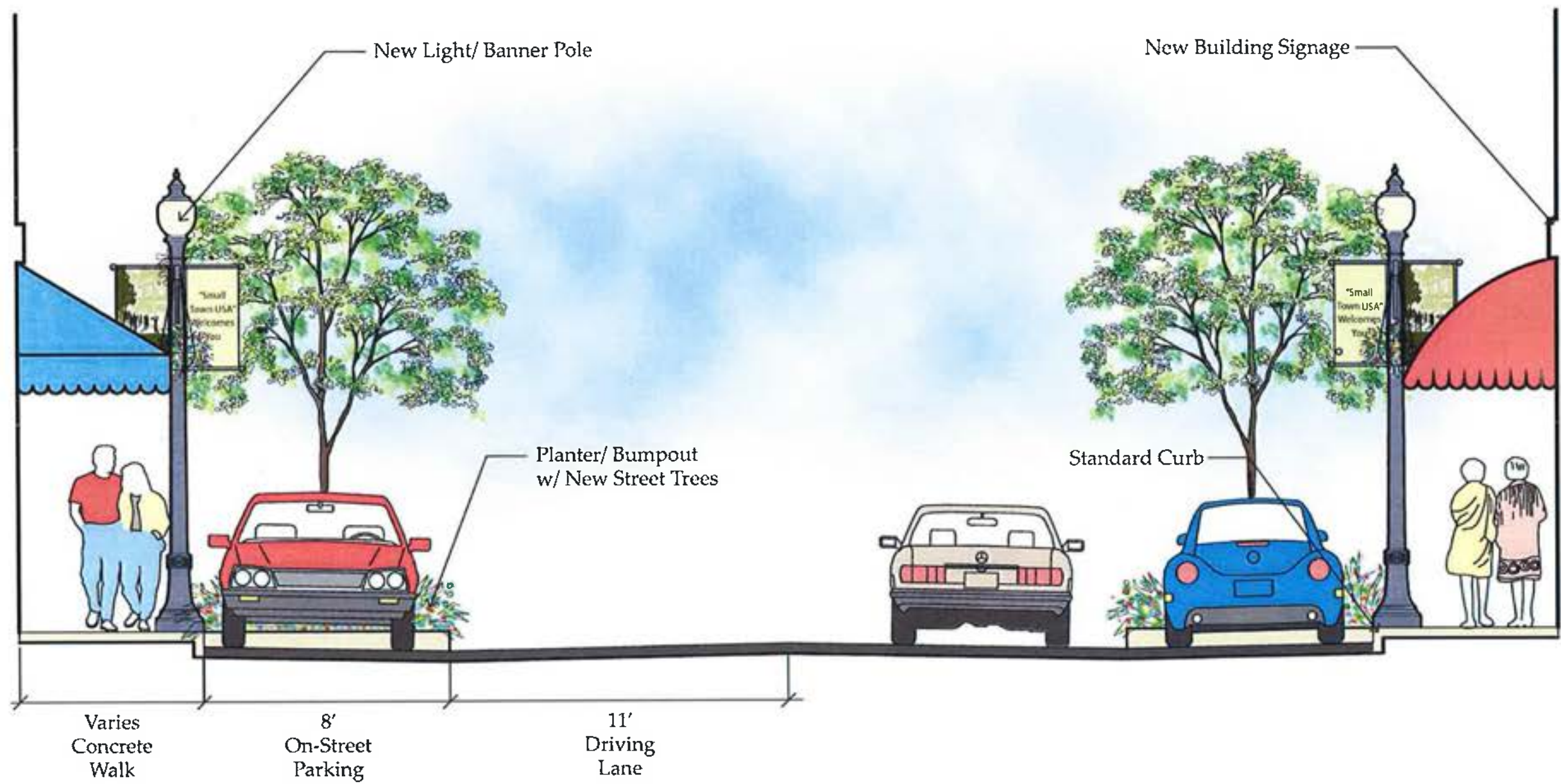
G. Washington Street & SR 9 Gateway

(Reference Page 107)

TYP. HARRISON/WASHINGTON ST. CROSS-SECTION

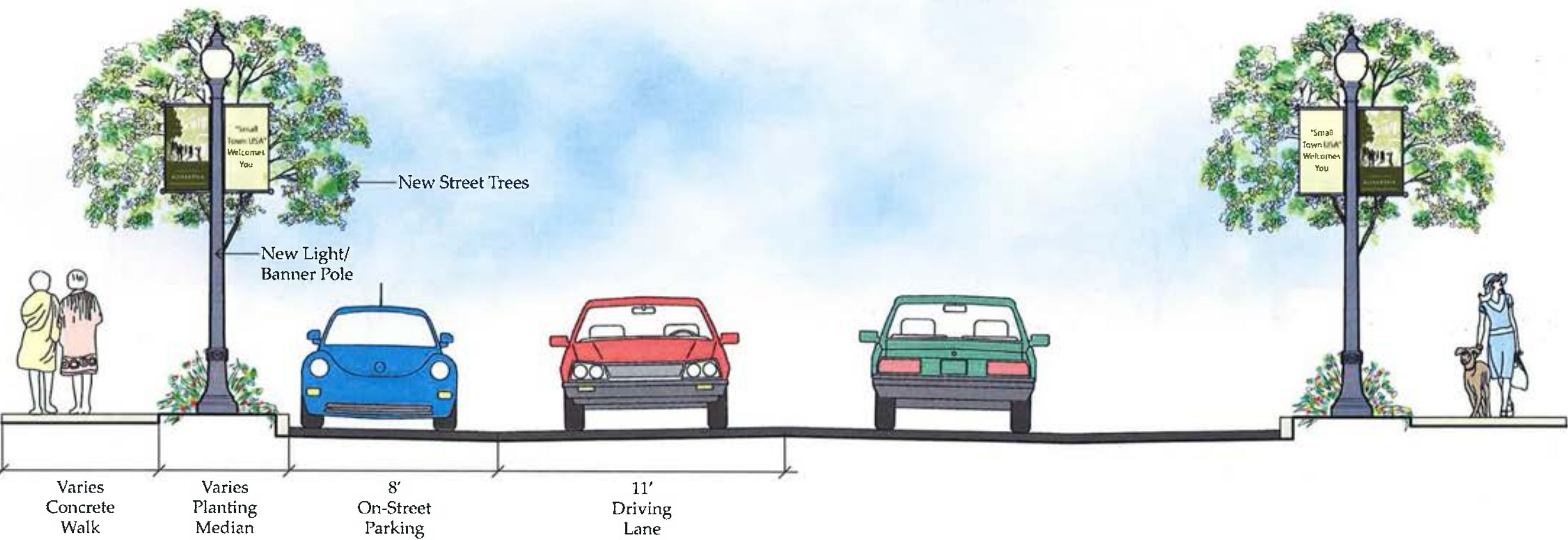


TYP. STREET CROSS-SECTION

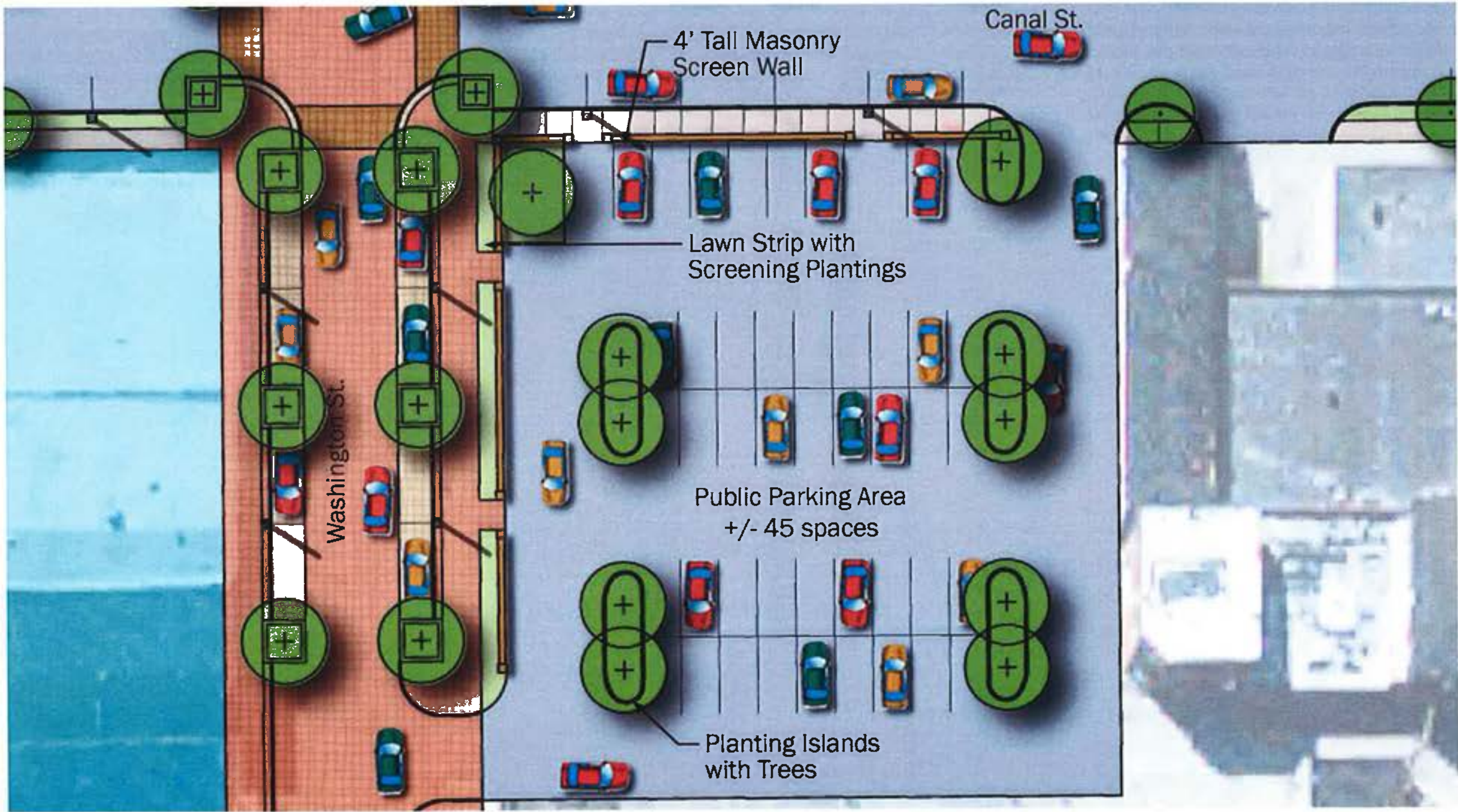


STREETSCAPE ENHANCEMENTS

TYP. CANAL/WAYNE ST. CROSS SECTION



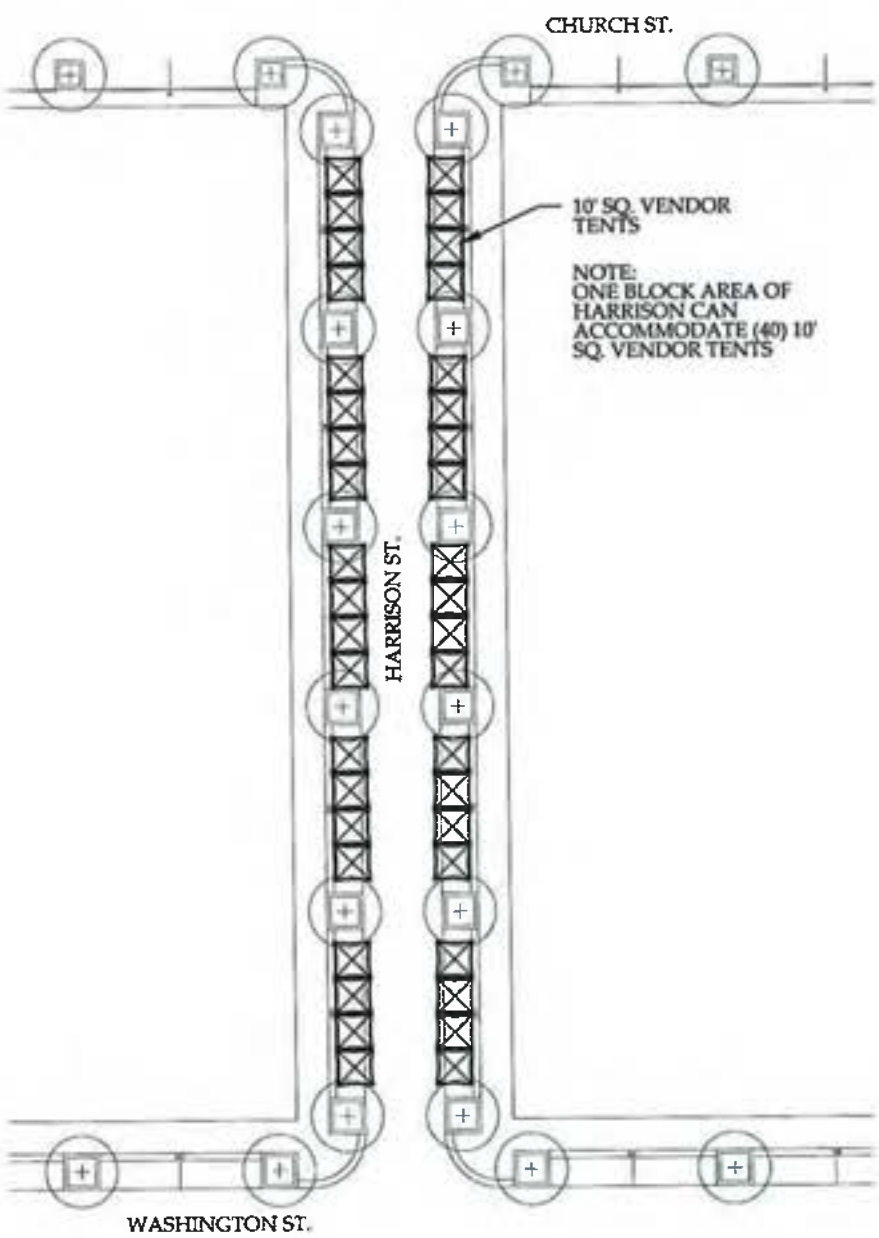
PARKING LOT ENLARGEMENT



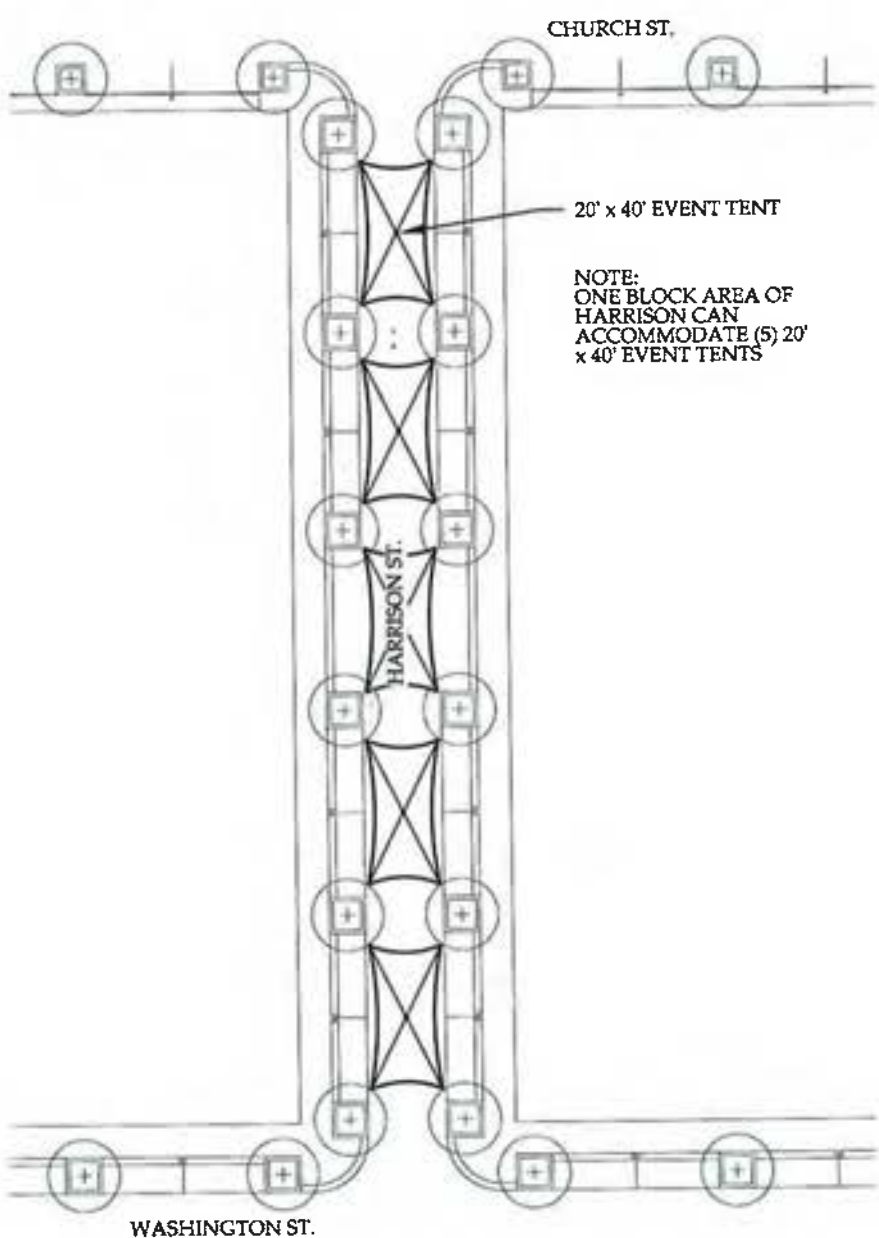
STREET USE DIAGRAMS

The concept of redeveloping the downtown streetscape into an “outdoor living room” creates a dynamic and versatile space. This allows any single block or multiple blocks to be shut down during events and used for a variety of activities. Activities such as street fairs/festivals, car shows, farmer’s markets, informal, and formal gatherings can be accommodated in any improved block along Harrison Street or Washington Street as shown in the following diagrams.

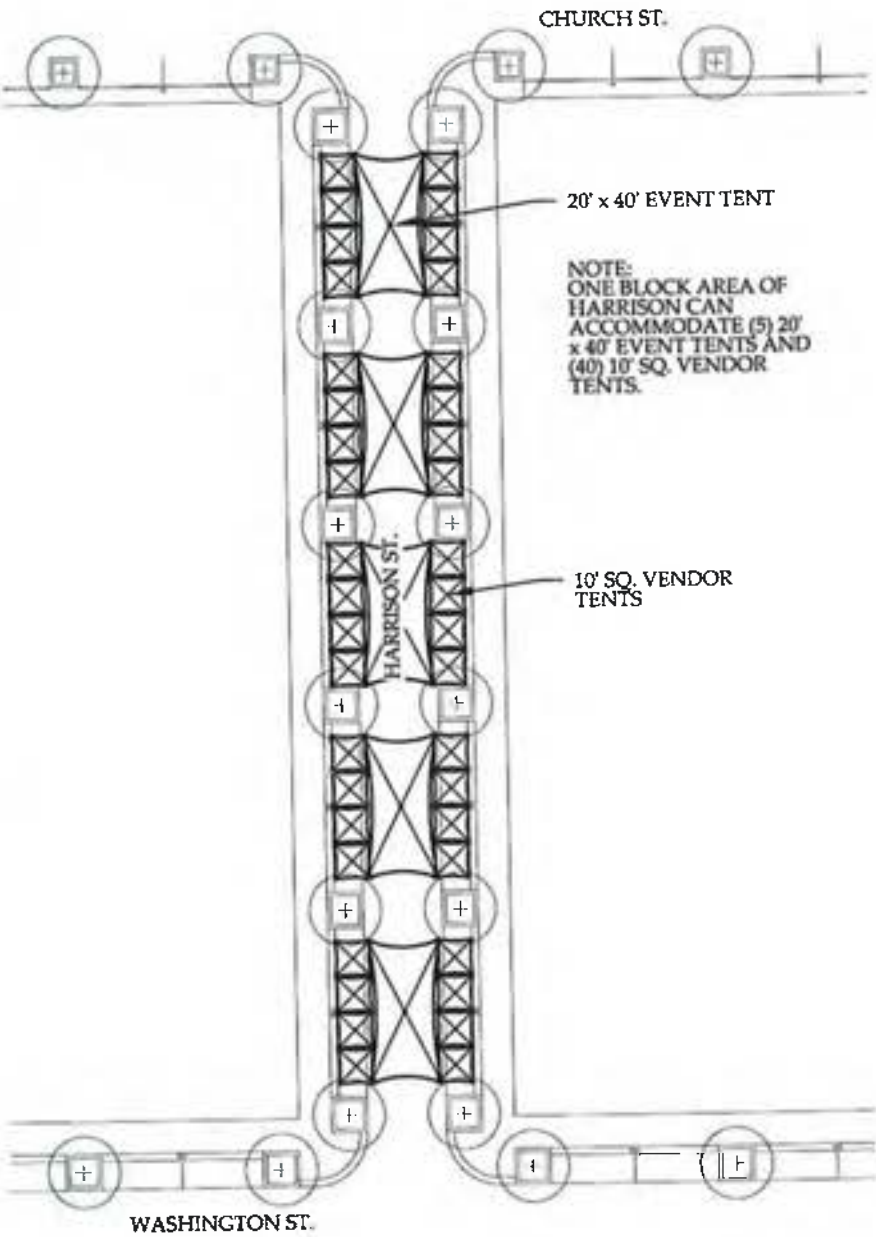
VENDOR TENTS



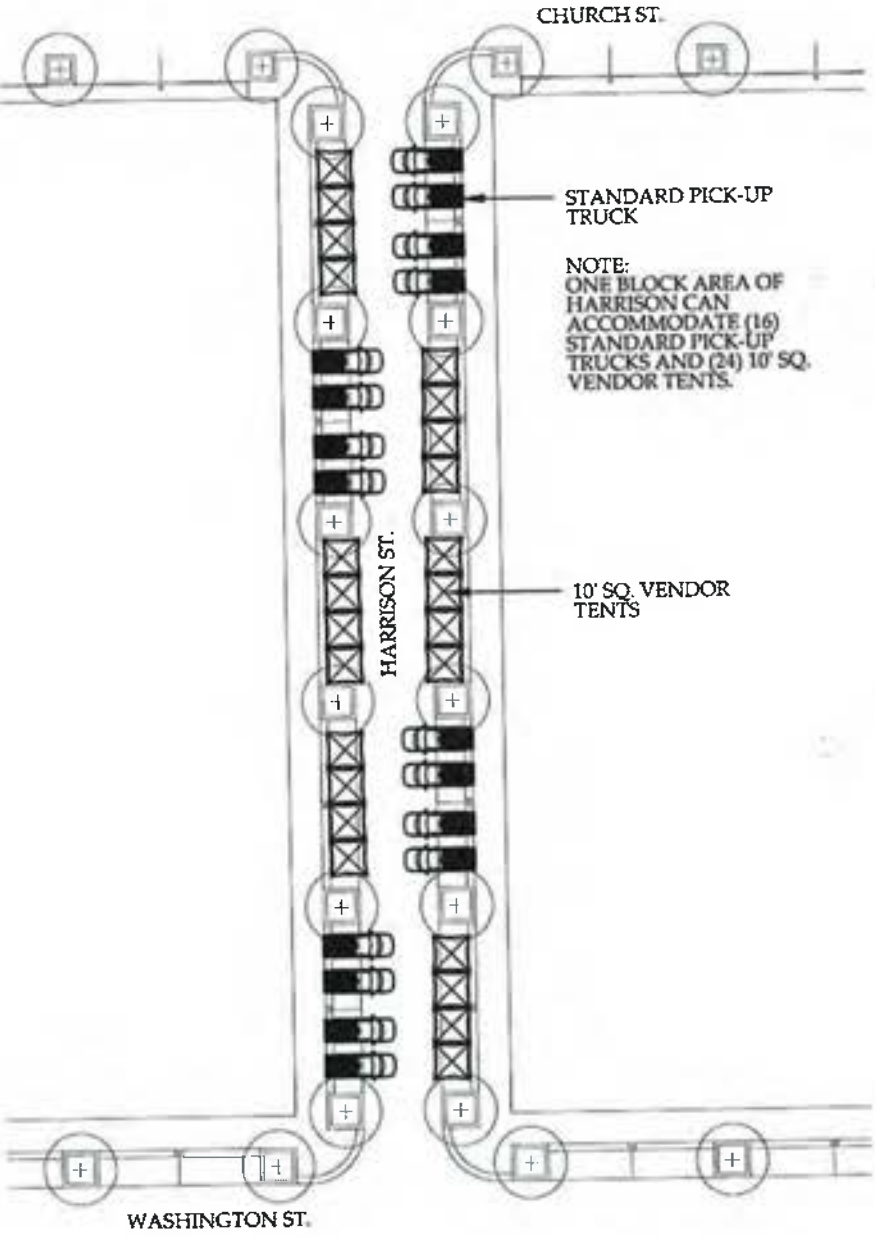
EVENT TENTS



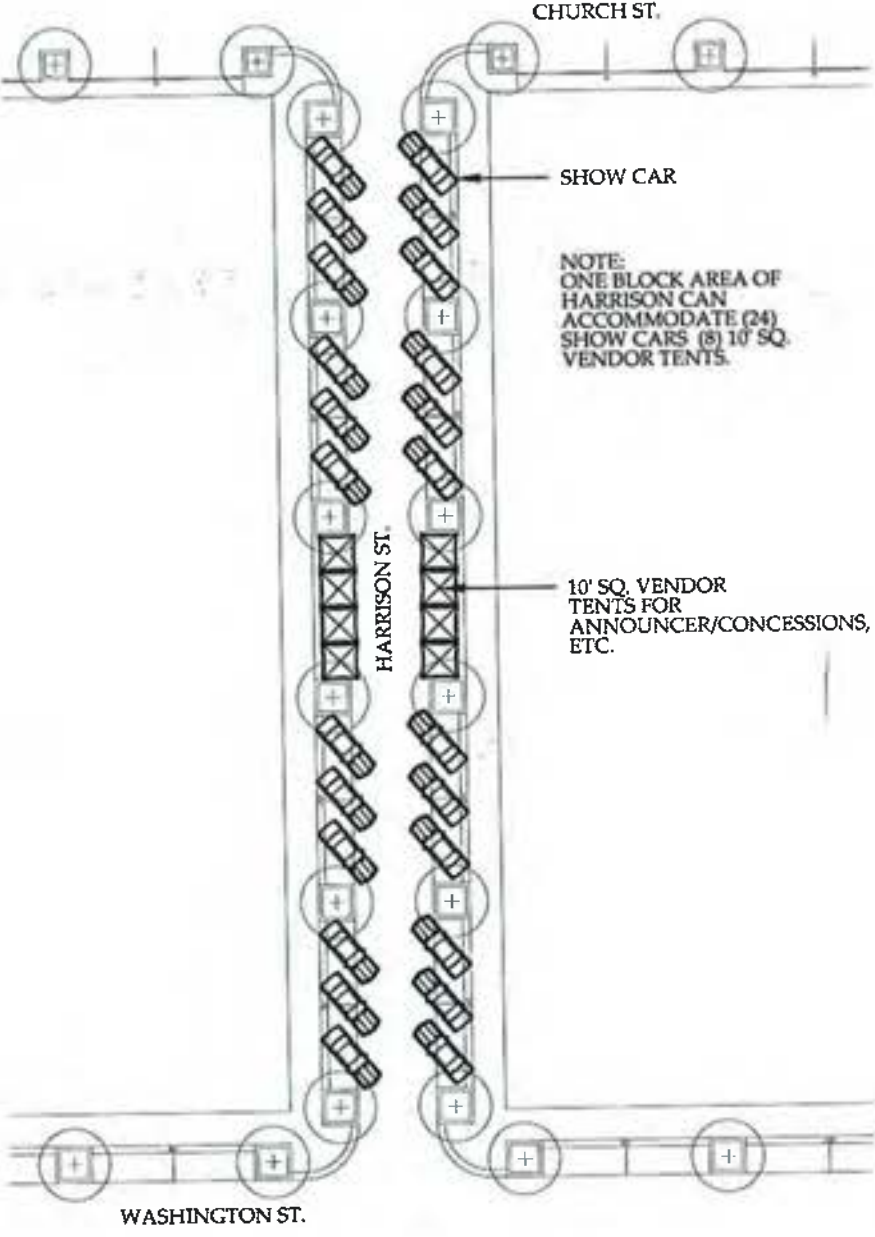
VENDOR & EVENT TENTS



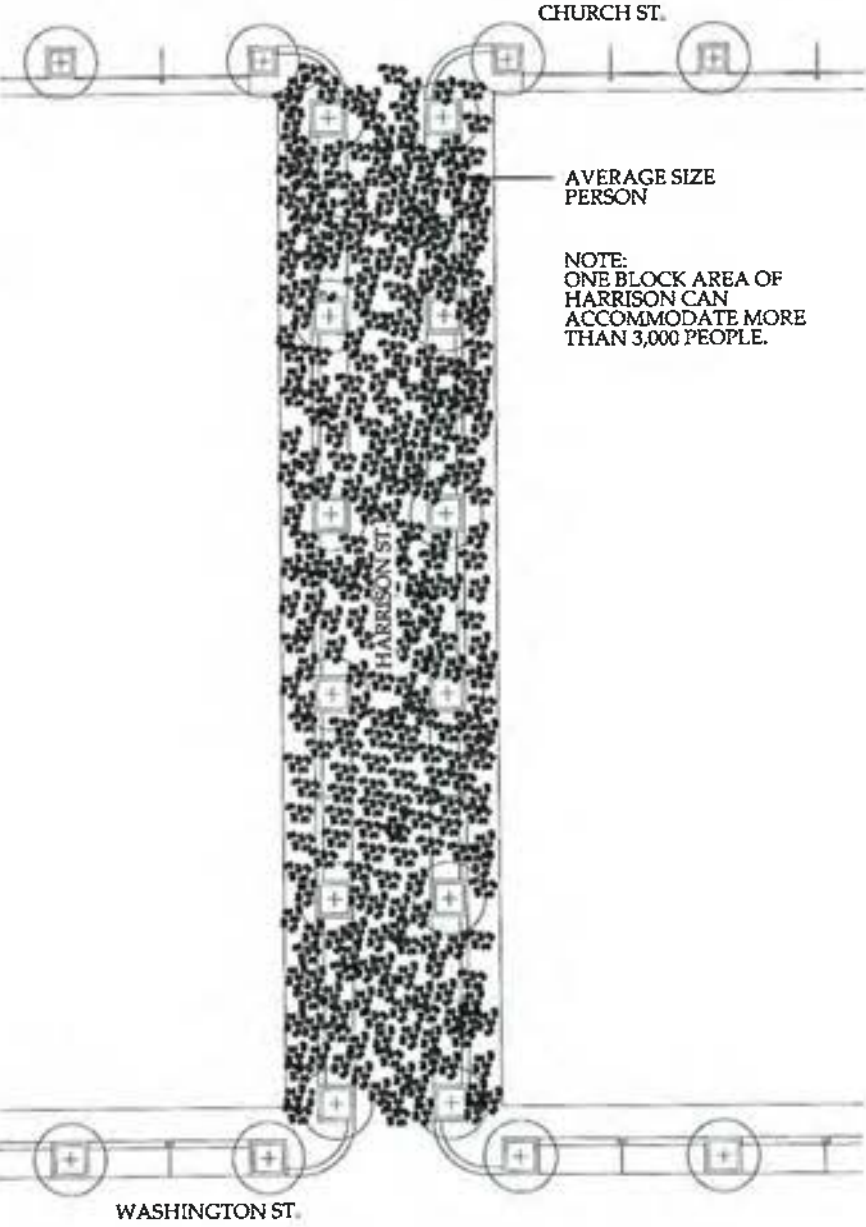
FARMER'S MARKET



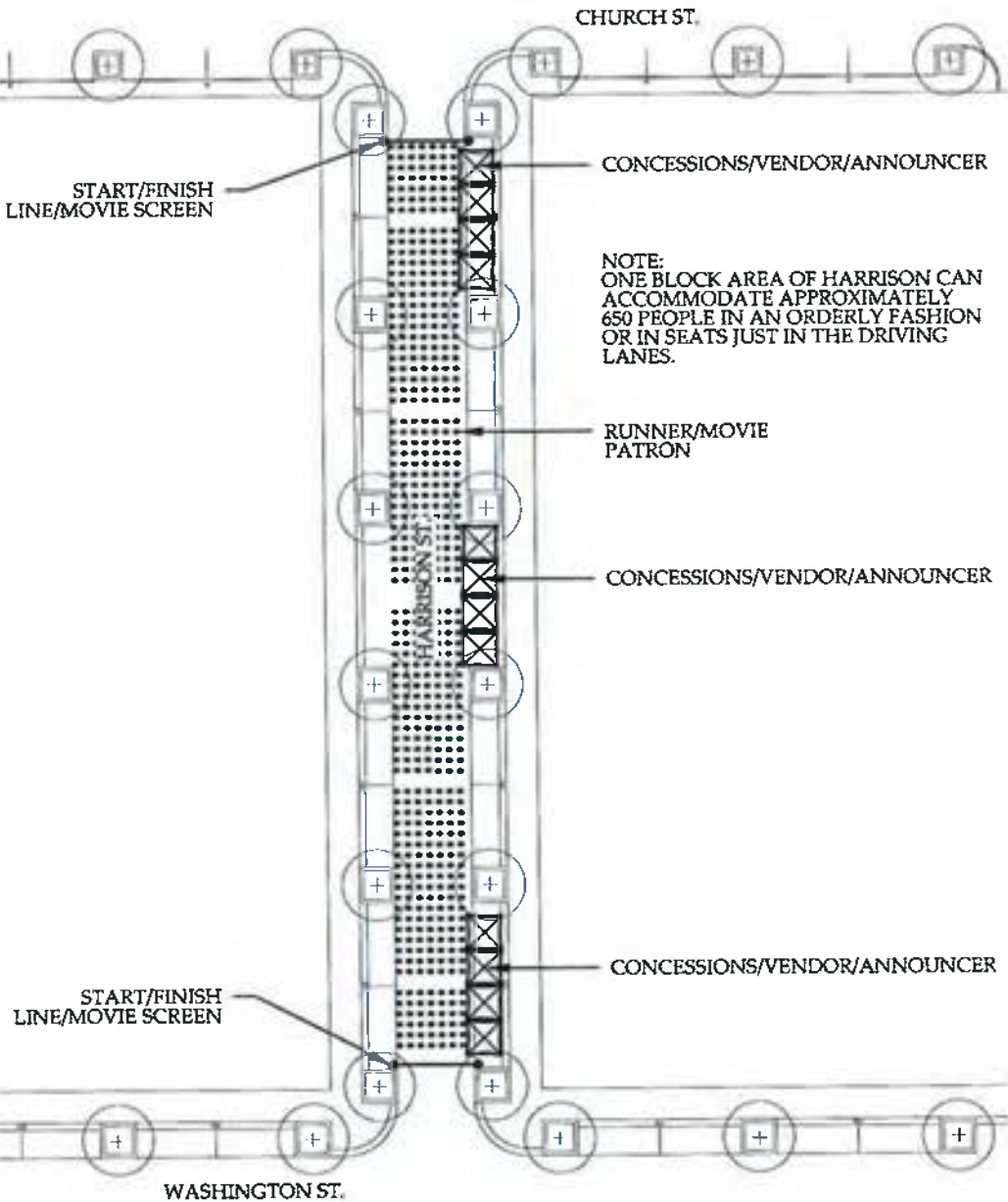
CAR SHOW



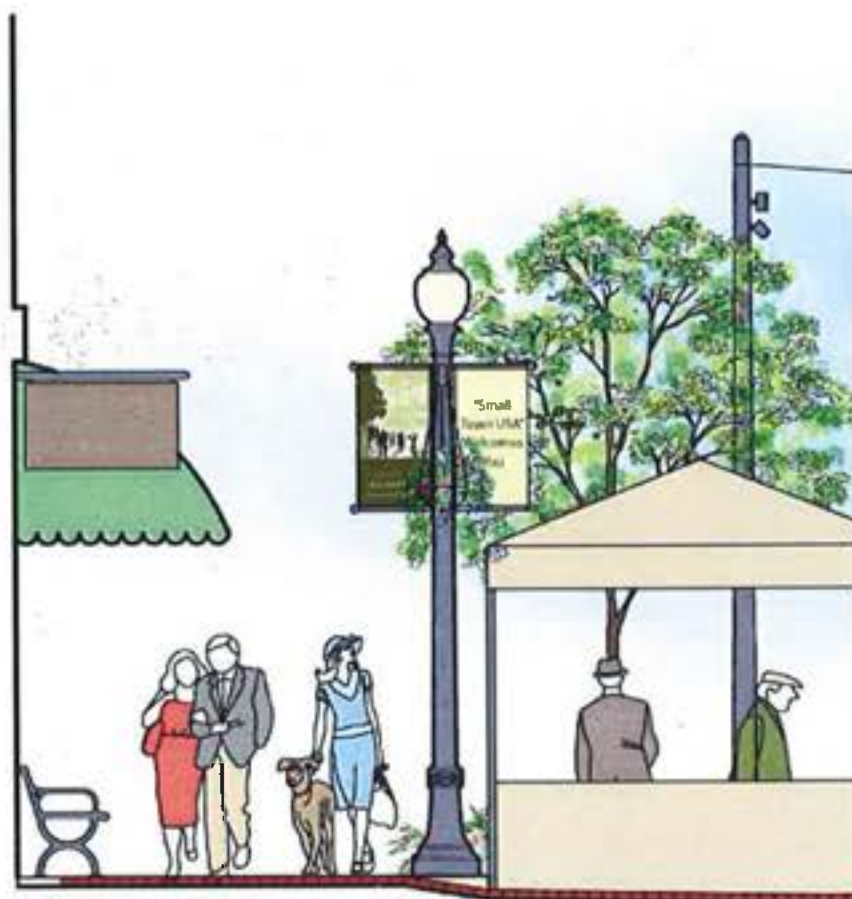
INFORMAL GATHERING/DANCE



FORMAL GATHERING/5K RACE



DESIGN ELEMENTS



Integral to the overall downtown environment are the site furnishings/design elements chosen to be placed within the streetscape. These elements, including benches, litter receptacles, light posts, building awnings, building signage, and street trees, should be of a character reflective of the intended design and local architecture. Although not an exhaustive list of possibilities, the following items would be fitting for the intended design.

BENCHES



Model: Plainwell
 Manufacturer: Landscape Forms
 Size: 72" or 96" length

This bench is available in a variety of wood types or in all aluminum. The design of this bench reflects both a traditional style as well as a contemporary look and is adaptable to a variety of environments. Placing the bench at regular intervals along the streets will add activity on the street and provide seating options which currently do not exist.

LITTER RECEPTACLES



Model: Plainwell
 Manufacturer: Landscape Forms
 Size: 35 gallon, 30" dia. x 45" high

The existing metal litter receptacles in downtown are attractive and could continue to be used. They would complement the recommended bench nicely. If this were the preferred option, the recommendation would be to purchase more and space them at specific intervals throughout downtown, rather than sporadically. If the city were to purchase all new receptacles, the above option would be the preferred.

LIGHT POSTS



Model: LumiLock LED
Manufacturer: HADCO

The existing light poles (above left) in downtown are in relatively good shape and are of a style reflective of the local architecture and intended design. These fixtures could be reused and additional ones purchased if necessary. Improvements to existing fixtures could include refinishing of the poles, new glass globes, and possibly replacing the lamp with a new, more efficient option. If new lights are purchased, the recommendation would be for LED lamps and aluminum poles as shown with the HADCO fixture (above right).

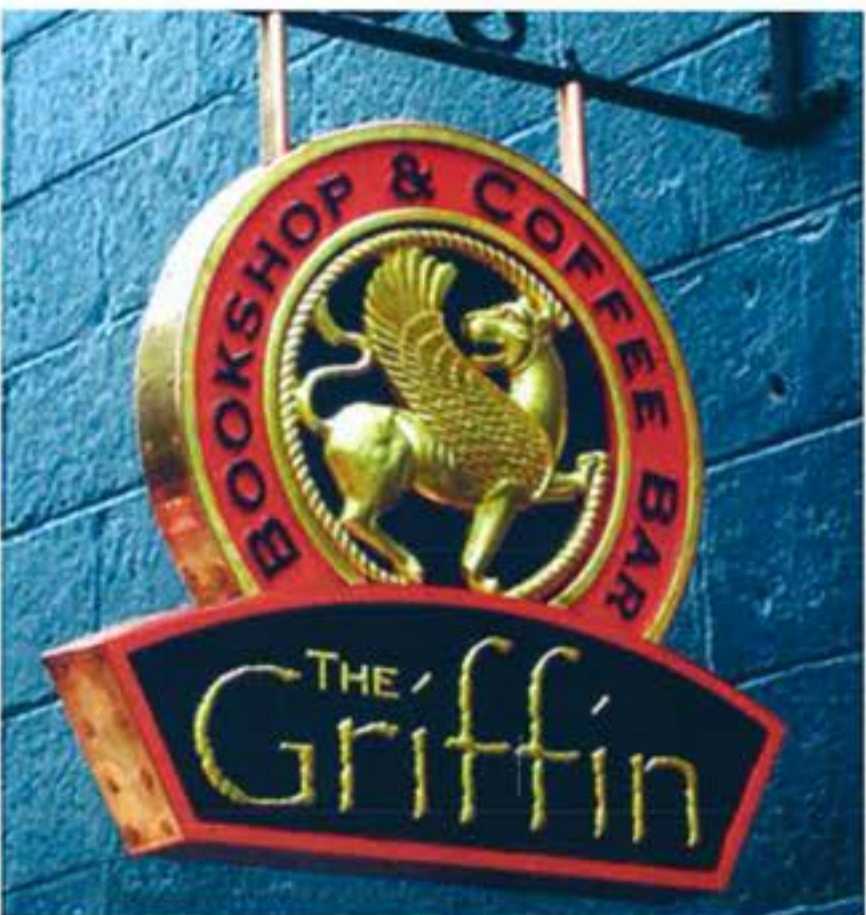


BUILDING AWNINGS



Awnings on downtown buildings should be constructed of fabric with metal frame support as depicted in the above photo. Fabric awnings are available in a variety of shapes, sizes, and colors and can accentuate the uniqueness of a building and advertise business. Awnings also help cool buildings during hot times of the year and protect the building and items in the storefront from potentially harmful UV rays.

BUILDING SIGNAGE



Building signage in downtown should be consistent in its placement and construction leaving flexibility for unique and individual designs. Signage suspended from the building as shown above or letters attached to the building as shown in the above left photo would be preferred options.

WAYFINDING SIGNAGE



A family of signage needs to be developed in Alexandria to provide wayfinding to both vehicles and pedestrians. The signage should be specifically designed for its vehicular or pedestrian audience with the appropriate size text and graphics. It should reflect a similar design character and should direct people outside of downtown to downtown, and people within downtown to specific attractions. Similar to the wayfinding sign above, Alexandria’s design could utilize their chosen logo or design theme and could be incorporated into gateway elements.

STREET TREES

SMALL TREES
Suitable for areas at least 8’ sq. and under wires (Suitable for all streets)

- Acer campestre - Hedge Maple
- Acer ginnala - Amur Maple
- Acer tartaricum - Tartarian Maple
- Amelanchier laevis ‘Cumulus’ - Cumulus Serviceberry
- Carpinus caroliniana - American Hornbeam
- Cercis canadensis - Redbud
- Chionanthus virginicus - Fringetree
- Cornus alternifolia - Pagoda Dogwood
- Cotinus obovatus - American Smoketree
- Halesia carolina - Silverbell
- Maackia amurensis - Amur Maackia or Mayday Tree
- Robinia pseudoacacia ‘Purple Robe’ - Purple Robe Locust
- Robinia pseudoacacia ‘Globe’ - Globe Locust
- Styrax japonica - Japanese Snowbell

MEDIUM TREES
Suitable for areas at least 6’ sq., but not under wires (Suitable for all streets)

- Acer buergerianum - Trident Maple
- Aesculus x carnea ‘Briotii’ - Rubyred Horsechestnut
- Alnus cordata - Italian Alder
- Alnus glutinosa - European Black Alder
- Betula nigra - River Birch
- Carpinus betulus - European Hornbeam
- Cladastris kentukea - Yellowwood
- Evodia danielii - Koream evodia (bebe tree)
- Fagus sylvatica ‘Roseo-marginata’ - Tricolor Beech
- Gleditsia triacanthos inermis ‘Impcole’ - Imperial Honeylocust
- Koelreuteria paniculata - Golden-Rain Tree
- Nyssa sylvatica - Sourgum/Blackgum
- Ostrya virginiana - American Hophornbeam
- Oxydendrum arboreum - Sorrel tree/Sourwood
- Parrotia persica - Persian Parrotia

Existing street trees in Alexandria are over pruned and in poor condition. They are unattractive and provide no real purpose. As street trees are an important aspect of a downtown environment, providing visual interest, shade for residents and tourists, and decreasing urban heat island effect, removal of the existing street trees and installation of new street trees would be recommended. New street trees would be located per the overall enhancement plan (page 88). Trees need to be pruned, maintained, and cared for per ANSI 300 and the Arbor Day Foundation’s standards (<http://www.arborday.org/trees/pruning/>).

- Phellodendron amurense ‘Macho’ - Amur Cork Tree (male only)
- Quercus robur ‘Fastigiata’ - Pyramidal English Oak
- Quercus robur ‘Skyrocket’ - Skyrocket English Oak
- Sophora japonica - Pagoda Tree

LARGE TREES
Suitable for areas at least 5’ wide, but not under wires (Canal & Water Street)

- Acer nigrum - Black Maple
- Acer platanoides ‘Emerald Queen’ - Emerald Queen Norway Maple
- Celtis laevigata ‘All Season’ - All Season Sugarberry
- Celtis occidentalis - Hackberry
- Cercidiphyllum japonicum - Katsura Tree
- Corylus columna - Turkish Filbert
- Diospyros virginiana - Persimmon
- Fagus sylvatica - European Beech
- Ginkgo biloba - Ginkgo (male only)
- Gleditsia triacanthos inermis ‘Moraine’ - Moraine honeylocust
- Gleditsia triacanthos inermis ‘Shademaster’ - Shademaster Honeylocust
- Gleditsia triacanthos inermis ‘Skyline’ - Skyline Honeylocust
- Gymnoclanus dioica - Kentucky Coffeetree
- Liriodendron tulipifera - Tuliptree
- Magnolia acuminata - Cucumber Magnolia
- Metasequoia glyptostroboides - Dawn Redwood
- Platanus x acerifolia ‘Bloodgood’ - Bloodgood London Planetree
- Platanus x acerifolia ‘Columbia’ - Columbia London Planetree
- Quercus bicolor - Swamp White Oak
- Quercus coccinea - Scarlet Oak
- Quercus imbricaria - Shingle Oak
- Quercus macrocarpa - Bur Oak
- Quercus muehlenbergii - Chinkapin Oak
- Quercus rubra - Northern Red Oak
- Taxodium distichum - Bald Cypress
- Tilia tomentosa - Silver Linden
- Ulmus parvifolia - Lacebark Elm
- Zelkova serrata ‘Green Vase’ - Japnese Zelkova

The lists above describe tree species which are appropriate for consideration as street trees for Alexandria. The specific tree to be used should be evaluated based on space availability, soils, exposure, overhead wires, and surrounding buildings.

STREETSCAPE ENHANCEMENTS

STREET IMPROVEMENTS COST ESTIMATES

Below are preliminary cost opinions for selected one block areas of street improvements. These costs are based on current pricing (2010) for the improvements previously discussed. Factors such as inflation and unforeseen existing conditions will affect actual costs as improvements are implemented.

Harrison Street - Church St. to Washington St.

ITEM	QTY.	UNIT	UNIT \$	TOTAL
Demolition				\$41,510.00
Remove concrete pavement	5,600	SF	\$1.50	\$8,400.00
Remove asphalt pavement	17,480	SF	\$1.00	\$17,480.00
Remove concrete curb	610	LF	\$3.00	\$1,830.00
Refurbish and reset light poles	8	EA	\$1,500.00	\$12,000.00
Remove tree	6	EA	\$300.00	\$1,800.00
Earthwork				\$4,040.00
General excavation/earthwork	380	CY	\$8.00	\$3,040.00
Soil erosion/sediment control	1	LS	\$1,000.00	\$1,000.00
New Construction				\$446,311.20
Special paving (walks)	7,842	SF	\$20.00	\$156,840.20
Special paving (parking)	2,945	SF	\$20.00	\$58,906.60
Special paving (road)	8,672	SF	\$20.00	\$173,431.00
Special paving (crosswalks)	919	SF	\$20.00	\$18,375.60
Concrete planter curb	800	EA	\$40.00	\$32,000.00
ADA pavers	328	SF	\$20.00	\$6,557.80
Striping	200	LF	\$1.00	\$200.00
Planting				\$8,711.00
Trees	20	EA	\$400.00	\$8,000.00
Topsoil	47	CY	\$15.00	\$711.00
Subtotal				\$500,572.20
Contingency	10%			\$50,057.22
M.E.P. contingency	15%			\$75,085.83
Total				\$625,715.25

Harrison Street - John St. to Church St.

ITEM	QTY.	UNIT	UNIT \$	TOTAL
Demolition				\$39,696.00
Remove concrete pavement	5,600	SF	\$1.50	\$8,400.00
Remove asphalt pavement	19,236	SF	\$1.00	\$19,236.00
Remove concrete curb	620	LF	\$3.00	\$1,860.00
Refurbish and reset light poles	6	EA	\$1,500.00	\$9,000.00
Remove tree	4	EA	\$300.00	\$1,200.00
Earthwork				\$4,400.00
General excavation/earthwork	425	CY	\$8.00	\$3,400.00
Soil erosion/sediment control	1	LS	\$1,000.00	\$1,000.00
New Construction				\$507,064.00
Special paving (walks)	7,316	SF	\$20.00	\$146,310.00
Special paving (parking)	2,661	SF	\$20.00	\$53,224.80
Special paving (road)	10,099	SF	\$20.00	\$201,975.20
Special paving (crosswalks)	1,876	SF	\$20.00	\$37,516.20
Concrete planter curb	800	EA	\$40.00	\$32,000.00
ADA pavers	312	SF	\$20.00	\$6,237.80
Striping	300	LF	\$1.00	\$300.00
Light pole and luminaire	1	EA	\$4,500.00	\$4,500.00
Wayfinding signage (downtown & community)	1	LS	\$25,000.00	\$25,000.00
Planting				\$8,711.00
Trees	20	EA	\$400.00	\$8,000.00
Topsoil	47	CY	\$15.00	\$711.00
Subtotal				\$559,871.00
Contingency	10%			\$55,987.10
M.E.P. contingency	15%			\$83,980.65
Total				\$699,838.75

STREET IMPROVEMENTS COST ESTIMATES

Berry Street - Harrison St. to Canal St.

ITEM	QTY.	UNIT	UNIT \$	TOTAL
Demolition				\$28,350.00
Remove concrete pavement	4,080	SF	\$1.50	\$6,120.00
Remove asphalt pavement	10,200	SF	\$1.00	\$10,200.00
Remove concrete curb	610	LF	\$3.00	\$1,830.00
Refurbish and reset light poles	6	EA	\$1,500.00	\$9,000.00
Remove tree	4	EA	\$300.00	\$1,200.00
Earthwork				\$3,920.00
General excavation/earthwork	365	CY	\$8.00	\$2,920.00
Soil erosion/sediment control	1	LS	\$1,000.00	\$1,000.00
New Construction				\$138,611.71
Concrete pavement	5,624	SF	\$6.00	\$33,742.08
Concrete barrier curb	559	LF	\$25.00	\$13,979.75
Asphalt pavement	12,256	SF	\$3.50	\$42,896.28
Concrete planter curb	512	EA	\$40.00	\$20,480.00
Special paving (crosswalks)	976	SF	\$20.00	\$19,520.60
ADA pavers	170	SF	\$20.00	\$3,393.00
Striping	100	LF	\$1.00	\$100.00
Light pole and luminaire	1	EA	\$4,500.00	\$4,500.00
Planting				\$6,850.00
Trees	16	EA	\$400.00	\$6,400.00
Topsoil	30	CY	\$15.00	\$450.00
Subtotal				\$177,731.71
Contingency	10%			\$17,773.17
M.E.P. contingency	15%			\$26,659.76
Total				\$222,164.64

Canal Street - Church St. to John St.

ITEM	QTY.	UNIT	UNIT \$	TOTAL
Demolition				\$33,430.00
Remove concrete pavement	6,400	SF	\$1.50	\$9,600.00
Remove asphalt pavement	16,000	SF	\$1.00	\$16,000.00
Remove concrete curb	610	LF	\$3.00	\$1,830.00
Refurbish and reset light poles	4	EA	\$1,500.00	\$6,000.00
Earthwork				\$4,320.00
General excavation/earthwork	415	CY	\$8.00	\$3,320.00
Soil erosion/sediment control	1	LS	\$1,000.00	\$1,000.00
New Construction				\$173,889.29
Concrete pavement	4,467	SF	\$6.00	\$26,800.56
Concrete barrier curb	700	LF	\$25.00	\$17,508.50
Asphalt pavement	13,977	SF	\$3.50	\$48,920.83
Concrete planter curb	512	EA	\$40.00	\$20,480.00
Special paving (crosswalks)	1,918	SF	\$20.00	\$38,366.40
ADA pavers	182	SF	\$20.00	\$3,633.00
Striping	180	LF	\$1.00	\$180.00
Light pole and luminaire	4	EA	\$4,500.00	\$18,000.00
Planting				\$16,768.07
Trees	40	EA	\$400.00	\$16,000.00
Lawn seed	1,590	SF	\$0.20	\$318.07
Topsoil	30	CY	\$15.00	\$450.00
Subtotal				\$228,407.36
Contingency	10%			\$22,840.74
M.E.P. contingency	15%			\$34,261.10
Total				\$285,509.21



Gateways

GATEWAY MAP



The gateway map (above) depicts the identified gateway redevelopment locations (circled in red) in relationship to the project focus area (outlined in red).

EXISTING GATEWAYS



Establishing strong community gateways is crucial to establishing a downtown district capable of attracting outside visitors. Identified by the community and the design team alike, three locations were identified as the primary entrances/traffic areas to downtown Alexandria, depicted on the Alexandria Concept Diagram (pg 73). Two of the three, the gateways at the intersection of Washington Street and SR 9 and Harrison Street and SR 28, were identified as crucial improvement areas (see image on left) for people coming to downtown from the north, east, and south. The third gateway, located at Washington Street and County Road 100 West, would service visitors traveling from the west from areas such as Indianapolis and Noblesville. Its appearance could be very similar the two options depicted in the following pages.

HARRISON GATEWAY OPTIONS



A concern cited by committee members and citizens of Alexandria is the disconnect existing between the downtown and its primary traffic routes. Creating strong, identifiable gateways, which act as wayfinding elements, at important locations like Harrison Street and State Road 9, will attract and guide visitors to the town's center.



The State Road 28 and Harrison Street Gateway incorporates the following:

- a central median/island
- unique artwork reflecting the community theme of arts and entertainment
- a red brick paving strip highlighting the entrance into Alexandria
- street trees & vibrant plantings
- adaptable light posts with hanging baskets
- uniform signage
- artistic silhouettes (see description on the following page)
- pedestrian sidewalks

WASHINGTON GATEWAY



The Washington Street and State Road 9 Gateway features the following:

- improved gateway/entrance signage unique to the Alexandria community
- a stone base
- an artistic metal sculpture
- the Alexandria theme engraving
- a native grass backdrop
- a colorful perennial and groundcover foreground
- excellent visibility
- strong directional elements

THEME (SILHOUETTE IDEA)



Continuing the design theme, a series of metal silhouettes is woven into the urban environment, both downtown and at the city's gateways. Not only do the figures act as wayfinding elements highlighting the path downtown, they also add interest to the landscape as they themselves become art pieces depicting activities Alexandria embraces.



Architectural Overview



Alexandria Opera House.



St. W. Core Church and Harrison, Alexandria.



SUMMARY

As part of the Alexandria Downtown Revitalization Team, Architecture Trio (Archtrio) is responsible for analyzing the buildings in the Alexandria Historic District, as recognized by the State Historic Preservation Office in the Madison County Interim Report (1984); determining a focus for revitalization efforts within the district; and recommending building improvements within the guidelines of The Secretary of the Interior's Standards which also fit with the City's plans for revitalization.

Archtrio worked with building owners and the City to identify key buildings critical to the revitalization efforts of downtown. Criteria used to narrow the focus within the Historic District were as follows:

1. Highest visibility
2. What is doable e.g. what would have the greatest impact for the least amount of money
3. What could be done to boost the momentum of projects already in the works and support businesses that are already established within the downtown area
4. Owner interest.

Several buildings are in a severe state of disrepair within the District. The City and the owners of these buildings need to take immediate stabilization and weatherization action so they can be renovated in the future. Once a building is lost, it is gone forever and the Historic streetscape of Alexandria would be forever changed as can be seen in the loss of other prominent buildings such as the Knights of Pythias building the Opera House.

In the course of our analysis the Staff of Archtrio:

- attended City planning meetings to gain insight into the plans, hopes and dreams for revitalization of the City of Alexandria
- prepared an inventory of historic buildings along a four block area of Harrison Street
- met with building owners to discuss their plans for the future of their buildings
- researched the history of the buildings
- investigated the condition of the building where possible within the scope of the project
- worked with city officials and building owners to determine a focus for the buildings
- prepared elevation drawings for proposed improvements
- prepared the following report, including an analysis of existing conditions, general recommendations for streetscape improvements, and specific recommendations for improvements for 10 buildings.

To support the revitalization efforts we have also provided:

- recommended Design Guidelines as a starting point for discussion within the City for members to discuss, revise and adopt to fit within the Historic District
- a glossary of Architectural Terms used to describe the historic buildings in the Downtown Historic District (Appendix D)

The physical materials already exist for the revitalization of downtown Alexandria; that is, the unique and cohesive building stock within the historic district. Therefore, recommendations for the buildings are prioritized as follows:

1. Secure the buildings to a weather tight condition. Work includes repair or replacement of roofs and masonry tuckpointing.
2. Restore or replace windows to their original opening size, especially at the street facing elevation.

3. Restore or replace storefronts to create a pedestrian friendly design, flexible for a variety of businesses, and sympathetic to the original design of the building.

The designation of the Alexandria Historic District by the State Historic Preservation Office is the first step in gaining placement of the district on the National Register. The City of Alexandria is strongly encouraged to seek and apply for National Register status. A listing on the National Register provides two major benefits to property owners to take advantage of the use of Federal Funds and Tax Credits in the rehabilitation of their building within the guidelines of the Secretary of the Interior's Standards.



NATIONAL REGISTER AND INDIANA MAIN STREET

NATIONAL REGISTER NOMINATION

The Indiana Department of Natural Resources, Division of Historic Preservation and Archaeology has identified the Alexandria Historic District in the Madison County Interim Report (1984). The Interim Report includes a survey of the buildings within the district and classifies them according to their level of historic contribution to the district, from highest to least degree: Outstanding, Notable, Contributing, Reference, or Non-Contributing. The recognition as a historic district suggests that there are a sufficient number of historically significant structures within the specified area for consideration as a National Register District. This first step to a National Register Nomination has been taken.

The National Register was created in response to a 1965 United States Conference of Mayors position statement. As quoted from the State of Indiana Department of Natural Resources website, "The historical and cultural foundations of the nation should be preserved as a living part of our community life." Since 1966 properties have been listed throughout the nation and since that time over 1300 properties and districts have been listed in Indiana. The program is administered through state historic preservation offices, in Indiana, the Indiana Division of Historic Preservation and Archaeology (DHPA).

Benefits to listing a property on the National Register include:

- Giving a property prestige and publicity
- Providing protection for the property from federally assisted projects
- Permitting the owners of income-producing properties to use investment tax credits for certified rehabilitation

Allowing owners of certain publicly owned or publicly accessible, non-income-producing properties to apply for federal rehabilitation grants.

Being listed on the National Register does not prevent private owners from altering their property, restrict the use or sale of the property, or establish certain times that the property be open to the public.

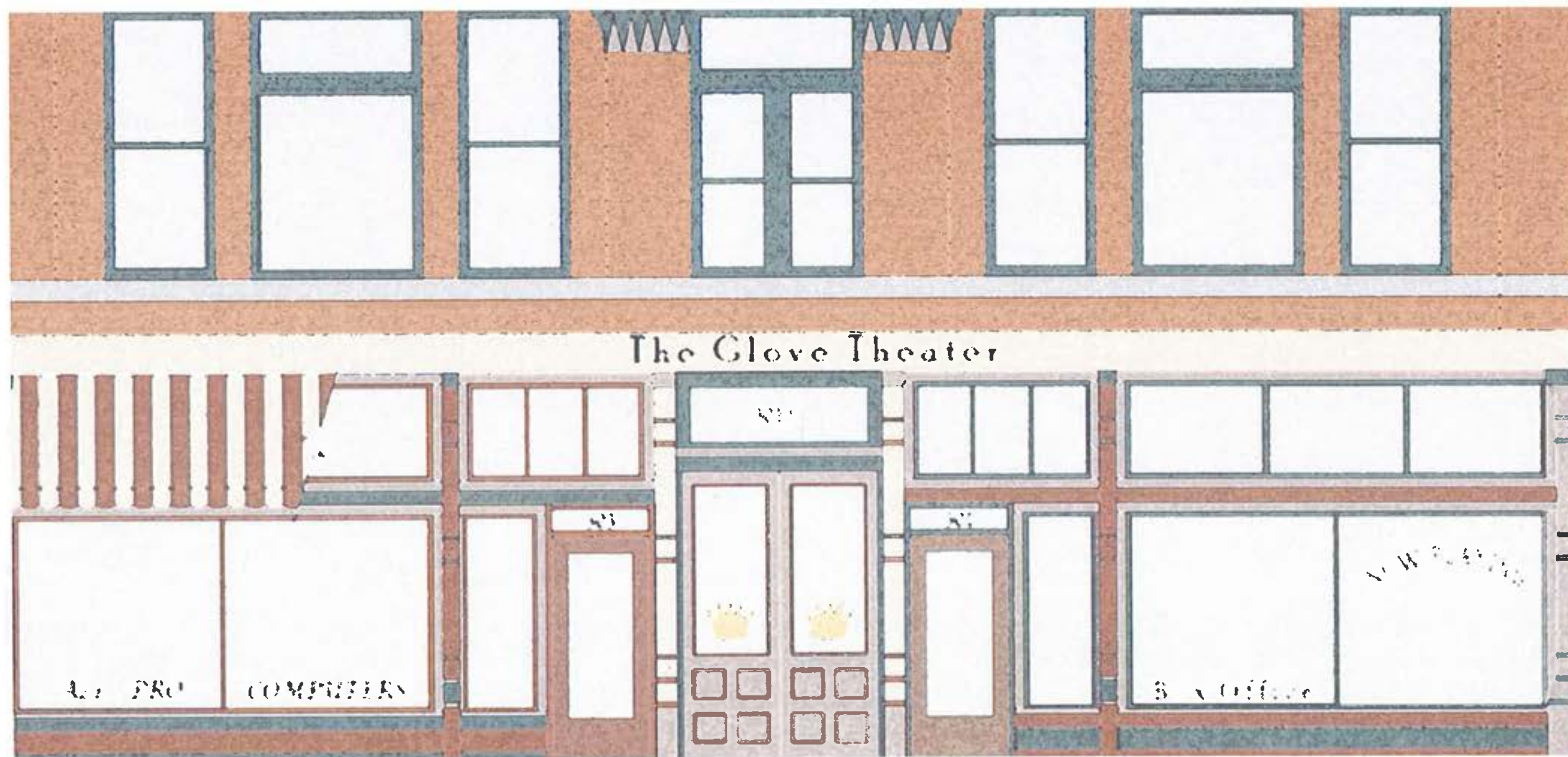
INDIANA MAIN STREET

Indiana Main Street is a local initiative supported by the State of Indiana Office of Rural and Community Affairs (OCRA) to strengthen commercial activities and improve buildings. This program is designed to encourage and educate community groups. The idea behind the program is to organize concerned citizens within a community to work together to enhance and maintain the look and feel of their community and to promote the community to potential customers, investors, businesses, local citizens and visitors.

A Main Street group provides an opportunity for local people to participate in workshops and training offered at the state level to address issues related to the revitalization of their historic downtown. This information can then be brought to the city or town to implement enhancements customized to fit within the context of their own communities. As presented on the OCRA website (<http://www.in.gov/ocra/2364.htm>) specific Main Street areas of focus are: Organization, Design, Promotion, and Economic Restructuring.

The City of Alexandria is an Indiana Main Street Community. As part of the state-wide Main Street Program, Alexandria has the opportunity to take advantage of educational programming offered by the state. Alexandria needs to take advantage of these services and become a thriving local organization.





Architectural Recommendations

GENERAL RECOMMENDATIONS

GENERAL BUILDING ANALYSIS

The buildings on Harrison and Washington Streets define the center of Historic Alexandria. Many of the buildings date to the late 1800s and early 1900s. Alexandria's commercial development can be attributed in to the gas boom and the rise of glass manufacturing at the end of the 19th century. The majority of the buildings from that time remain and serve as an identifier of the Small Town USA character for which Alexandria is known.

Alexandria is rich with historic character despite its "tired" present appearance. Building styles popular at the turn of the 20th century are reflected in the historic district including; Romanesque Revival, I.O.O.F. Building on West Church Street and the Glove Corporation building at 301 North Harrison; Neo-Classical, Perry Block and Davis Block at 220-224 North Harrison; Italianate, the Conway Building at 102 North Harrison and the Bertsche & Tomlinson building at 120-122 North Harrison; and 19th Century Functional, Dollar General building at 208 North Harrison and the Cox Supermarket building at 302 North Harrison.

Many of the first floor original storefronts have been lost to later alterations, however much of the second and third floor character and details remain. Intricately detailed buildings such as the Conway Building (102 North Harrison Street) or the sculptural brick work found at 116 North Harrison Street add beauty and interest to the streetscape and are currently unenhanced and in many instances, ill maintained. Other building features have been obscured or covered over; inappropriate alterations have been made that detract from the scale and massing of the streetscape. Close consideration should be given to respect of the defining features, to preserve remaining historic character and to the reversal of obtrusive elements to a more architecturally compatible and visually stimulating design.

RECOMMENDATIONS

Historic structures give character to a city and ownership comes with its own unique issues. Recommendations on the following pages relate to the common problems that arise with historic buildings and suggest ways to help preserve the longevity of the structure(s). These recommendations provide basic information to restore and maintain a stable and weather tight structure. Further architectural information is discussed in the Design Guidelines section, located on page 137.



200 Block of North Harrison Street (Top)
South Side of Washington Street (Bottom)

GENERAL RECOMMENDATIONS

FACADES

All of the study buildings included were constructed of brick. Through time mortar joints deteriorate which can lead to water infiltration causing exterior and potential interior damage. Stresses on the structure as a result of water infiltration and deterioration of structural members, unusual loading, or expansion and contraction of building components such as rusting steel lintels, often can cause step-cracking in the masonry joints, bulging of the wall surface, and potential failure. Abrasive cleaning methods such as sandblasting remove the protective surface from the brick giving rise to deterioration of the units themselves.

Inspection and repair of the mortar joints should be undertaken annually. When repointing masonry joints, care should be taken to use mortar of a similar composition, color, texture and rake to existing. When cleaning is required, non-abrasive methods will remove soil and paint and will maintain the integrity of the brick unit. Preservation Brief 2: Re-pointing Mortar Joints in Historic Brick Buildings provides guidance on these methods.



ROOFS

Leaking roofs, improper flashing and missing or undersized gutters create a threat to the structure and integrity of an historic building. Water infiltration should be addressed as soon it occurs. Regular roof inspections are important for all types of roofs: metal, membrane (EPDM) and asphalt shingle. An inspection of the parapet wall and flashing is also critical to assure a water tight condition. Gutter maintenance should include periodic inspection, cleaning and repair. Verify downspouts are securely attaches to the gutter system and are draining away from the buildings foundation.

WINDOWS

Historic window units often become deteriorated or damaged through exposure to the elements and use over time. The units can become victims of a well-intentioned owner trying to modernize or become energy-conscious by down sizing with replacement windows and infilling the balance of a masonry opening. The aesthetics of the building become compromised when replacement window units are of incompatible materials and style thereby robbing the façade of historic profiles of the original units. Additionally, periodic inspection of steel lintels supporting the structure above the window is required to ensure they remain painted and free of rust.

Wood window sash and frames need to be inspected yearly for deteriorating components and peeling paint. When the paint finish begins to fail it should be scraped, sanded and painted. Caulk joints between the wood frame and the masonry opening need to be inspected and re-caulked as required. When historic units become unsalvageable, replacement units should be of the same size and profile and material. Appropriate wood units with aluminum cladding may be acceptable if existing units are beyond repair or are missing. The installation of appropriately sized and configured storm windows can protect original windows and improve the thermal efficiency

of a unit. When the replacement or repair of historic windows is not a financially viable option, temporary boarding helps to minimize further damage to the window unit, protects the interior, and prevents the public hazard of falling glass and wood components.



*Deteriorated Masonry Joints (Left)
Restorable Windows Remains Behind an Exterior Board Up (Top)*

GENERAL RECOMMENDATIONS

STOREFRONTS

Storefronts serve as the face of the business within and are often the first place an owner will update a building. The various storefront remodels in Alexandria give the streetscape a unique character that does not necessarily detract from the city's historic charm. A storefront remodel detracts from the streetscape when the reconstruction is incompatible with the overall context of the building in material, massing and scale.

When remodeling a storefront, consideration should be given to the overall context of the building, the historic and architectural significance of prior storefront configurations and the nature and character of the business within. Regular maintenance, replacement of deteriorated components, scraping, sanding and repainting, is needed for all storefronts and will preclude the need for remodeling.

Historic Storefront Proportions



MISCELLANEOUS

Steel support beams between the storefront and upper levels are vulnerable to failure if they are allowed to rust. Routine inspection, scraping and painting is the best protection for maintaining the viability of steel support beams. Decorative elements on the building's exterior should be inspected to make sure they are firmly attached and should be repainted when necessary. Rusting and loose decorative elements not only detract from the appearance of the building, but also become a safety hazard to pedestrian traffic below.



Decorative Cornice at 118 N. Harrison

SIGNAGE

Signs can serve many functions including business or service identification, information or direction. Signage within the project boundaries is often absent, lacks creativity, provides little visual enticement, and/or contributes to the visual "clutter." Implementation of sign guidelines within the Historic

District and immediate surrounding areas should be encouraged and implemented as soon as possible. A well designed sign along with external lighting provides the invitation to enter into a retail establishment, promote a particular service or provide direction both during the day and night. Signs of differing types should be considered including surface mounted signs at storefront sign panels, projecting signs, painted window signs, blade signs and even painted wall signs when of an appropriate scale and design. Signs with visual clutter, garish colors, suburban character or internal illumination generally should be avoided.



*Cast Iron Pilaster at
116 N. Harrison*

CONCLUSION

Recommendations for improvements to the architectural assets of downtown Alexandria within the study area have been formulated from by analyzing existing conditions with the long term objective of protecting Alexandria's remaining historic resources while enhancing the character of the downtown. To accomplish this, improvements to the physical appearance, the aesthetic qualities and the economic vitality of the businesses must occur. Through its committed community leaders and residents, the City of Alexandria has the potential to be transformed into a community that invites locals and visitors alike to experience the existing community assets, from world renowned Gospel Music to the World's Largest Ball of Paint in Small Town USA., while preparing for future expansion of dining and entertainment. Success will depend on the collective efforts of business owners, government leaders and the support of the community to assure the downtown's vitality for present and future generations.

BUILDING RECOMMENDATION GUIDE

Recommendations for selected buildings are presented on the following pages. The buildings are laid out on two pages; the first depicting the current state of the building and the second showing recommended improvements.

The Building Description section includes: date of construction, architectural style, IR (Interim Report) classification, height, and physical description. The IR classification rates the impact of a specific structure on the historic streetscape of Alexandria and the amount of remaining visual historic fabric. Ratings are described in the Madison County Interim Report (1984) are as follows:

- Notable - the structure great significance to the streetscape.

- Contributing - the structure contributes to the continuity and uniqueness of the district .
- Reference - refers to badly altered pre-1940 structures.
- Non-contributing - the structure creates a negative impact on the historic district.

The Existing Conditions section provides history and details about the state of the building.

Page two presents a schematic drawing of improvements as listed in the Recommendations. Recommended building improvements follow the Secretary of the Interior's Standards for Rehabilitation and are suggestions at this point. Any future work on the building would begin with discussions between the owner and architect to develop the design to

meet the owner's needs. A wide range of color palettes would fit within the historic district; therefore the colors presented are also suggestive.

ARCHITECTURAL RECOMMENDATIONS

301 N. HARRISON

EXISTING CONDITIONS

Construction Date: 1890
Style: Romanesque Revival
IR Class: Notable
Height: Three stories
Façade: Brick with limestone sills and heads, decorative metal band at cornice above third floor windows, brick corbelling above metal cornice and heavy bracketed metal cornice at the terminus. Plaster relief is found at building corners and flanking the center window bay.
Windows: Original wood arched double hung units on third floor, replacement vinyl sash in three sections on second floor.
Storefront: Modern brick infill backplates, pilasters and transoms, aluminum and glass storefront doors, residential style six-panel door at second floor entry with applied Federal head ornament, wood framed storefront windows framed by undersized aluminum shutters.
Existing Conditions and History



Photo circa 1893

A notable rating in the Interim Report denotes the grand detailing and stature of this building. Formerly a Masonic Hall and home to The Globe Corporation's manufacturing activities from 1922-1952, the office functions of the Globe Corp remain in the second floor. The first floor storefronts are occupied by Small Town Barber Shop and All Pro Computers. The office on the second floor takes up only a portion of the space and the remaining space is an open space with historic

sewing equipment still in place. The third floor is a large open space that also contains historic sewing equipment. The upper levels are served by a central stair accessed at the front of the building as well as a freight elevator at the back of the building. Painted skylights once provided natural light to the manufacturing processes on the third floor.



125 ALEXANDRIA DOWNTOWN REVITALIZATION

Sample Page 1

ARCHITECTURAL RECOMMENDATIONS

301 N. HARRISON

RECOMMENDATIONS

1. Masonry lock-pointing
2. Restore metal cornice and head details, standard cornice and decorative metal capitals at center bay window pilasters
3. Restore or replace second and third floor windows

4. Restore storefront with white metal cladding conditions for remaining historic fabric. Restore brick storefront with wood and glass storefront system and transoms windows
5. Provide new wood doors



Suggested exterior fabric: Sashwell 2172 Burgundy ECR

Cornice Detail

Third floor window - original configuration

Skylight at third floor with painted frame



125 ALEXANDRIA DOWNTOWN REVITALIZATION

Sample Page 2

ARCHITECTURAL RECOMMENDATIONS

102 N. HARRISON - LIGHTHOUSE - CONWAY BLDG.

EXISTING CONDITIONS

Construction Date: 1890

Style: Italianate

IR Classification: Notable

Height: Three Stories

Facade: Brick with limestone window heads and sills, decorative metal brackets and cornice

Storefront: Modern aluminum and glass with wood kickplates, original cast iron pilasters, rusticated stone arched corner entry (missing corner tower)

Windows: Historic wood double hung and wood sectioned transoms at third floor windows

South Elevation Circa 1960 (Below)



The Interim Report (IR) notable rating is an indicator of the significance of this building to Alexandria's historic downtown. Situated at the corner of Harrison and Washington Streets with its grand corner entrance the building is highly visible. The first floor storefronts are connected and currently house the Lighthouse Café. The second floor was historically lodge rooms for the Red Men's lodge and in the 1940s was divided



Cast Iron Column Detail (Above Left)

Decorative Keystone at Corner (Above Right)

Historic Photo Circa 1895 (Below)



into six apartments. Later the space was used as offices, but has been vacated for many years. The third floor originally served as the Red Men's Lodge Hall and a temporary worship space for the First Baptist Church (c. 1890). By the mid-1900s the space became the training area for the National Guard. The large open space and intricate stair detail the potential to provide the setting for a future gathering space.



102 N. HARRISON - LIGHTHOUSE - CONWAY BLDG.

RECOMMENDATIONS

Note: Structural and roof repairs are currently in process

1. Masonry tuckpointing
2. Restore decorative metal cornice
3. Rebuild/restore storefront:
 - Remove storefront material
 - Evaluate underlying conditions
 - Rebuild wood and glass storefront with transom windows
 - Scrape and paint metal columns and beam
 - New wood storefront doors
4. Comprehensive appropriate signage plan



Boarded and deteriorated windows with original double hung and divided-lite transoms



Multi-profiled, intricately detailed metal cornice in deteriorated condition



Historic storefront remains with minor alterations. Decorative cast iron column and beam detail remains. Visual clutter is created by various signs and banners.



Historic storefront proportions still apparent despite later unsympathetic alterations.

106 - 112 N. HARRISON

Existing Conditions:

106-110 are connected on the inside at both the first and second floor levels. The storefronts have a more suburban character and are uninviting to pedestrians. The closed in windows give the buildings a vacant appearance. One historic cast iron pilaster remains on the 110 storefront suggesting historic character now lost. It is unknown if any other historic details remain. These buildings offer the opportunity for a new configuration of museum/retail/hotel lobby on the first floor and hotel on the second floor.

This small building was formerly a candy store and music store and is utilitarian in its design. Its diminutive scale is ideal for a small business. The Reference classification in the Interim Report is because of the altered storefront and simplistic character despite historic elements remaining at the upper level.

Rosette at storefront beam - 112 N. Harrison



106-108 N. Harrison

Construction Date: 1890
Style: 19th Century Functional
IR Classification: Contributing
Height: Two Stories
Façade: Aluminum siding
Storefront: Aluminum and glass
storefront doors, aluminum siding and small windows
Windows: Obscured by aluminum siding and small wood shutter

110 N. Harrison

Construction Date: 1890
Style: Romanesque Revival
IR Classification: Contributing
Height: Two Stories
Façade: Brick with corbelling at cornice and limestone window heads, sills and detailing
Storefront: Suburban office style, with siding, and small windows
Windows: Obscured by wood shutters

112 N. Harrison

Construction Date: 1900
Style: 19th Century Functional
IR Classification: Reference
Height: One Story
Façade: Brick with brick detailing and limestone coping
Storefront: wood and shingle awning, board and batten siding, residential style half-light door, undersized window, historic metal beam with decorative attachments
Windows: none above storefront level



106 - 112 N. HARRISON

RECOMMENDATIONS

106-108 N. Harrison

1. Remove siding
2. Evaluate underlying conditions
3. Masonry tuckpointing
4. New sheet metal coping
5. New aluminum clad wood windows
6. Evaluate storefront for remaining historic fabric
7. Rebuild storefront

110 N. Harrison

1. Masonry tuckpointing
2. Relay/replace limestone coping
3. Restore/replace windows
4. Remove storefront material
5. Evaluate underlying conditions
6. Rebuild storefront
7. New flat metal awning

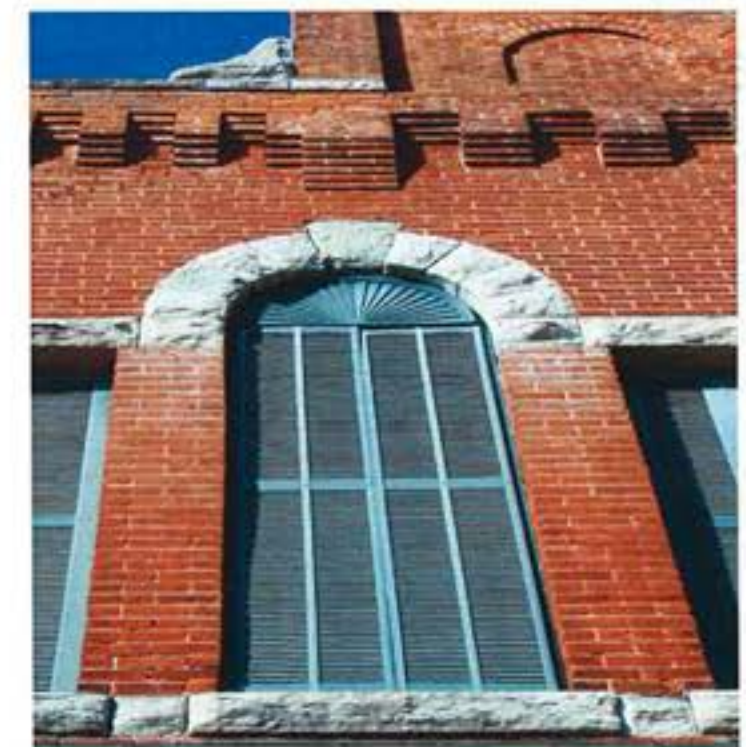
112 N. Harrison

1. Masonry tuckpointing
2. Remove storefront material
3. Evaluate underlying conditions
4. Rebuild storefront
5. New canvas awning
6. New signage



Suggested awning fabric, Sunbrella Spa #4965 (Above)

*Pedestrian view 110 N. Harrison (Right)
Arched limestone window head, corbel and
arched brick details at 110 N. Harrison
(Below Right)*



ARCHITECTURAL RECOMMENDATIONS

210 N. HARRISON

EXISTING CONDITIONS

Construction Date: 1900

Style: 19th Century Functional

IR Classification: Contributing

Height: Two Stories

Façade: Painted brick with corbelling at the cornice

Storefront: Four bay configuration, aluminum and glass storefront with wood or fiber board kickplate and historic vents, historic cast iron pilasters

Windows: Obscured double-hung windows in oriel configuration

This well-maintained former dime store shows evidence of prior storefront configurations at the remaining interior pressed ceiling. Original cast iron pilasters remain as well as evidence of the original storefront proportions. It is unknown if transom windows remain. The upper level has been unused for decades but once served as a former music academy, comprised of two larger open areas and a number of small rooms. Other historic fabric remains on the upper level including original open stair, trim, doors and hardwood floor.

Historic wood panel detail at underside of upper level oriel windows. Note dentil trim. (Right)



Photo circa 1960



210 N. HARRISON

RECOMMENDATIONS

1. Masonry tuckpointing
2. Restore/replace windows
3. Restore existing storefront windows and framing
4. Remove material covering transom and kickplates
5. Evaluate underlying conditions
6. Restore/replace transom windows
7. Install decorative tile at kickplates
8. Restore upper level entry details
9. New wood doors
10. Install new fixed awning at entry bay



Stair detail to upper level.



Pedestrian view. (Top Left)

Window sash and trim remain in their original configuration as seen from the interior. (Top Right)

Vent grille at lower storefront. (Above)



218 N. HARRISON

EXISTING CONDITIONS

Construction Date: 1890
Style: Romanesque Revival
Interim Report Classification: Contributing
Height: Two Stories
Façade: Brick with Romanesque arched detailing at cornice, limestone window sills
Storefront: Three bay modern aluminum and glass with wood and shingle awning
Windows: Brick infill and undersized replacement aluminum sash

Formerly Cox's Supermarket and Darner's Department Store, the most recent occupant was Tree of Life Ministries. The first floor has an expansive open space, typical of a church. The second floor was partially remodeled as office space and classrooms and the northeast section retains its historic apartment configuration.

Mrs. Beardsley's Millinery is painted on the south wall facing the alley, indicating a possible early use of the building. The interior is in good condition and the roof appears to be sound and not leaking at present.



Corbelling and brick and stone arch detailing at center bay. (Right)



Boarded windows at south elevation.



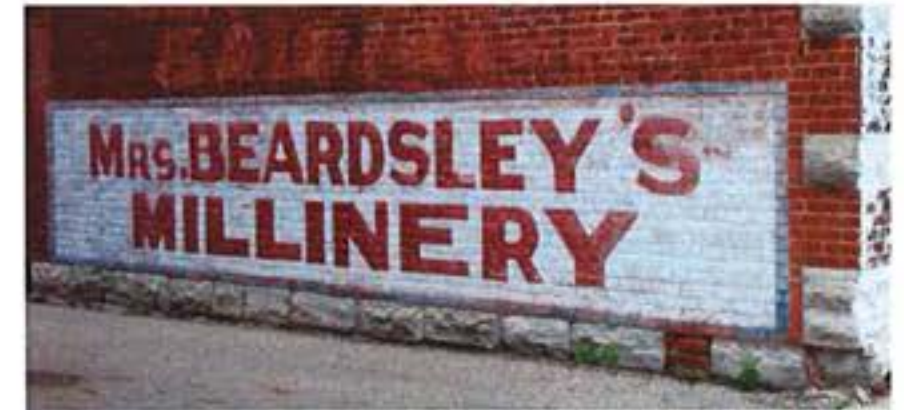
218 N. HARRISON

RECOMMENDATIONS

1. Masonry tuckpointing
2. Remove brick infill and install new aluminum clad wood windows
3. Remove awning material and kickplate cladding
4. Evaluate underlying conditions
5. Rebuild storefront
6. Install new fabric awning at second floor entry



Suggested awning fabric Sunbrella Spice Brass Vintage #4967



Painted wall sign at the south elevation. Note "ghost" image above.



Altered upper level windows.



ARCHITECTURAL RECOMMENDATIONS

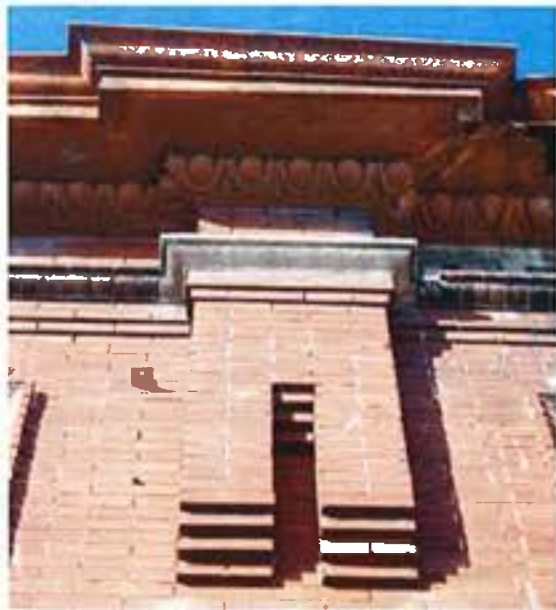
220 - 224 N. HARRISON

EXISTING CONDITIONS

These buildings have generally been well maintained but with a few changes. Built in the same year in similar yet distinct styles, the two are connected at the upper level.

The Perry Heritage block (220-222) façade is arranged in a three bay configuration. The second floor retains much of its original configuration including series of rooms off a center hall, approached by a centrally located stair accessed from the street frontage. The two storefront spaces are by a center common wall that has an opening providing connection between the two.

The first floor of the Davis block (224) is comprised of a small storefront space facing Harrison Street and three apartment units facing John Street. Beyond the apartments at the west end of the building, a historic mortuary storefront remains where the local deceased were purportedly on “public display”. The upper level has two distinct spaces with different floor levels and is used for storage at this time.



Egg and dart detailing at metal cornice and decorative masonry at 220-222 N. Harrison

220-222 N. Harrison Perry Heritage Block

Construction Date: 1902

Style: NeoClassical

IR Classification: Contributing

Height: Two Stories

Façade: Brick with limestone (building plate) and window heads, metal decorative metal cornice

Storefront: Modern aluminum and glass with vertical aluminum panels at kickplate, wood and shingle awning spanning to adjacent building

Windows: Replacement aluminum fixed sash at full original height.

224 N. Harrison Davis Block

Construction Date: 1902

Style: NeoClassical

IR Classification: Contributing

Height: Two Stories + turret

Façade: Brick with limestone windows heads and sills, decorative metal details at cornice

Storefront: Replacement brick kickplate and pilasters, wood siding storefront infill with undersized windows.

Windows: Original wood double hung sash and leaded transoms



220 - 224 N. HARRISON

RECOMMENDATIONS

220-222 N. Harrison Perry Heritage Block

1. Install new sheet metal coping
2. Masonry tuckpointing
3. Restore decorative metal cornice
4. Install new aluminum clad wood windows.
5. Remove awning and storefront cladding
6. Evaluate underlying conditions
7. Rebuild storefront
8. New wood doors
9. Install new flat metal awning at center bay
10. Install new business signage and lighting

224 N. Harrison Davis Block

1. Masonry tuckpointing
2. Restore decorative sheet metal coping, cornice, and beam level details
3. Remove awning and storefront material
4. Evaluate underlying conditions
5. Install new storefront
6. Install new canvas awnings
7. Install new wood door



Dentil sheet metal cornice at corner turret at 224 N. Harrison. (Top)

Original storefront at north elevation with original mortuary viewing window and casket doors. (Bottom)



ARCHITECTURAL RECOMMENDATIONS

301 N. HARRISON

EXISTING CONDITIONS

Construction Date: 1890

Style: Romanesque Revival

IR Class: Notable

Height: Three stories

Façade: Brick with limestone sills and heads, decorative metal band at cornice above third floor windows, brick corbelling above metal cornice and heavy bracketed metal cornice at the terminus. Pilaster relief is found at building corners and flanking the center window bay.

Windows: Original wood arch-topped double hung units on third floor, replacement vinyl sash in three sections on second floor.

Storefront: Modern brick infill kickplates, pilasters and transom, aluminum and glass storefront doors, residential style six-panel door at second floor entry with applied federal head ornament, wood framed storefront windows framed by undersized aluminum shutters.

Existing Conditions and History



A notable rating in the Interim Report denotes the grand detailing and stature of this building. Formerly a Masonic Hall and home to The Glove Corporation's manufacturing activities from 1922-1952, the office functions of the Glove Corp remains in the second floor. The first floor storefronts are occupied by Small Town Barber Shop and All Pro Computers. The office on the second floor takes up only a portion of the space and the remaining space is an open expanse, with historic

sewing equipment still in place. The third floor is a large open expanse that also contains historic sewing equipment. The upper levels are served by a central stair accessed at the front of the building as well as a freight elevator at the back of the building. Painted skylights once provided natural light to the manufacturing processes on the third floor.



Photo circa 1895

301 N. HARRISON

RECOMMENDATIONS

1. Masonry Tuckpointing
2. Restore metal cornice and band details, storefront cornice and decorative metal capitals at center bay window pilasters.
3. Restore or replace second and third floor windows.
4. Remove storefront infill. Evaluate underlying conditions for remaining historic fabric. Restore/rebuild storefront with wood and glass storefront system and transom windows.
5. Provide new wood doors.



Suggested awning fabric, Sunbrella #4772 Burgundy Elite



Cornice Detail



Third floor window - original configuration



Skylight at third floor with painted panes



ARCHITECTURAL RECOMMENDATIONS

302 N. HARRISON

EXISTING CONDITIONS

Construction Date: 1895

Style: 19th Century Functional

IR Class: Reference

Height: three stories

Facade: Brick with limestone belt course at window heads and sills and brick corbelling at cornice

Storefront: Obscured by board and batten siding and wood and shingle awning

Windows: Replacement aluminum sash and brick infill.

The Cox Supermarket has been a family business since the early 1900s. Previously located at the Tree of Life building, the business has been at its current location since

1940 when it shared the building with Broyles furniture. The furniture store moved across the street later that decade. The building was formerly Leeson's Department Store.

The Supermarket is a mainstay on Harrison Street and at this time serves as one of the major strengths for coming to downtown Alexandria. Many community activities are held on the adjacent parking lot.

A 1970s addition to the north of the historic building provides a drive-up canopy and the only customer entrance to the store. Housed within the addition is the check-out counters, a new convenience-type soft drink station and a loft office and security station. Storefront windows were covered with board and batten siding during the addition leaving the east and south elevations with a cold, vacant appearance.

The building is noted as a Reference resource in the Madison County Interim Report because of the 1970s addition of board and batten siding and the large wood and shingle awning obscure the original character.

An EPDM roof tops the original building and the one story section has a built up roof that is leaking.

The building and the business are an anchor for Downtown Alexandria. Although visually welcoming to auto traffic arriving from the north, the south and east facing elevations are unwelcoming for pedestrians and auto traffic from the south. The front door is difficult to locate and there is no identifier for the supermarket from the south. Opportunities for showcasing products and enticing buyers to come within



302 N. HARRISON

RECOMMENDATIONS

1. Remove brick infill and replacement sash and install new aluminum clad wood windows
2. Remove wood and shingle awning and board and batten siding.
3. Evaluate historic storefront level for remaining historic fabric. Install new wood and glass storefront and brick infill to respect the three bay configuration. Install new fabric awning.
4. Install new wood frame façade wall with stucco finish at addition. Install new wood and glass storefront configuration at lower level. Install new business signage.
5. Replace roof at addition with a new EPDM roof.
6. Install new architectural details and signage at canopy.



Existing conditions looking northwest.



View from the north circa 1960.



Suggested awning, Sunbrella Hartwell Fiesta #4973.





Architectural Design Guidelines

DESIGN GUIDELINES

Voluntary guidelines presented in this section are intended to encourage renovation and development appropriate for Alexandria. The purpose of these guidelines is not to dictate what can or cannot be accomplished in the downtown historic area, but to guide property owners, building tenants, architects, designers, developers and town officials in their renovation and construction plans. The intent is to preserve the historical significance and small town character of Alexandria and to protect its unique sense of place and quality of life.

There are numerous reasons to make building improvements within a defined historic area such as the Alexandria Historic District, as identified in the Madison County Interim Report (1984). These may include:

- Extending the life of the structure for its continued use.
- Enhancing the appearance, thus improving the market image.
- Reducing energy consumption, thus reducing the operation /overhead costs.
- Increasing the income generation from by increasing rent/ lease rates or by expanding the available leasable square footage.
- The ability to utilize available State and Federal Historic Preservation Tax Credit programs. Buildings that are listed on the National Register of Historic Places are eligible for income tax credits. Buildings in this study meet the requirements; however National Register status has not yet been applied for.
- Improving the overall character of the downtown and community.

There is no single approach that is appropriate for every building. The Guidelines are intended to be general in nature and are not meant to give case-specific advice or address exceptions or rare instances. When determining work to be performed, each building must be considered on a case-by-

case basis. In order of priority, the following rules should apply:

- Address any structural damage or deterioration or significant threat.
- Attend to maintenance items such as tuck-pointing, painting, re-glazing windows and weather proofing amongst others.
- If a building is structurally sound, consider other improvements such as repair or replacement of architectural details which have been removed or are damaged or deteriorated; the installation of appropriate signs, awnings, or light fixtures; other improvements that will not compromise the integrity of the historic building.

When federal monies are utilized on a development project, the Secretary of the Interior's Standards for Rehabilitation (Standards) are utilized as a guide. These standards (codified in 36 CFR 67 for use in the Federal Historic Preservation Tax Incentives program) were initially developed by the Secretary of the Interior to determine the appropriateness of proposed project work on registered properties within the Historic Preservation Fund grant-in-aid program. These standards have been widely used over the years, particularly to determine if a rehabilitation project qualifies as a Certified Rehabilitation for federal tax purposes. In addition, the Standards have guided federal agencies in carrying out their historic preservation responsibilities for properties in Federal ownership or control, and state and local officials in reviewing both federal and nonfederal rehabilitation proposals. They have also been adopted by historic district and planning commissions across the country. The following web site link provides a thorough description of appropriate approaches to address the particular issues confronting historic properties: www.nps.gov/history/hps/tps/tax/rhb/stand.htm

The following guidelines are a compilation of information obtained from other design standards adopted by other

Indiana communities. Utilization of state or federal funds to make improvements to an historic property or the use of Historic Preservation Tax Credits requires adherence to the Secretary of the Interior's Standards. Design Guidelines are established as a means to evaluate changes and alterations to the building exterior to ensure the buildings' historic features, fabric and character are maintained. Alexandria, as of the date of this plan, has not filed an application for National Register district status. Adoption of formal guidelines for the Alexandria Historic District is recommended to protect the remaining historic resources.



Image courtesy of Alexandria Chamber of Commerce

DESIGN GUIDELINES

STOREFRONTS

Storefronts found in historic downtown Alexandria have been replaced at various times from their original late 19th century construction. Typical nineteenth century storefronts consisted of single or double doors flanked by large display windows. The entry was often recessed and served multiple purposes: to accommodate the out-swinging door, to protect the customer from the weather, and to increase the area for display. Often a side door or additional front entry door afforded access to the upper floors. The storefront itself was often comprised of cast iron, masonry and wood or any combination of those materials. The expansive storefront windows were generally raised off the ground with panels (sometimes called kick plates or bulkheads). Transom windows of single or multiple panes of glass were placed above the storefront windows and doors to provide a source of natural light deep into the interior of the commercial space. Often a signboard was located immediately above the storefront, above or covering the structural member spanning the storefront opening. This signboard was usually capped by a decorative cornice treatment that provided a transition between the first floor of the building and the upper levels of the building. Canvas awnings, generally mounted just above or below the transoms, provided shade from the damaging rays of the sun and weather protection for pedestrian traffic along the street.

Due to the significant role the storefront plays in the overall character of the streetscapes of Alexandria, it is important to maintain and preserve original features where remaining.

RECOMMENDED

- Maintain the original proportions, dimensions and elements when restoring, renovating or reconstructing a storefront.
- Retain or restore the glass transom panels, kickplates, and entrances at their original locations and proportions.
- Restore details to the original, if evidence exists (photographic or original materials). Use simplified detail if original evidence does not exist.
- If the storefront is covered, consider uncovering the original lintel, support wall or piers to reestablish the original storefront "frame."
- If the original storefront is gone and no evidence exists, construct a new storefront that incorporates traditional storefront proportions and elements such as display windows, transoms, kickplates, etc.

NOT RECOMMENDED

- Using elements typically found in suburban commercial shopping strips that do not relate to the historic elements in the area.
- Setting new storefronts back from sidewalk and disrupting the visual order of the block.
- Creating new storefronts that replicate non-documented "historic" facades or evoke styles that pre-date the building or that evoke other places (e.g. Colonial Williamsburg).
- Introducing mechanical equipment, e.g. air conditioners, ventilating devices, etc. in storefronts.



Although in disrepair, the original storefront proportions and cast iron pilaster remain at 116 N. Harrison - the former Happy Times bar.



Remaining exposed lintel - John St.

DESIGN GUIDELINES

UPPER STORIES

A common feature shared by many of the historic facades of Alexandria is the large vertical window openings on the buildings' upper stories. Often historic facades terminate in a highly decorative, intricately detailed cornice of pressed metal, stone, or brick. The cornice often establishes a visual order to the block and helps to add balance to the façade. The punched windows and heavy cornice along with the first floor storefront help to unify and define the streetscape of downtown Alexandria.

RECOMMENDED

- Repair and preserve the original cornice, trim and decorative elements, even if worn or damaged.
- Missing decorative features may be added when there is evidence that they existed. Evidence can be found from old photographs, remnants left of the building, paint lines, nail holes, old notches and cut outs where parts have been removed or fallen off.
- New materials may be considered if they can replicate the original in detail and same visual effect.

NOT RECOMMENDED

- Fabricating a history that does not exist by using ornamentation that is foreign to a building or has no evidence to have existed.
- Removing decorative elements simply because they are not original to the building. They may have developed significance of their own and represent the evolution of the building.
- Adding decorative details to parts of the building that never had such details.
- Covering up original details.



Brick detail at cornice on W. Washington



Cornice at 116 N. Harrison



Pediment at 118 - 129 N. Harrison

DESIGN GUIDELINES

SIDEWALLS / REAR AND/OR SIDE ENTRANCES

Sidewalls refer to the side elevations of a commercial building. Many buildings share interior sidewalls with an adjacent building(s) which is referred to as a “party” wall. Many of the historic building sidewalls of Alexandria have benefited greatly by the use of a side or rear entrance. The advantage of a side or rear entrance is that customers, clients, owners and employees can provide building access that is often closer to available parking. Side and rear entrances whether they are used frequently or not, improve the overall character of the building. The side and rear entrances also often provide for an additional means of egress increasing fire safety. Cleaning, painting, and general repair of windows, doors and loading areas can provide measurable improvement in appearance. Traditional service functions of loading, unloading and trash disposal should continue at rear entrances. To avoid clutter of trash bins, screen walls and storage bins can be designed to partially or completely conceal trash. Several owners may find it convenient to establish a central location for the collective storage and pick-up of trash. This would improve the negative impact multiple trash containers have on the streetscape and pedestrian traffic.

RECOMMENDED

- Restoration of ornate or finished sidewalls in the same manner as the front facades.
- Painted signs on sidewalls that historically had such advertising might be considered provided the design evokes the character of the historic sidewall signage.
- Removal of all garbage and debris from entrances.
- Awnings over side and rear entrances to communicate the door is in use.

NOT RECOMMENDED

- Using sidewalls for large inappropriate signs or billboards.
- Cutting new openings unless as required for egress.

Sidewall visible at alley between 112 and 114 N. Harrison.



Historic painted sign on sidewall in photo to the left.



DESIGN GUIDELINES

WINDOWS AND DOORS

Doors are a very important design feature of a storefront. They not only provide building access, but also serve as an insulator from weather, means for providing natural light and architectural character. Windows and doors help to define the architectural character and style of a historic building. They also make up a large percentage of buildings' exterior walls. The integrity of a building is often lost with the removal of original windows or doors or the introduction of inappropriate replacements.

RECOMMENDED

- In most cases, original doors and windows are most appropriate and should be retained whenever possible.
- When original windows or doors are deteriorated beyond repair (window cannot be made to fit tightly; or many parts of the window or door are either damaged or deteriorated beyond repair or missing), choose a replacement that fits the original opening and matches the original in type and method of operation, material, glass size and reflectivity and muntin division.
- Prevent deterioration of wood windows and doors by repairing, cleaning, and painting as needed.
- If wood elements are deteriorated beyond repair, replace by patching or piecing-in with wood consolidating with approved epoxy products.
- Install new storm windows that maintain the original size, shape and design of the original window. The storm window frame may be wood or metal and must be prefinished or paintable.
- When a replacement door is necessary, select new doors that fit the original opening, emphasizes vertical proportion and retain original transoms.
- In some instances a door with an aluminum frame with all glass may be appropriate.

NOT RECOMMENDED

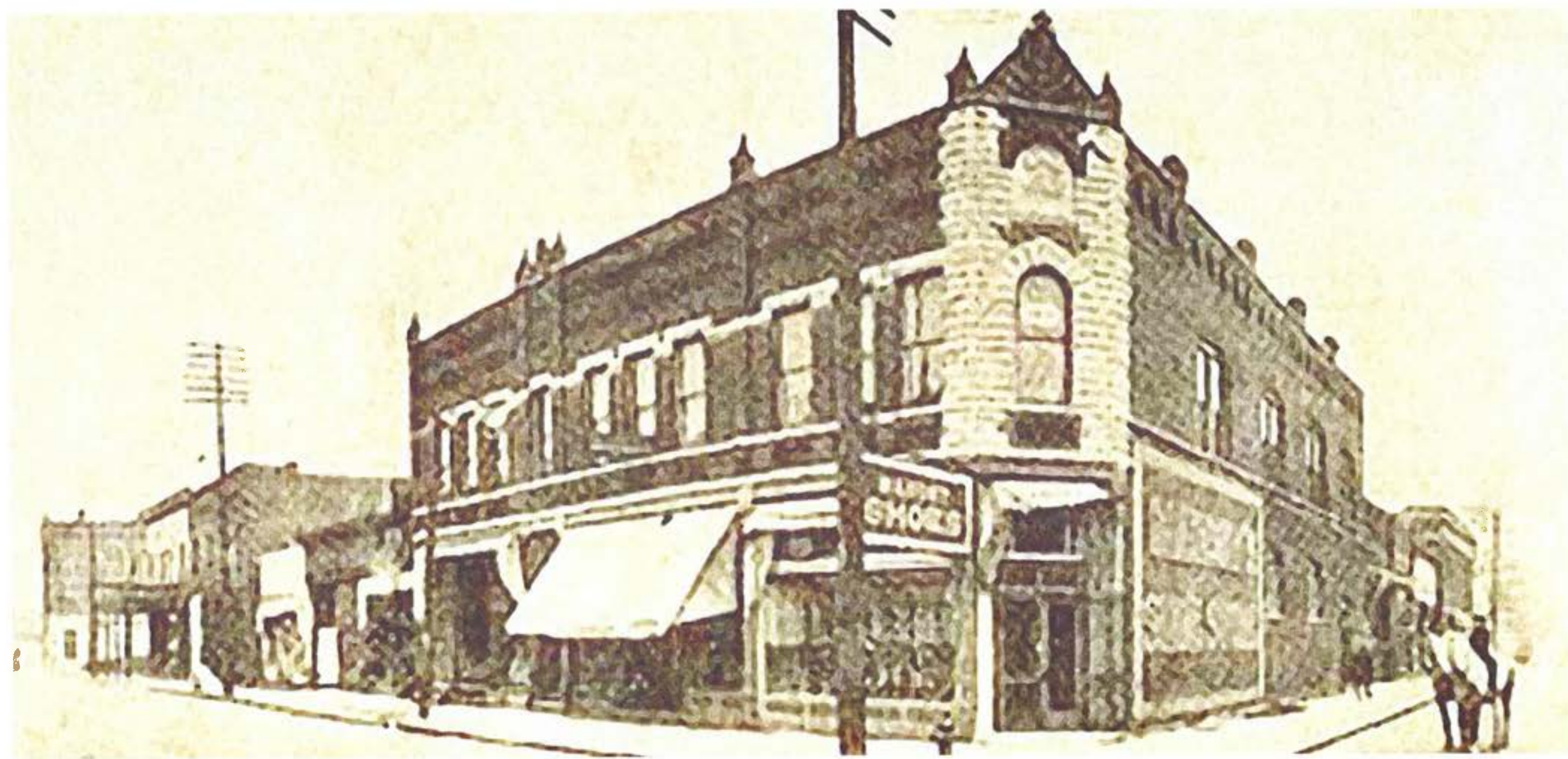
- Avoid slab doors, doors of a residential style, or ones with a character that evokes a different time period than that of the building.
- Changing the original shape, size, dimensions, design, or pattern of the window configuration.
- Avoid using aluminum storms with clear aluminum frames, reflective glass, or high profile.



Appropriate storefront door configuration. (Above)

Original window size and configuration remains. (Below)





Action Items

ACTION ITEMS

In summary, below are the steps Alexandria needs to take to begin revitalizing its downtown as it promotes itself, goals, and this study to potential influential participants. The majority of the information within these steps is discussed throughout this report and the specific location where it can be found is noted. Many of these steps can begin immediately and will be ongoing. The process will not always be linear, but cyclical as new steps may begin as other steps are undergoing. Several steps may occur concurrently.

STEP 1 – UNDERSTAND CURRENT MARKET CONDITIONS

Retail Position Statement

What type of business could Alexandria successfully recruit today?

The retail analysis section lists examples of products that most residents buy outside of town (jewelry, hobby equipment, books, office supplies, clothing, etc.).

But a spot recruitment program alone may not be enough to revitalize downtown. For example, suppose a local entrepreneur was recruited to open a computer sales and repair store. Further suppose that the owner was a good business person (not just good at fixing computers) and an excellent marketer. And finally, suppose they got a good deal on renting downtown space that didn't need many repairs or renovations.

While the owner should now be ideally set to succeed, in fact they probably still have very steep challenges ahead. Why? Because one new store is not enough to change the shopping patterns of local residents.

In this case, people probably don't buy enough computer-related services to keep the store open, and there aren't enough tourist dollars to capture. Small businesses run on such narrow profit margins that almost every positive condition has to be in place for it to succeed.

That's the current state of affairs in Alexandria, and it would take a lot of resources for the city to alter market conditions in a way that makes things easier for new businesses (such as the city buying building space and subsidizing rents).

While small business development should be a long-term commitment, the city should also consider what would have the biggest impact in the short term? Does it make more sense to slowly build toward a compelling density of small shops or to aim at a couple big "game changers?"

Directing local resources toward development of a regional draw, such as a Red Gold Restaurant and Museum, Aladdin Lamps Museum, a Gaithers operation or even the World's Biggest Ball of Paint, would increase the likelihood of a new small business not only opening downtown, but being able to sustain itself.

STEP 2 – IDENTIFY DEVELOPMENT OPPORTUNITIES

Prioritize possible projects based upon resources needed to complete, importance to triggering new investment and other factors. For example, a natural progression of development might be:

- Re-open historic bakery (pg. 79, 115)
- Provide initial street improvements using grant money (pg. 85)
- Relocate "World's Largest Ball of Paint" downtown (pg. 79)
- Support Gaither Family Resource Center expansion (pg. 79)

ACTION ITEMS

- Open a Red Gold Restaurant & Museum (pg. 79, 115)
- Promote new activities to bus tours, etc that support the desired arts and entertainment theme (pg. 79)
- Recruit or help develop smaller businesses to compliment new attractions (pg. 79)
- Open new Aladdin Lamp Museum and Gift Shop (pg. 79, 115)
- Complete “Outdoor Room” concept on Harrison Street (pg. 79, 85)
- Create live theater for music, plays, comedy, and more (pg. 79)
- Recruit small boutique hotel(s) downtown (pg. 79)

Outside downtown core and/or city limits:

- Install gateways (SR 28 & Harrison St., Washington St. & SR 9, and west Washington St.) (pg. 101)
- Install wayfinding system (pg. 99)
- Implement a pedestrian trail along Harrison Street to south (pg. 71)
- Develop amphitheater site (pg. 71)
- Install multi-use trail along creek (pg. 71)
- Provide alternative transportation shuttle between Gaither’s and downtown (pg. 71)
- Complete Washington Street realignment (pg. 71)
- Pursue bicycle shop (pg. 11)
- Pursue indoor skateboard park (pg. 11)
- Remove existing dilapidated buildings (pg. 11)
- Establish youth center in former church (pg. 11)

STEP 3 – SET UP SUPPORT ORGANIZATIONS & TOOLS

- Upgrade zoning ordinance to support design recommendations in this report

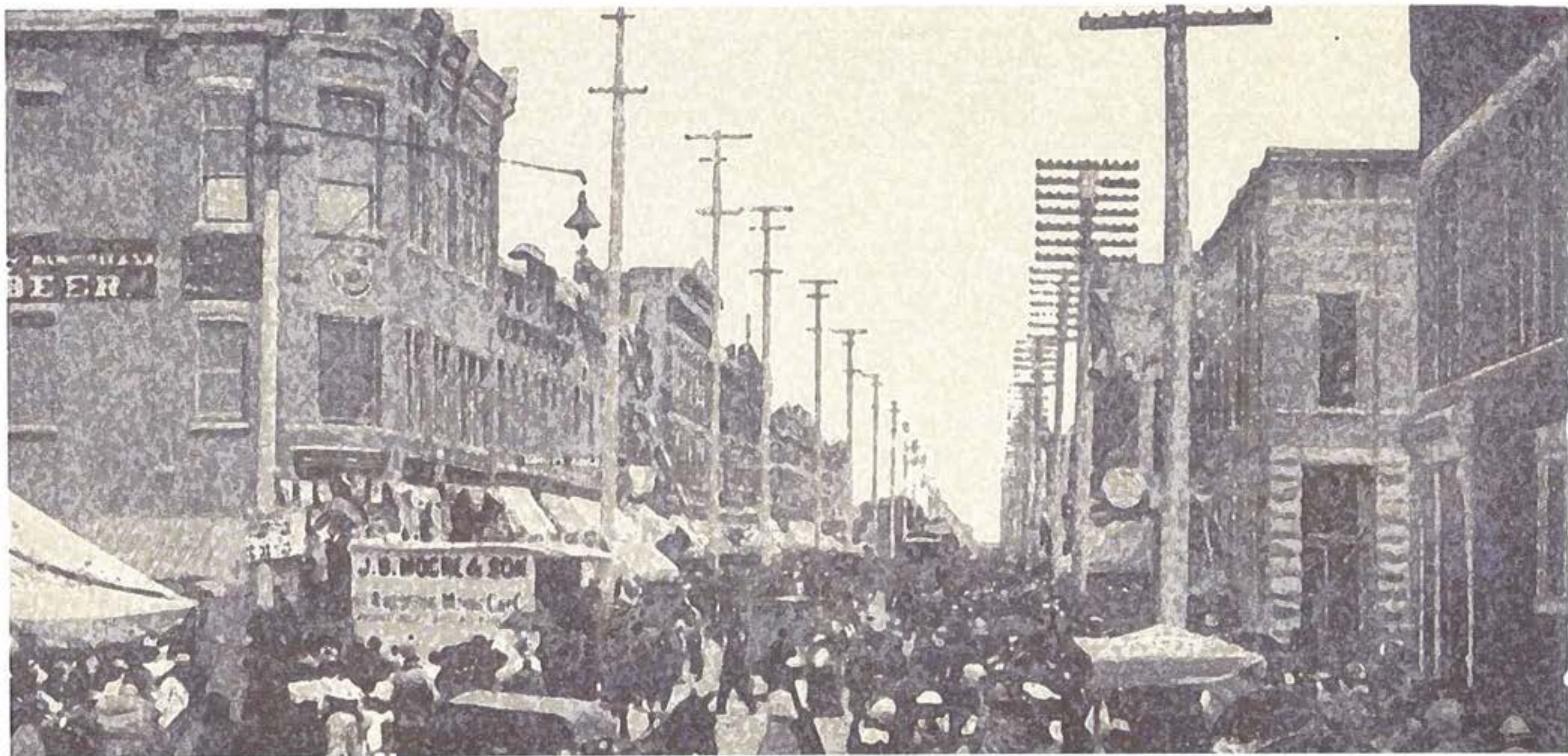
- Establish revolving loan fund using the City of Warsaw example provided in the appendices (pg. 163)
- Create a not-for-profit downtown organization using the Akron Revitalization Committee information on pg. 65.
- Work with the county’s redevelopment commission on formation of a downtown TIF District. (pg. 65)
- Expand involvement in the Indiana Main Street Association program, recruiting more business owners to take part. (pg. 65)
- Organize a Merchant’s Association (pg. 65)
- Pursue National Register (pg. 113)

STEP 4 – APPLY FOR APPROPRIATE FUNDING

- Check and list potential funding sources (see appendix, pg. 149)
- Review applications

STEP 5 – INITIATE PILOT PROJECT

- Develop a “Pitch” or Development Package for a real project that follows the principals, uses, and buildings that have been recommended in this study
- Advertise for developers



Funding Sources

ACTION PLAN

INDIANA OFFICE OF COMMUNITY & RURAL AFFAIRS (OCRA):

A variety of grants are competitively awarded to assist eligible small cities, towns, and counties with revitalizing downtowns by either meeting one of two goals; benefit of 51% of more persons of low and moderate income or eliminate slum and blight. Website: www.Ocra.In.Gov

Community Focus Fund (CFF) grants are available for up to a maximum of \$600,000 with a minimum 10% local match. These \$600,000 cff grants may only be used to construct infrastructure improvements such as sewers, drinking water, and storm water projects.

Non-Infrastructure CFF grants are available for up to a maximum of \$500,000 with a minimum 10% local match. These \$500,000 cff grants may be used for the following community development needs:

- Infrastructure in support of housing project
- Senior centers
- Day care centers
- Community centers
- Downtown revitalization
- Historic preservation
- Libraries
- Healthcare centers
- Special needs buildings
- Fire stations/ fire trucks

Community Planning Fund grants are available to assist eligible small cities, towns, and counties for up to a maximum of \$50,000 may be received for a more comprehensive planning project, but less grant would be likely awarded for a single project or site planning grant. Similar to the cff grant requirements, the community planning fund grant must serve at least 51% persons of low to moderate income or target

eliminating slum and blighted areas such as downtowns or historic areas.

INDIANA DEPARTMENT OF TRANSPORTATION (INDOT)

Transportation Enhancement Funds are administered through INDOT. Funding is available for bike and pedestrian facilities including trails, landscape beautification, restoration of transportation facilities, and other transportation-related features. Applications are available online for up to \$1,000,000 in funding with 20% match. Website: www.in.gov/dot/modetrans/tea/index.html

HISTORIC LANDMARKS FOUNDATION OF INDIANA (HLFI)

HLFI is a private non-profit statewide organization with 8,000+ members. Headquarters are located in Indianapolis with a regional network of seven offices and two house museums. Website: www.historiclandmarks.org/

Indiana Preservation Grant Fund: Grant funding is available to local preservation organizations up to \$2,500. The grants are available for redevelopment costs such as architectural or engineering services.

Statewide Revolving Loan Fund: Loans up to \$75,000 are available to non-profit organizations for acquisition and/or rehabilitation of historic properties as follows:

Loan:	Up to \$ 75,000
0% interest	0-6 months
4% interest	7-18 months
Prime	19-36 months

Guaranteed Loan Program: Loans are available for important rehabilitation projects which might otherwise fail for lack of conventional financing.

INDIANA FINANCE AUTHORITY (IFA)

Indiana Brownfields Program Low interest loans for abandoned or underused properties are available where environmental contamination hampers expansion or redevelopment. These are available for political subdivisions. Website: www.ifa.in.gov

Funding is available for the following types of projects:

- Site assessment
- Environmental investigation
- Remediation
- Soil and ground water clean up
- Demolition
- Asbestos and lead based paint abatement

INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY

This state agency focuses on housing needs in regard to home ownership, the development of rental housing and provides support to community housing development organizations. The authority is based in Indianapolis. Website: www.indianahousing.org/

Rental Housing Tax Credits (RHTC):

Tax credits are distributed for a period of ten years to developers of affordable housing

- Property acquisition
- Rehabilitation of existing housing
- New housing construction

HOME Funds: distributed through Housing and Urban Development (HUD) are available to local governments and non-profit organizations up to \$500,000 with a required 25% match.

- Develop affordable housing for low to moderate income
- Property acquisition
- Rehabilitation existing housing
- Counseling to families

Neighborhood Assistance Program (NAP) provides up to \$50,000 tax credits to non-profits. Contributors receive a credit against their state income tax liability in the amount of 50% of their contribution. The program is used to build public-private partnerships for neighborhood based programs in economically distressed areas

INDIANA DEPARTMENT OF NATURAL RESOURCES (DNR)

The DNR is a state agency that administers numerous programs impacting historic preservation, outdoor recreation and environment. The Indiana Division of Historic Preservation & Archaeology (DHPA) administers the bulk of the historic preservation-related programs in state government. It is based in Indianapolis.

Website: www.in.gov/dnr/historic/

Historic Preservation Fund (HFP) is funded by an annual distribution of federal dollars from the National Park Service (NPS). Funding is available to governmental entities, educational institutions, and non-profit organizations. Grants are for predevelopment costs (up to \$30,000) and project costs (up to \$50,000) including acquisition, development, and archaeology with a required 50% match. Website: www.in.gov/dnr/historic/grants.html#hpf

Indiana Historic Rehabilitation Tax Credit requires approval from DHPA and is available to income producing certified historic structures. Their use is limited to rehabilitation costs. The tax credit is up to \$100,000 or 20% of rehabilitation costs, which must be greater than \$10,000. Projects must be approved by the DHPA.

Website: www.in.gov/dnr/historic/commtaxcredits.html

The Land & Water Conservation Fund (LWCF) The Land and Water Conservation Fund was passed by Congress in 1965 to assist eligible governmental units in the provision of new park areas. The LWCF is a matching assistance program. The main source of funding for the LWCF grants comes from federal offshore oil lease revenues. Since the LWCF is a reimbursing program, the project sponsor does not receive the grant funds at the time of application approval. The sponsor must have the local matching 50% of the project cost available prior to the application. The sponsoring park and recreation board is reimbursed 50% of the actual costs of the approved project. Local funding sources used to match the federal assistance may be derived from appropriations, tax levies, bond issues, force account labor, gifts, and donations of land, cash, labor, materials and equipment. Other federal funding sources cannot be used as the local share of a project, except revenue sharing, Community Development Act funds, and Farmers Home Administration loans. Having an updated master park plan as Dunkirk does increases the chances of obtaining funding.

NATIONAL TRUST FOR HISTORIC PRESERVATION

Chartered by Congress in 1949, this privately-funded non-profit organization is charged with preserving America's most significant historic sites. It is based in Washington, D.C. with a Regional Office in Chicago, Illinois. Website: www.nationaltrust.org/

Preservation Service Fund provides up to \$5,000 with a required 100% match to non-profit organizations and public agencies for the following:

- Planning
- Feasibility studies
- Education and outreach
- Fundraising

National Trust Loan Funds are available to non-profit organizations and public agencies in amounts up to \$150,000 with a required 100% match. These are at the market rate.

- Pre-development
- Rehabilitation

UNITED STATES DEPARTMENT OF THE INTERIOR NATIONAL PARK SERVICE (NPS)

This federal agency administers numerous programs impacting historic preservation, forestry, national park systems and Native American tribal preservation. Based in Washington, D.C. with a Regional Office in Omaha, Nebraska.

Websites: www.nps.gov/ and www.nps.gov/history/hps/tps/tax/

Rehabilitation Investment Tax Credit Program: requires approval by DHPA and National Park Service. Credit is given for income producing certified historic structures. Tax credits are up to 20% of rehabilitation costs, which must be more than \$5,000 or the adjusted basis of the property.

U.S. DEPARTMENT OF COMMERCE ECONOMIC DEVELOPMENT ADMINISTRATION

www.eda.gov

Public Works Grants A grant program of the U. S. Department of Commerce, Economic Development Administration. Funds can be used to revitalize, expand, and upgrade a community's physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment. website: <http://www.eda.gov/AboutEDA/Programs.xml>

Economic Adjustment Assistance Program The Economic Adjustment Assistance Program provides technical, planning and infrastructure assistance in distressed economic regions. website: <http://www.eda.gov/AboutEDA/Programs.xml>

US DEPARTMENT OF AGRICULTURE – OFFICE OF RURAL DEVELOPMENT

Community Facility Grants/Loans are designed to assist with essential community facilities in rural areas. Grant funds are authorized on a graduated bases, with eligible applicants located in small communities with lower populations and lower median household incomes receiving a higher percentage. The amount of the grant will not exceed 75% of the total project of the facility, and the low interest loan terms depend upon the type of facility being underwritten, but the loan term may not exceed a 40 year term.

Community Facilities Guaranteed Loans may also be available to lower interest rates to support the financing of community facilities with eligible lenders that include Federal or State chartered banks, Thrifts, Bank for Cooperatives, National Rural Utilities Cooperative Finance Corporation, Farm Credit System, Insurance companies regulated by a State or National insurance regulatory agency, or State bond banks or State bond pools.

Rural Business Opportunity Grant (RBOG) seeks to improve the economic conditions of rural areas by providing technical assistance for business development and economic

development planning. Grants are awarded annually. Eligible applicants must be a public body, nonprofit corporation, Indian Tribe, or cooperative with members that are primarily rural residents. Eligible activities include paying the cost of providing economic development planning for rural communities, technical assistance for rural businesses, or training for rural businesses, or training for rural entrepreneurs or economic development officials.

INDIANA ARTS COMMISSION

website: <http://www.in.gov/arts/>
This state agency offers funding for various art and art education programs. Grant programs include the following:

- American Masterpieces (AM)
- American Recovery and Reinvestment Act
- Arts in Education (AIE)
- Capacity Building Program (CBP)
- Individual Artist Program (IAP)
- Multi-regional Major Arts Institutions (Majors)
- Presenters Touring Program (PTP)
- Regional Arts Partners (RAPs)
- Statewide Arts Service Organizations (SWASO)
- Statewide Cultural Districts Program

NATIONAL ENDOWMENT FOR THE ARTS

This agency provides grants to organizations for several types of programs related to the arts, including museums, preservation of art forms, etc. . Website: <http://www.nea.gov/grants/index.html> The grants require 50% matching funds and pertain to the following disciplines:

- Artist communities
- Arts education
- Dance
- Design

- Folk & traditional Arts
- Literature
- Local arts agencies
- Media Arts: film/radio/television/ museums
- Music
- Musical theater
- Opera
- Presenting
- State and regional
- Theater
- Visual arts

SAFE ROUTES TO SCHOOLS (SRTS)

This federally-funded program supports projects and activities that improve safety and reduce traffic and air pollution in the vicinity of schools. It encourages bicycling and walking to school by making routes safer and more appealing. Website: <http://www.saferoutesinfo.org/index.cfm>

The types of funding available are for the following uses:

- **Infrastructure:** This includes, but is not limited to, sidewalk improvements; traffic calming and speed reduction improvements; pedestrian and bicycle crossing improvements; on-street bicycle facilities; off-street bicycle and pedestrian facilities; secure bicycle parking facilities; and traffic diversion improvements in the vicinity of schools.
- **Non-infrastructure:** This includes, but is not limited to, the creation and reproduction of promotional and educational materials; bicycle and pedestrian safety curricula, materials and trainers; training, including SRTS training workshops that target school- and community-level audiences; modest incentives for SRTS contests, and incentives that encourage more walking and bicycling over time; data gathering, analysis, and evaluation reporting

at the local project level; equipment and training needed for establishing crossing guard programs.

- **Combined infrastructure and non-infrastructure:** A project that combines infrastructure and non-infrastructure funding into a single award rather than making separate awards for each. These individual projects can include activities described in the Infrastructure and Non-infrastructure definitions listed above.
- **Planning/Start-up:** This includes, but is not limited to assistance developing a comprehensive SRTS action plan setting up a SRTS program.

The following are also sources for funding opportunities :

BALLSTATEUNIVERSITY,THECENTERFORECONOMIC AND COMMUNITY DEVELOPMENT (CECD) TOOL BOX GUIDE

Website: www.bsu.edu/cecd

SMALL BUSINESS ADMINISTRATION

Website: [www.sba.gov/services/financialassistance/
index.html](http://www.sba.gov/services/financialassistance/index.html)



Appendices

STAKEHOLDER MEETING #1 - JUNE 7, 2010

ALEXANDRIA DOWNTOWN REVITALIZATION PLAN
JUNE 7, 2010 - STEERING COMMITTEE MTS #1

* SIGN IN SHEET *

#. Mail Contact

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VISIONING FORUM - PUBLIC MEETING #1 - JUNE 15, 2010

June 15, 2010

Visioning Forum Sign-In

Public Meeting #1

Alexandria Downtown Revitalization Plan

Name

Email & Phone (optional)

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APPENDIX A - MEETING SIGN-IN SHEETS

DOWNTOWN BUILDING OWNER MEETING - JUNE 28, 2010

BUILDING OWNER MEETING - 6/28/10		
SIGN IN ALEXANDRIA		
NAME	PHONE#	EMAIL
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John Tatman	765-208-0002	Kleencousa.com
Jennifer Foster	765-910-4162	Fosterj@kleen.com
John Cox	724-4777	johnc@coxsouthwest.com
Brian Doherty	765-425-0320	dohertybrian@yahoo.com
MARTIN KOOB	765-724-2169	martinkoo@sa.com
Woody Wright	765-724-3039	woody@woodywright.net
Chris Holden	765-724-2654	chris@holden2654.com
NEAL JOHNSON	765-724-4425	ATTENDED, DIDN'T SIGN IN
SHAWN COBURN - MUSIC STORE		

STAKEHOLDER MEETING #2 - CONCEPT REVIEW - JULY 9, 2010

ALEXANDRIA DOWNTOWN REVITALIZATION MTE.	
SIGN-IN SHEET CONCEPT REVIEW MTE., JULY 9, 2010	
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Jennifer Foster	Fosterj@kleen.com
Kurt Johnson	Tatman.K@kleen.com
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John Cox	
OTHER ATTENDEES	
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NANCY WOOD	
JOHN COX	
BRIAN DOHERTY	
JOHN DOKREY	
DESIGN TEAM ATTENDEES	
ERIC ERNSTBERGER - REA	
CECIL FERLAND - REA	
PAUL JACOBS - ARCHITECT	
ROSE WERNICKIE - ARCHITECT	
SCOTT BURNING - SITE	
MIAMI FURBER - SHAWKINSBERY	

EVALUATION FORUM - PUBLIC MEETING #2 - AUGUST 9, 2010

August 9, 2010
 Evaluation
 Visioning Forum Sign-In
 Public Meeting #2 - Evaluation Forum
 Alexandria Downtown Revitalization Plan

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Steve D. ...	
Angela ...	(765) 724-4400
Judy Cullen	
Larry Hobbs	(765) 724-7692

STAKEHOLDER MEETING #3 - FINAL REPORT REVIEW - NOVEMBER 8, 2010

ALEXANDRIA STAKEHOLDER MTG.
 Nov. 8, 2010

SIGN-IN SHEET

Colin Dockrey	City of Alex
Brad Justice	KLEENCO
Don Justice	Garrett's ...
Brian Donahue	Donahue Gas
David ...	David ...
Carol ...	City Council
John Cox	Cox Supermarket
Margaret Adams	Adams + Mehling Accounting

APPENDIX A - MEETING SIGN-IN SHEETS

FINAL REPORT PRESENTATION - PUBLIC MEETING #3 - NOVEMBER 18, 2010

November 18, 2010

Final Report Sign-In

Public Meeting #3 - Final Report

Alexandria Downtown Revitalization Plan

Name

Email & Phone (optional)

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November 18, 2010

Final Report Sign-In

Public Meeting #3 - Final Report

Alexandria Downtown Revitalization Plan

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Bringing History to Life

Clabber Girl Opens Its Doors to the Community

By Tom Schuman

Clabber Girl has been headquartered at the same location in downtown Terre Haute since 1889.



The Hulman name is certainly well-known and respected in the city of Terre Haute. Yet, despite the many public signs of corporate and family commitment to the community, relatively few residents knew about Clabber Girl and its illustrious history. All that has changed in more years. Clabber Girl has adopted a culture that helps reveal a tremendous business success story. It has embraced the community and is serving as a catalyst for local progress and development.

Hulman & Co. has roots in Terre Haute in the grocery business that date back to 1850. Twenty-five years later, it expanded into baking powder – at the time made from a mixture of baked fireplace ash and sour milk called “clabber.” Herman Hulman developed and perfected a new baking powder formula, originally known as Clabber Brand and later changed to Clabber Girl. Hulman purchased property at Ninth Street and Wabash Avenue in downtown Terre Haute in 1889. That property is still home to the company’s manufacturing and other business operations. A wholesale building opened three years later. The general merchandise and grocery business closed in 1995, but the company has diversified into other business areas, as well as adopting the role of community host and convener.

“Clabber Girl is still the No. 1 brand in the country,” notes Gary Morris, who came to the company six years ago and serves as president and chief operating officer. “Today, scratch baking (the hallmark of the company over the years) is considered adding two or more items to mix. We’ve added corn starch to our product line. We’re expanding our expertise to mixes and multi-purpose baking mix. We’ve moved into the industrial market – products for tortilla manufacturers. We’re in 34 foreign countries.”

Helping those in need

The company’s efforts to give back began with its core business. It has been a national and international leader in developing a peanut-free facility (requiring extensive procedural changes at the plant and sending samples for independent testing) to protect children who are especially vulnerable to such allergies.

Clabber Girl sells dry cookie mixes for fund-raisers. One-quarter of the proceeds of every tub sold goes to the Riley Hospital Children’s Foundation – one-half for the children’s camp and the other half to the Camp Riley portion of the Wabash Valley Community Fund in order to provide financial resources into the future.

The biggest change, however, has been the welcoming of residents from Terre Haute and beyond. Marla DeHart, executive director of corporate operations and a 23-year member of the Clabber Girl team, explains:

“The only folks really invited here, or welcomed here, back in the day were those running the mom-and-pop stores (to make wholesale grocery purchases),” she relates. “Then, from 1995 to 1999, that part of the building sat empty and was rather desolate. Now, we welcome everybody with open arms. Gary’s vision was ‘let’s open this up and showcase the family’s history.’”

The philosophy relates back to the necessary business approach for a private company that often competes with large, publicly traded organizations.



“We have to try and make it personal, connect to people,” Morris contends. “When customers call here, Megan answers the phone. They’re not going to be caught up in some complex voice mail system. When people buy one of our products maybe it’s not a scratch product anymore, but we want it to be just as good as when Mom did it.”

Gary Morris shows some of the company’s product labels in the onsite test kitchen, located not too far away from the popular country store.

Sharing the story

While business is moving forward for Clabber Girl and others at a rapid pace, the history is too good to be left behind. That’s what is on display for visitors through a country store, museum and bake shop that have all been incorporated into the company home over the past few years.

“Our goal is to be a destination, a reason for people to stop by Terre Haute,” Morris offers. “That quality of life is what attracts people to the community. Downtown is in the process of changing, not just physical change – you can feel the difference.”

Clabber Girl and other Indiana-based cooking items are featured in the store, as well as baking accessories, collectibles and other memorabilia. The bake shop has become a popular spot for food and drink, including the Rex brand coffee that was developed by the company in the 1800s.

The museum, however, is the premier drawing card that elicits the “wow” response from visitors, according to DeHart. Everything from a Victorian-era home parlor to business ledgers and telecommunications equipment developed and used by the company to stoves, generators and many other items is included.

There is a re-creation of the Pig & Whistle tavern that occupied the land before the Hulman purchase in the late 1800s, as well as a race car from the Indianapolis Motor Speedway, Clabber Girl’s sister company. Tony Hulman Jr., who made Clabber Girl a national name through innovative marketing schemes, purchased the famed race track in 1945.

Minus the race car, Morris says everything on display has been used in the operation of the company at one time or another. “Very few companies as old as this have preserved their history in this way. While we have to move forward, we need to preserve that history for those who come along 100 years from now.”

School groups and bus tours, including antique car clubs and others from a number of states, have come calling. “To see how things

The bake shop is another piece in the vision of Morris to showcase company history and attract people to the community.





A few of the many pieces of history in the Clabber Girl museum.

have evolved in the last 20 years is amazing," DeHart states. "There's a tremendous sense of pride I feel when I see the expressions on people's faces. If people didn't have a reason (in the past), they didn't come here. Our goal now is to make sure everybody in the community is aware of what we have."

Providing a home

The latest addition to the Clabber Girl lineup is the hiring of a chef to conduct cooking classes for area residents in the company's onsite test kitchen. The chef also serves with the Indy Racing League, providing another connection with Clabber Girl's sister company.

The outreach doesn't stop there. Clabber Girl has provided the electrical resources needed to help turn a lot adjacent to its property into a community gathering place. An estimated 16,000 people attended a downtown street festival last year. DeHart helps coordinate the farmers' market events that take place in the same location. An annual Brickyard BBQ occurs the week before the NASCAR race in Indianapolis.

For non-profits seeking meeting space, Clabber Girl has made its conference room available at no cost. This not only offers a valuable service to these groups, but introduces even more people to the company and its history.

"This has become a hub for downtown," Morris says. "We want to see these events down here. I'm really sold on this community, and we want to be a part of it."

INFORMATION LINK

Resource: Clabber Girl at (812) 232-9446 or www.clabbergirl.com

CITY OF WARSAW LOW INTEREST REVOLVING LOAN FUND

LOAN POLICY

Program Objective

The Warsaw Community Development Corporation Low Interest Revolving Loan Fund was established in 1985 to promote the physical and economic revitalization of downtown Warsaw.

The availability of funds at a low interest rate has a proven record of encouraging reinvestment in existing properties located within the C-4 District*. Property owners who elect to implement specific renovation and restoration projects within the C-4 District may be eligible for a WCDC Low Interest Revolving Loan. Tenants with leases equal to the term of the loan, and those buying property on contract, may also be eligible.

* The loan area was expanded in 2002 to correspond with the C-4 district as defined by the City of Warsaw Zoning Ordinance and outlined in red in the attached map. This C-4 district is bounded on the north by Lyon Street, on the east by the railroad tracks, on the south by Winona Avenue, and on the west by Columbia Street. This district also encompasses what is referred to as the Historic Courthouse District.

Project Funding

Owners of individual projects may receive loans up to \$40,000 (up to \$20,000 for exterior façade renovation, up to \$20,000 for second and/or third floor renovation for either residential or commercial use, and up to \$20,000 for first floor renovation for commercial or retail use – the total amount of the loan cannot exceed \$40,000). The loan may be taken out for a term up to ten (10) years, and there is no prepayment penalty. The interest rate charged is 75% of New York Prime as quoted in the Wall Street Journal on the date of the commitment letter. The commitment shall be valid for 90 days. In the event the project is not complete within the

90-day commitment period, the Loan Committee may at its discretion, recommit at the same or different rate for a time deemed prudent under the circumstances.

All loans with a maturity of no longer than five (5) years will be repriced at the end of the first five-year period at 75% of the then current National Prime Rate. Should any participant contribute funds to the program for which no interest return is requested, such funds will become a part of the loan pool and will serve to lower the rate charged to borrowers.

If the borrower's WCDC membership goes unpaid for 60 days or more during the life of the loan, the interest rate of the loan will be set at a default rate of NY Prime + 2.00% until the borrower's membership is paid.

Applications

Individuals may apply for the Low Interest Revolving Loan through the WCDC. Applications are made on standard forms approved by all lending participants. The completed application is then forwarded to the Loan Committee for evaluation. The Loan Committee contains one representative from each lending participant and a representative of the WCDC Board of Directors. After review, the Loan Committee approves or denies the application based on the applicant's financial background. * Review of the loan application should be completed within 30 days from the date of receipt, unless there is a request for additional information.

*The financial review by the Loan Committee takes place after a review of project merit by the WCDC Design Committee. The Design committee looks at project drawings, cost estimates, and plan of work. The Design Committee verifies that proposed changes fall within the Federal Department of Interior Guidelines, if the request is for exterior façade renovation. The Design Committee does not

review the financial portion of the application.

Matching Facade Grant Program

The WCDC also administers a Matching Facade Grant Program. The program is funded by the City of Warsaw and is available to WCDC members that own or operate buildings/businesses in the Historic Courthouse District of downtown Warsaw. Please click on the link below to receive a copy of the grant rules and the application.



ARCHITECTURAL STYLES

19th CENTURY FUNCTIONAL (1880-1910) - Characterized by a functional façade with limited exterior ornament often limited to brickwork. Character often derived from the grid fenestration pattern featuring large windows allowing for natural light and air to penetrate the building.

FEDERAL (1790-1830) - Characterized by the use of Classical detailing such as pedimented door and window hoods.

ITALIANATE (1840-1885) - Characterized by two or three stories, low-pitched roof with wide projecting eaves supported by large brackets and elaborate cornices. Balanced facades often feature decorative bracketed window and door hoods. Large storefront windows with cast iron columns. Towers or turrets often incorporated into the design.

NEOCLASSICAL (1895-1950) - Characterized by meticulous detail with causally interpreted classical ornamentation and modest scale. Door often centrally located with symmetrical window placement. Use of elements such as colossal columns, porticos, pilasters, keystones, pedimented openings and dentils along the cornice.

ROMANESQUE REVIVAL (1880-1900) - Characterized by round arch door and window openings, a heaviness of appearance created by rock-faced stonework. Use of deep window reveals, asymmetrical facades, towers or turrets with conical roofs and porches with broad round arches supported by squat piers.



Federal style door hood.

Neoclassical



19th Century Functional



Italianate



Romanesque Revival



ARCHITECTURAL TERMS

ACROTERION - An architectural ornament placed on a flat base and mounted to the apex of a building. May take a variety of forms including a statue, tripod, disc, urn, palmette, triangle, etc.

ANCHOR - A metal clamp that prevents masonry from bulging, often decorative in appearance such as stars.

ARCHA - Curved and sometimes pointed structural member used to span an opening. Types include: flat, Tudor, pointed, segmental, etc.

BAND - Any flat horizontal member that projects slightly from the surface of which it is a part; often used to mark a division in a wall.

BEAM - Principal horizontal structural member, primary function to carry loads such as floor joists or rafters.

BRACKETS - Projecting support members found under eaves or other overhangs; may be plain or decorated.

BRICK - A usually rectangular building or paving unit made of fired clay.

- **HEADER** - Bricks laid with their short end toward the face of a wall in a horizontal position.
- **ROWLOCK** - Bricks laid with their short end toward the face of a wall in a vertical position.
- **SOLDIER** - Bricks laid with their long end toward the face of a wall in a vertical position.

CAPITAL - The upper decorated portion of a column or pilaster on which the entablature rests.

CLADDING - Exterior wall coverings. Synonym: Siding

COPING - The protective uppermost course of a wall or parapet; projects beyond the wall surface to direct rain away from the building. Materials include: clay tile, stone, concrete or metal.

CORBEL - A series of projecting masonry units, each stepped out further than one below it; most often found on walls and chimney stacks.

CORNICE - The projection at the top of a wall; the top course or molding of a wall when it serves a crowning member. Also refers to the upper projection of the entablature in classical architecture.

COURSE - A horizontal row of brick, stones or other masonry units.



Brackets and Cornice

Acroterion



Corbel



ARCHITECTURAL TERMS

DENTIL - Small square blocks found in a series on many cornices, moldings, etc.

EAVE - The portion of the roof which projects beyond the walls.

EGG AND DART - An egg-shaped ornament alternating with a dart-like ornament used on a decorative band.

FAÇADE - The principal face or front elevation of a building.

FENESTRATION - The arrangement of windows and other exterior openings on a building.

HOOD - A protective and sometimes decorative cover found over doors, windows, etc.

KEYSTONE - A wedge shape stone found at the center of an arch.

KICKPLATE - Material at the bottom of a storefront or door. Used as a decorative element and/or to protect glass from being "kicked".

LINTEL - A horizontal structural member that supports a load over an opening; usually made of wood, stone or steel; may be exposed or obscured by wall covering.

MORTAR - A mixture of plaster, cement or lime with a fine aggregate and water; used for pointing and bonding bricks or stones.

PARAPET - A low wall or protective railing; often used around a balcony, or along the edge of a roof.

PILASTER - A rectangular column or shallow pier attached to a wall; quite frequently decorated to represent a classical column.

PRISM GLASS - Small glass blocks with one smooth side with ridges on the opposite side that reflect the light into the interior. Often used at storefront transom windows to project light deep into the space.

STOREFRONT - The side of a store facing a street, usually containing display windows.

TUCKPOINTING - The treatment of masonry joints by removing deteriorated mortar and filling in with a new mortar.

TURRET - A small tower; often located at the corner of a building.

Dentil



Egg and Dart

Keystone



ARCHITECTURAL TERMS

AWNING - A window that is hinged at the top and swings outward.

BAY - A projecting window with an angular plan.

CASEMENT - A window sash that opens on hinges fixed to its vertical edge.

COUPLED - Two closely spaced windows that function independently but visually form a pair.

DOUBLE-HUNG - A window with two sashes, each movable.

FIXED - A fixed frame window that does not open.

MULLION - The vertical bar between coupled window of multiple windows.

MUNTIN - One of the thin strips of wood used for holding panes of glass within a window.

ORIEL - A projecting bay window in an upper story of a building.

PANE - A single piece of window glass. Synonym: Light

SASH - The glass and framework of a window. May be moveable or fixed.

SIDELIGHT - A long fixed sash located beside a door.

TRANSOM - A small window above a door or other window.

Oriel window



Double-Hung windows



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Memorandum

To:	Matt Rueff
From:	Andrew Feigenbaum
Date:	June 4, 2010
Subject:	REA-Alexandria Downtown Plan

Shrewsberry has performed a limited initial investigation on the Study Area known as the REA-Alexandria Downtown Plan. Existing records maintained by the Indiana Department of Environmental Management (IDEM) available on the IndianaMap (http://129.79.145.7/arcims/statewide_mxd/index.html) were researched, as well as some records available on the IDEM LUST Report database and Virtual File Cabinet (<http://www.in.gov/idem/4101.htm>).

Summary maps and tables of research conducted to-date are attached. Additional research, such as further information on existing UST sites, is on-going.



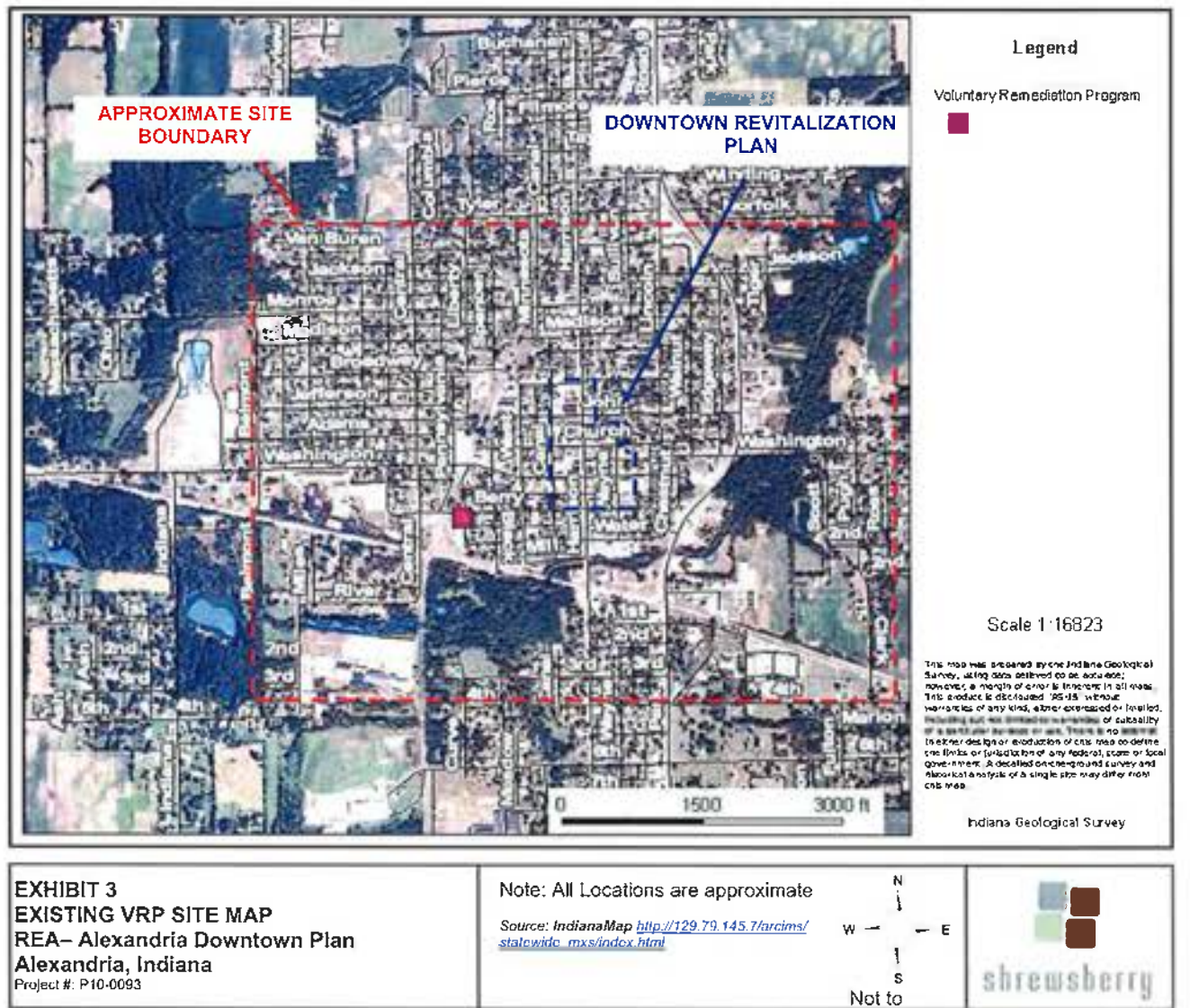
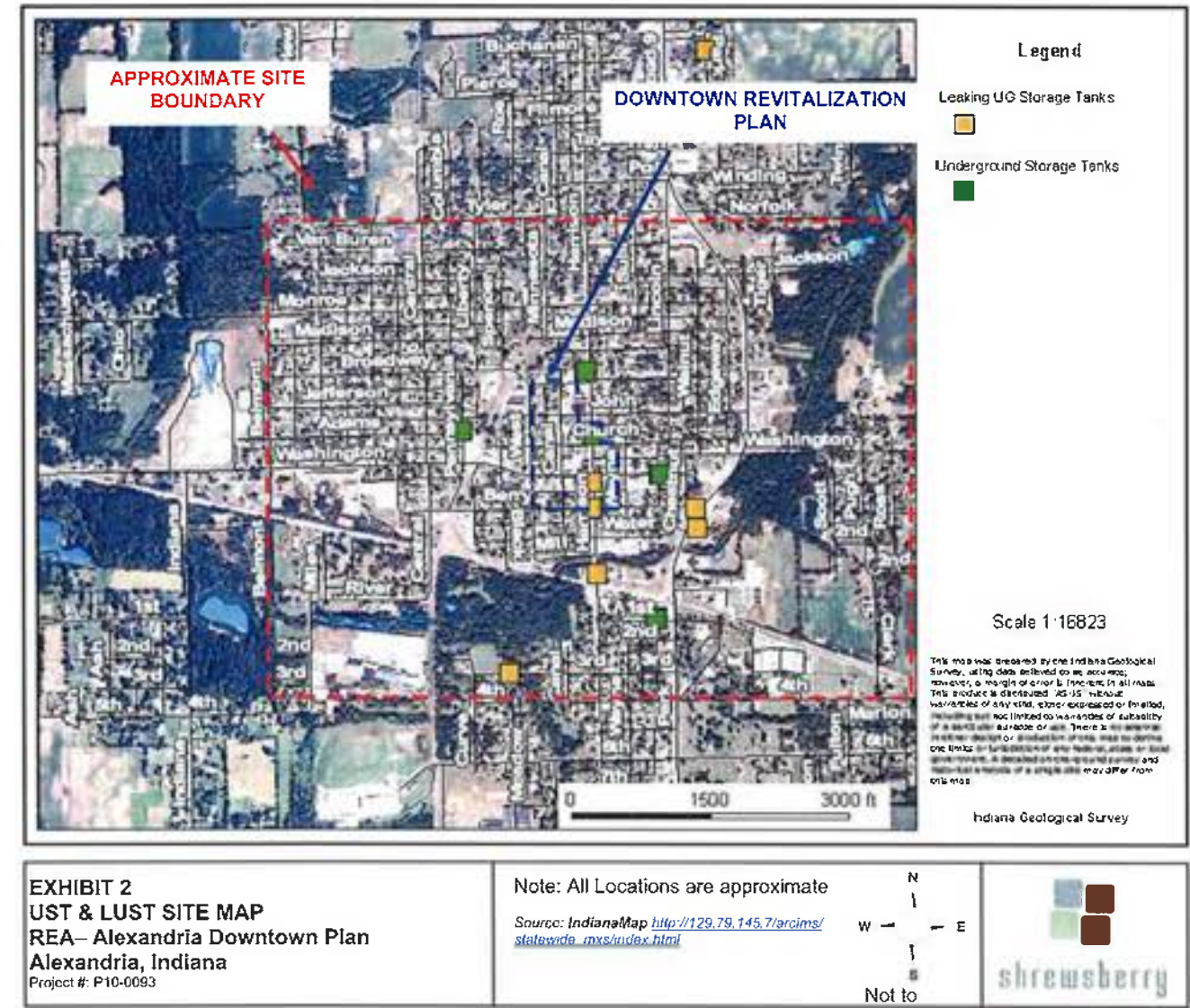
EXHIBIT 1
SITE VICINITY MAP
REA- Alexandria Downtown Plan
Alexandria, Indiana
Project #: P10-0093

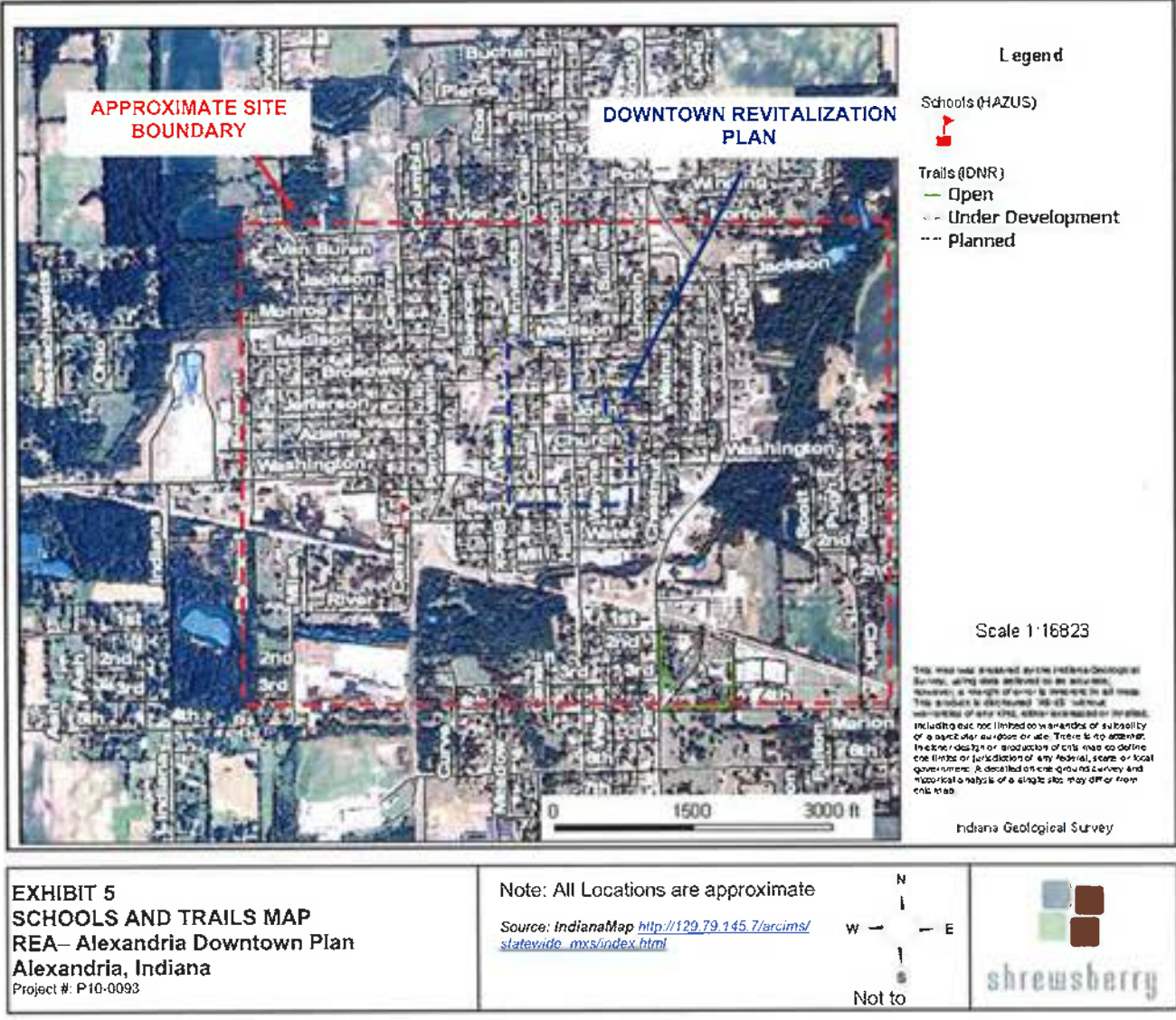
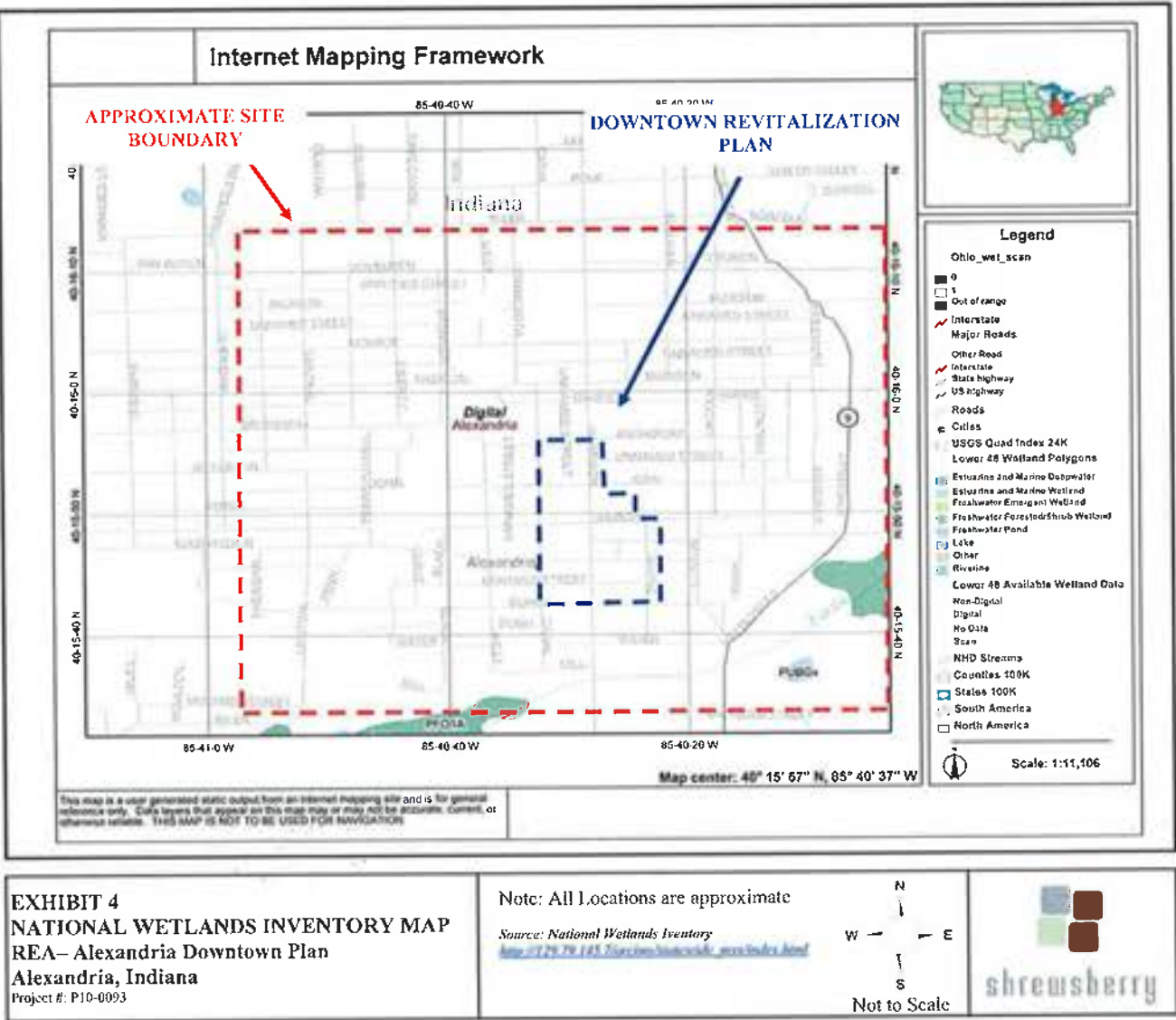
Note: All Locations are approximate

Source: IndianaMap http://129.79.145.7/arcims/statewide_mxd/index.html

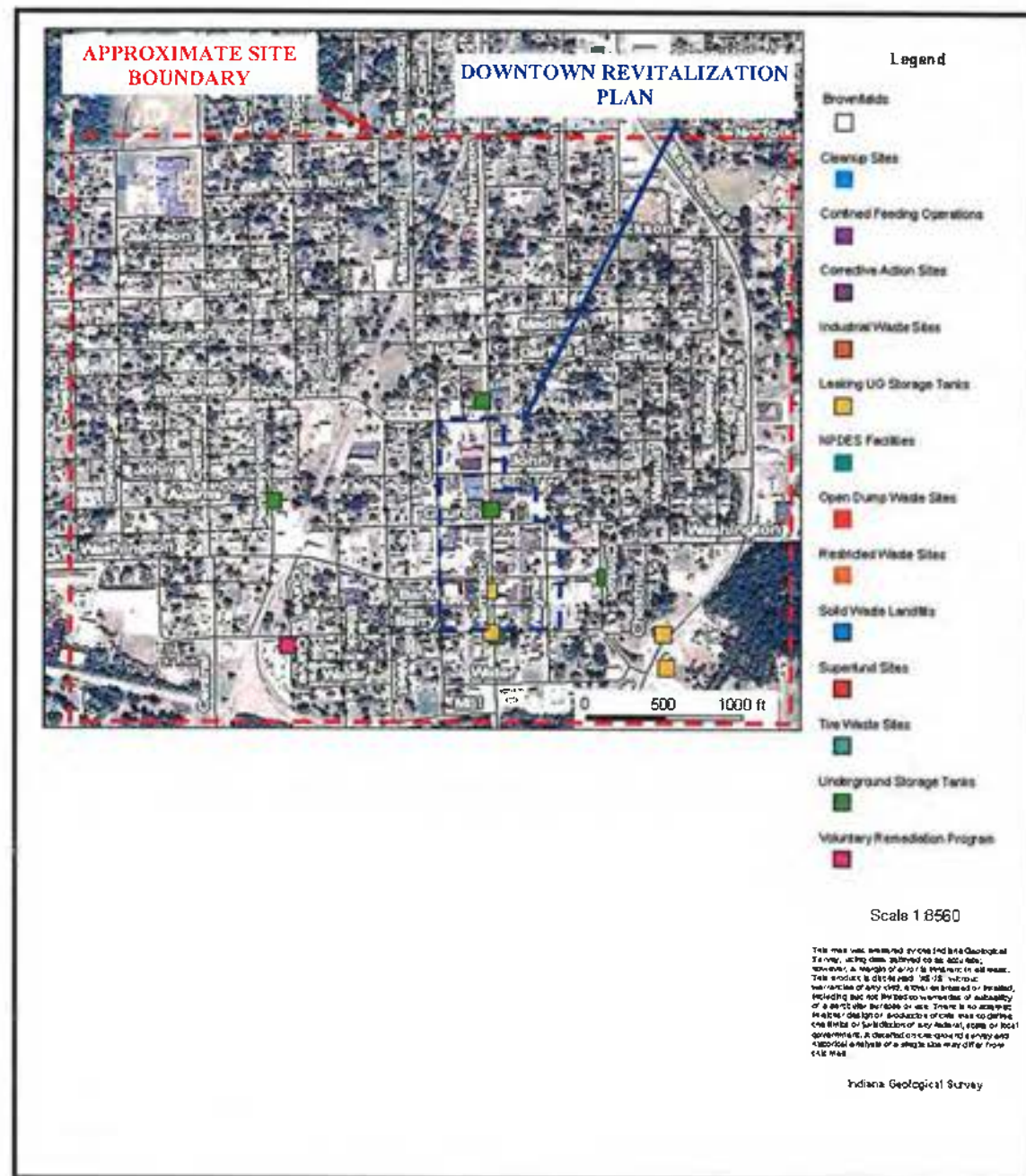


YOUR VISION. OUR FOCUS.





APPENDIX E - SHREWSBERRY MEMORANDUM



Facility ID	Incident Number	Name	Address	Description
14492	199812511	Cooper 66	1404 Lincoln Ave	Active
3717	199812609	INDOT ALEXANDRIA UNIT	SR 9 & SR 28	Active
14510	199501085	Mc Clead's Marathon	401 S Harrison St	Discontinued
15448	200509501	Swift Service Station #221	203 S Park Ave	Active
11715	199903540	Alexandria Police Dept	204 S Harrison	Active
3499	200706506	Speedway NO 7160	122 S Park Ave	Active
20235	199106554	Alexandria WCPC	1706 W 1100N	No Paper File
19310	199010529	Vacant Lot	SR28 & Sr 9	Discontinued (active)
6749	199108550	United Unit 6040	Sr 9 & Sr 28	NFA-UST Branch Guidance Manual
1911	199412526	Int Holland Motor Express Inc	Rr 4	NFA UST Branch Guidance Manual
11714	200009513	Alexandria Waste Water Trmt Plant	1706 W Cr 1100 N	NFA-UST Branch Guidance Manual
6522	199306536	Troy's Phillips 66	124 S Harrison St	NFA UST Branch Guidance Manual
406	200003519	Superior Forwarding	RR1 Box 368 SR 28	NFA UST Branch Guidance Manual
8840	199810555	Humphries Automotive Service	1004 Park Ave & SR 9	NFA-UST Branch Guidance Manual

affected Medium S= Soil
G=Groundwater
F= Free Product

Existing Voluntary Remediation Program (VRP) Sites

Site ID	Name	Address	Description
6980804	Alexandria Railway	SW Curve & Berry Street	Site Closure Report- 3/10/2003